

NESPRESSO®

OCTOBER 4TH, 2013

TEAM 5

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BUSINESS ANALYSIS

AN INDEPTH LOOK AT NESPRESSO

INTRODUCTION



HISTORY

Nespresso was founded in 1986 as a subsidiary of *Nestlé*. It created two machines and four coffee variations and marketed it to the office coffee sectors in Switzerland, Japan, and Italy. In 1989, the *Nespresso Club* was created to offer exclusive, personalized customer service, which later became the core value of the brand. In 1991 the recycling program was started in Switzerland, with an initial 34 collection points. The company realized early on that the internet would be the best method of connecting directly with their customers, and the launch of the website allowed for consumers to purchase coffee with free delivery.



Only in 2000 does the company create a new corporate identity, along with increased exposure with the introduction of *Nespresso Boutiques*. This sparked a double digit growth rate that has not stopped, doubling their revenue to 2 billion CHF in just two years between 2006 and 2008. *Ecolaboration* was started in 2009 to address the issue of sustainability, and much of the coffee supplied comes from this program. The program achieved its 75% capsule recycling capacity goal in 2012, a year ahead of schedule. The company continues to grow at a rate of between 20% and 30%, and is undeterred by its patent losses on the cup systems.



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PROPOSITION



VISION

To understand the value proposition of *Nespresso*, you first have to understand the vision that drives *Nespresso*. Their vision is that they want to increase consumer pleasure and provide the ultimate coffee drinking experience to the customer. They do this by enabling anyone to create the perfect cup of coffee, with the perfect flavor, every day.

PERSONAS

We focused on analyzing the way *Nespresso* communicates with the customer and how they approach the different characteristics of their customers and their coffee. We did this by making three different personas who represent three different coffee flavors, each with different characters and characteristics.

Mr. Decaffeinato



- 41 years old
- Single
- Artist/painter
- Wants to enjoy the taste of coffee on a Sunday morning

Ms. Volluto



- 34 years old
- Married
- Stay at home mom
- Enjoys a light cup of coffee every now and then

Mr. Ristretto



- 27 years old
- Single
- Office Job
- Takes a cup of coffee every morning to start the day strong



PROPOSITION



To determine which flavor fits with which type of customer, we looked at the intensity and the most important characteristics of the coffee.

We decided that *Decaffeinato* fits best with either people who like the more gentle flavor of coffee without the kick from the dose of caffeine or people who are allergic to caffeine.

Therefore we decided to make *Mr. Decaffeinato* a person who appreciates the pure, light taste of coffee, without consuming caffeine to disturb his creativity, because he is an artist for a living.

Volluto is a coffee flavor which is a bit more gentle and fruity, not too intense, with some tones of sweetness. These flavors fit with a more feminine character and fit well with people who want to enjoy a cup of coffee to relax and to relieve stress from a busy day, without it being too intense. That's why *Ms. Volluto* is a person who is married and a fulltime mom of two kids. She likes to enjoy a nice and light cup of coffee every now and then to retreat from her daily activities.

Ristretto is a more intense, robust and masculine flavor. It fits with young, somewhat ambitious men who appreciate the pure, strong and intense flavors of coffee. The coffee is perfect for giving an energy boost in the morning before going to work. That's why *Mr. Ristretto* is a young, single office desk employee who aspires to become a manager and therefore makes long hours at work. He likes to enjoy a strong, great tasting cup of coffee in the morning to wake him up and to boost his performance at work.



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PROPOSITION



To analyze the behavior and experiences around consuming *Nespresso* of the client base, we made three customer journeys. The red one is about the activity of buying *Nespresso*, the golden one is about making *Nespresso*, and the black one is about the overall activity in a day of *Mr. Ristretto*. We made these analyses to find opportunities for innovation within the brand *Nespresso*. The customer journeys are based on three different levels of detail within the activity to find more opportunities for innovation. We linked the three different customer journeys to the personas discussed before.










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COMMERCIAL MARKET AND STRATEGY



Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
Device manufacturers Local companies	Logistics Marketing Production	Great espresso experience at home (/office)	Nespresso Club 24/7 customer service	Households Coffee lovers Wealthy people
	Key Resources  Advertising Logistics Patents		Channels  Website Stores Flag stores	Office users Companies

COMPETITION

Nespresso has several direct competitors varying from more authentic ways of making coffee such as filter coffee and machines that use fresh coffee beans to easy and fast ways of making coffee such as Senseo and instant coffee and many others. But somehow *Nespresso* manages to stand out from all the other products, creating their own market.

UNIQUE APPROACH

This difference between *Nespresso* and others is partly created by the new technology with cups, but mainly by their unique market strategy.

Instead of focusing on people buying and drinking coffee, they aim to create an exclusive experience around it that makes the customers feel special; *Nespresso* provides a great espresso experience at home with a constant quality but also makes the entire experience with *Nespresso* one that isn't forgotten easily. The relatively high price and limited amount of distribution channels of *Nespresso* is very important in this strategy of making it exclusive. Besides, they provide extraordinary 24/7 service and a special *Nespresso Club* only for costumers. Because of these services customers are very loyal to the brand.



