

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**

**BRAND POSITIONING STRATEGIES OF COFFEE
SHOPS IN TURKEY, A COMPARATIVE STUDY WITH
A CUSTOMER POINT OF VIEW**

**THESIS
SUMAIR**

**DEPARTMENT OF BUSINESS
BUSINESS MANAGEMENT PROGRAM**

THESIS ADVISOR: Yrd. Doç. Dr. İlkey KARADUMAN

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

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Not: Öğrencinin Tez savunmasında Başarılı olması halinde bu form imzalanacaktır. Aksi halde geçersizdir.

This thesis is dedicated to my father,
Muhammad Rafiq Sehwala S/o Muhammad Usman Sehwala,
you are my inspiration and you are in my heart and soul,
I always miss you.

FOREWORD

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SUMAIR

TABLE OF CONTENTS

	<u>Page</u>
FOREWORD	iii
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
ABSTRACT	xi
ÖZET	xii
1. INTRODUCTION	1
1.1 Purpose of the research	3
1.2 Goal of the research	4
1.3 Research question	4
1.3.1 Main research question	4
1.3.2 Related research questions	5
1.4 Delimitations	5
1.5 Problem formulation	6
1.6 Value of the research	7
1.7 Rationale of the research	7
1.8 Structure of the thesis	7
2. Literature Review	9
2.1 Brand	9
2.1.1 Brand Functions	10
2.1.2 Global Branding	10
2.1.3 Brand Management Development	11
2.2 Positioning	11
2.2.1 Schools of Positioning	12
2.2.2 Positioning Typologies	13
2.2.2.1 Image-Driven Positioning	13
2.2.2.2 Identity-Driven Positioning	14
2.3 Brand Positioning	16
2.3.1 Content to Process	18
2.3.2 Elements of Brand Positioning	18
2.3.3 Brand Positioning and Management	19
2.3.4 Brand Positioning Dynamics	19
2.3.5 Brand Positioning Drivers	20
2.3.6 Brand Positioning Action	20
2.3.7 Brand Positioning Outcomes	21
2.4 Brand Positioning Strategies	21

2.5	Starbucks	21
2.5.1	Company Profile	21
2.5.2	Mission Statement	22
2.5.3	Competitors	23
2.5.4	SWOT Analysis	23
2.5.4.1	Strengths	23
2.5.4.2	Weaknesses	23
2.5.4.3	Opportunities	23
2.5.4.4	Threats	24
2.5.5	Marketing Strategy	24
2.5.6	Growth Strategy	24
2.5.7	Positioning Strategy	25
2.5.8	Starbucks: Turkey	25
2.5.9	Competitor: Turkey	26
2.6	Costa Coffee	26
2.6.1	Mission	26
2.6.2	Vision	27
2.6.3	Products	27
2.6.4	Competitors	27
2.6.5	SWOT Analysis	28
2.6.5.1	Strength	28
2.6.5.2	Weakness	28
2.6.5.3	Opportunities	28
2.6.5.4	Threats	28
2.6.6	Marketing Strategy	29
2.6.7	Positioning Strategy	29
2.7	Coffee	30
2.7.1	Coffee Day	30
2.7.2	Types of coffees	30
2.7.3	Classic types of coffee	31
2.7.4	Types of beans	31
2.7.5	Reasons to love coffee	31
2.7.6	Enemies of coffee!	31
2.7.7	Coffee export from Turkey	32
2.7.8	Coffee import in Turkey	33
2.8	Coffee shops	33
2.8.1	Formation	34
2.8.2	Why coffee shops?	34
2.8.3	Coffee shops in Turkey	35

3. Methodology	36
3.1 Introduction	36
3.2 Research	36
3.2.1 Research strategy	36
3.2.1.1 Research approach adopted for this study	38
3.2.2 Research Design	38
3.2.2.1 Gaining access and ethical considerations	39
3.2.3 Research Philosophy	39
3.2.4 Research Process	40
3.3 Data Collection	41
3.3.1 Primary data	41
3.3.2 Secondary data	42
3.4 Data collection procedure	42
3.5 Reliability and Validity	42
3.6 Criteria for assessing research quality: Trustworthiness	43
3.6.1 Confirmability	43
3.6.2 Credibility	43
3.6.3 Dependability	43
3.6.4 Suitability	43
3.6.5 Generality	44
3.6.6 Integrity	44
3.6.7 Transferability	44
3.6.8 Understanding	44
3.7 Sampling	44
3.7.1 Steps in sampling process	45
3.7.1.1 Defining the target population	45
3.7.1.2 Defining the sampling frame	45
3.7.1.3 Techniques of sampling	45
3.8 Overview and structure of the questionnaire	45
4. Findings and analysis	50
4.1 Introduction	50
4.2 Demographic Characteristics of the Sample	50
4.2.1 Gender	51
4.2.2 Marital Status	52
4.2.3 Age of the Respondents	53
4.2.4 Qualification	54
4.2.5 Social Status	55
4.2.6 Income	56
4.3 Customer Thoughts	57
4.4 Customer Preference	58
4.5 Brand Positioning (Starbucks & Costa Coffee)	59
4.6 Descriptive Statistics	85
4.7 Data Screening	85

4.8	Factor Loading	85
4.8.1	Exploratory Factor Analysis	86
4.8.2	Confirmatory Factor Analysis	86
4.9	Qualitative analysis, procedures followed	86
5.	Conclusion and suggestion	88
5.1	Summary	88
5.2	Conclusion	89
5.3	Recommendations	91
5.3.1	Starbucks	91
5.3.2	Costa Coffee	92
5.4	Implication on Theory, Policy and Practice	92
5.5	Suggestions for Further Research	92
	REFERENCES	93
	APPENDIX	98
	RESUME	105

List of Tables

	<u>Page</u>
Table 2.1: Five schools of positioning -----	13
Table 2.2: Coffee export from Turkey -----	32
Table 2.3: Coffee import in Turkey -----	33
Table 3.1: Applicable Circumstances for divergent research strategies ---	37
Table 3.2: Comparison of Quantitative, Qualitative and Mixed Methods	38
Table 3.3: The characteristic of four research philosophies -----	40

List of Figures

	<u>Page</u>
Figure 2.1: Positioning Typology, Extended & Modified Version (Crawford', 1985)	15
Figure 2.2: Brand Positioning Scheme (Process Development & Implementation)	17
Figure 2.3: Elements of positioning -----	18
Figure 2.4: Starbucks Turkey (City wise) -----	25

BRAND POSITIONING STRATEGIES OF COFFEE SHOPS IN TURKEY, A COMPARATIVE STUDY WITH A CUSTOMER POINT OF VIEW

ABSTRACT

Brand Positioning is a mandatory notion in field of marketing. Although the importance of the observation, however, present is narrow study in the area of positioning, illustrating to how and what brand positioning deviations consumer insights and how positioning productivity can be distinguished. Brands have growing reputation in consumer judgment process with the growing competitiveness in the market. Brand positioning help consumer to choose product that delight their need, arrogate their passions then reward them to inaugurate their position in civilization.

The aim to this research is to evaluate the brand positioning strategy of coffee shops in Turkey. This pragmatic research taking through logical analysis the existing literature, notable to the evaluation of a hypothetical background. Coffee shops in Turkey are placing a focus on the brand positioning strategy, it is necessary for the coffee shops to strategically find a way to get a competitive advantage over the others as a marketing strategy, as there exists several competitors.

It will discover the significance of Starbucks and Costa Coffee brand positioning. It widely evaluates all the possible aspects which directly or indirectly influence coffee shops. Operationally, coffee shops brand competitiveness can be viewed from the image it transmits and the impact it has in the minds of consumers.

The study has been taken by qualitative and quantitative methods of research by conducting a self-structure online questionnaire survey. The questionnaires were completed by consumers. The intent of merging the outcomes of qualitative and quantitative study procedure, methodology taken was apply of Statistical Package for the Social Sciences (SPSS) to establish the outcomes of the primary research. The judgment of the research presented that the brand positioning strategy of coffee shops in Turkey are significantly related to the quality of the factors, which Starbucks achieved and Costa Coffee withdraw from market.

Keywords: Positioning, Brand positioning, Brand positioning strategy, Coffee, Coffee shops, Coffee shops in Turkey, Starbucks, Costa Coffee

TÜRKİYE’DE KAHVE MAĞAZALARI MARKA KONUMLANDIRMA STRATEJİSİ: MÜŞTERİ BAKIŞ AÇISIYLA KIYASLAMALI ÇALIŞMA

ÖZET

Marka konumlandırma pazarlama için gerekli bir olgudur. Algının önemine rağmen konumlandırmanın etkisinin nasıl artırılacağı ve hangi konumlandırmaların insanların algısını değiştireceğini açıklayan araştırma sayısı sınırlıdır. Pazarlamada artan rekabetle birlikte markalar da tüketicinin karar verme sürecinde artan bir öneme sahiptir. Marka konumlandırma tüketicinin isteklerini karşılayan, arzularına uygun ürünü seçmede ve toplumda bir yer edinmesinde yardımcı olur.

Bu çalışmanın amacı Türkiye’deki kahve dükkânlarının marka konumlandırma stratejisini araştırmak olarak belirlenmiştir. Çalışma teorik bir içeriği genişletmeye yardımcı olan, güncel literatürün sistematik incelemesi ile ilerlemekte ve Türkiye’deki kahve dükkânlarının marka konumlandırma stratejilerine odaklanmaktadır.

Sektörde çok sayıda rakip bulunduğu için, kahve dükkânlarının rekabet ortamında pazarlama stratejilerinin kullanımıyla rekabet üstünlüğü sağlaması önem kazanmaktadır. Çalışma Costa Kahve ve Starbucks’ın marka konumlandırma stratejilerine odaklanmıştır ve çalışmada söz konusu dükkânları doğrudan ya da dolaylı yoldan etkileyen tüm olası yönler geniş bir şekilde değerlendirilmiştir. Kahve dükkânları arasındaki rekabetin etkisi, süreç içerisinde tüketicinin zihninde oluşan marka imajında değişiklik yaratmaktadır.

Araştırmada nicel ve nitel yöntemler bir arada kullanılmış ve tüketiciler tarafından doldurulan bir anket çalışmasına yer verilmiştir. Nitel ve nicel yöntemlerle elde edilen sonuçların değerlendirilmesi ve birleştirilmesi amacıyla SPSS paket programı kullanılmıştır. Araştırma sonuçları Türkiye’deki kahve dükkânlarının marka konumlandırma stratejilerinin rekabetçi üstünlüğü sağlamada etkili olduğu sonucunu ortaya koymuştur. Nitekim sonuçlara paralel olarak Costa Kahve Türkiye pazarından çekilmiştir.

Anahtar Kelimeler: Konumlandırma, marka konumlandırma, marka konumlandırma stratejileri, kahve, kahve dükkânları, Türkiye’de Kahve Dükkânları, Starbucks, Costa Kahve

1. INTRODUCTION

Today's globe is extra moveable unsystematic and encouraging than smooth previous. Structural instability are interested in new ideas, finding, or opportunities are fetching a considerable part of day-to-day corporation's performance. The essential benefit of performing job successfully are changing. Globalization, unpredictable consumer demands, strong competition and ups and down in economical (private) and governmental set-up push organization's to absorb fast and execute themselves to environmental deviations. Today's customers' profiles are sharp in demanding, how they desire? When they desire? What they desire and what they will compensation for it?

Some of the rapid fatten area of the world economy are associated to the exhaustion of trial. The old frontier among consumer, provider (seller) and competitor in growing gradually fetching distorted. Numerous organizations have answered of these economic powers by edging, repositioning and shifting, and therefore shaped a smaller secure organization's environment.

A brand is a unique title and / or sign [mark, icon, figure proposed to distinguish the products or services of furthermore individual vendor or a group of vendor, and to distinguish those products and services from competitors.

Editor Simon Anholt (2004, page no. 4) proposed (in the preface to the first issue) that in Place Branding & Public Policy, “almost nobody agrees on what, exactly, branding means”. It's hence measured mutually and constructive from both the demand and supply perspective. The aim of branding is expansion of profound and continuing relationship with the customer because customer selecting the brand according to their attitude, values, lifestyle and social status. Brand with solid positioning and really strong and different customer observation have greatly improved equilibriums not only overwhelmed the monetary disasters, but uniform support their market position (Moeller and Shariram, Leinwand, 2008).

Positioning is often renowned to be the instrument of comp economical conflict (Trout and Ries 1986). Harsha (1997), one of the most effective tools in hospitality industry branding is the brand position strategies as it evokes an image of a cafe in the customer's mind that differentiates it from the competition. Brand positioning has an important role in helping businesses position in an industry (Okutoyi, 1992). Effective brand positioning may enable a business to influence the environment in its favor and even defend itself against completion.

Positioning is "*a challenge to change brand to a specific place within a perceptual product space*" (Domzal and Dillon, Madden 1986, p. 29) and is regularly performed to connect a brand image and discriminate the band from competitors (Park, Jaworski & MacInnis 1986, page 139). The consequence of positioning is the actual formation of a consumer drive value intent, a solid cause why the target market should purchase the service or product?" (Kotler 2003, page 308).

Main foundations to form the consumer preference to a brand are positioning strategies. How consumer observe the existing brand by evoking the organization's statement are vital to evaluate the consumer. To figure the precise image of a bran in the mind of consumer, accurate positioning strategy is mandatory for accurate time.

Blankson and Kalafatis (Marketing Communications: A Brand Narrative Approach, 2007) have explained that restricted study occurred in earlier on the brand positioning about how dignified brand positioning would be. Fuchs also supported that there are scant studies that address to measure the effectiveness of brand positioning. He has clarified that here isn't trustworthy tool that could evaluate the brand positioning.

Prior to anxiety for coffee and coffee shops brand positioning, Subsequently Oil, coffee is the 2nd greatest important exported allowed product in the world. Coffee performed a dynamic part for development of chatting space for people to intellects with friends and family from all edges of life to assemble. After the presented coffee in the Europe it renowned for its geniality and its sensitivity. Rapidly, coffee shops remained in all Europe and true place for social discussion, fictional discussion and for governmental discussion.

Biggest challenge for coffee shops is to understand their customer and for that they have to understand the wants, needs and demands of their customer. Coffee shops are valuable when customers started to pay good price not only for great cup of coffee but for further value in order that the coffee shop deliver. For that kind of customers, coffee shop is the place to chat with friends and family and enjoy atmosphere that coffee shop provide for their customers. Coffee shops are growing and taking new ideas and moving to the marketable and profitable trends. Coffee shops are providing additional food choices and increasing their opening hours to grow the market share.

The coffee shop market is growing and influencing the expansion in Turkey. The pragmatic research was passed out at one of the primary coffee shop chains that are Starbucks and Costa Coffee.

1.1 PURPOSE OF THE RESEARCH

The purpose of the study is to examine the Brand positioning strategies of coffee shops in Turkey, A comparative study with a customer point of view (Starbucks & Costa Coffee). Researcher will examine and compare what are the brand positioning strategies of coffee shops in Turkey? Researcher evidence that how Starbucks and Costa Coffee develop and maintain their brand and what are the position (brand image, identity and perception) they want in customers mind. Customers are drinking coffee so they are brand aware or not, if yes so which brand and what is the image of that brand in their mind?

The ultimate aim of such work is no other but to contribute towards existing knowledge. The degree of subjectivism, the researcher, unconsciously include into your thoughts after countless hours of work, makes the aim of 'contributing to knowledge' sometimes easy, but also, sometimes difficult to accomplish. Easy, because you think 'it's so obvious'. Difficult, because you start thinking those others might not find it 'so obvious'. Easy because you think, your ideas and arguments are of unlimited matchlessness. Difficult, because the additional you become elaborate with the topic, the more you realize that someone at some point in time has spoken, written, and researched your initial 'innovative' and 'original' idea. Without any doubt, these thoughts have puzzled the researcher of this thesis.

Accordingly, to analyze the influence of perception on brand positioning, customer satisfaction, post purchase intentions, customer value, and customer strategic experience in coffee shops (Starbucks and Costa Coffee) in Turkey.

1.2 GOAL OF THE RESEARCH

The goals of this research are:

- To provide a comprehensive thought of the current situation of coffee shops in Turkey.
- To establish the brand positioning strategies adopted by coffee shops in Turkey.
- To define the connection between customer and brand positioning.
- To determine customer perceptions on price and quality.
- To define the connection between price and quality towards customer satisfaction.
- To investigate acceptance level of quality in terms of the appearance, taste and freshness.

1.3 RESEARCH QUESTION

Researcher differentiate research question in two phases.

1.3.1 Main Research Question

The main research questions discovered in this thesis are:

- What are the brand positioning strategies of coffee shops in turkey?
- How Starbucks and Costa Coffee develop and maintain their brand and what are the position (brand image and identity) they want in customers mind?
- Customers are drinking coffee so they are brand conscious, if yes so which brand and what is the image of that brand in their mind?
- What factors directly or indirectly influence coffee shops brand building?
- Are the coffee shops (Starbucks and Coast Coffee) in Turkey meeting the customer's expectations (in term of product and service)?

1.3.2 Related Research Questions

The related research questions are:

- What constitutes the brand positioning, when and where positioning happens, what happens, who is involved and why it happens?
- What are the scopes containing brand positioning?
- What are the consequences of brand positioning?
- Are there any techniques to facilitate brand building in the future?

1.4 DELIMITATIONS

This study delivers a comprehensive investigation of the brand positioning, brand positioning scopes and its significances. It would be interesting to study whether the only use of positioning is more acceptable than the positioning-perception approach.

This thesis was subjected to convinced limitations which would be pointed out

1. The study is only focused on brand positioning.
2. The study is conducted in Turkey to investigate only Turkey Starbucks and Costa Coffee customers.
3. The research was intended from two sources of data that is primary and secondary. The primary research was planned through a self-structured questionnaire which was taken up through an online survey. The response was exceptionally reliant on the perception of sample that how they take this research. The basic technique used for primary research was aimed to keep the sample confined. The secondary sources are reasonably available through internet and books to explore the study.

1.5 PROBLEM FORMULATION

There is broad covenant that the idea of positioning has been one of the essential mechanisms of current marketing management (Hooley et al., 2001). Brand positioning identified that simulated in the relations customers' memory may grasp (Kimotho and Kibanga 2006), as identified that brand image is the diverse perceptions and theories customer thought, the brand positioning is essential to emerging solid consumer brand equity and foundation. The seeming diversity and the target market from competitors are essential ideas of positioning (Kinuthia, 2002).

It seems surprising that not much study has apparently been carried out providing a comprehensive analysis of current issues in coffee shops brand positioning strategy in Turkey. Coffee shops are retaining a concentration on the brand positioning strategy, it is necessary for the coffee shops to strategically find a way to get a better position over the others as a market strategy, as there exists a lot of challengers.

Many of the research studies on brand positioning strategy have not specifically been concerned with the relationship and the interplay of specific factors and their association to success and failure. In order to determine factors to be considered by coffee shops and their brand positioning strategy. An understanding of individual aspects of branding literature does not imply an overall understanding of the coffee shops brand positioning situation and problems. For the purposes of an in-depth investigation, survey is desired to sustenance with a comprehensive view of coffee shops brand positioning and its situation.

Therefore, it is hoped that the existing study may be a rewarding direction for further exploration.

1.6 VALUE OF THE RESEARCH

Policy makers will enrich their knowledge and this will enable them to make more informed decisions and choices pertaining to brand positioning strategies. The research will be beneficial to the coffee shops in Turkey (Starbucks and Costa Coffee). This research will add to the theory of Brand positioning strategies. In practice this research will enlighten and counselling for hospitality (coffee shop / café) industry and new entrants in the industry through brand positioning strategies.

1.7 RATIONALE OF THE RESEARCH

The researcher in the whole career has concentrated to knowledge about marketing, sales, business development, advertising and PR & communication. In this whole drive in research has educated about countless organization branding, marketing and corporation's development strategies through the medium of media (news channels, newspapers, Internet). Researcher rationale to the research, at this idea in his career about brand positioning strategies of coffee shops in Turkey. Main rationale factor to do this study, researcher need to know what influence does brand positioning creates in customer minds.

1.8 STRUCTURE OF THE THESIS

To reach the goals of the study, structure of the dissertation would be extent across 5 chapters that defined below:

1. Introduction

This chapter introduces the key points that the research investigates which include research background, purpose of the dissertation, goal of the dissertation, research question, delimitations, problem formulation, and value of the research and rationale of the research.

2. Literature Review

This chapter presents an evaluation of the related literature on brand positioning. Earlier work is also elaborated and assists as a foundation for hypothesis expansion.

3. Methodology

This chapter discusses the research's methodological approach along with describes the techniques used in the collection of data and analysis of the survey and justifications. It consists of several main areas such as: research strategy, research design, research philosophy, research process, data collection, data collection procedure, reliability and validity, criteria for assessing research quality: trustworthiness, sampling, and overview and structure of the questionnaire.