COMMERCIAL MARKET AND STRATEGY

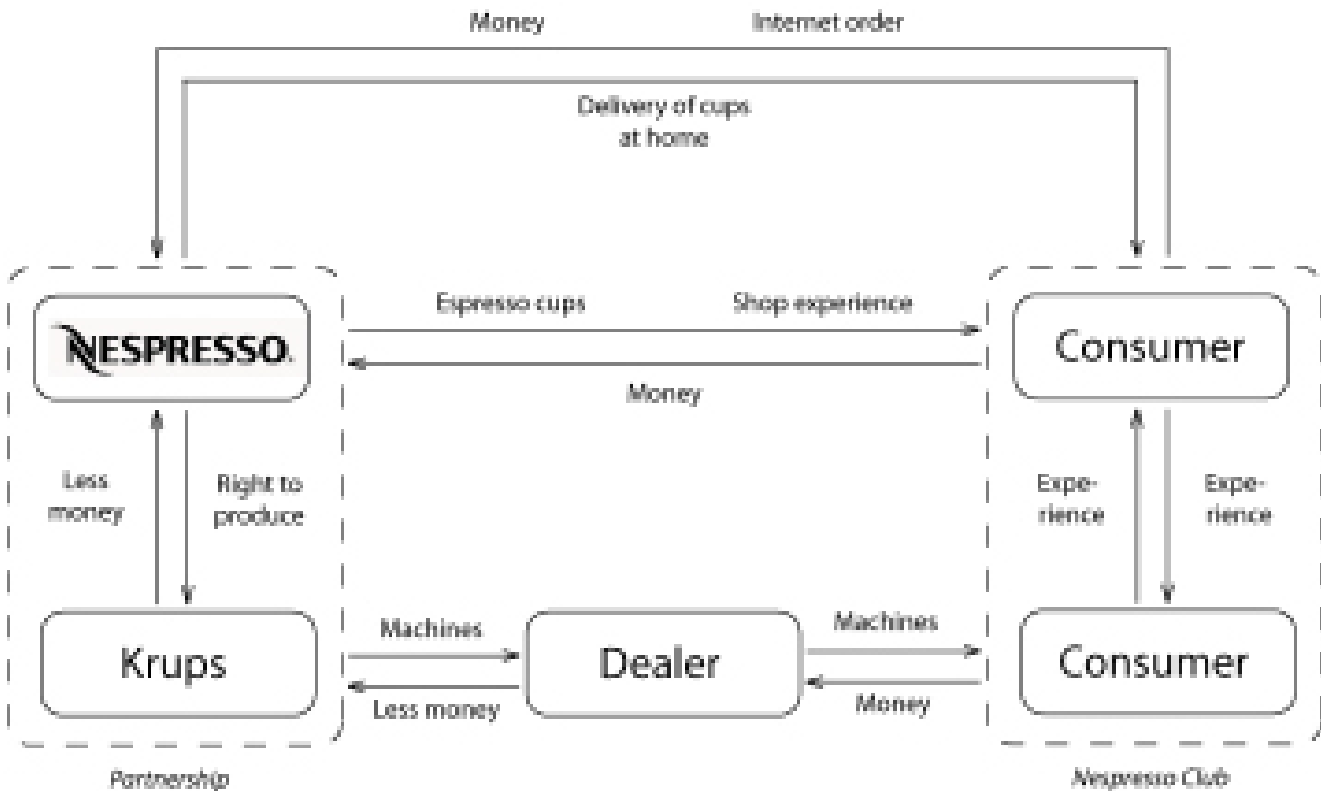


STRONG CYCLES

Drinking good coffee is not the only aspect *Nespresso* focuses on. Their strategy consists of many cycles that are always of perfect and constant quality; their system always works. These different cycles are present between *Nespresso* and the customer, *Nespresso* and their business partners and between the customers via the *Nespresso Club* as illustrated in the scheme below.

STRENGTHS

One of the smartest moves of *Nespresso* was to build in their concepts and ideas with a lot of patents. These patents keep the copycats away and help to keep *Nespresso* unique. Other companies in their competition such as Douwe Egberts, Illy, Kannis en Gunnik and many others therefore have to come up with their own concepts. Some of these past concepts turned out to be real successes, but all very different from what *Nespresso* is bringing the customers today.



COMMERCIAL MARKET AND STRATEGY



THREATS

At the end of 2012 *Nespresso* lost some of their patents on their special capsules. This gave other companies the opportunity to make capsules too and to make profit of the success of *Nespresso*. This loss of patents has several consequences for *Nespresso* and could bring a shift in the market.

A threat for *Nespresso* could be their loss of exclusivity because the great variety in channels that will become available. Another aspect is the quality in coffee; *Nespresso* is known for its constant perfect quality coffee. The quality has to remain perfect, especially when other companies are coming with products that are also of high quality. This could also lead to a price war between the various companies.

OPPORTUNITIES

Despite the apparent disadvantages and threats, the loss of patents also create opportunities. For example; when the price of the capsules drops and it becomes available for a large part of the society, there will be an increase of the amount of machines sold (*Nespresso* still owns the rights on the machines). Another big opportunity is given by the enormous client data base that is created throughout the years. These data could be used in many ways. Besides that, *Nespresso* has a very good market position and is therefore in the perfect position to come with new innovations. Where other companies will be focusing on copying capsules, *Nespresso* has the opportunity to come with new innovative ideas.