4. Findings and Analysis

The quantitative data for the findings and analysis were present. 174 respondents findings from data analysis presented, self-structured online questionnaire collected over 21st February, 2015 to 10th March, 2015.

5. Conclusion and Suggestion

Chapter Five would be on conclusion and suggestion, this chapter is the last chapter in the thesis which identified about the method the whole study was handle and the resolution result. More, a summary and conclusion of the research will be presented. It concludes with some recommendations, implication on theory, policy and practice and suggestions for further research.

2. LITERATURE REVIEW

2.1 BRAND

The brand has been defined in many different ways reliant on the viewpoint, the brand is seeming by different academics (De Chernatony & Riley, 1998; Keller, 2008). But the classical definition of brand is:

"Name, term, design, symbol, or any other feature that identifies one seller's goods or service as distinct from those of other sellers" (AMA, 1990).

According to Kapferer (1992, page12) "brand is not a product; it is the product's source, its meaning, its direction, its definition, its identity in time and space". Brand is a corporate strength and the value to a business of owning strong brands is incontestable (Ahmad, et al, 2003).

Brands as resources can be a sustainable competitive advantage if they are characterized by "value, rarity, durability, inappropriability, imperfect imitability, and imperfect substitutability" (Balmer & Gray, 2003, p. 991). A strong brand also acts as a basis of diversity systematic its title, pictogram or personality (Doyle, 1990; Aaker, 1996; Aaker, 1997). Building strong brands is one of the most important strategies for a successful business (Gao, et al, 2006).

A tough and worthy brand is measured to take corporations further business, it help businesses building (Keller, 2003, Kapferer, 2004; Aaker, 1991), maintain market share, love customer loyalty, decrease price (Ghodeswar, 2008), superior safety of challenges and profit (Miller & Muir 2004). Brands also play a crucial role from the consumers' perspective. The benefits that a brand can bring include: helping to create loyalty, protective a brand from the threat of competition, communicating features and benefits (Cunningham, 2006; Vranesevic and Stancec, 2003).

It's not only provided economic value for money for consumers, but also solves consumer problems and provides psychological satisfaction with the requisite quality of products.

Oxford University Professor Mr. Douglas Holt (in his book: How Brands Become Icons) proposes these three principles.

- Symbolic brands progress a position that exceeds practical benefits.
- Symbolic brands develop identity myths.
- The brand comes to embody the myth.

2.1.1 Brand Functions

Three basic functions of brands are:

1. Brands help us recognize things. It's as virtual signposts in our brain.
2. Brands steer our expectations.
3. Brands evoke emotional responses.

2.1.2 Global Branding

International marketers have increasingly focused on the importance of global brands. Glocal strategy is needed to lead marketing (Holt et al, 2004). A Glocal strategy leads companies to operate on a global scale with modified product topographies, transportations, delivery (supply chain management) and vending methods in different markets.

The Global brands consumer characteristics are:

- Quality Signal
- Global Myth
- Social Responsibility

2.1.3 Brand Management Development

Brand development has shifted from the individual ‘micro’ level to the social and cultural ‘macro’ level. Marketers have to explore and understand the behavioral habits of consumers in order to improve their brand building (Keller, 2003). Increasing consumer expectations of brands has led marketing to evolve and go beyond its transactional role. Brand management has been divided into three periods (Heding et al, 2009:22):

1. 1985 - 1992: Company / Sender have to focus the identity and the economic approach were formulated in this period.
2. 1993 - 1999: Human / Receiver, in the period three approaches were formulated.
 - a) Consumer - Based Approach
 - b) Personality Approach
 - c) Relationship Approach
3. 2000 onwards: Cultural approach, in the period of time two approaches were identified.
 - a) Community Approach
 - b) Cultural Approach

2.2 POSITIONING

The position of an object is its spatial location, or its appropriate place within a context. Edward Chamberlin, an American economist, pointed towards what would become a major paradox of contemporary branding and positioning decisions, already in the first half of the 20th century: finding the balance between points-of-parity (brand sameness) and points-of-difference (brand differentiation).

Chamberlin referred to this as “double movement” (as cited in Callon, Méadel, & Rabeharisoa, 2002): singularizing goods on the one hand, and making them comparable to other existing goods on the other hand; in other words, “defining a good means positioning it in a space of goods, in a system of difference and similarities, of distinct yet connected categories”. In the marketing discipline, brand positioning can be traced back to the unique selling proposition (USP), developed in the 1950s by Rosser Reeves of the Ted Bates advertising agency as a key element of advertising strategy (Holt, 2004; Keller, 2012).

As elaborated upon in the introduction, it was Ries and Trout's best-selling book 'Positioning: The Battle for Your Mind' that popularized positioning in theory and practice. The authors argued that in an "over-communicated society," in which the volume of commercial messages far exceeds the individual's mental processing capacity, marketers must focus on how to get into the minds of consumers (Ries & Trout, 2001). Holt (2004) described this perspective as the "mind-share" approach that had become the common leitmotif in marketing research and practice. The significant ideas around positioning are:

- It's not tactical, it's complete strategic activity.
- It's aimed at maintaining competitive advantage and evolving a strategic
- It's anxious with handling insights
- Brand reputation and image are the outcome of the positioning process

2.2.1 Schools of Positioning

Based on the principal conceptualizations of position, five schools of thought can be distinguished (Urde & Koch, forthcoming):

1. Positioning as a Puzzle (is like solving a puzzle)
2. Positioning as Wordplay
3. Positioning as Wild-Card Poker
4. Positioning as Chess
5. Positioning as Dominoes

Table 2.1 presents the five distinct schools of positioning, the objectives with which they are associated, and the typical techniques and concepts employed in their application. Each positioning metaphor is located on a continuum of market-oriented versus brand-oriented positioning.

Table 2.1: Five schools of positioning

← ----- Brand - oriented positioning (Inside - out) ----->						
Market - oriented positioning (Outside - in) ----->						
Positioning metaphor	<table border="1"> <tr> <td>Puzzle Finding lacking pieces in the market puzzle and matching them with existing ones.</td> <td>Wordplay Exploiting the meaning of words to reach desired brand associations.</td> <td>Wild-Card Poker Identifying and creating uncontested market space by innovation.</td> <td>Chess Strategizing to create fit with market demand, resources and capabilities.</td> <td>Dominoes Matching identity with selected market positions.</td> </tr> </table>	Puzzle Finding lacking pieces in the market puzzle and matching them with existing ones.	Wordplay Exploiting the meaning of words to reach desired brand associations.	Wild-Card Poker Identifying and creating uncontested market space by innovation.	Chess Strategizing to create fit with market demand, resources and capabilities.	Dominoes Matching identity with selected market positions.
Puzzle Finding lacking pieces in the market puzzle and matching them with existing ones.	Wordplay Exploiting the meaning of words to reach desired brand associations.	Wild-Card Poker Identifying and creating uncontested market space by innovation.	Chess Strategizing to create fit with market demand, resources and capabilities.	Dominoes Matching identity with selected market positions.		
Objective	<table border="1"> <tr> <td>Optimization: Identifying and exploiting unmet customer needs and wants.</td> <td>Communication: Finding mental space to position the message in prospects' minds.</td> <td>Innovation: Finding new, untapped, market space to bypass competition.</td> <td>Coordination: Finding a fit between the business and the brand strategy.</td> <td>Selection: Selecting and fortifying market positions based upon identity.</td> </tr> </table>	Optimization: Identifying and exploiting unmet customer needs and wants.	Communication: Finding mental space to position the message in prospects' minds.	Innovation: Finding new, untapped, market space to bypass competition.	Coordination: Finding a fit between the business and the brand strategy.	Selection: Selecting and fortifying market positions based upon identity.
Optimization: Identifying and exploiting unmet customer needs and wants.	Communication: Finding mental space to position the message in prospects' minds.	Innovation: Finding new, untapped, market space to bypass competition.	Coordination: Finding a fit between the business and the brand strategy.	Selection: Selecting and fortifying market positions based upon identity.		
Typical techniques and concepts	<table border="1"> <tr> <td>- Image - Pattern - Perceptual mapping - Gap spotting</td> <td>- Cognitive psychology - Customer insights - Advertising effectiveness - Rhetoric</td> <td>- Economics - Social - cultural studies - Innovation - Cultural myth</td> <td>- Strategic planning - Industry analysis - Resource management - Capabilities</td> <td>- Identity - Values - Track record - Authenticity</td> </tr> </table>	- Image - Pattern - Perceptual mapping - Gap spotting	- Cognitive psychology - Customer insights - Advertising effectiveness - Rhetoric	- Economics - Social - cultural studies - Innovation - Cultural myth	- Strategic planning - Industry analysis - Resource management - Capabilities	- Identity - Values - Track record - Authenticity
- Image - Pattern - Perceptual mapping - Gap spotting	- Cognitive psychology - Customer insights - Advertising effectiveness - Rhetoric	- Economics - Social - cultural studies - Innovation - Cultural myth	- Strategic planning - Industry analysis - Resource management - Capabilities	- Identity - Values - Track record - Authenticity		

2.2.2 Positioning Typologies

There are two types of positioning:

2.2.2.1 Image-Driven Positioning

Brand image determining the desired brand facts (Keller, 1993 & 2012 - Page 109). The terms points of difference and points of parity describe what must be balanced to influence consumers' perceptions.

2.2.2.2 Identity-Driven Positioning

Making a well-considered position choice on the basis of brand identity is the start of product or service innovation, design strategy, employee motivation, and the entire communication and image-building process (Van der Grinten & Riezebos, 2012). It's the vision, key beliefs, core values, and extended values of a product, service, or organization (Urde, 2003; Kapferer, 2012; Aaker, 1996). Brands' identity supports more integrated thinking regarding several components that are comprised of vision, culture, positioning, presentation, personality, and diverse forms of relationships. Communicating value propositions can be based on the following (Riezebos & van der Grinten, 2012, p. 103):

- a) **Organization-based:** Corporate ability, mentality, or employee aspects.
- b) **Product-based:** prototypical claims, product features, and national benefits.
- c) **Marketing-variable-based:** name awareness, design, distribution and price.
- d) **Receiver-based:** value, emotional benefit, situation, target group and finally.

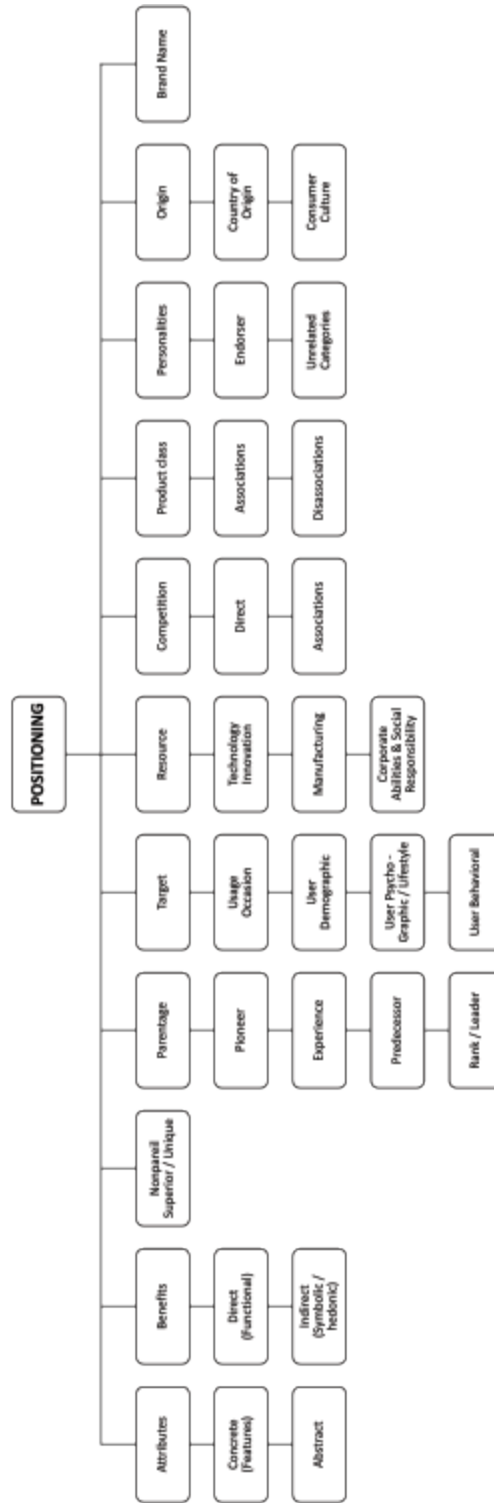


Figure 2.1: Positioning Typology, Extended & Modified Version (Crawford', 1985)

2.3 BRAND POSITIONING

"Building or rebuilding an image" for a brand is brand positioning (Biel, 2006). Brand positioning is a tool of strategic brand management. With respect to the link between the brand and its positioning in the mind of the customers, marketers should repeat the auditing process and adjust brands accordingly (Marsden, 2002, p. 307). The focus of the brand positioning is the perception of brand features. These features can be perceived as positive, neutral or negative.

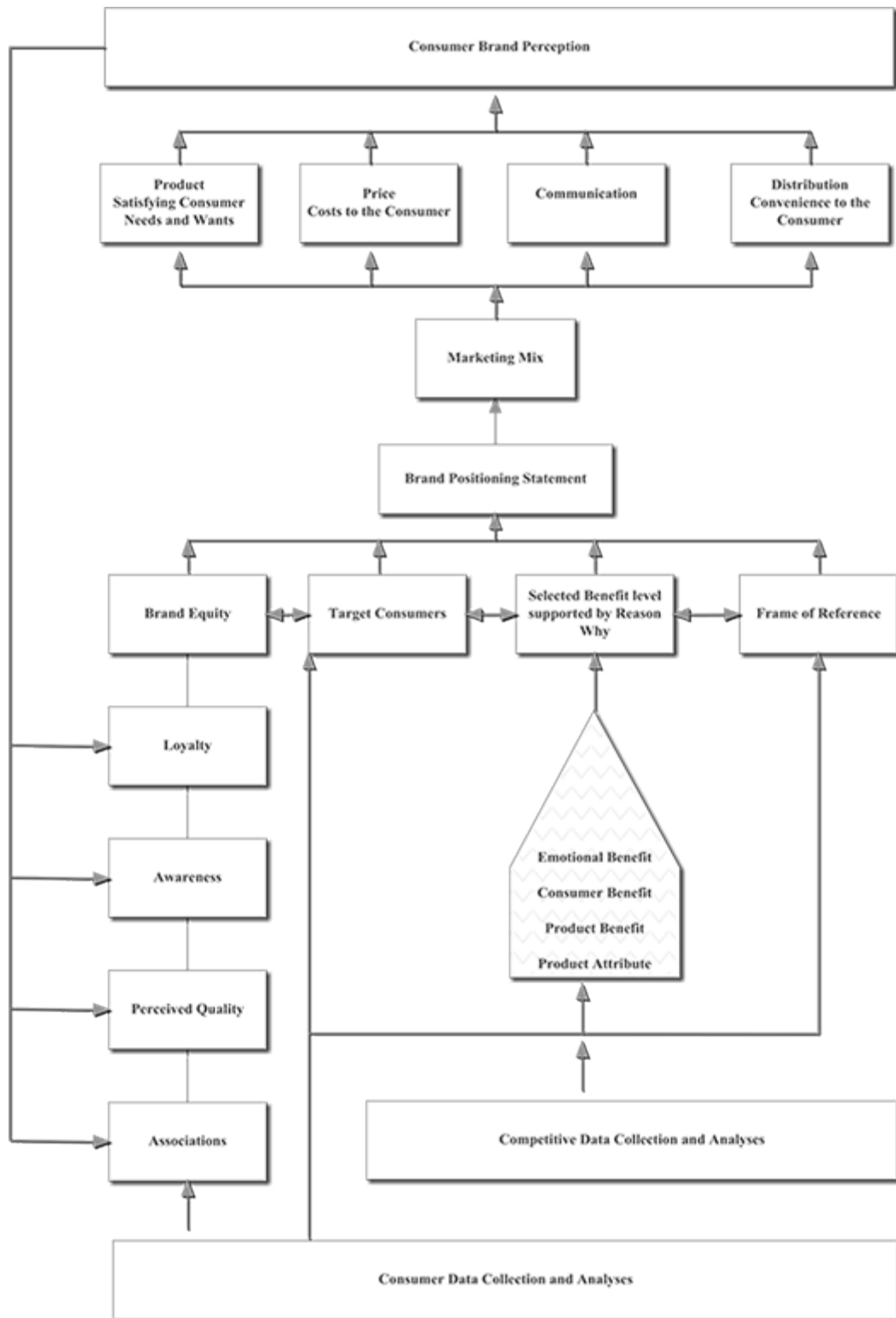


Figure 2.2: Brand Positioning Scheme (Process Development & Implementation)

2.3.1 Content to Process

The Battle for Your Mind'; it argued that in an "over-communicated society", in which the volume of commercial messages far exceeds the individual's mental processing capacity, marketers must focus on how to get into the minds of consumers. This "mind-share" perspective became the common leitmotif in textbooks on marketing management (Holt, 2004), where brand positioning is normally discussed in relation to segmentation, targeting, and communication. Making a well-considered position choice that is grounded in identity can be the start of product or service innovation, design strategy, employee motivation, and the communication and image-building process (van der Grinten & Riezebos, 2012).

The conceptualizations of positioning as principally driven by image and a market orientation (traditional perspective) or identity and a brand orientation (emergent perspective) enable approaching the concept from two meta-theoretical perspectives (Urde & Koch, forthcoming):

1. Market-oriented positioning
2. Brand-oriented positioning

2.3.2 Elements of Brand Positioning

- Brand equity
- Target consumer group
- Consumer benefit
- Competitive frame



Figure 2.3: Elements of positioning

2.3.3 Brand Positioning and Management

During the process of positioning a brand, four essential questions should be answered (Kapferer, 2012, p. 180):

1. For whom? (Segmentation)
2. In the market of? (Definition of served market)
3. Promising? (Definition of key brand core element)
4. Proven by? (Supporting proof to the value proposition)

Integrated marketing communication will be the “reality test” for brand strategy and implementation of an intended position (Merrilees, 2005, p. 208).

Brand positioning statements’ typically summarize a story that supports the brand and shows how internal and external stakeholders should see the brand’s position (Urde, 2003; Keller, 2012; Chernatony, 2010, Aaker, 1996). Finding and choosing the elements for a brand platform can be seen as a crucial activity in a brand positioning process.

2.3.4 Brand Positioning Dynamics

In a normative, product positioning context it is suggested that seven consecutive steps should be followed when developing a positioning strategy (van den Bergh, Geuens, & de Pelsmacker, 2007; page - 133):

1. Identification of competitors.
2. Assessment of the consumers’ perception of competitors.
3. Determination of competitors’ positions.
4. Analysis of consumers’ relative preferences towards competing brands.
5. Positioning decision based on one or more attributes that are important in the mind of the consumer.
6. Implementation of the positioning with supportive marketing and communications activities.
7. Monitoring the position to track and reveal changes in consumer perceptions and in the competitors’ positions.

One task might concern proactively deepening the meaning of the brand; another might be to reactively respond to competitive challenges that threaten an existing position (Park et al., 1986; Keller, 2012). Considering such strategies over time, three general options of brand position elaboration and fortification can be distinguished (Sattler & Völckner, 2007).

1. Brand continuation
2. Repositioning
3. An all-new positioning strategy

A continuation strategy is appropriate to maintain a brand's position, if it fits with the ideal conception of a relevant target group. Brand marketing activities must continue, and should, if necessary, be adapted to the current zeitgeist (Esch, 2010). Such adaptations of brand positioning strategies are often tempting, especially in cases of management change (Wind, 1990).

2.3.5 Brand Positioning Drivers

Brand position drivers refer to the initial conception of a need to change the current position. One scenario highlights the option for a firm to assign brand strategy the 'less leading' role of the visible implementation of the corporate strategy, or the 'more leading' role in the sense that brand strategy is driving corporate strategy (Esch, 2010). Overall positioning driver, in order to achieve competitive advantages brands' position should be adapted to the current zeitgeist (Esch, 2010). Adaptations might also be tempting, especially in the case of a change in management (Wind, 1990).

2.3.6 Brand Positioning Action

Positioning action including changes to (Van den Ven, 2007, p. 216):

- Ideas (which brand position and story to choose)
- People (actors' involvement in brand positioning)
- Transactions (sequences of decisions and actions)
- Context (what the relevant circumstances for brand positioning projects are)

The brand in a positioning process can be of brand-oriented nature, market-oriented nature, or a hybrid of the two (forthcoming; Urde et al., Urde & Koch, 2011). Activities such as brand platform building, and decisions related to point-of-parity and points-of-difference, are likely to occur in this phase (Kapferer, 2012; Keller, 2012). Investigating the sequence of events, management activities, and choices is essential to increase knowledge about elements influencing the process and how the process unfolds (Langley, 1999).

2.3.7 Brand Positioning Outcomes

Realized brand image and position outcome in terms of brand awareness, image, and reputation. Outcome here refers to evaluating moments of success or failure assessing the process. Outcomes can be distinguished between longer-term outcomes such as realized market and mind positions, or shorter-term outcomes such as key success moments during the change process.

2.4 BRAND POSITIONING STRATEGIES

It's an essential part of brand strategy. Brand positioning strategies is also an important part in the marketing, organizations have to practice the elements in the marketing mix to impact the patrons appreciative of the position (Solomon 2000). Once a positioning strategy is found (integrated marketing communication) then aims to ensure consistency in delivering the positioning strategy (Mavondo, Luxton & Reid, 2005; Moriarty & Duncon, 1998).

2.5 STARBUCKS

2.5.1 Company Profile

Starbucks is a United States of America's, world coffee organization and biggest coffee shop chain founded in 1971, Seattle, Washington. Starbucks has 20,737 coffee shops in 63 countries, such as Canada - 1,442, China - 1,496, Japan - 1,052, Turkey - 224, United Kingdom – 772 and United States - 11,910. Since 1987, Starbucks has expanded rapidly.

The company derives its revenues from three operating segments:

1. United States of America (USA)
2. International and global
3. Consumer products group (CPG)

Starbucks launched community website in 2008, in the name of My Starbucks Idea, with goal to take feedback and suggestions from customers. Starbucks announced loyalty program in May, 2008, for registered customer of the Starbucks card, then in the beginning of 2009 Starbucks came up with its mobile app (beta testing) for Starbucks card customers with the facility of consumer access pre-paid fund to buy products. Starbucks introduced complete mobile platform in 11th January, 2011.

Through mobile devices by Starbucks app, over 10% of product sale made in July, 2013. In October, 2013, Starbucks launched the "Tweet-a-Coffee" campaign. This research conducted by firm Keyhole monitored. In September, 2014, Starbucks had integrated the taxi-ordering program Uber into its app.

In October 2014 Starbucks launched a global campaign 'Meet Me at Starbucks' which utilized a wide range of online channels such as YouTube, Instagram, Tumblr and Twitter, aimed to emphasize the positive aspects of its global brand. In November 2014 Starbucks advertised the fact that customers could now use their Starbucks Card and mobile app at Welcome Break stores. In December, 2014, Starbucks launched a competition, offering customers the chance to win a lifetime's supply of drinks (one per day) as part of the 'It's a Wonderful Card' campaign. The winning customer will be announced in January 2015.

2.5.2 Mission Statement

To inspire and nurture the human spirit - one person, one cup and one neighborhood at a time.

2.5.3 Competitors

- Dunkin' Donuts
- McDonald's (McD Café)
- Nestlé

2.5.4 SWOT Analysis

2.5.4.1 Strengths

- Durable market position and world brand gratitude
- Premium quality of the products
- Locations of the store with artistic appeal
- Manpower (employees)
- Goodwill in consumers mind
- Diverse product mix
- Customer base loyalty

2.5.4.2 Weaknesses

- Expensive products
- Excess customers
- Over confident in the market
- Damaging huge organization appearance

2.5.4.3 Opportunities

- Market growth
- Products growth and offers
- Increase retail action
- Scientific / technical developments
- Growth of supply chains
- Brand add-on

2.5.4.4 Threats

- Increased competition
- World coffee price instability
- Saturation of market in developed countries
- Global economy
- Fluctuating consumer taste and lifestyle

2.5.5 Marketing Strategy

- personal attachment with consumer
- Adding worth
- Coffee shops bunches
- word of mouth
- Great offers

2.5.6 Growth Strategy

Starbucks is growing approximately thirty billion USD per year income. Starbucks coffee and company status (belief in the company), employees (Partners) initiate long lasting brand loyalty.

The growth strategy of Starbucks are (Howard Schultz, December, 2014):

1. Be the employer of excellent
2. Prime in coffee
3. Developed the store portfolio
4. Generate new events to visit
5. Consumer packaged goods (CPG)
6. Build Teavana
7. Extends digital engagement

2.5.7 Positioning Strategy

Starbucks gave positioned themselves as an extremely reputed brand in the market (Armstrong and Kotler, 2006). Starbucks strategic his positioning in such a technique that it differentiate their products and services from competitor and provide them the highest strategic benefit in target market. Starbucks providing best customers services (beyond their expectation) because of the Starbucks positioning strategy is customer based. It has increased a competitive benefit over customer satisfaction and employee satisfaction, Starbucks provided the utmost facility in terms of furniture to the music, terms of employee satisfaction and layout. Starbucks providing security to their employees because Starbucks says that, they are not their employees, they are the partners that is why they also have rights to contribute to every decision of the company and make it effective (Miller & Porter, 1985; Porter, 1998).

2.5.8 Starbucks: Turkey

Starbucks is brought into Turkey by Shaya A.Ş in 2003. Starbucks is in 19 cities with 224 stores. (Source: 25th April, 2015, http://www.shaya.com.tr/web/11-40-1-1/tr/sektorler/gida/starbucks_)

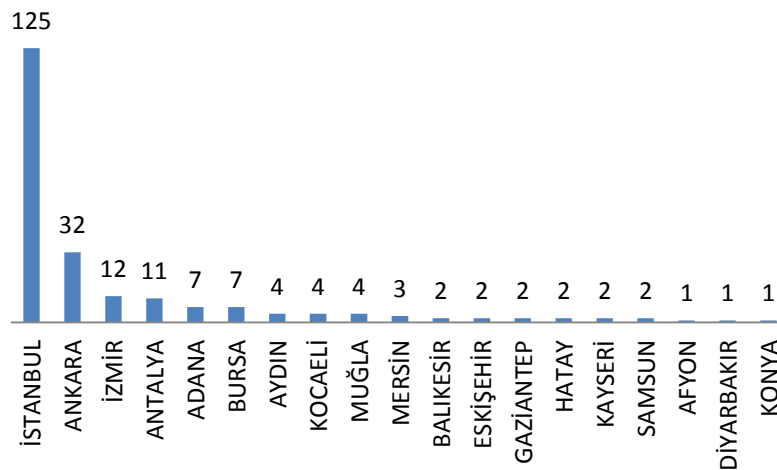


Figure 2.4: Starbucks Turkey (City wise)

Source: 25th April, 2015, from <http://shaya.com.tr/tr/magazalarimiz/?topZone=32>

2.5.9 Competitor: Turkey

- Kahve Dünyası
- McDonald's (McD Café)
- Gloria Jeans
- Dunkin Donuts

2.6 COSTA COFFEE

Costa Coffee is a United Kingdom coffee shop organization headquartered in Dunstable, UK, subsidiary of Leisure Group Whitbread PLC since 1995, founded in London, United Kingdom in 1971 by two siblings Bruno Costa and Sergio Costa. Costa Coffee is the biggest coffee shop chain in the United Kingdom and after the Starbucks, Costa Coffee is the second biggest coffee shop chain in the world. Costa Coffee has 2,861 (1,755 UK restaurants + 1,106 overseas Outlets) stores, 3,500 Costa Express vending facility across thirty countries.

Costa Coffee celebrated the inaugural of its 1,000th store - in Cardiff in 2009. In December, 2009, Costa Coffee decided to buy Coffee Heaven in 36 million British Pound and add 79 coffee shops in central and Eastern Europe. Costa Coffee had passed Starbucks in the UK in December 2009, getting a 46.5% market share. In summer 2014 Costa also re-launched its loyalty app.

Costa Coffee started his operation in Turkey in 19th February, 2010 and withdraw from market in 2013, operated by International Food Company, a subsidiary of Americana Group.

2.6.1 Mission

“Always been to save the world from mediocre coffee”

2.6.2 Vision

To deliver the best generosity to Costa Coffee customers since its variety of generosity products and services, variety contains leisure clubs, hotels and restaurants.

2.6.3 Products

- Coffee
- Hot Chocolate & Mocha
- Speciality Drinks
- Tea
- Costa Ice
- Paninis
- Toasties
- Hot Breakfast
- Cold Sandwiches
- Wraps & Salads
- Pastries
- Muffins
- Traybakes
- Cakes

2.6.4 Competitors

- Starbucks
- Cafe Coffee Day
- Barista
- Mochas

2.6.5 SWOT Analysis

2.6.5.1 Strength

- Brilliant brand name and it's perceptibility
- Wide range of products
- Reputation for value for money

2.6.5.2 Weakness

- Existing in a narrow market
- Few number of stores
- Lack the flexibility

2.6.5.3 Opportunities

- Induction or merging or creating tactical agreements with other coffee organizations
- Market expansion
- Continuously expanding

2.6.5.4 Threats

- Competitor
- Intense price competition
- Political problems

2.6.6 Marketing Strategy

Costa Coffee didn't do much advertising and media promotions in past decades. Costa Coffee got popularity through word of mouth and Whitbread advertising because they thought that the brand name they constructed, it's their assets and they are managing to form huge demand in the market. The trust on brand name that is "Costa Coffee", must be sufficient to build consumer in the community, Costa Coffee only doing low cost advertising in past decades. Only in the year 2000 they launched huge promotional strategy and growth development that include fifty percent off promotion on their freccato. In 2005, Costa Coffee did gift card, membership etc. To meet the competition, Costa Coffee developing coffee shops in UK and all around the world since 2007 To 2010.

The production and location strategy of Costa Coffee differentiate their target market in a range of people in their particular age bracket but frequently because of their great marketable location of operation they have joined a huge crowd or experts and adults market success as high as 45 percent though youth and students reached up to 30 percent of their market share while the remaining statistics contain groups and family.

2.6.7 Positioning Strategy

The Costa Coffee positioning strategy is in line as per its global strategy, the quality of the coffee and other products and services are the Costa Coffee competitive advantage. The EXCLUSIVE coffee has a position of Costa Coffee. Additional Costa Coffee position is, it has superb coffee quality can be offered with reasonable price.

2.7 COFFEE

One of the truly simple choice of life is coffee, for around the world, coffee assistances to “get things done”. Coffee has contributed to immeasurable seconds of decent discussion and amiability, it also assisted to stimulate in the morning and to stay awake long lasting. The different people has different taste.

According to Paul O’Toole (Bewley’s Master Roaster) “you can make good coffee taste bad but you can never make bad coffee taste good”. If you want to make one cup of coffee, it need the involvement of huge range of ingredients, procedures and production.

Coffee is the vibrant money crop for a lot of growing nation. The main cause of income of developing countries people are reliant of coffee are approximately one hundred million. Coffee is only one of the few crops that minor agriculturalists in developing nation can trade cost-effectively.

Coffee is the product of trade; Coffee for African countries such as Ethiopia, Rwanda, Burundi and Uganda, more than that many Central American countries are the main export and strength. In 2005, Coffee was the 7th leading authorized cultivated export in the world and in 2004 top cultivated export of 12th countries. The largest manufacturer of washed Arabica coffee, Indonesia is the third-largest coffee exporter and the Brazil remains the biggest coffee exporting country in the world. Vietnam increased its export approximately three hundred time during 1995 - 1999 and come up with key manufacturer of Robusta Seeds.

2.7.1 Coffee Day

“National Coffee Day” is celebrated In US on 29th September; it’s also celebrated in a minority of other countries as well.

2.7.2 Types of Coffees

1. Instant
2. Fresh

2.7.3 Classic Types of Coffee

There are five classic types of coffees are:

1. Espresso
2. Americano
3. Cappuccino
4. Latte
5. Mocha

2.7.4 Types of Beans

1. **Arabica:** all fresh coffee is made from this bean
2. **Robusta:** you drink an instantaneous coffee

2.7.5 Reasons to Love Coffee

1. It's *pure (natural)*
2. It's *fresh*
3. It *tastes better*
4. It *expands your world*
5. It's the perfect *stress buster*
6. It's *cheaper*

2.7.6 Enemies of Coffee!

1. **Air:** makes coffee lose its flavor very quickly.
2. **Light:** it spoils very quickly when exposed to sunlight
3. **Heat:** It breaks down the natural oils & sugars that give coffee its distinctive taste.
4. **Moisture:** If your coffee gets damp it gets moldy, simple as that.
5. **Time:** coffee you bought last Christmas is still lurking, bin it now!

2.7.7 Coffee Export from Turkey

Table 2.2: Coffee export from Turkey

Country of Destination	Rank	Value (000 USD)	% Share	Cumulative %
United Kingdom	01	89	17.21	17.21
Russia	02	85	16.44	33.66
France	03	57	11.03	44.68
United States	04	49	9.48	54.16
Greece	05	40	7.74	61.90
Germany	06	39	7.54	69.44
Austria	07	35	6.77	76.21
Cyprus	08	31	6.00	82.21
Spain	09	18	3.48	85.69
Japan	10	12	2.32	88.01
Switzerland	11	12	2.32	90.33
Netherlands	12	9	1.74	92.07
Norway	13	8	1.55	93.62
Australia	14	8	1.55	95.16
Belgium	15	7	1.35	96.52
Italy	16	7	1.35	97.87
Canada	17	6	1.16	99.03
New Zealand	18	5	0.97	100.00
Total		517	100.00	

Source: ICON Group Ltd., copyright 2015, www.icongrouponline.com

2.7.8 Coffee Import in Turkey

Table 2.3: Coffee import in Turkey

Country of Origin	Rank	Value (000 USD)	% Share	Cumulative %
Brazil	01	13,410	82.75	82.75
Germany	02	955	5.89	88.64
Italy	03	626	3.86	92.50
Switzerland	04	343	2.12	94.62
Netherlands	05	194	1.20	95.82
United States	06	123	0.76	96.58
Belgium	07	118	0.73	97.30
Laos	08	111	0.68	97.99
Singapore	09	84	0.52	98.51
France	10	77	0.48	98.98
United Kingdom	11	70	0.43	99.41
Costa Rica	12	62	0.38	99.80
Sweden	13	16	0.10	99.90
Lebanon	14	10	0.06	99.96
Spain	15	7	0.04	100.00
Total		16,206	100.00	

Source: ICON Group Ltd., copyright 2015, www.icongrouponline.com

2.8 COFFEE SHOPS

Over five hundred years coffee shops or cafes are serving ready to drink hot and cold beverages. The coffee shop is a small restaurant where drinks and snacks are sold (WordNet, 2003; Princeton's online dictionary). Coffee Shops are important for social meeting for people all around the globe. Due to imitated changes in consumer behavior, coffee-shop industry has been undergoing substantial change during the latter part of the twentieth and early part of the twenty-first century (Burge, 2013).

2.8.1 Formation

In 1530 the very first coffee shop was opened in Damascus. First coffee shop in Constantinople was opened in 1475. Later, coffee shops converted part of the Ottoman Empire. The first coffee shop in Western Europe appeared in Venice; the actual first one is chronicled in 1645. The first coffee shop in United Kingdom was opened in Oxford in 1650, now known as "The Grand Cafe". The first coffee shop in Paris opened in 1689 by Procopio Cutò in the name of The Café Procope. In America, first coffee shop opened in Boston, in 1676.

The beginning of espresso bar in the name of Moka Bar opened in Soho (City of Westminster and part of London's West End) in 1952 by an Italian named Pino Riservato. In 1957, opened of the Caffè Trieste at North Beach in San Francisco. In Berkeley, California, the first Peet's Coffee & Tea store opened in 1966. There were 400 coffee shops in London alone by 1956. During the year 2006 To 2011, South Korea qualified nearly 900% development in the amount of coffee shops, more than 10,000 café and coffee shops in the capital city Seoul and presently has the maximum awareness of coffee shops in the world.

2.8.2 Why Coffee Shops?

Coffee shops have a set of characteristics that make them unique places in the city. The coffee shops of the seventeenth, eighteenth, and nineteenth century were information centers for writers, philosophers, artists, businessmen, politicians, scientists and above all locals. Moreover, there is a cultural element embedded in the history of the coffee shop, since it has been a place to spark a number of revolutions and political movements. The coffee shops have also been an influence on painters, philosophers, musicians and others. Furthermore, there is a social and convivial atmosphere in it that helps people to interact. Especially today, in the age of information, coffee shops can play an important role in the public realm.

People have a public experience when being in a coffee shop. There are few private places in the city where people can have such a public experience. For a very small price people could gather and socialize. The price of a cup of coffee was always minimal, compared to the time someone could stay in a coffee shop. People can be sociable only when they have some protection from each other (Sociologist - Richard Sennett, 1992).

2.8.3 Coffee shops in Turkey

Coffee first arrived to Istanbul in 1543. Almost 5 centuries ago, first coffee shop was opened in the Tahtakale region of Istanbul - Turkey; first coffee shop was established around 1550. According to Cohen (2004) and Hattox (1996), Businesspersons from Aleppo and Damascus inaugurated 2 coffee shops in Istanbul - Turkey in beginning of 1550s. As per mentioned by Arendonk (2009) and Faroqhi (1986) that soon after, coffee shops spread all over turkey. Erder and Frootchi (1980), said that through growth and commercialization (Pamuk 1999), they designed different places for Ottoman Muslims, who earlier consumed utmost of their period in recommended places such as work, masjid (mosque), and home.

During the Ottoman times, after work or dinner would meet with friends in coffee shops. One of the maximum significant purposes of coffee shops in the Ottoman Empire was their involvement to social life.

In the middle of sixteenth century the coffee shop developed in Ottoman Empire and spread all around the world till sixteenth century. The Ottoman coffee shop increasing popularity in sixteenth and seventeenth centuries, illuminating its market and regularization, designates an Ottoman purchasing philosophy (Habermas 1992). Until the middle of twenty century, coffee shops assisted as construction and demonstration space for traditional works. Today, coffee shops are available in every corner at all around the Turkey.

3. METHODOLOGY

3.1 INTRODUCTION

Purposeful research should discover answer to the research questions (Selltiz, Johoda, Deutsch and Cook, 1966). Despite a common understanding of what brand positioning is, the literature review has shown that research on the brand positioning. Moreover, most research has disregarded the dimension of time, and conceived of brand positioning as an outcome. Therefore, researcher argue that more research is needed on organizations' (Starbucks and Costa Coffee) development processes vis-à-vis external or internal changes.

This chapter describes how researcher conducted the empirical study, discusses the methodology that was used in gathering the data, the researcher explains the methods, tools and to present data analyzed in getting proper and maximum information, and to response the research question related to the subject under study.

3.2 RESEARCH

3.2.1 Research Strategy

It can be measured an overall guideline to show in what way the researcher uses it to answer the research questions. According to that, it should contain the objectives, sources of data, and mention constrains like data accessibility, time, money, location and ethical issues. In social sciences 5 types of research strategies can be used:

1. Experimentation
2. Survey
3. Archival analysis
4. Histories
5. Case study

All of these strategies are different from each other's in the way that its data is collected and analyzed. In addition each has its own advantage and disadvantage. The usage of any of these strategies depend on 3 different conditions:

1. Research questions
2. Amount of control
3. Focus on current events

Table 3.1: Applicable Circumstances for divergent research strategies Source: Yin (2003)

Strategy	Form of Research Question	Requires control of behavioral events?	Focuses of contemporary events?
Experiment	How, Why?	Yes	Yes
Survey	Who, What, Where, How many, How much?	No	Yes
Archival Analysis	Who, What, Where, How many, How much?	No	Yes / No
History	How, Why?	No	No
Case study	How, Why?	No	Yes

There are diverse research strategies and each of them can be used for exploratory, descriptive and explanatory research (Saunders et al, 2007). The most critical and influencing factors is to determine what type of strategy used. The survey strategy is initiate to be the suitable strategy to use for achieving this study.

3.2.1.1 Research Approach Adopted For This Study

The researcher choose mixed, quantitative and qualitative method tactic, the researcher mainly emphasis on a quantitative research approach. To keep the superiority in the research, a big sample size will be occupied.

Table 3.2: Comparison of Quantitative, Qualitative and Mixed Methods

Typically	Qualitative methods	Quantitative methods	Mixed methods
Use these philosophical assumptions	Interpretivist knowledge claims	Positivist knowledge claims	Pragmatic knowledge claims
employ these strategies of enquiry	Phenomenology, grounded theory, ethnography, case study, interviews	Surveys and experiments	Sequential concurrent and transformative
Employ these method	Open - ended questions, emerging approaches, text or image data	Closed questions, predetermined approaches	Both open-and closed - questions, both emerging and predetermined approaches and both quantitative and qualitative data and data analysis
Use these practices of research as a researcher	Collects participant meanings, Brings personal values to the study. Studies the context or setting of participants. Validates	Test or verifies theories or explanations. Identifies explanations. Identifies variables to study. Relates variables in questions or hypotheses. Uses	Collects both qualitative / quantitative data. Develops a rationale for mixing. Integrates the data at different stage
	The accuracy of findings. Makes interpretations of the data. Creates an agenda for change of reform. Collaborates with participants	Standards of validity and reliability. Observes and measures information numerically. Uses unbiased approaches. Employs statistical procedures.	Inquiry, Presents visual pictures of the procedures in the study. Employs the practices of both qualitative and quantitative research.