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COMMERCIAL MARKET AND STRATEGY



ECOLABORATION

Another aspect that is very important to *Nespresso* and her customers is care for the environment. That's why *Nespresso* started the *Ecolaboration* program.

This program gives local coffee farmers the opportunity to get a fair price for their coffee which enables them to grow sustainable coffee. To accomplish this *Nespresso* provides them with new technologies, training and long term support.



Nespresso also finds it very important that they not only provide the customer with very exquisite coffee, but also that the used cups get recycled properly. This is done by partnering up with local recycling companies around the world. *Nespresso* shares information with them on how to recycle aluminum, which provides these companies with the possibility to recycle garbage other than *Nespresso* cups better.





DESIGN

Nespresso had a very distinct business model in that they design and market the capsules containing their coffee themselves, yet allow third parties to design and market the brewing machines. Nevertheless *Nespresso* holds a lot of control over the look and feel of third-party products by only licensing the relevant (and necessary) technology under the condition that these third parties adhere to *Nespresso's* strict design guidelines. These guidelines, amongst others, define technical requirements of the machines (such as pressure, puncture size and temperature) and general design style (dark colors, straight lines, exclusive look and feel).

FIRST-PARTY DESIGN

Apart from licensed machines, *Nespresso* also designs and markets a first-party line of machines and accessories. Products designed in-house by *Nespresso* for their brand include brewing machines that accept capsules, other machines like the *Aeroccino* for preparing cappuccino milk, accessories like cup holders and coffee mugs and disposables like sugar and milk packets. These products all have *Nespresso's* branding and adhere to their own strict design guidelines, mainly dark colors with an exclusive feel. Also, these products are usually priced in the higher segment and are dominantly displayed on their own website and in their *Boutiques*.



THIRD-PARTY DESIGN

Manufacturers such as Magimix, Krups and De Longhi design and market brewing machines that strictly adhere to *Nespresso's* design guidelines, ensuring that the end-user will have a uniform coffee brewing experience with any machine from any manufacturer. By forcing the manufacturers to follow these strict guidelines, quality is guaranteed, which is important for the *Nespresso* brand as a whole. Another benefit from this strict licensing system is that these third-party machines are also sold in the *Nespresso Boutiques*, giving them an equal chance of exposure compared to the first-party products.





Nespresso brewing machines use several unique tactics to provide end-users with the desired coffee experience. Amongst others, the machines utilize a high-pressure system of up to 19 bar to drive the hot water through the coffee capsules. These capsules are first punctured by three perforation pins, pushing the water into the capsule and forcing the weaker aluminium bottom to rupture. This rupturing is advanced by small raised squares on the capsule bed, with tiny holes between them through which the coffee escapes into the cup.

A differentiating feature between *Nespresso* machines is their inclusion or lack of an automatic stop system. This system allows the machine to stop brewing coffee when the cup is full, alternatively requiring the user to stop the machine manually. By including this feature on high-end models and excluding it on the lower end, product differentiation is achieved. Other features are also used to this end, for example an automatic milk heater function or ejection of used capsules.

U.S. Patent

Sep. 21, 2010

Sheet 1 of 3

US 7,798,055 B2

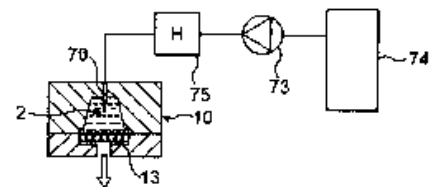
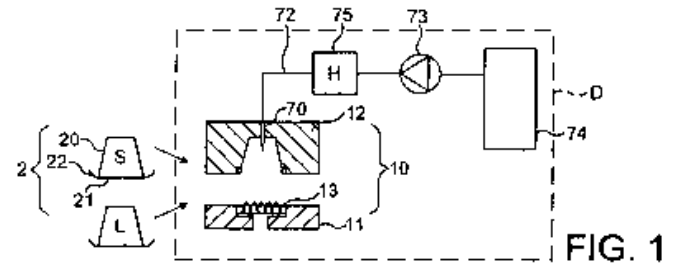