Source: Creswell (2009, p. 17)

3.2.2 Research Design

According to Schvaneveldt and Adams and (1985; page 103) “research design refers to a plan, blueprint or guide for data collection and interpretation - a set of rules that enable the investigator to conceptualize and observe the problem under study”.

The research design of the study entailed descriptive research. “Descriptive research involves collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects of the study”. The quantitative research method decided to select by a researcher as a strategy. A survey will be used in this research because it is suitable for the research aims, which will help us to provide a general understanding of the research purpose.

3.2.2.1 Gaining Access and Ethical Considerations

To ensuring the researcher has sufficient time, using suitable language and establishing credibility.

The participants were told that the survey was anonymous and so no respondent’s name will be shown, the researcher ensures that any personal data will be processed fairly, lawfully and accurately and will be kept securely.

3.2.3 Research Philosophy

When researcher think to expansion of knowledge, it’s called research philosophy. It’s divided in four groups:

1. Positivism
2. Post-positivism
3. Critical theory
4. Constructivism

Its categories in 3 schools of thoughts:

1. **Ontology**: phenomenon to be examined
2. **Epistemology**: connection of issues to be researched
3. **Methodology**: for gathering and examining data through approaches or procedures

Characteristic of research philosophies are below:

Table 3.3: The characteristic of four research philosophies

Philosophical assumption	Positivism	Post-positivism	Critical theory	Constructivism
Ontology	Native realism: real reality exists but is apprehendable. It is conventionally summed up in time and context - free generalizations, and is based on cause - effect laws.	Critical realism: real reality but only imperfectly and probabilistically apprehendable.	Historical Realism: virtual reality shaped by social, political, cultural economic, ethic, and gender values; crystallized over time.	Relativism; local and specific constructed realities.
Epistemology	Dualist / objectivist; finding true.	Modified dualist / objectivist; critical tradition / community; findings probable true.	Transactional / subjective; value - mediated findings.	Transactional / subjectivist; created findings.
Methodology	Experimental / manipulative; verification of hypotheses; chiefly quantitative methods.	Modified experimental / manipulative; critical multiplism; falsification of hypotheses; may include qualitative methods.	Dialogic / dialectical	Hermeneutical / dialectical.

Source: Guba and Lincoln (1994)

3.2.4 Research Process

The research process can be best described as iterative, which involved “weaving back and forth between theory and data” and included inductive and deductive elements (Bryman & Bell, 2007, p. 14). Although the aim was to generate theory while developing a holistic picture, researcher understood both research questions and the theoretical constructs as tentative (Eisenhardt, 1989). The theoretical underpinnings of the focus on brand positioning and the conceptual research model were meant to guide the empirical research process as thinking and structuring tool, in order to prevent an overwhelming amount of accumulated empirical material. Deductive research elements helped to identify the phenomenon of interest and suggested which mechanisms may be at play, providing links with previous research and literature. Inductive research elements provided process data to be explained and to test the explanations (Easton, 2010).

Researcher used the research question as a matter of establishing the course of the project and with the aim of constructing or reconstructing a chronology of positioning events. Deciding where to start, where to stop, and what to look for needed to be a compromise between what the data indicated about the positioning process researcher investigated and what researcher theoretically could expect to be part of the process (Sminia, 2009, p. 100). Being aware of the chance of making causal misattributions, given the complexities of the systems one researches, researcher put forward different causal explanations, this is not only a possible choice but also pragmatically desirable one (Sayer, 2000).

3.3 DATA COLLECTION

The goal of process-focused is to collect data that emphasizes action and structure over time and is comparative, pluralist, historical, and contextual (Pettigrew, 1990). Though undertaking the research, data collection has a significant part, in every research primary and secondary data used so in this thesis research also used:

1. Primary data
2. Secondary data

3.3.1 Primary Data Collection

The data required by researcher might be not exist or might be undated, untrustworthy, incorrect or inadequate. The definition of primary data is “data collected through original research pertaining to the particular research question asked” (Shishhang & Yanni, 2005). For this research, the primary data were collected using self-structured online questionnaire, allow respondents to feel free to answer the questions given. The use of online questionnaire survey was an effective tool to reach the respondents.

3.3.2 Secondary Data

Secondary data is useful not only for better understand and explain research problem, but also to find an information and to solve research problem” (Ghauri and Gronhaug, 2005). Secondary data is wholly adequate to draw conclusions and answer the questions. In this research secondary data were collected through journals, magazines, newspaper articles, books, periodicals, annual reports, company circulars, government publications, government websites, industry association, libraries, e-libraries, university database and search engines.

3.4 DATA COLLECTION PROCEDURES

The questionnaire was an online self-structured and responses were received 174. The entire data was collected from 21st February, 2015 to 10th March, 2015, then data was cleaned and keyed in Statistical Package for the Social Sciences (SPSS) for analysis.

3.5 Reliability and Validity

“Reliability is fewer a purpose of replicability and more a function of credibility of the researcher’s knowledge claims and acknowledgement of his or her central role, relationship and biases in the research” (Winegardner, 2010).

The self-structured online questionnaire survey was adopted to collect data / information, the researcher contact information (Cell Number and Email Address) were also at online questionnaire survey, to provide help / assistance to the respondents, if they want or if they had any question. Before the main data collection, piloting (pre testing) was applied. Though, unclear language, question, phrase were removed. Beside its self-structure online questionnaire data gathered method, the responder has permission to enquire about any vague question throughout to achieve the survey.

3.6 CRITERIA FOR ASSESSING RESEARCH QUALITY: TRUSTWORTHINESS

Four criteria are typically discussed when judging the quality of research designs: external validity, internal validity, construct validity and reliability (Yin, 2009). However, these notions have been imported from particular kinds of quantitative research, making their meaning in the exploratory qualitative case study approach less clear and evident (Thomas, 2011). Researcher adopted confirmability, credibility, dependability, suitability, generality, integrity, transferability and understanding as constituents of trustworthiness throughout this thesis to meet the highest quality standards (Lindgreen and Vallaster, 2011).

3.6.1 Confirmability

Throughout the research process, researcher pursued and generated relevant empirical material that was helpful in answering the research question.

3.6.2 Credibility

In order to increase credibility, researcher continually discussed the research problem, aim, plan and process with academic advisors. Losing too much detail in process studies harms credibility (Langley, 2011). Hence, researcher included appropriate amounts of original textual material to corroborate the proposed conceptualization, as well as narratives attesting to close research site access.

3.6.3 Dependability

The dependability of research findings was naturally enhanced by the project's process-focused aim, and through intentionally including the historical development of the brands to better account for context and action in positioning.

3.6.4 Suitability

Researcher addressed whether findings were in line with what researcher examined through the categories of dependability, credibility and confirmability.

3.6.5 Generality

The online research questionnaire survey, many relevant internal and external documents, as well as informal observations uncovered multiple brand positioning aspects.

3.6.6 Integrity

Researcher introduced the research topic and informed the respondents about the confidentiality of the research and that survey result might be published in a thesis or paper. Respondents were offered anonymity in their answers. All these aspects accounted for the integrity of the research approach.

3.6.7 Transferability

To increase transferability, researcher provided relevant background information, as well as the context in which they are operating. Researcher also provided detailed descriptions. However, the self-structured online questionnaires left enough space for nuances during the data generation process, as well as for altering or adding questions as the research process unfolded.

3.6.8 Understanding

Researcher discussed the findings with his academic advisors, putting the findings under critical scrutiny. It's increased the accuracy of his research and generated excellent additional case material. Finally, during the final phase of his research project, researcher presented its key findings and implications.

3.7 SAMPLING

Sampling method is an arithmetical gift of the applicable sample size and assists researcher to simplify outcomes of the respondents. The target population for this study was all people / customers who love coffee in Turkey. The key result whatever the researcher acquire to choose is to go for survey or sample research. The key benefit of using sampling is, it can save time and effort during the fragment of research and benefit to simplify the findings for the whole set.

3.7.1 Steps in Sampling Process

3.7.1.1 Defining the Target Population

The target population is all those who love coffee (in Turkey).

3.7.1.2 Defining the Sampling Frame

The sampling frame would be Starbucks and Costa Coffee.

3.7.1.3 Techniques of Sampling

Sample technique was self-structured online questionnaires survey.

3.8 OVERVIEW AND STRUCTURE OF THE QUESTIONNAIRE

It's suitable to inquire research questions without having the answers in advance and concludes this argument by stating that the goal of good research simply is to gain greater insight into a small part of a specific organizational authenticity (Daft, 1983, p. 540).

The survey was prepared as a primary instrument of data collection and divided into the following three main sections: The overall questionnaire consists of 2 + 25 questions. First Section includes 9 items which present general information (demographic, socio-graphic) about the respondent and consists of: the Name, Phone, Email, Gender, Marital Status, Age, Qualification, Social Status and Income. Second Section Include 2 questions their respondent has choice.

Third Section includes 25 questions. Each part was carefully designed to have the basic five dimensions of the SERVQUAL instrument (Parasuraman et al. 1988), including empathy, assurance, responsiveness, tangibles and reliability.

Self-structured questionnaire is appended below:

Questionnaire Survey for Master's Studies

This is Sameer Sehwala, student of Istanbul Aydin University, Istanbul - Turkey.

This is purely an academic survey questionnaire in partial fulfilment of Master's degree requirements. The questions are self-structured by the researcher with an aim to obtain the individual opinions on "Brand positioning strategies of coffee shops in Turkey, A comparative study with a customer point of view". The contents of this questionnaire would be handled with proper confidentiality. No personal information of any individual would be revealed to any third person. Only the results of this questionnaire would be revealed as a whole, to declare the hypothesis right or otherwise.

Name _____ Surname _____

Phone _____ Email _____

Gender Male Female Marital Status Single Married

Age Up to 19 20 - 29 30 - 39 40 - 49 50 - 50 60 Plus

Qualification PHD Masters College / University High School

Social Status Unemployed Employed Entrepreneur
 Self – Employed Student None of Above

Income 100 – 499 USD 500 – 599 USD 600 – 699 USD
 700 – 799 USD 800 – 899 USD 899 – 999 USD
 Above 1000 USD

✓ When you think about coffee, which one comes to your mind?

Starbucks Costa Coffee

✓ Which one do you prefer? * Starbucks Costa Coffee

* (NB: The questions that follow will concern only the brand you have chosen above)

- 01) I spend much time in Starbucks / Costa Coffee.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 02) Starbucks / Costa Coffee are important to me because it serves as an opportunity for networking / social environment.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 03) I go to Starbucks / Costa Coffee because they have visually attractive products such as coffee, sandwiches, cookies etc. with clean and comfortable furniture / environment.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 04) The internal and external decoration of Starbucks / Costa Coffee is attractive and enticing.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 05) The choice of Starbucks / Costa Coffee reflects my life-style and behavior.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 06) I feel comfortable and happy in Starbucks / Costa Coffee because it has a relaxing and intimate atmosphere.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 07) Starbucks / Costa Coffee has a unique value from other coffee shops in Turkey.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 08) I have an excellent experience with Starbucks / Costa Coffee.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 09) My friends and family know much about Starbucks / Costa Coffee.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

- 10) I like the products and I often purchase it?
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 11) I believe that in Starbucks/Costa Coffee all products are fresh, healthy & reliable.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 12) I understand the different Starbucks / Costa Coffee products and their prices.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 13) The taste of Starbucks / Costa Coffee products match my expectations.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 14) I know nearly all Starbucks / Costa Coffee locations in my city.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 15) Starbucks / Costa Coffee services and products are up to standard.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 16) Starbucks / Costa Coffee products have a unique quality, flavor and taste.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 17) I am satisfied with the quality, Price, taste / flavor of Starbucks / Costa Coffee products as well as proximity to its shops.
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 18) I am willing to pay more for Starbucks / Costa Coffee?
 Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

- 19) I follow the latest news / offers / promotions about Starbucks / Costa Coffee on media (such as: Website, television, print and social) and I partake in these happenings.
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 20) I will remain a Starbucks / Costa Coffee customer for a long time?
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 21) Starbucks / Costa Coffee is doing much to improve its services / products and has a good day -to-day planning.
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 22) I am proud to be a customer of Starbucks / Costa Coffee.
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 23) I feel good / relaxed at Starbucks / Costa Coffee and want to visit again.
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 24) Starbucks / Costa Coffee employees are neat and attend to me satisfactorily.
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
- 25) I will encourage/ recommend Starbucks / Costa Coffee to my friends, family and everyone.
- Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Thank you for cooperating and sparing your valuable time. I will be more than happy to share the results of this survey questionnaire.

4. FINDINGS AND ANALYSIS

4.1 INTRODUCTION

As stated previously, the objective of this dissertation is to discover the brand positioning strategies of coffee shops in Turkey, A comparative study with a customer point of view (Starbucks & Costa Coffee). This chapter presents the finding and analysis where data collected from Turkey respondents are entered into Statistical Package for the Social Sciences (SPSS) were used to composed the data and explain it into evidence through using various analyses and specific statistical techniques.

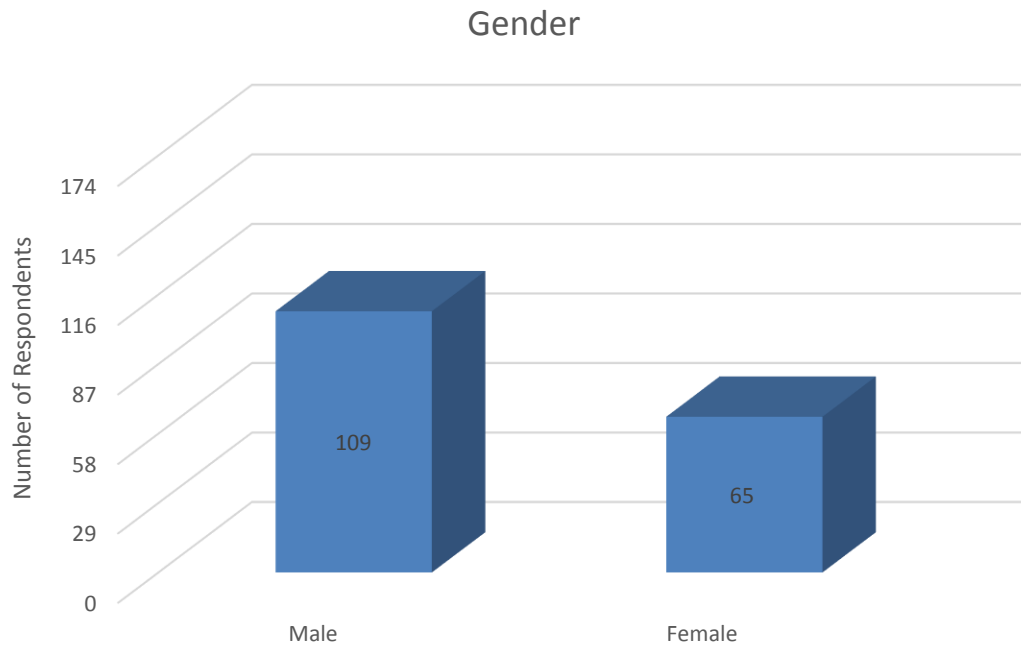
4.2 DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

The demographic statistics assist researcher to the outcomes of the study that how can be connected to the target population and its assist to control the characteristic of the target population.

Responses for this research were derived from the total of 174 questionnaires collected. The sample contained of 109 male respondents (62.6%) and 65 female respondents (37.4%), About 138 (80%) of the respondents were aged 20 - 29.

4.2.1 Gender

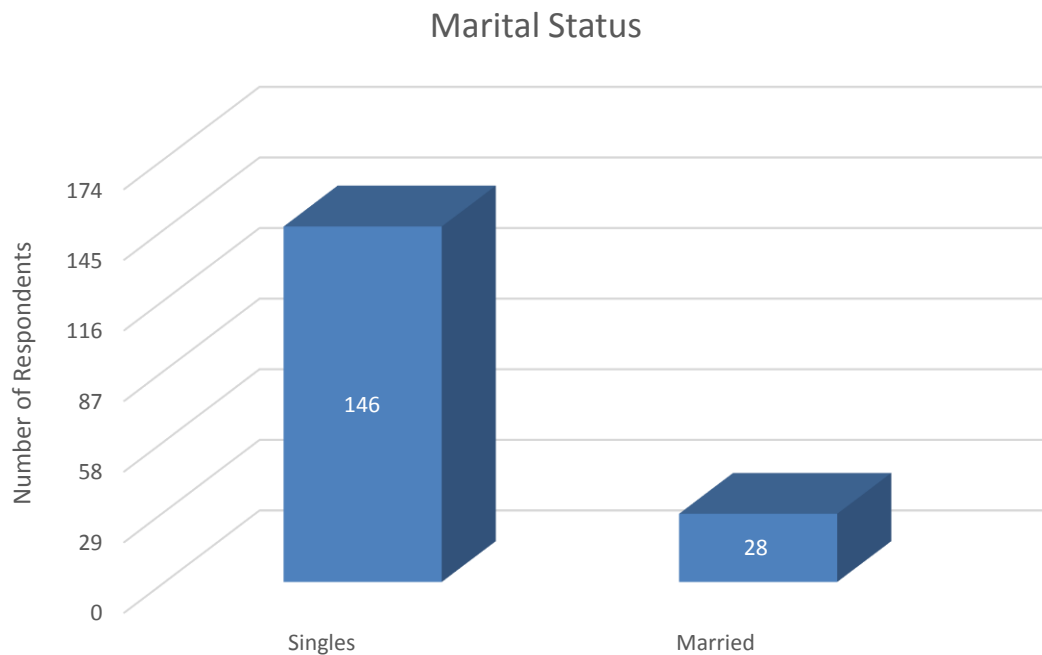
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	109	62.6	62.6	62.6
Female	65	37.4	37.4	100
Total	174	100	100	



The first demographic variable captured was the gender of analysis that revealed male are visiting more than female, majority of the respondents were male 109 that is 62.6% while the female respondents constituted 65 that is 37.4% of the sample. The ratio female to male in the sampling were in 1:7.

4.2.2 Marital Status

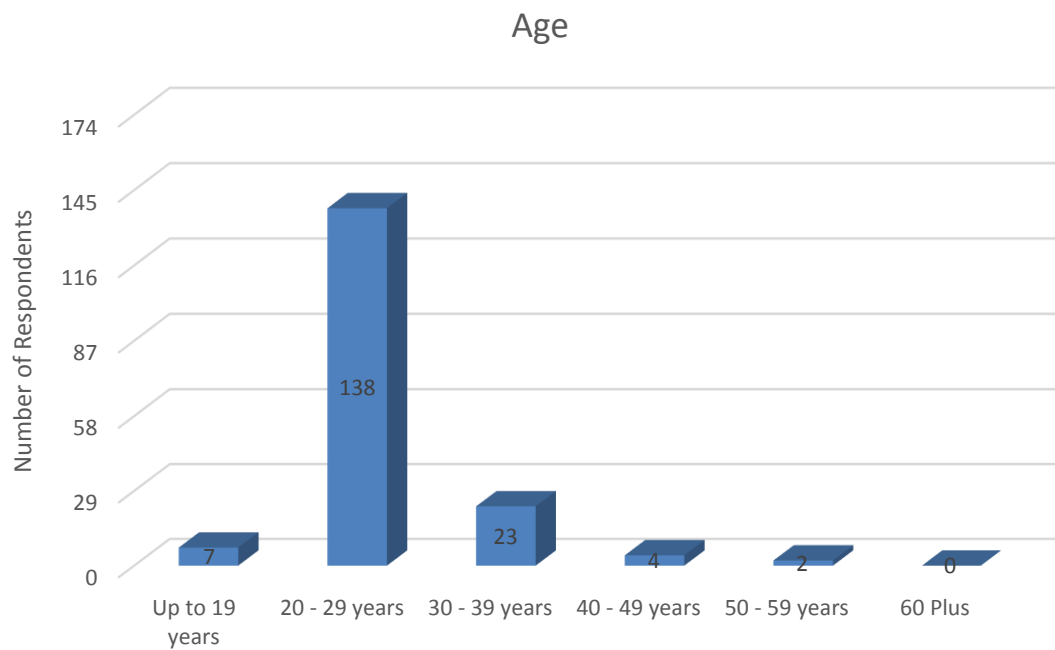
Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	146	84	84	84
Married	28	16	16	100
Total	174	100	100	



The second demographic variable captured was marital status, the analysis revealed that single are visiting more than married, generality of the respondents remained singles 146 (84%) although the married respondents founded 28 (16%) of the sample. The married to single ratio were 6:2.

4.2.3 Age

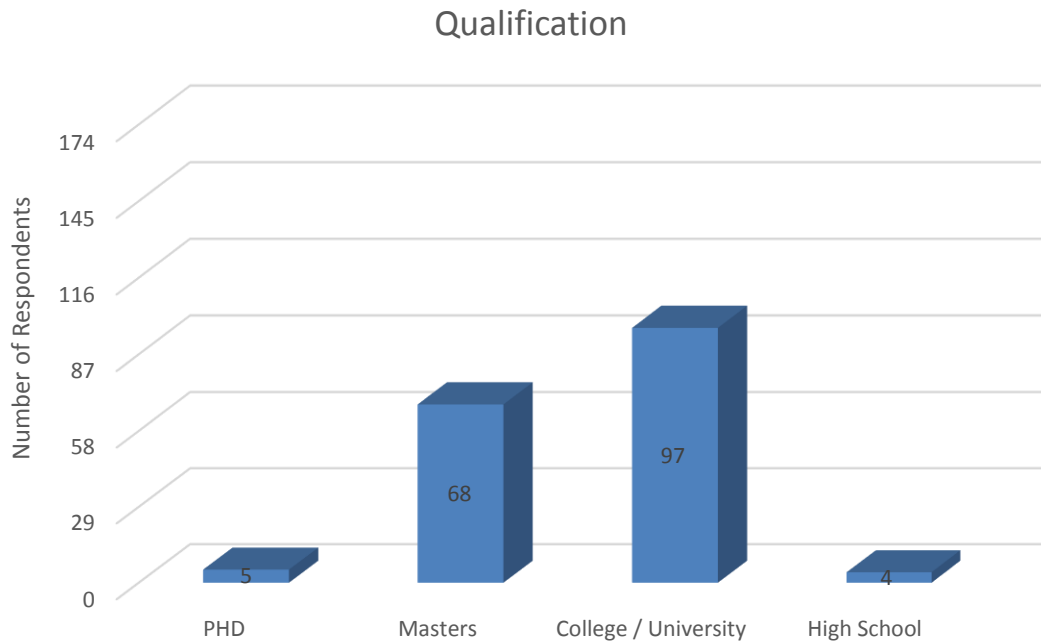
Age	Frequency	Percent	Valid Percent	Cumulative Percent
Up to 19	7	4	4	4
20 - 29	138	80	80	84
30 - 39	23	13	13	97
40 - 49	4	2	2	99
50 - 59	2	1	1	100
60 Plus	0	0	0	100
Total	174	100	100	



Age is another demographic variable. The maximum response of 138 (80%) were within the age of 20 - 29 which represent the main segment of the total of population. Further sets existed up to 19 that are 7 (4%), 30 - 39 are 23 (13%), 40 - 49 are 4 (2%), 50 - 59 are 2 (1%) and 60 plus are 0 (0%).

4.2.4 Qualification

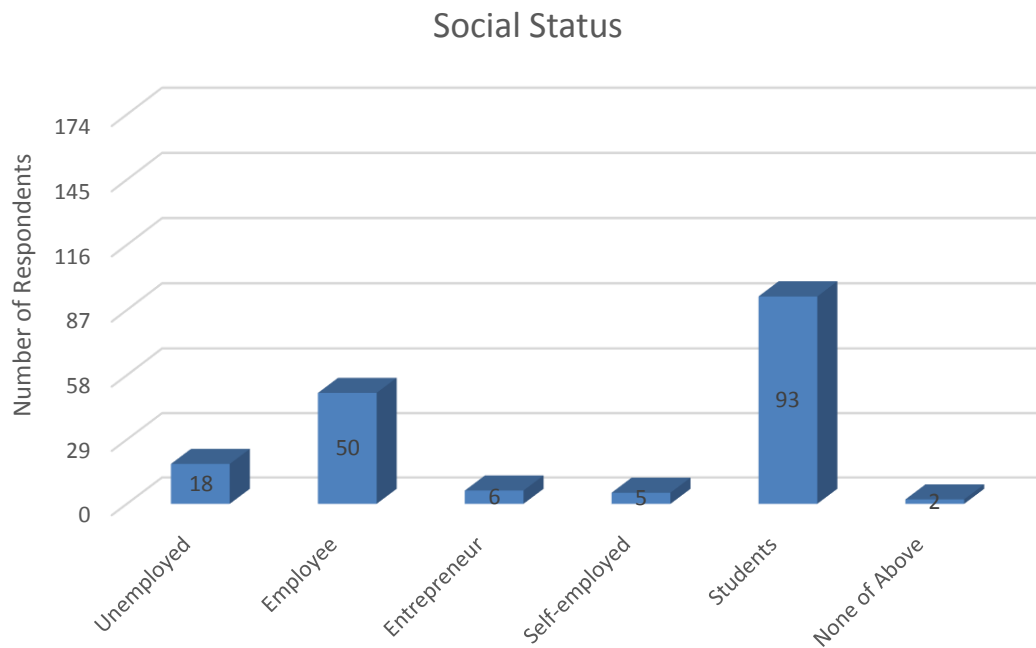
Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
PHD	5	3	3	3
Masters	68	39	39	42
College / University	97	56	56	98
High School	4	2	2	100
Total	174	100	100	



It determine that 97 (56%) has College / University degree, 68 (39%) has Master degree, 5 (3%) respondent has PHD and only 4 (2%) has High school degree.

4.2.5 Social Status

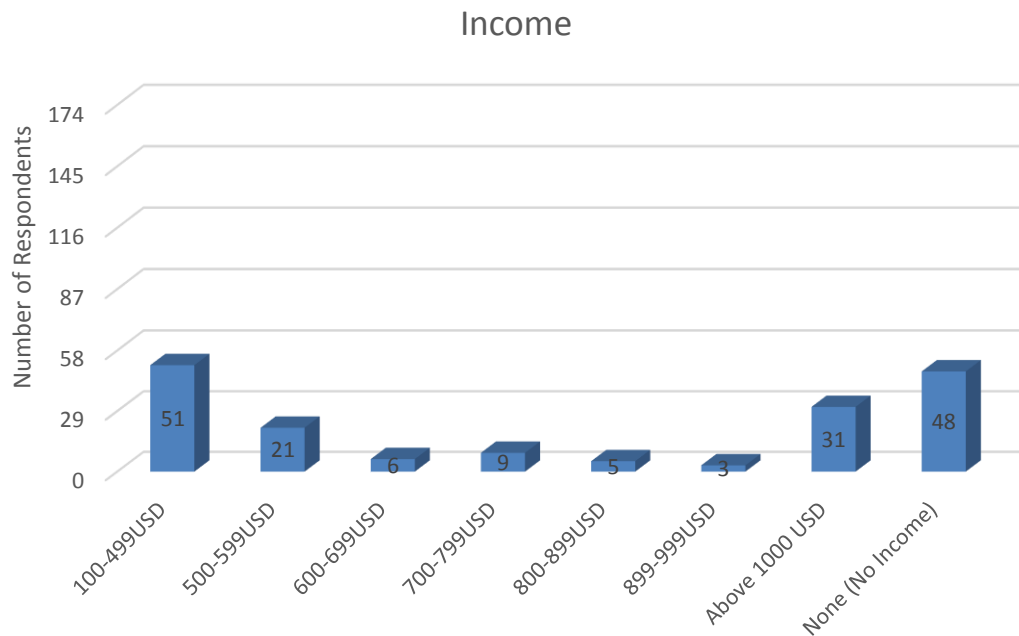
Status	Frequency	Percent	Valid Percent	Cumulative Percent
Unemployed	18	10.3	10.3	10.3
Employee	50	29	29	39.3
Entrepreneur	6	3.4	3.4	42.7
Self-employed	5	3	2.8	45.5
Students	93	53.4	53.4	98.9
None of Above	2	1.1	1.1	100
Total	174	100	100	



Social status table shows that students are 93 (53.4%) who are the visitors and others are Employee 50 (29%), unemployed 18 (10.3%), Entrepreneur 6 (3.4%), self-employed 5 (2.8%) and none is 2 (1.1%).

4.2.6 Income

Income	Frequency	Percent	Valid Percent	Cumulative Percent
None	48	27.6	27.6	27.6
100 - 499 USD	51	29.3	29.3	56.6
500 - 599 USD	21	12	12	68.9
600 - 699 USD	6	3.4	3.4	72.3
700 - 799 USD	9	5.1	5.1	77.4
800 - 899 USD	5	2.9	2.9	80.3
899 - 999 USD	3	1.7	1.7	82
Above 1000 USD	31	18	18	100
Total	174	100	100	



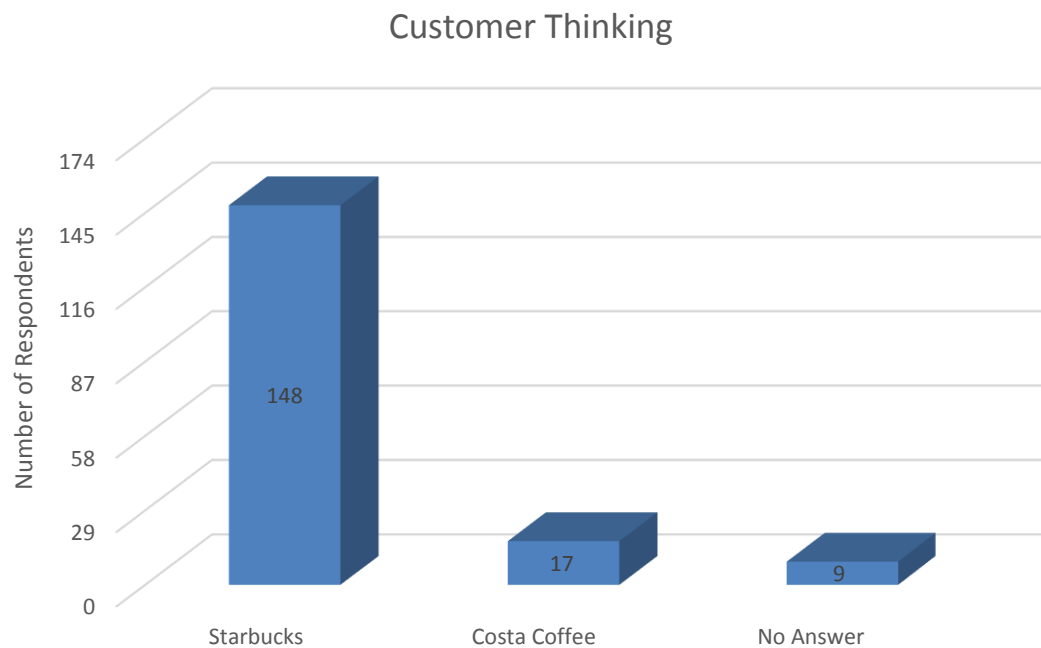
According to Income graph and table majority of respondents income are 100 - 499 USD that is 51 (29.3%) and second highest numbers are without any income (might be the students) that is 48 (27.6%), third highest respondents income above 1000 USD that are 31 (18%). Other details are 500 - 599 USD 21 (12%), 700 - 799 USD 9 (5.1%), 600 - 699 USD 6 (3.5%), 800 - 899 USD 5 (2.9%), 899 -999 USD 3 (1.7%)

4.3 CUSTOMER THOUGHTS

To check the customer thought researcher asked very basic question:

When you think about coffee, which one comes to your mind, Starbucks or Costa Coffee?

Brand	Frequency	Percent	Valid Percent	Cumulative Percent
Starbucks	148	85	85	85
Costa Coffee	17	10	10	95
No Answer	9	5	5	100
Total	174	100	100	



It shows that 148 (85%) respondents are thinking about Starbucks and it's their first choice, only 17 (10%) respondents choose Costa Coffee and 9 (5%) respondents didn't give any answer so it might be that they are other brand conscious in Turkey. Also it showed that Costa Coffee fail to create customer perception in Turkey.

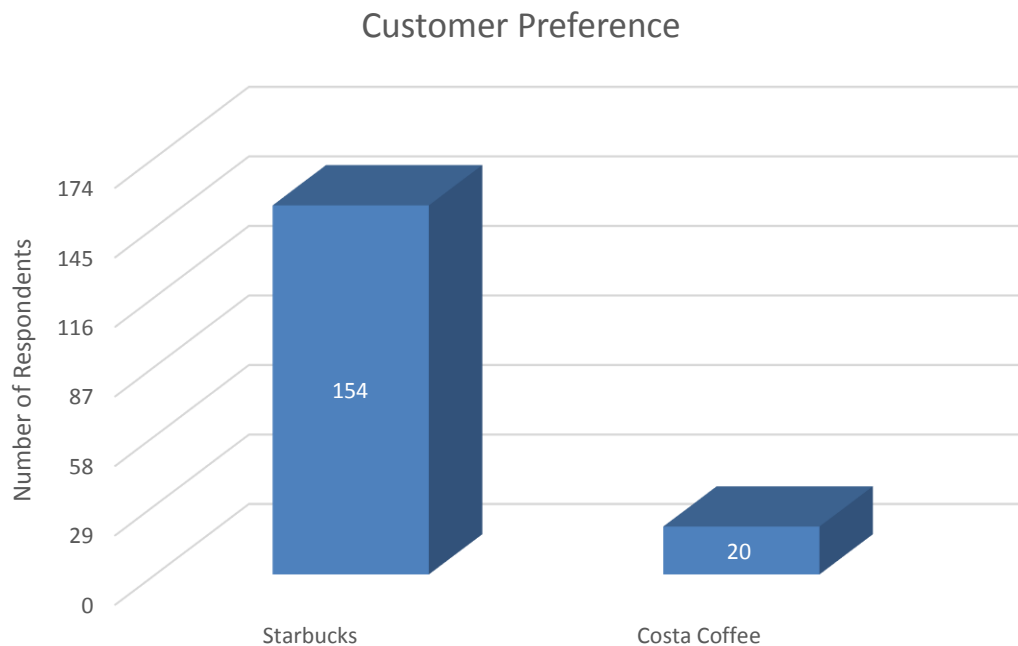
4.4 CUSTOMER PREFERENCE

Before the starting of questionnaire researcher asked:

Which one do you prefer, Starbucks OR Costa Coffee?

(NB: The questions that follow will concern only the brand you have chosen above)

Brand	Frequency	Percent	Valid Percent	Cumulative Percent
Starbucks	154	89	89	89
Costa Coffee	20	11	11	100
Total	174	100	100	



When researcher ask about customer preference so 154 (89%) respondent choose Starbucks and 20 (11%) respondents choose Costa Coffee. Costa Coffee unable to capture market share against Starbucks. That is the reason that Costa Coffee started his operation in 19th February, 2010 and withdraw in 2013 at Turkish market, three years of operation Costa Coffee unable to get market share and brand positioning in Turkey.

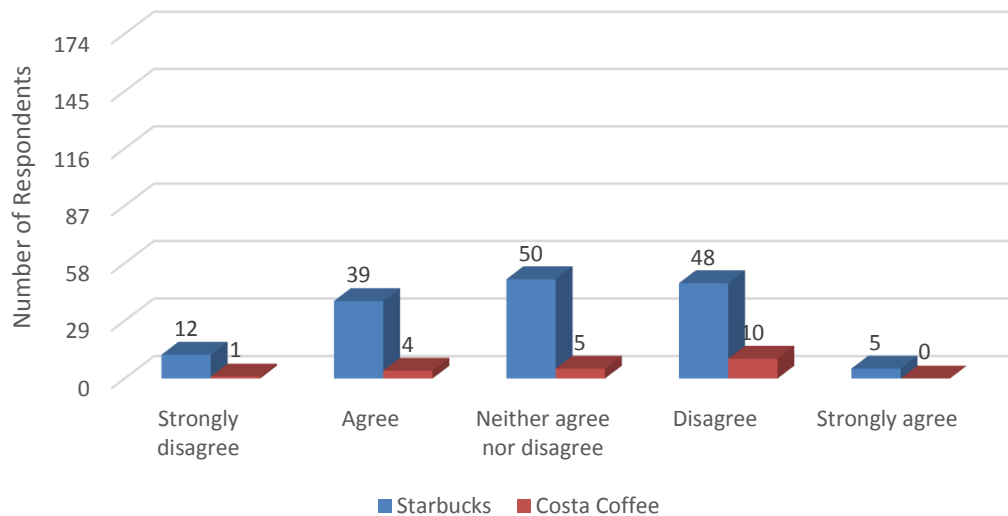
4.5 BRAND POSITIONING (STARBUCKS & COSTA COFFEE)

Twenty five questions were asked to know the customer perception and image on brand positioning (Starbucks and Costa Coffee). The questions asked indirectly about the externalities so as the target sample should not respond spontaneously in negation or affirmation to this aspect, these questions aimed at asking the target sample about understanding of the problem. The response to these questions is analyzed in ensuing pages.

Q 01: I spend much time in Starbucks / Costa Coffee.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	12	6.9	1	0.6	7.5
Agree	39	22.4	4	2.3	32.2
Neither agree nor disagree	50	28.7	5	2.9	63.8
Disagree	48	27.6	10	5.7	97.1
Strongly agree	5	2.9	0	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 1



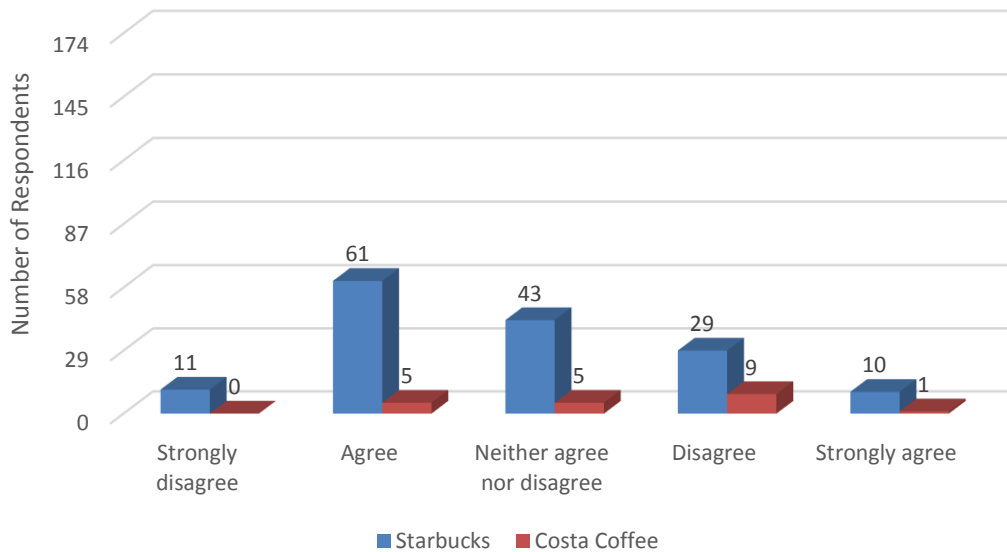
Starbucks: The response of this question, 50 (28.7%) is neither agree nor disagree and disagree is too much similar 48 (27.6%), so customers are not spending their much time in coffee shop.

Costa Coffee: 10 (5.7%) disagrees that they are not spending their much time in coffee shop.

Q 02: Starbucks / Costa Coffee are important to me because it serves as an opportunity for networking / social environment.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	11	6.3	0	0.0	6.3
Agree	61	35.1	5	2.9	44.3
Neither agree nor disagree	43	24.7	5	2.9	71.8
Disagree	29	16.7	9	5.2	93.7
Strongly agree	10	5.7	1	0.6	100.0
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 02



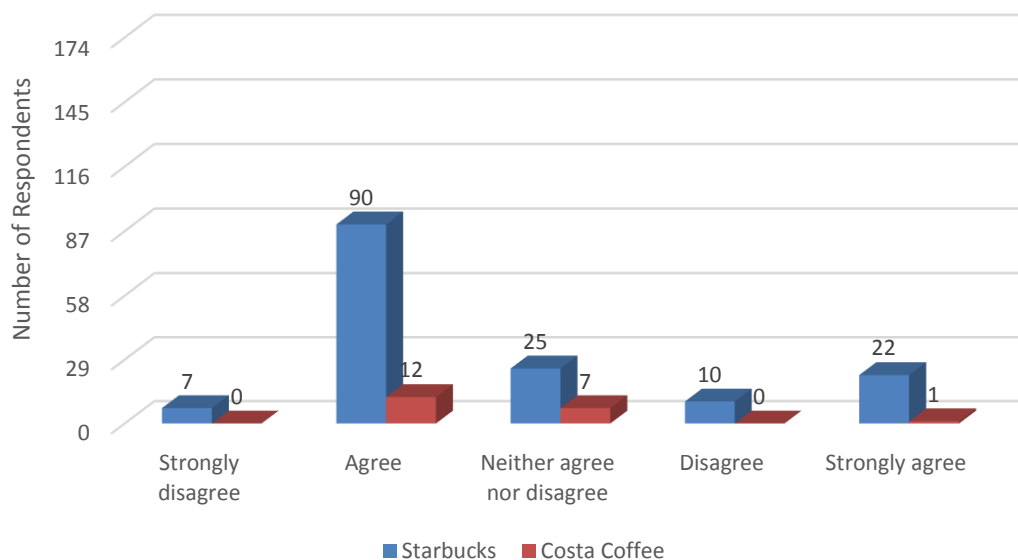
Starbucks: The highest number of respondents 61 (35.1%) agree that it servers social / networking opportunity.