FIG. 2

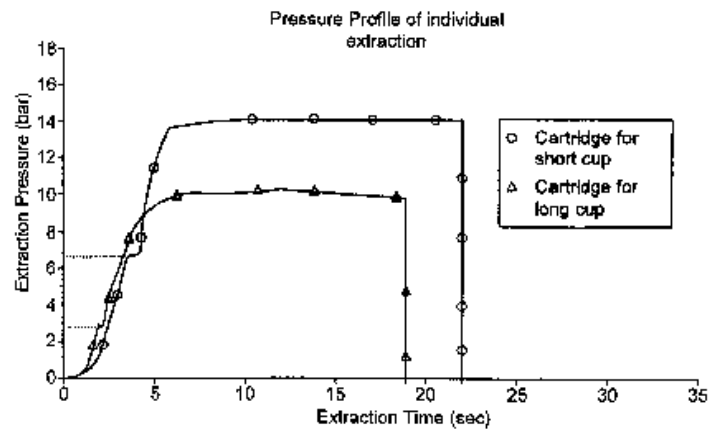


FIG. 3



INTELLECTUAL PROPERTY



The entire *Nespresso* concept, including the capsules themselves, the machines, the coffee contained in the capsules and the *Nespresso Boutiques* are covered by over 1.700 patents. The protection offered by these patents have allowed the *Nespresso* ecosystem to blossom and achieve enormous profit for Nestlé, the owner of the *Nespresso* brand. However, starting in 2012 some patents in Nestlé's portfolio covering the *Nespresso* concept have begun to expire. This has allowed non-licencees to begin developing and marketing products that are compatible with the *Nespresso* system, such as capsules and brewing machines.

Examples of this include Sara Lee, which has started to sell plastic coffee capsules designed for use in *Nespresso* machines under their Maison de Café, Douwe Egberts and Marcilla brands.

Naturally, this development poses a risk for the continuation of *Nestlé's* business model. *Nestlé* is attempting to prevent this by suing companies producing compatible yet unlicensed products, but has so far been unsuccessful in completely halting this development.



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COST STRUCTURE



COSTS

- Coffee beans
- Transport
- Investment into new farms
- Boutique Rental and furnishing
- Manufacturing Materials
(machine, coffee, accessories)
- Packaging
- Factory costs
- Personnel costs
- Office Costs
- Advertising Costs
- Recycling Program

REVENUE

- Nespresso* cups & pads
- Royalties from licensing
- Machine sales
- Accessory sales
- Deals with partners



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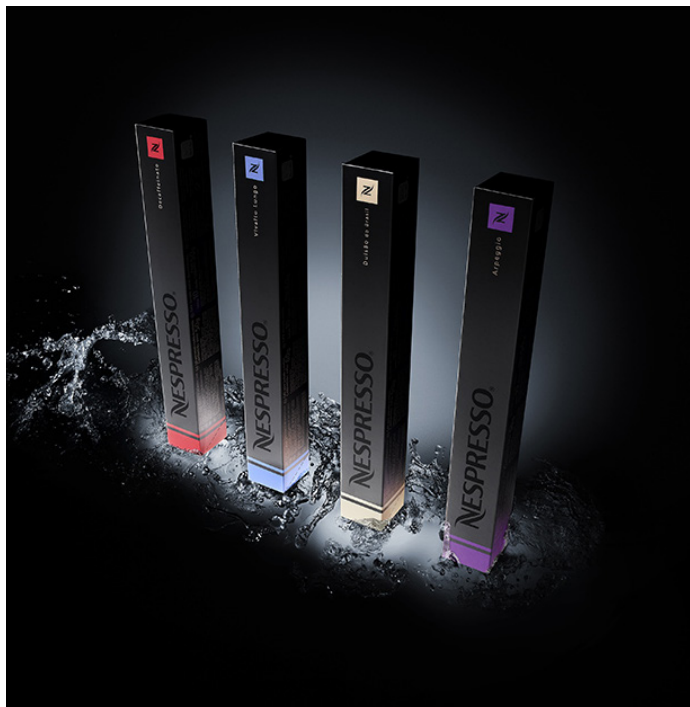
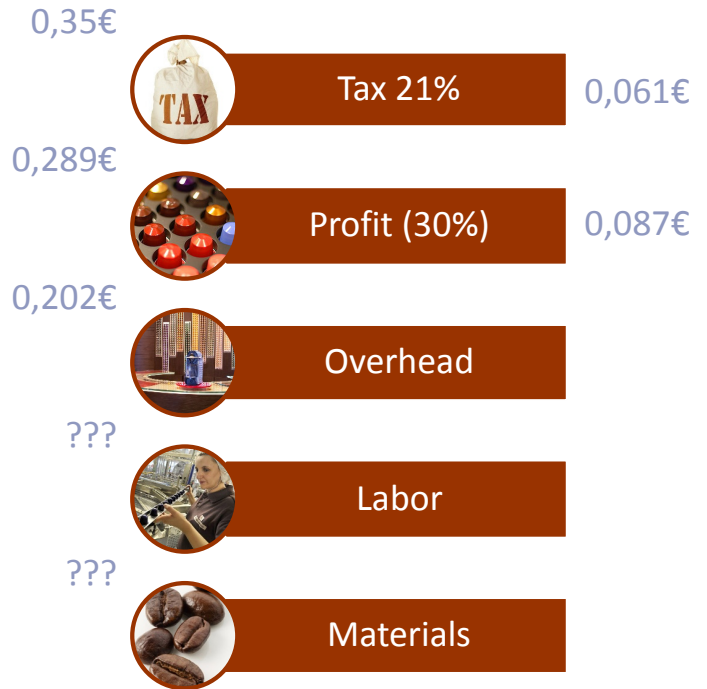
COST STRUCTURE



RETAIL

A standard *Nespresso* cup costs 0,35 euros. As the chart on the right shows, 0,061 euros of this amount is consumer tax. Assuming *Nespresso* has a 30% profit margin on their cups, they earn 0,087 euros per cup sold, which amounts to 0,87 euros profit per packet sold.