Costa Coffee: Against Starbuck, Costa Coffee result is completely opposite, 9 (5.2%) respondent disagree, agree and neither agree nor disagree are 5 (2.9%).

Q 03: I go to Starbucks / Costa Coffee because they have visually attractive products such as coffee, sandwiches, cookies etc. with clean and comfortable furniture / environment.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	7	4.0	0	0.0	4.0
Agree	90	51.7	12	6.9	62.6
Neither agree nor disagree	25	14.4	7	4.0	81.0
Disagree	10	5.7	0	0.0	86.8
Strongly agree	22	12.6	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

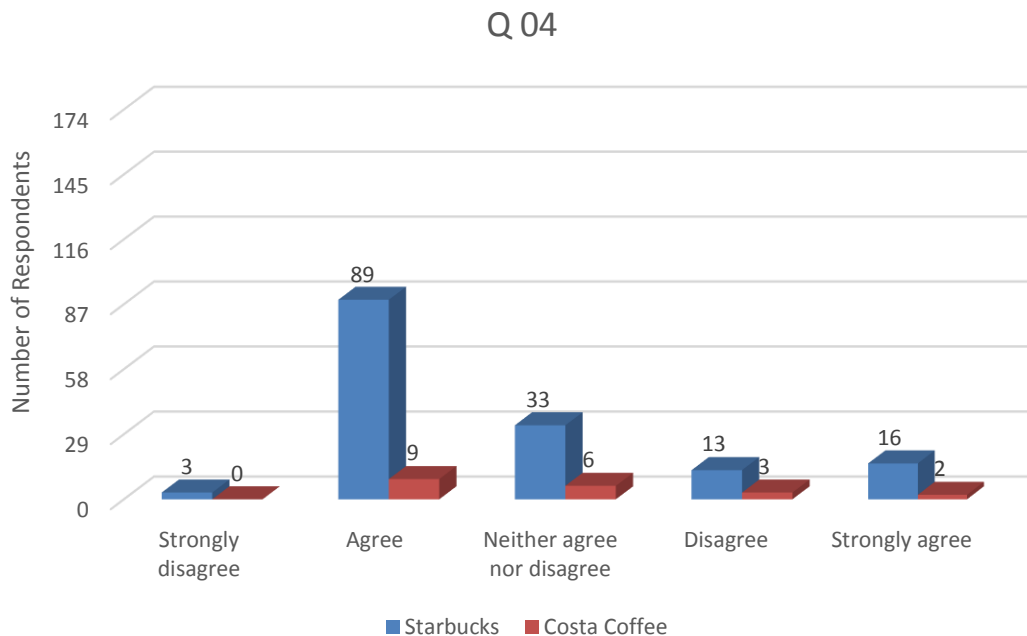
Q 03



The response of this question, both Starbucks 90 (51.7%) and Costa Coffee 12 (6.9%) customer agree that they are going for attractive products.

Q 04: The internal and external decoration of Starbucks / Costa Coffee is attractive and enticing.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	3	1.7	0	0.0	1.7
Agree	89	51.1	9	5.2	58.0
Neither agree nor disagree	33	19.0	6	3.4	80.5
Disagree	13	7.5	3	1.7	89.7
Strongly agree	16	9.2	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

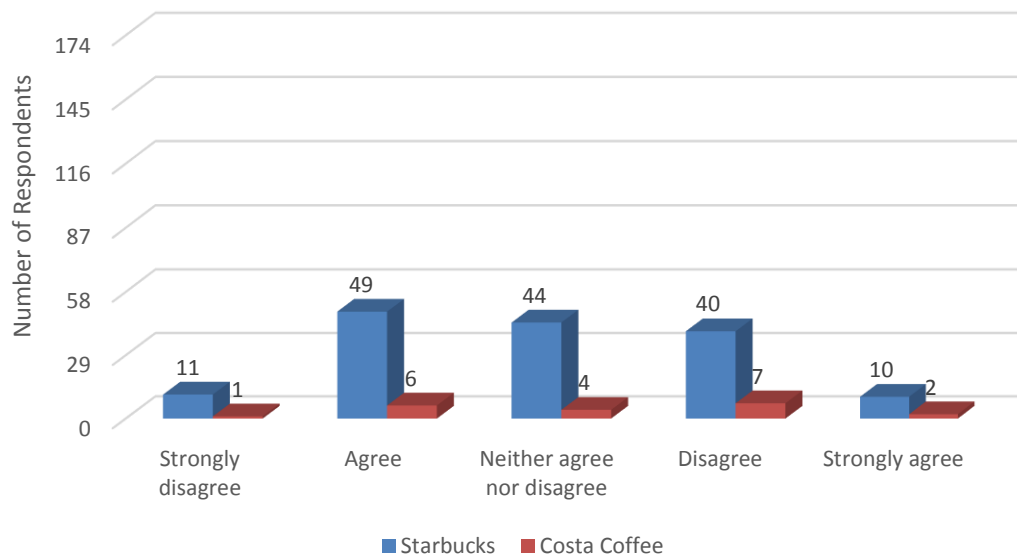


Majority of respondents Starbucks 89 (51.1%) and Costa Coffee 9 (5.2%) agree that internal and external decoration attractive an enticing.

Q 05: The choice of Starbucks / Costa Coffee reflects my life-style and behavior.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	11	6.3	1	0.6	6.9
Agree	49	28.2	6	3.4	38.5
Neither agree nor disagree	44	25.3	4	2.3	66.1
Disagree	40	23.0	7	4.0	93.1
Strongly agree	10	5.7	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

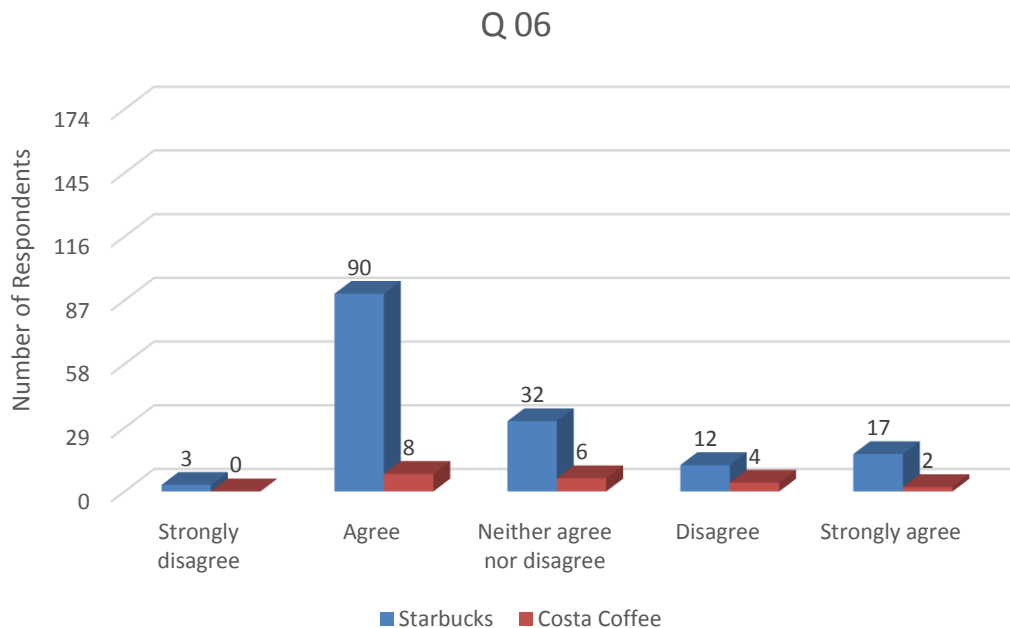
Q 05



In today's world where customer want / to show better lifestyle. Starbucks customers 49 (28.2%) agree that it shows their life style and behavior against Costa Coffee and Costa Coffee customers disagree with 7 (4%).

Q 06: I feel comfortable and happy in Starbucks / Costa Coffee because it has a relaxing and intimate atmosphere.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	3	1.7	0	0.0	1.7
Agree	90	51.7	8	4.6	58.0
Neither agree nor disagree	32	18.4	6	3.4	79.9
Disagree	12	6.9	4	2.3	89.1
Strongly agree	17	9.8	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

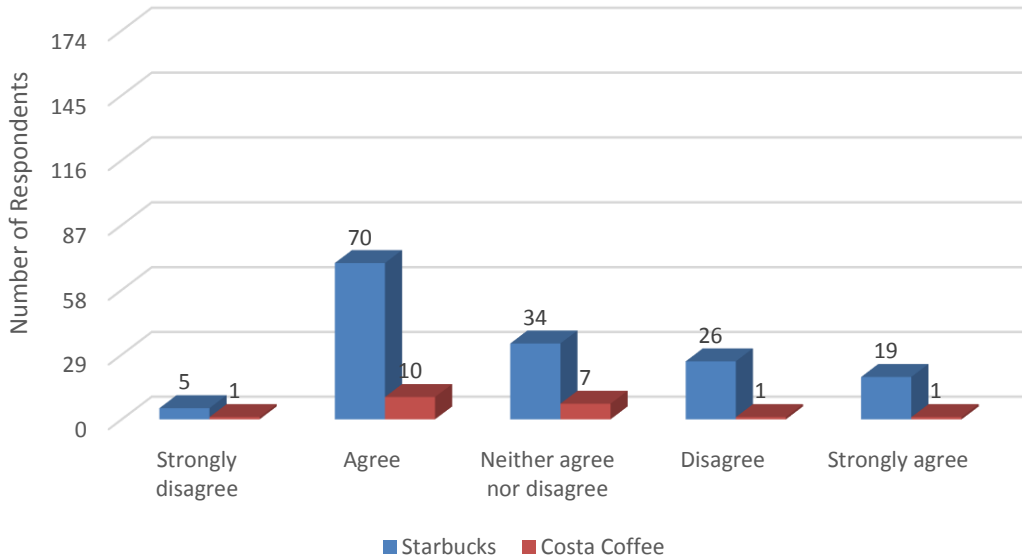


The interesting result here is that both customers are with highest result and they agree that Starbucks and Costa Coffee has intimate and relaxing atmosphere. The respondents response is 90 (51.7%) of Starbucks and 8 (4.6%) for Costa Coffee.

Q 07: Starbucks / Costa Coffee has a unique value from other coffee shops in Turkey.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	5	2.9	1	0.6	3.4
Agree	70	40.2	10	5.7	49.4
Neither agree nor disagree	34	19.5	7	4.0	73.0
Disagree	26	14.9	1	0.6	88.5
Strongly agree	19	10.9	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 07

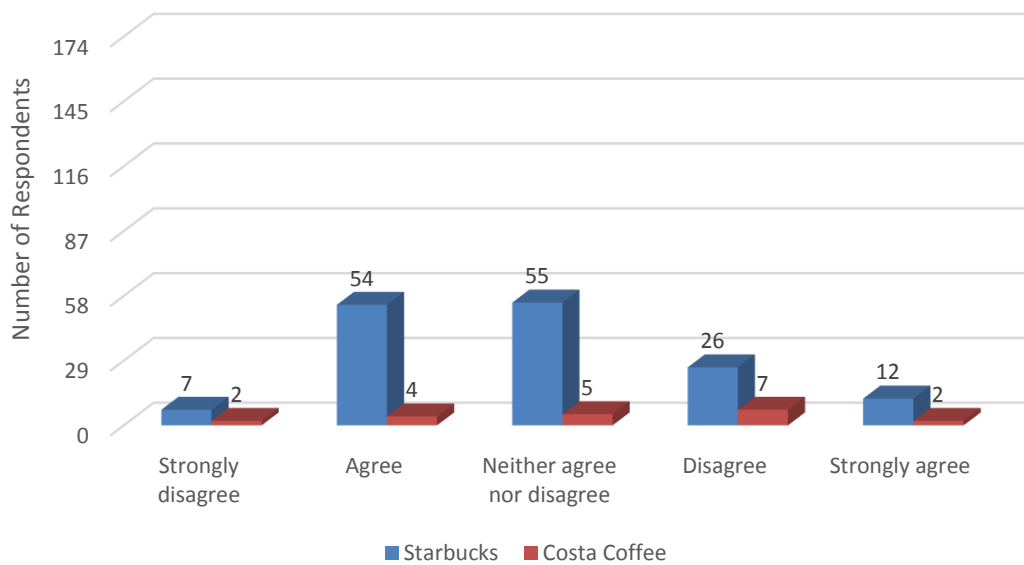


In the competitive era where other competitors such as Dunkin Donuts, Gloria Jeans, McDonald's (McDCafé), Kahve Dünyası, etc. still customers agree with highest result that Starbucks and Costa Coffee has unique value than other coffee shops in Turkey. The Starbucks result is 70 (40.2%) and Costa Coffee 10 (5.7%).

Q 08: I have an excellent experience with Starbucks / Costa Coffee.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	7	4.0	2	1.1	5.2
Agree	54	31.0	4	2.3	38.5
Neither agree nor disagree	55	31.6	5	2.9	73.0
Disagree	26	14.9	7	4.0	92.0
Strongly agree	12	6.9	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 08



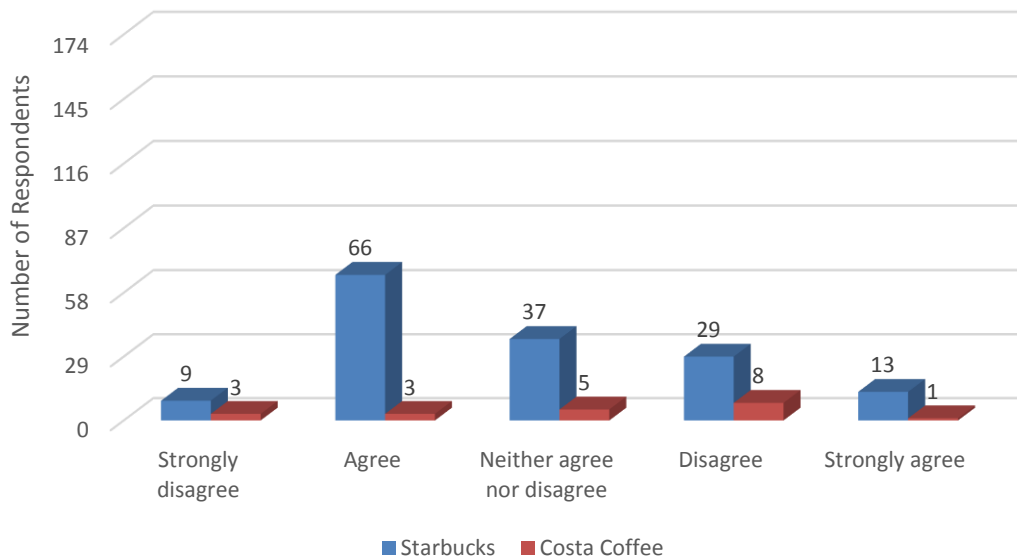
Starbucks: The response of this question is a bit critical because 55 (31.6%) respondents neither agree nor disagree and 54 (31%) respondents agree that their experience is good.

Costa Coffee: In comparative of Starbucks, here result is completely different because highest 7 (4%) respondents disagree, it means their experience with Costa Coffee is not good.

Q 09: My friends and family know much about Starbucks / Costa Coffee.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	9	5.2	3	1.7	6.9
Agree	66	37.9	3	1.7	46.6
Neither agree nor disagree	37	21.3	5	2.9	70.7
Disagree	29	16.7	8	4.6	92.0
Strongly agree	13	7.5	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 09



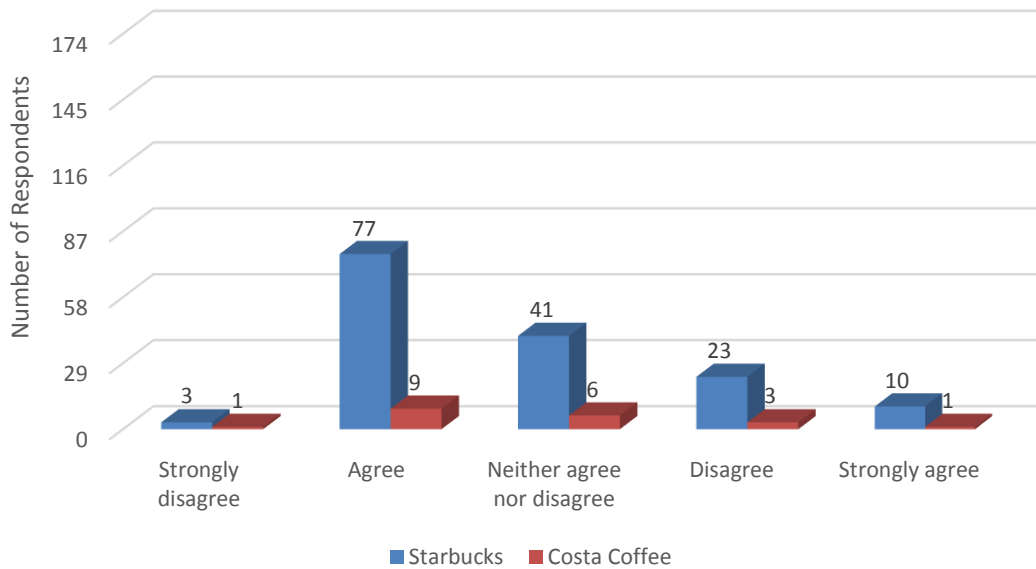
Starbucks: Due to excellent reputation of Starbucks in Turkish market, people know about it and the proof is the result that shows the highest 66 (37.9%) samples choose agree that their family and friends knows about it.

Costa Coffee: the 8 (4.6%) respondents are disagree that their family and friends don't know about it. The reason is, Costa Coffee incompetent to grow market shares and good brand position in Turkish market.

Q 10: I like the products and I often purchase it.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	3	1.7	1	0.6	2.3
Agree	77	44.3	9	5.2	51.7
Neither agree nor disagree	41	23.6	6	3.4	78.7
Disagree	23	13.2	3	1.7	93.7
Strongly agree	10	5.7	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

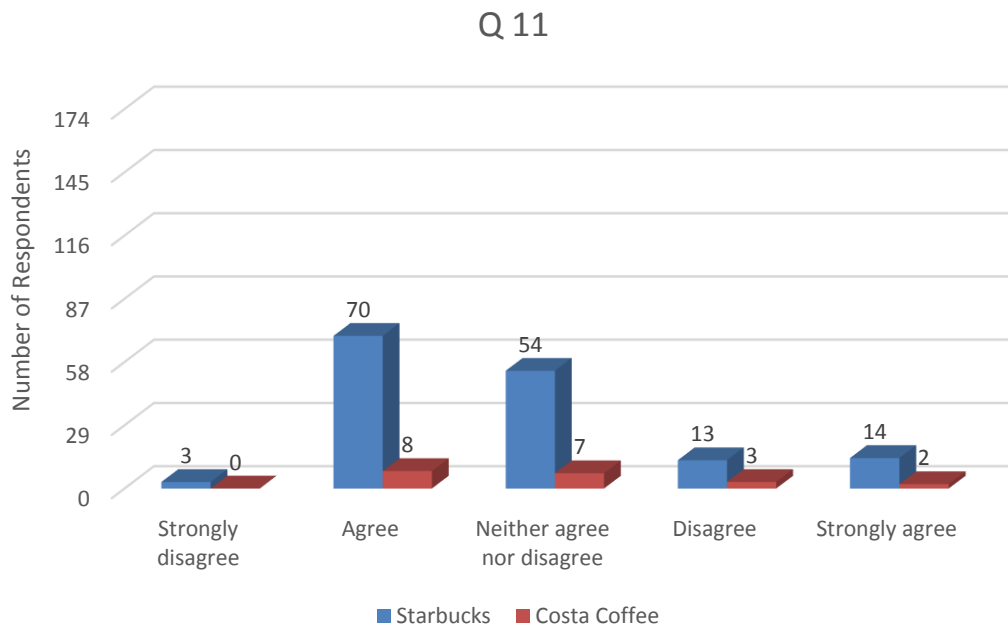
Q 10



The opinion in this case is almost unanimous where Starbucks 77 (44.3%) and Costa Coffee 9 (5.2%) agree that they like the products and they often purchase it.

Q 11: I believe that in Starbucks / Costa Coffee all products are fresh, healthy and reliable.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	3	1.7	0	0.0	1.7
Agree	70	40.2	8	4.6	46.6
Neither agree nor disagree	54	31.0	7	4.0	81.6
Disagree	13	7.5	3	1.7	90.8
Strongly agree	14	8.0	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

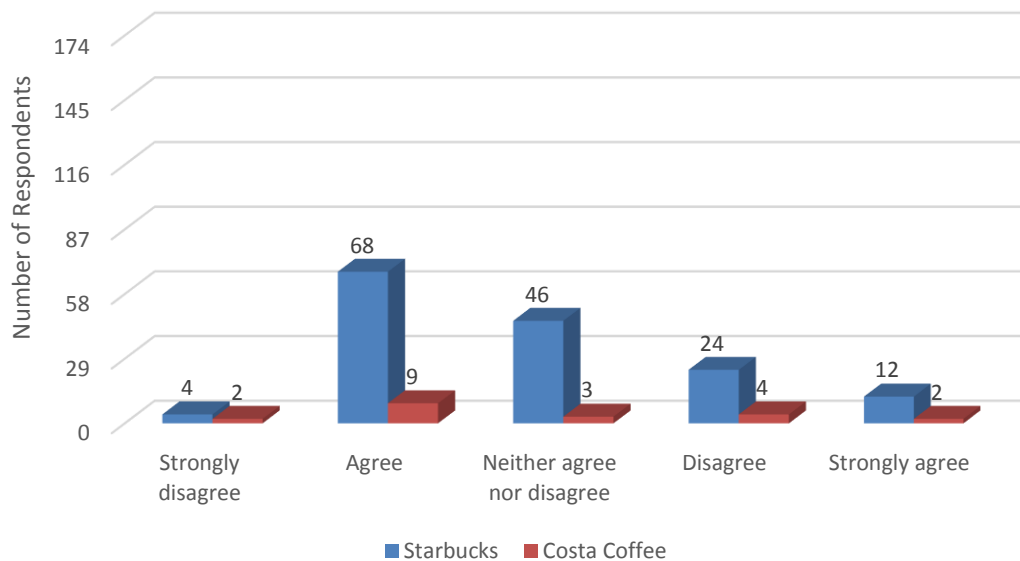


Because of the Brand, the choice of customer are more positive as Starbucks 70 (40.2%) and Costa Coffee 8 (4.6%) agree while 54 (31%) and 7 (4.0%) are neutral and 13 (7.5%) & 3 (1.7%) do not agree that products are fresh, healthy and reliable.

Q 12: I understand the different Starbucks/ Costa Coffee products and their prices.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	4	2.3	2	1.1	3.4
Agree	68	39.1	9	5.2	47.7
Neither agree nor disagree	46	26.4	3	1.7	75.9
Disagree	24	13.8	4	2.3	92.0
Strongly agree	12	6.9	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 12

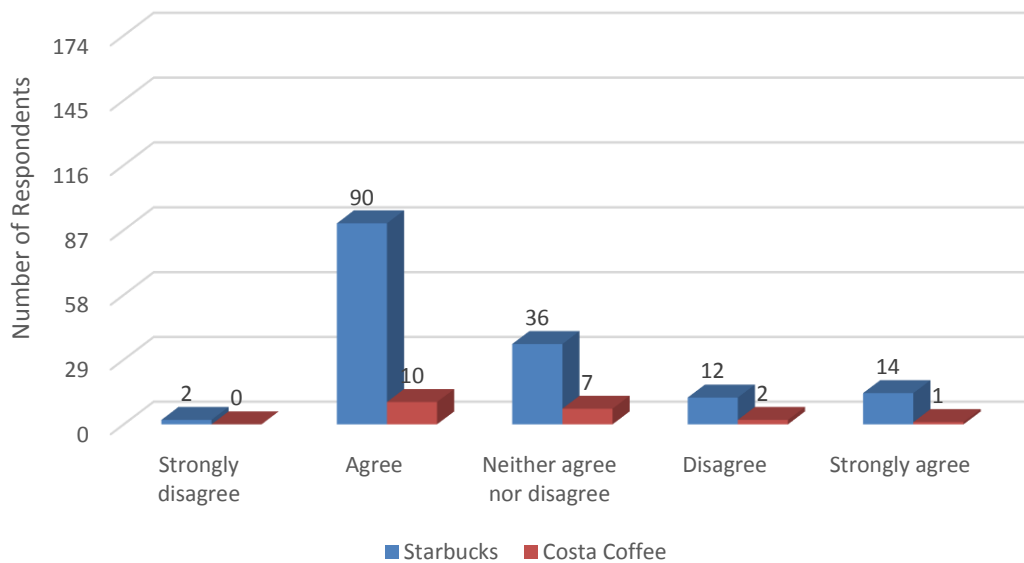


Again the opinion in this case is unanimous because Starbucks 68 (39.1%) and Costa Coffee 9 (5.2%) are agree that they understand the products and its prices.

Q 13: The taste of Starbucks / Costa Coffee products match my expectations.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	2	1.1	0	0.0	1.1
Agree	90	51.7	10	5.7	58.6
Neither agree nor disagree	36	20.7	7	4.0	83.3
Disagree	12	6.9	2	1.1	91.4
Strongly agree	14	8.0	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 13

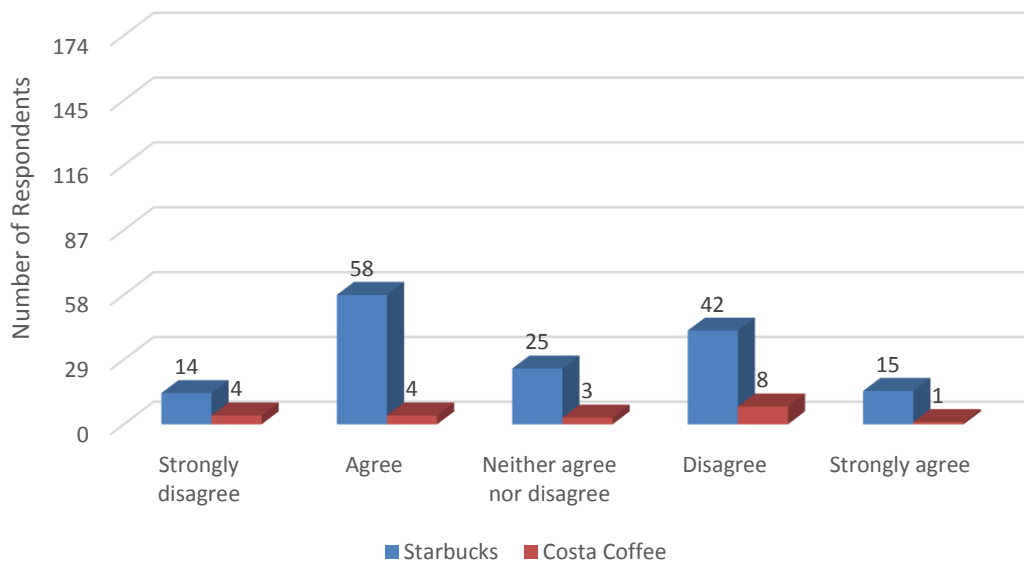


This aspect is clearer for both brands in respondents' of their minds, they agree that Starbucks 90 (51.7%) and Costa Coffee 10 (5.7%) products match their expectations.

Q 14: I know nearly all Starbucks / Costa Coffee locations in my city.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	14	8.0	4	2.3	10.3
Agree	58	33.3	4	2.3	46.0
Neither agree nor disagree	25	14.4	3	1.7	62.1
Disagree	42	24.1	8	4.6	90.8
Strongly agree	15	8.6	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 14

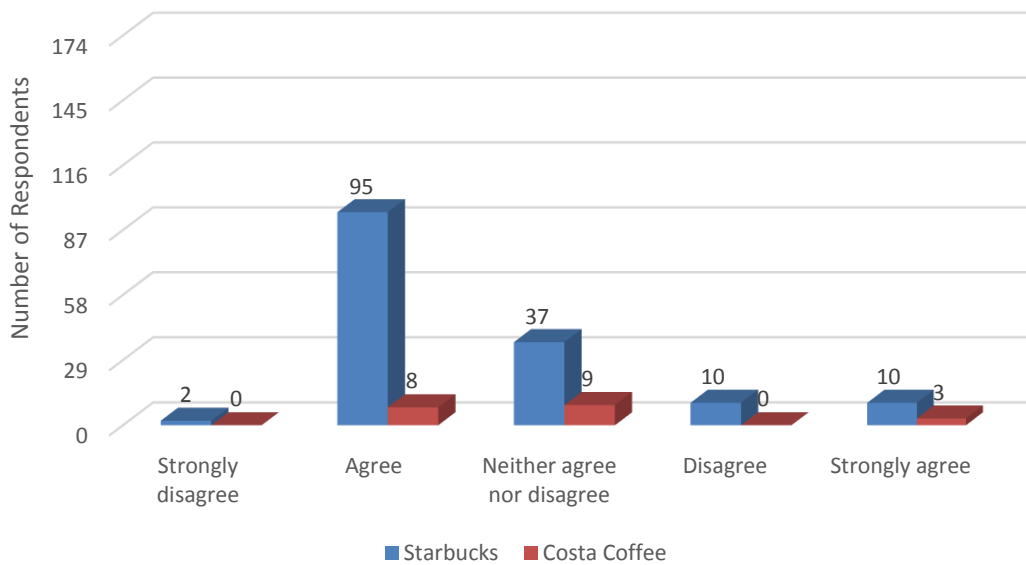


Though 58 (33.3%) Starbucks customer agree and highest is 8 (4.6%) while Costa Coffee customers disagree about the coffee shop location in their city.

Q 15: Starbucks / Costa Coffee services and products are up to standard.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	2	1.1	0	0.0	1.1
Agree	95	54.6	8	4.6	60.3
Neither agree nor disagree	37	21.3	9	5.2	86.8
Disagree	10	5.7	0	0.0	92.5
Strongly agree	10	5.7	3	1.7	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 15

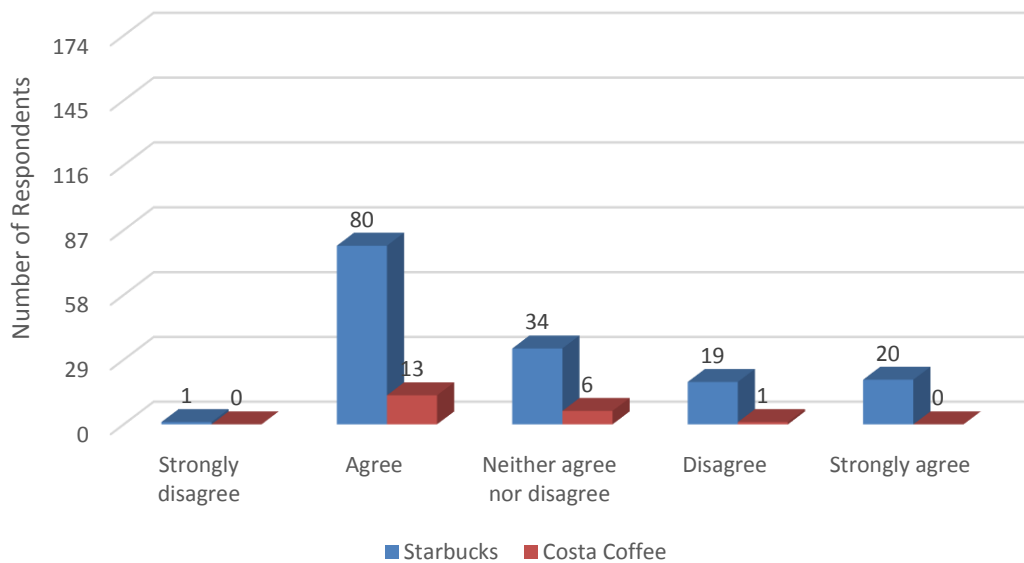


Starbucks 95 (54.6%) and Costa Coffee 8 (4.6%) samples assumed that products and services are up to the standard while only 10 (5.7%) Starbucks and 0 (0%) Costa Coffee respondents choose disagree.

Q 16: Starbucks / Costa Coffee products have a unique quality, flavor and taste.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	1	0.6	0	0.0	0.6
Agree	80	46.0	13	7.5	54.0
Neither agree nor disagree	34	19.5	6	3.4	77.0
Disagree	19	10.9	1	0.6	88.5
Strongly agree	20	11.5	0	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

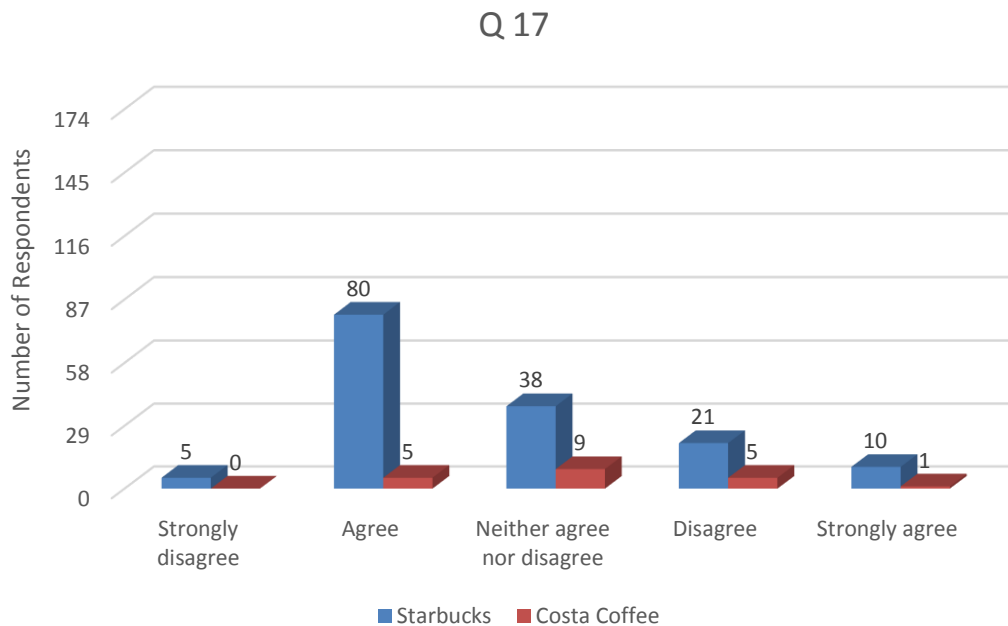
Q 16



Majority of expats Starbucks 80 (46%) and Costa Coffee 13 (7.5) agree about flavor, taste and unique quality of the products, though individuals who strongly disagree are Starbucks 1 (0.6%) and Costa Coffee 0 (0%).

Q 17: I am satisfied with the quality, Price, taste / flavor of Starbucks / Costa Coffee products as well as proximity to its shops.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	5	2.9	0	0.0	2.9
Agree	80	46.0	5	2.9	51.7
Neither agree nor disagree	38	21.8	9	5.2	78.7
Disagree	21	12.1	5	2.9	93.7
Strongly agree	10	5.7	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

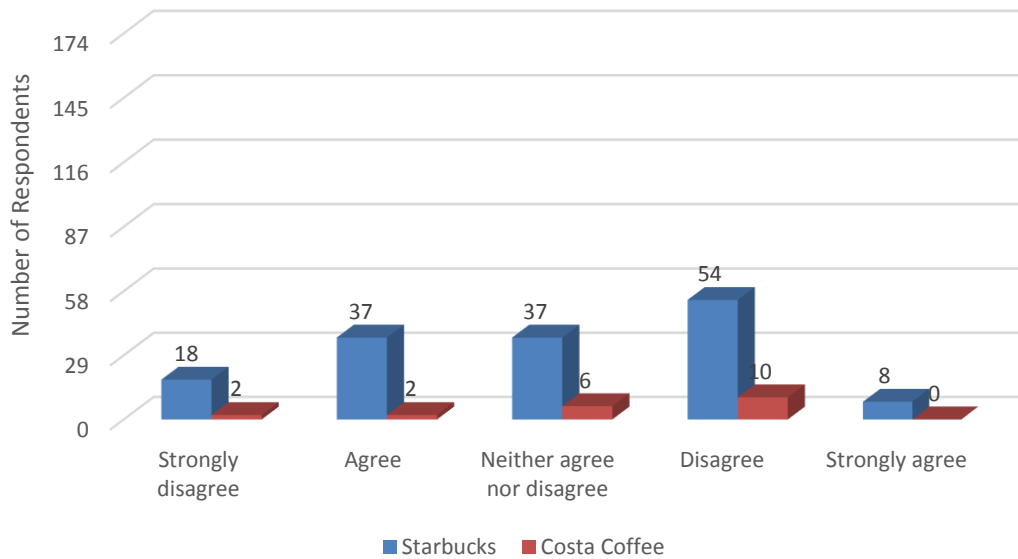


In continuity to earlier question, Starbucks 80 (46%) agree and Costa Coffee 9 (5.2%) neither agree nor disagree about the satisfaction of product quality, price, taste / flavor as well as proximity.

Q 18: I am willing to pay more for Starbucks / Costa Coffee?

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	18	10.3	2	1.1	11.5
Agree	37	21.3	2	1.1	33.9
Neither agree nor disagree	37	21.3	6	3.4	58.6
Disagree	54	31.0	10	5.7	95.4
Strongly agree	8	4.6	0	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 18

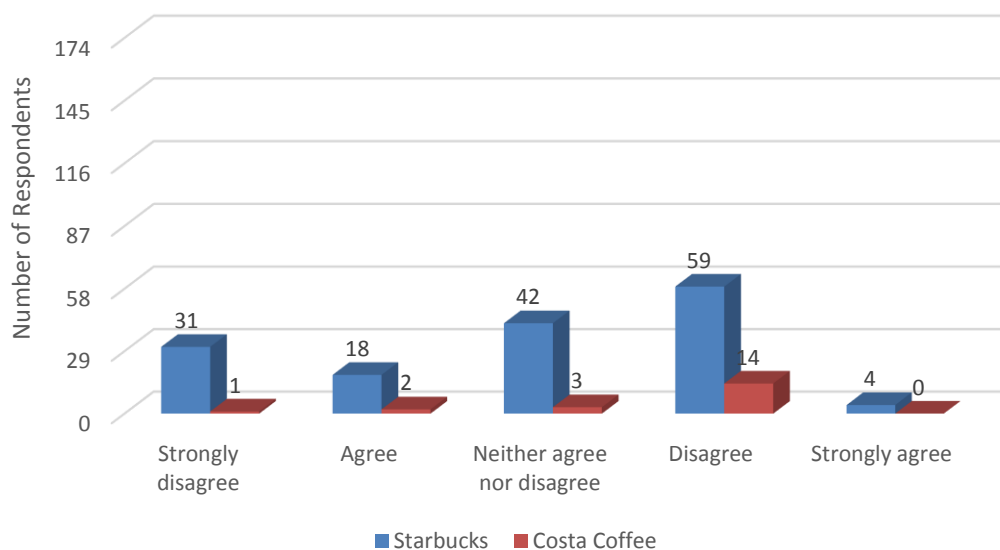


I was curious about the response of this question that customers are willing to pay more? The highest result of both is disagree. Starbucks 54 (31%) and Costa Coffee 10 (5.7%). Only 8 (4.6%) respondents choose strongly agree for Starbucks

Q 19: I follow the latest news / offers / promotions about Starbucks / Costa Coffee on media (such as: Website, television, print and social) and I partake in these happenings.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	31	17.8	1	0.6	18.4
Agree	18	10.3	2	1.1	29.9
Neither agree nor disagree	42	24.1	3	1.7	55.7
Disagree	59	33.9	14	8.0	97.7
Strongly agree	4	2.3	0	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 19

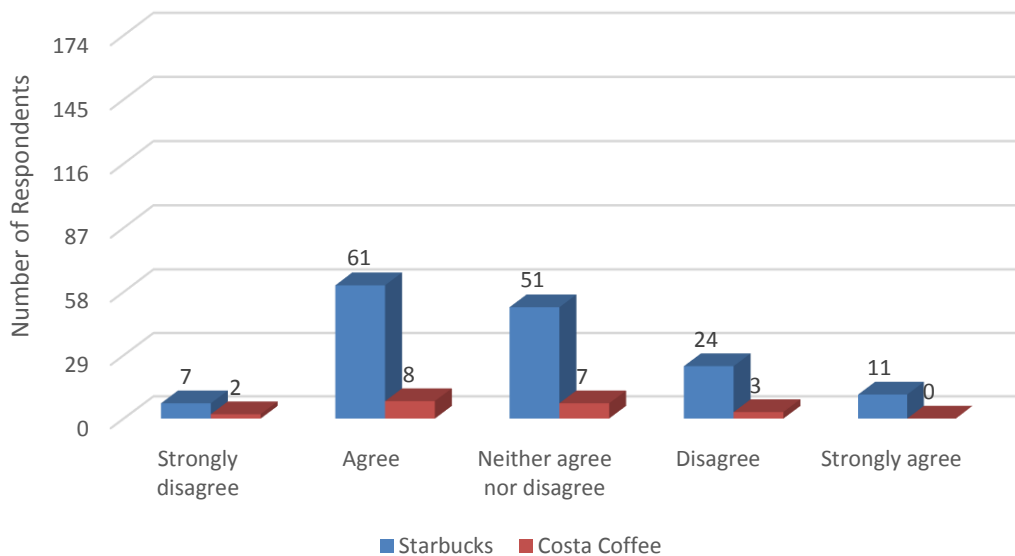


Now again the surety comes, Starbucks 59 (33.9%) and Costa Coffee 14 (8%) choose disagree that they follow the news / offers / promotion on media, Only 4 (2.3%) Starbucks choose strongly agree, 42 (24.1%) Starbucks and 3 (1.7%) Costa Coffee respondents were neutral.