As *Nespresso* is part of the *Nestlé* brand, it is difficult to find exact figures. However, certain sources claim that the company had a turnover of 3,62Billion Euros in 2012, an increase of 28,3% from the previous year. Assuming the previous profit margin of 30%, the company made almost 1,1Billion euros in profit, which will increase in the coming years.



It is impossible, however, to find the actual costs to the company at the lowest levels, such as material procurement, wages, investment, etc. For this reason, the bottom part of the diagram above has not been completed with numeric data.



COST STRUCTURE



COMPETITION

As previously stated, the *Nespresso* cup costs 0,35 euros. Douwe Egberts has released a cup that costs 0,31 euros, but its design causes a decrease in effectiveness, as it does not fit snugly into the *Nespresso* machines. Another company, CoffeeDuck has released reusable cups. This means that a person can buy their own espresso mix from, for example, Illy at 24 euros/Kg instead of 87 euros/Kg that our coffee costs. They sell the 4 cups for 15 euros, and when used, this brings down the price of a cup of coffee to 0,09 euros. This system does require more user intervention and as before, does not operate at an optimum level.



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MIDTERM REFLECTION



The first conclusion we can draw when we look back at the past week is that it was kind of chaotic. The new assignment approach did not always fit the personal schedules of our group members. Although we worked hard on our own particular parts in our own time, the results were sometimes a bit messy. The presentations should have been more like a whole instead of individuals telling about the same subject. The next assignment week this has to be changed, since the strong and good information we found also deserves a strong and good presentation with a good flow. Especially when it has to be presented to a client.

Although we did not clearly state the why's on each decision the company has made, it was semi-evident throughout the presentation. The upcoming presentations will have more structure resembling a story and be clearer in the what, how and why.

What was also kind of missing in the assignment so far were the 'what are we doing' and 'why are we doing this' questions about the assignment itself. We were given an exercise and deadlines, but because of the new assignment model the actual idea behind the assignment got a bit lost sometimes. This also counts for some of the models that were presented throughout the presentations.

Finding the right information turned out to be more difficult than expected since not all the information is available for everyone on the internet, but we also have to take in account that a company is not presenting all its secrets that easy. An own analysis is needed.

Overall an interesting week, but we think we can get much more out of the assignment during the next assignment week.



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BUSINESS PROPOSITIONS

AN INVESTIGATION INTO NEW BUSINESS OPPORTUNITIES



The analysis of *Nespresso* shows several design opportunities.

COFFEE BAR EXPERIENCE

One of these opportunities is an improvement of the coffee bar experience after one purchases coffee at one of the *Nespresso* boutiques. At this moment the experience feels a bit awkward. The interaction and service during the actual buying of the coffee is very good and getting offered a cup of *Nespresso* afterwards only seems logical in this process. However,

the moment when one is standing at the bar with a cup of coffee is not in line with the high end experience they aim to give a customer in the boutiques. It feels awkward since one is standing alone at the bar, with a bag and a jacket. What often happens is that people drink their cup very fast and leave quickly. This coffee bar experienced could be improved.



DESIGN OPPORTUNITIES



CLIENT DATABASE

Nespresso collects a lot of information about their customers in a large database. Although this database holds the best inside information about habits of the customers, the data is not being analyzed that well, which leaves opportunities created by this information unexplored.



RECYCLING PROGRAM

Another interesting direction is giving the recycling program a boost. The recycling program of *Nespresso* is available, but not optimal. In various countries such as Switzerland the amount of recycled cups is very high, in others such as France it is close to zero. This has various factors; many people are not even aware of the fact that there is a recycling program for example. This whilst a certain program can be very valuable for *Nespresso* in terms of costs and image.

Of all these interesting opportunities we think giving the recycling program a boost has the most potential. To do this we developed a concept that is not only beneficial for *Nespresso*, but also for the customer, the environment and the underlying relations between them. Our system stimulates customers to recycle their cups and contribute to the *AAA program* and eco-friendliness of *Nespresso*. This is done by a reward system.



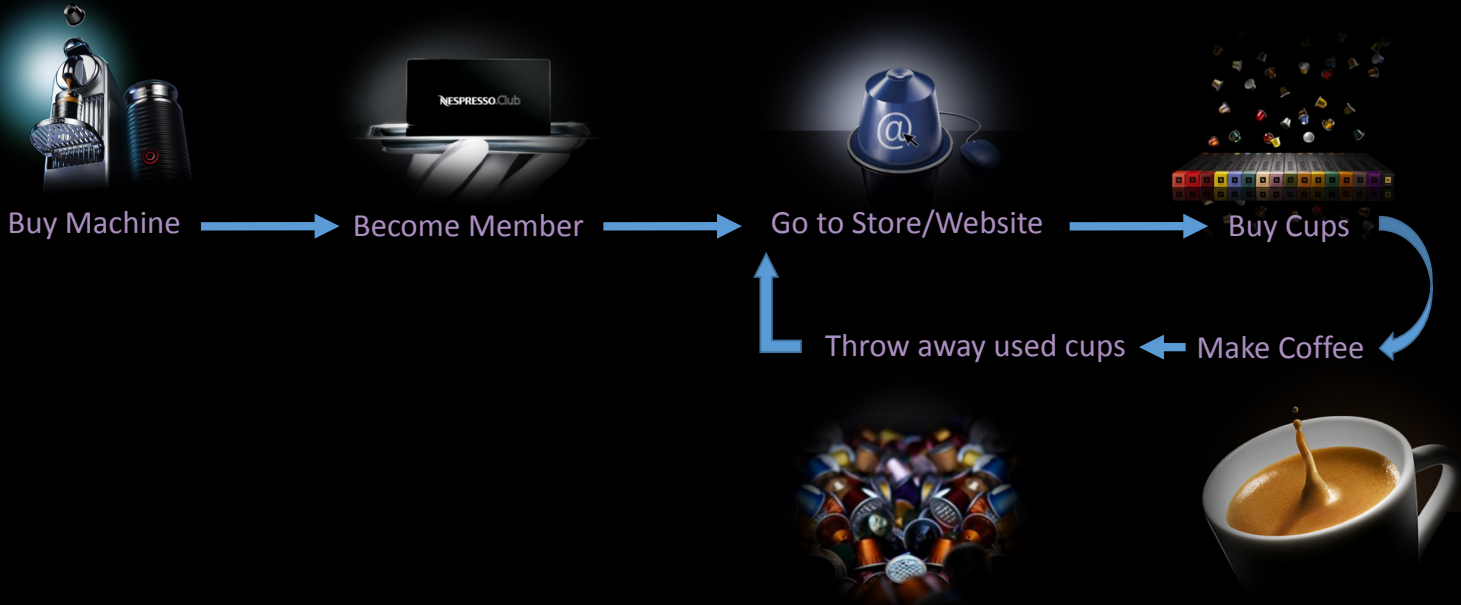
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CUSTOMER BENEFITS



CURRENT CUSTOMER JOURNEY



To understand the new business proposition, it is useful to understand what journey the customer takes right now. As the image above shows, the customer buys a machine, becomes a *Loyalty Member*, and then starts a cycle: Go to the store or website, buy the cups, go home, make the coffee, and then throw the used capsules in the trash, and finally going back to the store to buy more. This system treats the client as an end consumer; that as soon as they buy the cups, the influence of *Nespresso* falls away and the consumer is left to deal with the rest of the cycle until they go to *Nespresso* to purchase more.



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CUSTOMER BENEFITS



FUTURE CUSTOMER JOURNEY



The proposition revolves around changing this user experience. When a customer goes to the store to buy new cups, they can take their old cups with them. They scan their *Loyalty Card* and deposit the cups in the bin, which counts the amount of points they have earned. If they have enough points to buy certain rewards, they can redeem them in the store along with their new purchase of cups.

If they order the cups online, they can deposit their cups with the delivery service when the new cups are delivered, If they have enough loyalty points, they can also purchase rewards

online, which are then delivered with the next purchase.

There are three reasons the consumer would participate in this new system. Firstly, they contribute to being environmentally friendly, which gives them the feeling that they are doing something good. Secondly, they are able to automatically save points and receive rewards just for consuming the *Nespresso* coffee. Lastly, the consumer feels like they are an integral part of the *Nespresso* business cycle, which gives them the sense they are needed. The overall result is increased brand loyalty through exclusive rewards and pampering.



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COMPANY BENEFITS



LESS PRODUCTION COSTS

Buying new aluminum is relatively expensive. Since aluminum is 100% recyclable it is very interesting to recycle the existing cups. This process is much cheaper than producing new cups resulting on more profit. More on this subject can be found on page 29.

EXTRA PROMOTION

Rewarding the loyalty of the customer is done by giving them tangible and intangible rewards. For the customers these rewards make them feel extra special and for *Nespresso* this is an extra way of promoting their brand.

BETTER IMAGE

The most important benefit for *Nespresso* is the fact that their image will also get a boost by become a more environmentally friendly company. There will be more focus on their *AAA program* giving *Nespresso* the opportunity to show they care about the environment and wanting to contribute to make our environment more sustainable.

STRENGTHEN POSITION

Creating an even better image for *Nespresso* is really important for their current market position. *Nespresso* needs to lock in their customers and distinguish themselves more and stand out of the crowd, especially now that competitors are also able to produce cups. Loyalty to the brand should be encouraged by offering something extra. This is done by our concept.



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IMPLEMENTATION



MARKETING IMPLICATIONS

Right now, *Nespresso* already has recycling bags and containers for sale which can be added to any purchase of cups. However, the customer still needs to manually and deliberately add these items to their shopping cart, which poses an extra barrier for customers to make this decision. As it is in *Nespresso's* interest to promote the recycling and rewards program, it makes sense to provide these recycling containers for free. Not specifically with each purchase, but for example automatically after each return of a full container.

Another important aspect is the possibility of returning spent capsules upon home delivery of new capsules. This again removes a barrier for customers to participate in the recycling program. It should be noted, however, that this requires the delivery network to be adapted. Couriers should pro-actively ask customers to return spent capsules and provide them with recycling containers upon request.

A key part of the recycling reward system is the automatic period mailings directed at loyal customers. These mailings should take the form of high-end mailings already done by airlines, in which the customer database is extensively used to tailor each email to its specific recipient.

In the case of *Nespresso* this would mean that the email contains the current total of points that customer has accumulated and which rewards are available for that amount. These rewards shouldn't be random but should be tailored specifically to that customer's liking. Using the customer database, the system should analyze which cups the customer usually buys, and in the case of accessories what kind (and family) the customer has at home. If, for example, the customer is known to have bought glasses from the *Pixie* line, the mailing should offer this customer matching spoons as a possible reward.





CHANGING BEHAVIOR

In general, customers aren't against participating in eco-friendly initiatives by companies. They are also usually easily persuaded to pick a 'green' variant of a product if the price doesn't differ by much. However, in the case of *Nespresso's* capsule return program, there is little incentive for customers to participate beyond their own beliefs with regard to ecofriendliness.

For the *Nespresso* recycling reward system to work, this incentive has to be introduced. By integrating the point accumulation into their normal buying routine all the hassle is taken out of participation. Customers are inherently rewarded by consuming the product they love, yet with the addition of more reward for participating in the recycling program, they get that little push they need to become actively involved, strengthening the relationship between them and *Nespresso*.

Overall, *Nespresso's* main marketing opportunity is the ability to lock their customers into a proprietary reward system controlled by *Nespresso*. Customers will think twice before purchasing other vendor's capsules, as they will not earn any *Nespresso* rewards. This is an excellent way to bind the customers even tighter to *Nespresso*, especially in light of recent losses regarding patents protecting the capsules.



IMPLEMENTATION



TECHNICAL CONSIDERATIONS

From a technical standpoint there are a few key aspects to keep in mind with regard to the proposed reward system. The *Nespresso* customer database is the most essential, principal asset within this system. Using this database, cross-referencing can be performed to tailor each offer towards customers to that specific person.

With regard to cross-referencing, the system should not only keep track of all capsules, machines and accessories bought, but also record the number of spent capsules returned by each customer. All of this information can be used to communicate more personally with *Nespresso* customers, creating a more intimate relationship.

In the *Nespresso Boutiques*, spent capsule return points should be more prominently featured in the store layout. These return points should be fitted with sensors to track the number of returned capsules, *Club Card* scanners to connect capsule return counts to an individual customer and large displays counting the number of returned spent capsules.



REWARDS

A very important aspect of the implementation of our system and the marketing strategy attached to that is the reward system. Without the reward system there is no incentive for the customer to return the used cups to *Nespresso*. With our analysis of *Nespresso*, we noticed that *Nespresso* wants to convey an air of luxury and indulgence, by being exclusive and upholding a very high quality standard. A couple of reward possibilities were created which incorporate the image and values *Nespresso* has built up over the years.



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IMPLEMENTATION



The rewards are divided into two categories. Firstly, there are the tangible or material rewards, which include gifts like free *Nespresso* accessories, access to limited edition sets and discount on brewing machines. These rewards will function not only as a tangible and usable trophy for the customer, but also as free marketing for *Nespresso*, because friends of the customers will be reminded of the beauty, elegance and simplicity of a *Nespresso* product. These rewards will generally be lower on the loyalty point cost scale.

Secondly, there are intangible or experience rewards. These rewards include gifts like an exclusive dinner in a high class restaurant, an elaborate coffee tasting experience or a visit to the factory in Switzerland. These rewards will increase the bond between the customer and *Nespresso*, because in most cases, the customer is able to get a closer view on how *Nespresso* functions and what it is like to produce the coffee the customer consumes. These rewards will be higher on the loyalty point cost scale.



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← Intangible Rewards

Tangible Rewards →



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COSTS

When a new concept is to be implemented, there need to be a couple of changes in the distribution of costs and benefits. To gain some insight in the differences of these financial aspects, some information was gathered about this.

It was discovered that the main decrease will be in the production costs. This is because when more aluminium is recycled, *Nespresso* has to buy less new aluminium, which results in more profit.

However, there would also be some cost increases, due to the fact that the overall collection and recycling system would be used more frequently. The transportation costs will go up, because *Nespresso* provides free pick-up for their customers. The maintenance costs of their partner recycling companies will go up, because the infrastructure for recycling the cups would be used more frequently. Lastly, the whole collection system and loyalty point system has to be designed, built, and maintained, so this will also cost *Nespresso* more money.

On the other hand would *Nespresso* be able to use the already existing infrastructure for recycling the cups. They already have a recycling

Costs	Benefits
Higher Transportation costs	Less production costs
Higher maintenance costs	Coffee Biomass
Development costs	

capacity of 75%, but they don't reach this capacity because a lot of people don't know this program exists. Even though *Nespresso* does not gain direct profit from implementing the system, they could easily retain their existing client base, like mentioned before in '*Benefits for Nespresso*'. There would also be possibilities for *Nespresso* to expand their client base, because it might pull in customers who care about the environment as well.



FINAL REFLECTION



Looking back at the entire assignment we can conclude several things.

In our reflection of the first week, we discussed the fact that it wasn't always clear what we were doing and why we were doing it. This because there was a big focus on analysis. However, when we started with the second week and tried to respond to the opportunities that our analysis showed us, we noticed that it was quite easy to come up with ideas. The knowledge that we gained through making an in-depth analysis of Nespresso and focusing on various aspects of the company enabled us to come up with a very good and strategically interesting concept.

It also became clear to us that when your designing a system such as our concept is not similar to designing one product. System design has a lot more factors involved that have to be considered.

Our ideas for Nespresso were communicated via several presentations. Giving presentations every day was very useful and made us not only think about what we present, but also about how we present it and how we as presenters should reflect our ideas in terms of appearance and ways of talking. Practice made perfect!

The final presentation showed all the elements of Nespresso we explored. On one hand this is good since we showed that we thought of everything, but on the other hand we should not forget that not all these aspects are important in selling the product. The story has to be very clear.

We found it very valuable that we got critics of the assignors and fellow students after each presentation and that there was room for small discussions about the presentation. Other opinions and improvements could be considered and adjusted in the presentation for the day after. The feedback the clients gave after the final presentations sometimes was quite harsh, but this was a good thing because it puts you with two feet on the ground again and makes you realize that it's not that easy to sell your ideas.

The cooperation between the group members was better compared to the first week since everyone took in account the new assignment structure. Products were delivered in time and the presentation was much more a whole than in the first week.



OCTOBER 4TH, 2013

LARS HOTTENTOT, ILSE MAESSEN, AMY MEEVIS, JIM STOLK

appliance, not recommended by nespresso
 adjustment, not recommended by nespresso
 service facility for examination repair or
 appliance to the nearest authorized
 appliance malfunctions. Return
 cord or plug or after nespresso
 appliance with a damaged
 Do not operate any
 appliance for other than intended purposes.
 off from outlet. Do not use appliance
 into the wall outlet. To disconnect,
 appliance first, then plug cord
 injury. Always attach plug to
 result in fire, shock or personal
 appliance manufacturer may

Helpful Hints

the It's best enjoyed as an espresso.
 stand notes to it. It has an intensity rating of 9.
INIVA FROM INDIA - Pepper, nutmeg, and cloves
 honey and malt. It's best enjoyed as an espresso.
ROSABADA DE COLUMBIA - made from Colombian
 honey and malt. It's best enjoyed as an espresso.
PULSAO DO BRASIL - A full arabica blend sourced
 only from Brazilian beans. A balanced blend with an
 honey and malt. It's best enjoyed as an espresso.
 long pulled coffee.
 beans and has an intensity rating of 3. Best as a
 very light blend stand out. It's sourced from African
FINEZZO LUNGO - Fragrant notes of Jasmine
 has fruity notes just the right amount of bitterness
VIVALTO LUNGO - A light balanced blend. Vivalto
 it's best enjoyed as a long pulled coffee.
 blend. It has dark notes of deeply roasted beans.
 those who like a full bodied lungo will appreciate this
FORTISSIO LUNGO - With an intensity rating of 7,
 long pulled coffee.

LUNGOS



Nespresso
Citiz

ESPRESSOS

RISTRETTO - The most heavily bodies of the blends, with the highest possible intensity rating of 10. Made from a combination of African and South American beans, this blend is ideal for cappuccino and also works well as espresso.

ARPEGGIO - Arpeggio is the best crus if you like a latte. A full bodied blend, it has an intensity rating of 9. The flavor has undertones of cocoa.

ROMA - The best choice for pure espresso. With a rating of 8, this blend has a full flavor. It is, along with Arpeggio, one of the highest selling crus. It has This intense mix of Arabica beans is sourced from South and Central America.

LIVANTO - Livanto is another blend with deep wooden notes, however with a woody and roasted aromatic notes. It is best as an espresso.

CAPRICO - Livanto is a well balanced blend and has a caramel flavor to it. It's great for espresso, cappuccino, lighter on flavor. It is a middle of the range cup. It's great for espresso, cappuccino, who is looking for a middle of the range cup. It's great for espresso, cappuccino.

VOLLUTO - Volluto is a higher blend with an intensity rating of 4. It has a lighter on flavor. It is a combination of arabica and robusta.

COSI - The lightest of the espressos, its intense and lemony with undertones. If you like a weaker latte then this is the choice.

- 1 The green light next to the Power Button will be illuminated to indicate the Brewer is on.
- 2 Place a cup or mug on the Drip Tray Plate.
- 3 Lift the Handle and insert capsule.
- 4 Lower the Handle completely to close the Lid.
- 5 Select your brew size: Espresso or Lungo.
- 6 Eject capsule (Drops into container)

Enjoy your first delicious Nespresso

The World's Best Cafe is In Your Home
 Savoring an exceptional coffee is a unique luxurious moment that everyone should be able to enjoy. Because we wanted to make sure this moment was no longer merely left to chance, we have created the Nespresso system: a unique capsule designed to conserve all the aromas of our outstanding Premium Blend coffees. A range of machines designed to allow the capsule to express its full richness, and finally, a Club and Boutiques that offer a range of exclusive services with personalized feedback.