Q 20: I will remain a Starbucks / Costa Coffee customer for a long time.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	7	4.0	2	1.1	5.2
Agree	61	35.1	8	4.6	44.8
Neither agree nor disagree	51	29.3	7	4.0	78.2
Disagree	24	13.8	3	1.7	93.7
Strongly agree	11	6.3	0	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

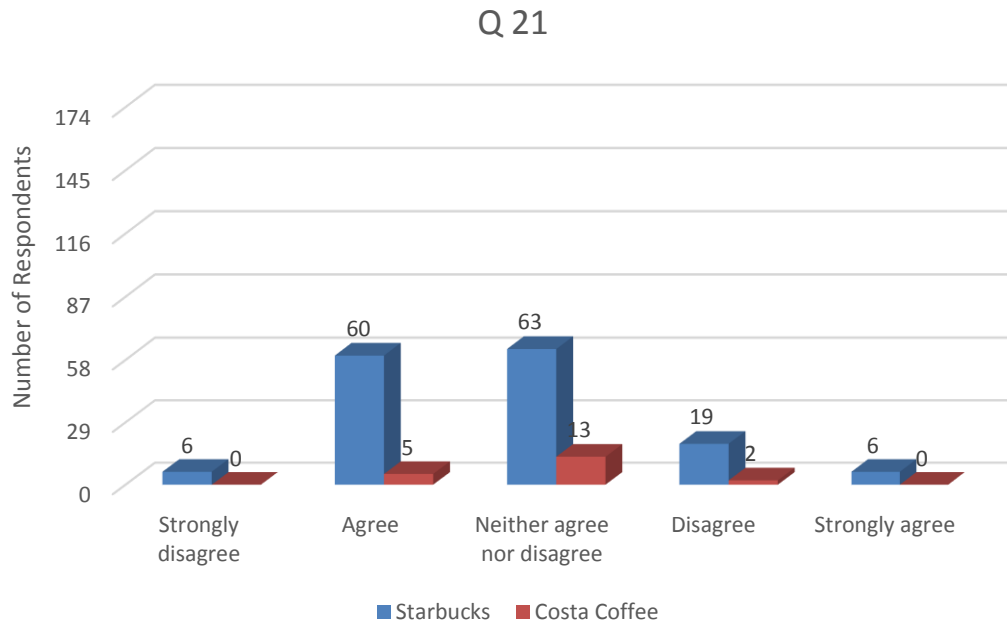
Q 20



Due to better quality and products of Starbucks 61 (35.1%) and Costa Coffee 8 (4.6%) choose that they want to be their consumer for long time. Only 7 (4%) Starbucks and 2 (1.1%) Costa Coffee strongly disagree, result for neutral that neither agree nor disagree for Starbucks 51 (29.3%) and 7 (4.0%) for Costa Coffee.

Q 21: Starbucks / Costa Coffee is doing much to improve its services / products and has a good day -to-day planning.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	6	3.4	0	0.0	3.4
Agree	60	34.5	5	2.9	40.8
Neither agree nor disagree	63	36.2	13	7.5	84.5
Disagree	19	10.9	2	1.1	96.6
Strongly agree	6	3.4	0	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

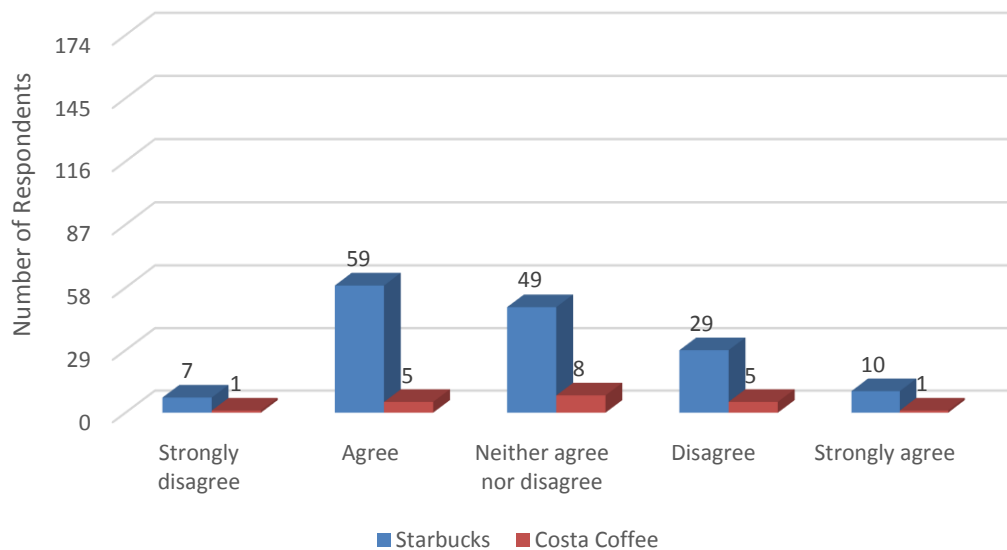


In both brands, respondents neutral neither agree nor disagree that they are doing day to day planning and improvement in their service / products. The result for Starbucks is 63 (36.2%) and Costa Coffee 13 (7.5%).

Q 22: I am proud to be a customer of Starbucks / Costa Coffee.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	7	4.0	1	0.6	4.6
Agree	59	33.9	5	2.9	41.4
Neither agree nor disagree	49	28.2	8	4.6	74.1
Disagree	29	16.7	5	2.9	93.7
Strongly agree	10	5.7	1	0.6	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 22

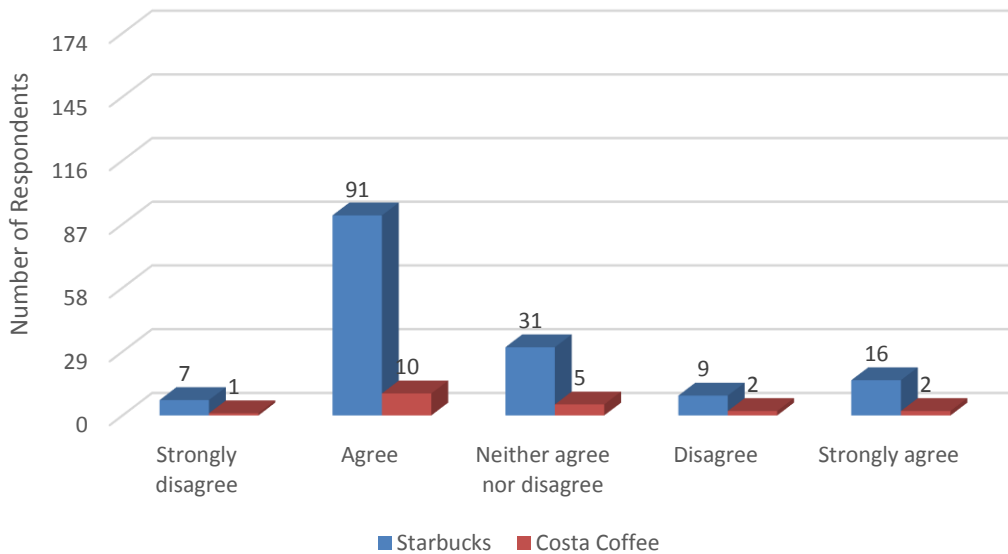


It's a mix response with Starbucks 59 (33.9%) agree and Costa Coffee 8 (4.6%) neutral, neither agree nor disagree that they have a proud to be their customer. Here Starbucks is in win-win situation. Starbucks 7 (4%) and Costa Coffee 1 (0.6%) strongly disagree but Costa Coffee also has 1 (0.6%) with strongly agree.

Q 23: I feel good / relaxed at Starbucks / Costa Coffee and want to visit again.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	7	4.0	1	0.6	4.6
Agree	91	52.3	10	5.7	62.6
Neither agree nor disagree	31	17.8	5	2.9	83.3
Disagree	9	5.2	2	1.1	89.7
Strongly agree	16	9.2	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 23

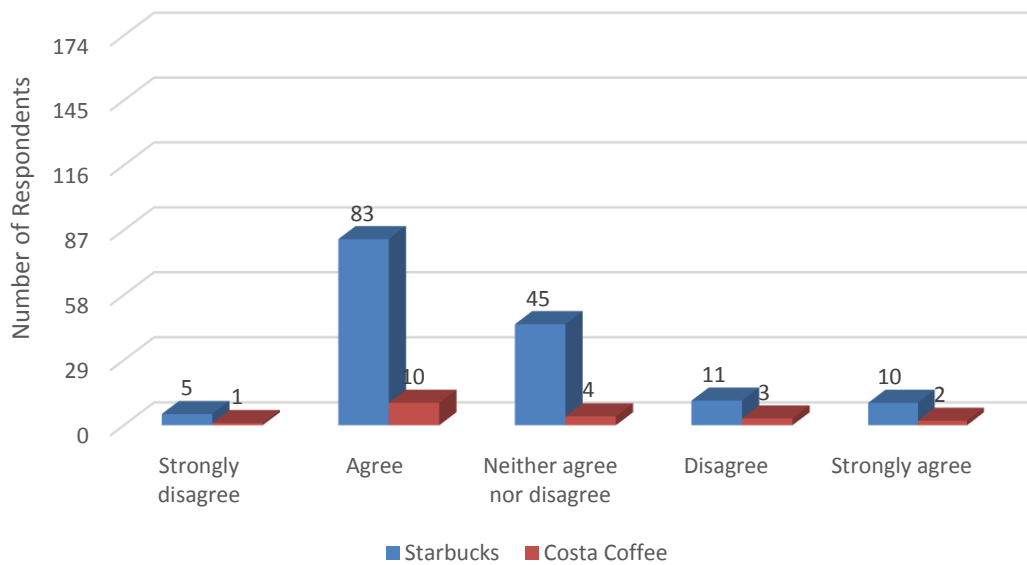


Relax and comfortable environment, social networking and Wi-Fi facility, the response of this question shows that customers want to visit again. The Starbucks 91 (52.3%) and Costa Coffee 10 (5.7%) choose agree and only 7 (4%) of Starbucks and 1 (0.6%) of Costa Coffee was strongly disagree.

Q 24: Starbucks / Costa Coffee employees are neat and attend to me satisfactorily.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	5	2.9	1	0.6	3.4
Agree	83	47.7	10	5.7	56.9
Neither agree nor disagree	45	25.9	4	2.3	85.1
Disagree	11	6.3	3	1.7	93.1
Strongly agree	10	5.7	2	1.1	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 24

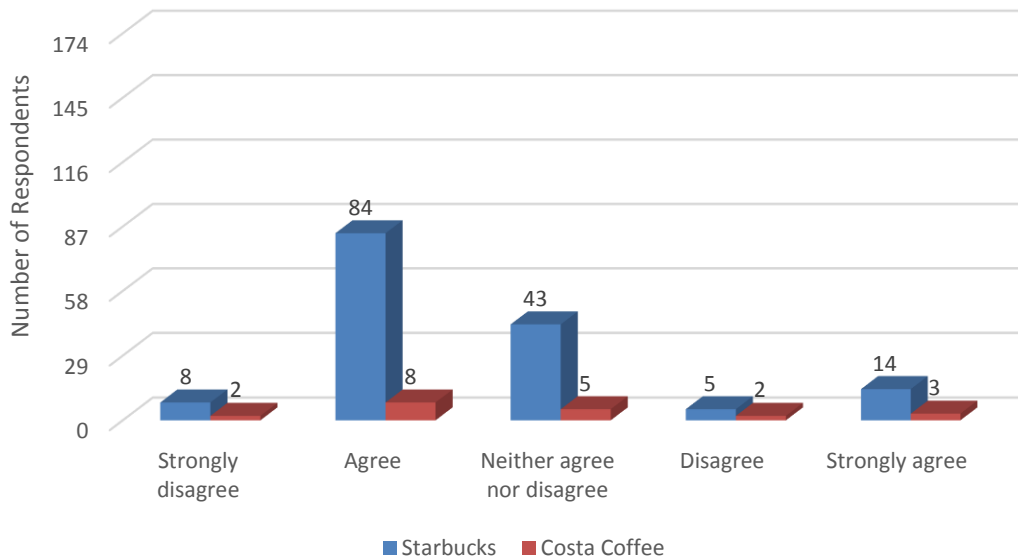


The response of this question is higher in agree that Starbucks 83 (47.7%) and Costa Coffee 10 (5.7%). Among them only 5 (2.9%) strongly disagree for Starbucks and 1 (0.6%) for Costa Coffee.

Q 25: I will encourage/ recommend Starbucks / Costa Coffee to my friends, family and everyone.

Likert Scale	Starbucks		Costa Coffee		Cumulative Percent
	Frequency	Valid Percent	Frequency	Valid Percent	
Strongly disagree	8	4.6	2	0.6	7.5
Agree	84	48.3	8	2.3	32.2
Neither agree nor disagree	43	24.7	5	2.9	63.8
Disagree	5	2.9	2	5.7	97.1
Strongly agree	14	8.0	3	0.0	100
Total	154	88.5	20	11.5	
Respondent (Total)	154	+	20	=	174

Q 25



In last question, again we receive similarity from response that they agree to recommend their friends and family, Starbucks 84 (48.3%) and Costa Coffee 8 (4.6%). The lowest result with disagree was 5 (2.9%) for Starbucks and 2 (1.1%) for Costa Coffee. Neutral neither agree nor disagree were 43 (24.7%) for Starbucks and 5 (2.9%) for Costa Coffee.

4.6 DESCRIPTIVE STATISTICS

The descriptive analysis was done to classify the conceivable presence of data record fault and perceive any unfamiliar worth(s) in the data. According to Hussey & Hussey (1997), it also enabling patterns and relationship, summarize quantitative data to be distinguished that aren't deceptive in the raw dataset. The general determination of these methods is to outline variability and the focus of data. According to Sekaran (2000, page no. 397), he defines the signify of a sample as “a measure of central tendency that offers a general picture of the data without unnecessarily inundating one with each of the observations in a data set or sample”. Errors were detected through minimum and maximum values and any unusual values detected were revised and fixed before further analysis was performed.

4.7 DATA SCREENING

Deprived uncertainty, accurate outcome come from accurate data. According to Hair et al. (2006), there are positive substances that commonly happen in data lifting such as homoscedasticity and outliers, linearity, normality and missing data, distressing the connection among the outcomes or variables.

4.8 FACTOR LOADING

Factor analysis is a method that purposes to shorten a huge number of quantities to the main illustrative factors. Factor analysis use is to know a collection of variables and to decrease a form of data although the innovative data is kept. To accomplish factor analysis, present numerous methods such as the EFA (exploratory factor analysis) CFA (confirmatory factor analysis). These methods purpose to gain the similar outcome, which is data trimming. Exploratory factor analysis is utilize to ‘what will you get from data’, while confirmatory factor analysis is used for leading and outlook the variables.

4.8.1 Exploratory Factor Analysis

Before execution the confirmatory factor analysis; all the questions had been implied, exploratory factor analysis was performed to examine all the calculations. Factor abstraction and alternation in Statistical Package for the Social Sciences (SPSS), numerous approaches pragmatic, explained by Tabachnick and Fidell (2007). Before execution the factor extraction, all the variables of the discrepancy mark recycled in the research must be calculated.

4.8.2 Confirmatory Factor Analysis

Thereafter the exploratory factor analysis, confirmatory factor analysis was directed. To check a priori hypotheses of the association among a sequence of amount objects and their particular factors, confirmatory analysis method was generally used (Netemeyer et al., 2003).

4.9 QUALITATIVE ANALYSIS, PROCEDURES FOLLOWED

Emanate from the literature, this qualitative study is the projected outline established. The preliminary phase of qualitative study is coding. It has three phases: open coding, axial coding and selective coding.

‘Open coding’ associations the research recognized from the literature and qualitative data. As the sympathetic of the data enlarged, the qualitative data were revised coded to the fright list and line-by-line or those codes that were recently formed. The ‘open coding’ purposes to discover issues in the qualitative data that are linked to the literature.

‘Axial coding’, the second phase in the qualitative data is to match and differences concepts to recognize arrays.

‘Selective coding’ the third phase, claims that it “involves moving to a higher level of abstraction with the developed paradigmatic constructs, specifying relationships, delineating a core category or construct around which the other categories, constructs revolve and that relates them to one another” (Spiggle, 1994; page number 495).

The exploration and clarification of the research must mark practice of the ideologies of the continuous qualified technique. To attraction involving to the theoretical background, matters and codes established from different texts were likened and assessments.

Numerous debate occur among quantitative studies and qualitative studies in relations of the value of results. Guba, and Lincoln (1985) state that examine the value of results from quantitative studies, Reliability and validity dimensions are used. These forms and procedures in qualitative studies, the thought of trustworthiness is exchange. The current study used triangulation across the qualitative and quantitative approaches, to confirm the reliability and trustworthiness of the results.

5. CONCLUSION AND SUGGESTION

The intention of this chapter is to conduct to solidify the whole thesis and cornerstones the notable finding emerging from the mixture of the research objectives, theoretical framework, methodology and data analysis.

5.1 SUMMARY

The outcomes show that coffee shops industry has indeed been applying various brand positioning strategies. The influence of the brand on customer perception appears to be exaggerated by the brand's positioning strategies. According to Mattila and O'Neill (2004), the brand's assessment is based on prospective visitors' recognition of the brand. Establishing a position of probability to customer, a brand generate a transform recognition in coffee shops where real aspect of the products and service aren't particularly well known.

Brand positioning perhaps an applicable goal for selecting one brand over alternative, (Austin, Mattila and Siguaw, 1999). People emphasis on branding in perspective of market share, this is the biggest misconception in brand positioning when a brand truly contains the thoughts and feelings "segment" (Gobé, 2001). To link on many stages of the minds, and to be a reminder of a lovely understanding, Brands are hypothetical to be strong and exciting.

Brands constantly communicate with consumers / customers and shouldn't dissatisfy them, meanwhile that creates a fragmented aptitude. According to Vaid (2003) a brand is respectable for consumers that somehow to sensation decent about presence, employees, product / service provided by the employees, employees awareness about product or service, and hospitable managers; cost and worth element, suitable share scope, affordable cost of the product or service, and general worth of the of the coffee.

5.2 CONCLUSION

Solis (2013) state that in today's world, human are brand and brands are human. Coffee shops are today with the growth of technology and in times when traditional public space eclipses. In a similar way that suburbia redefined open space, today technology can redefine public space. In order to keep itself as the top and huge coffee shop in the globe, each superior organization has to run and lead huge number of outer and inner matters.

Brand positioning assist marketing manager to analyze, plan and execute customer related strategy. It's comprise on four components that are brand, consumer interest, target market and competition. Brand positioning is an extensive and stipulation process which return in growing brand worth. As expected, we found that brands positioning strategies collectively have a significant effect on consumer perception.

Extensively, before the European experience of coffee and coffee shops, Ottoman arrived into dramaturgical performativity and evolve a serious publicness. The coffee shops represented in this research delivered different commodity to different customers. Customers choose and connect specific coffee shop for a many cause such as to his / her experiences, social life and its situation, and inspiration. Research proof the features of the perfect coffee shops are comfortable furniture, neat and clean, adequate lighting, attractive fragrance and a location. The design of the coffee shop was also essential for customers desiring that comfortable them. Ideally seats were near or next to a wall, perfectly with outside view. Extra space outside for smokers, consumers with pets and those they wish to enjoy outside environment.

For certain customers, just they know that there is a coffee shop so if they wanted to come they will come. For those kind of customers, the coffee shop is the part of their life, where they interact socially (with friends and family). Though for other kind of customers that have limited relations with community, for those coffee shop perform very important part of their life to interact with people and developed their social network. In general, constant coffee shop customers feeling a strong affection to their selected coffee shop.

Qualitative and quantitative mixed method approach were appropriate to procure and analyze the information. Through quantitative method, self-structure online questionnaire survey was managed and data analyzed in Statistical Package for the Social Sciences (SPSS).

Among the responses received for these questionnaires males were 109 (62.6%) and remaining 65 (37.4%) females of which the maximum response was received from the age group of 20 - 29 with 138 (80%) followed by the age group of 30 - 39 years 23 (13%), Up to 19 7 (4%), 40 - 49 are 4 (2%), 50 to 59 2 (1%) and 60 plus is 0 (0%).

In the survey, respondent education background was also examined. Highest level of education in largest group was a college / university and Masters are 97 (56%) and 68 (39%) respectively. The majority of respondents income 100 - 499 USD that is 51 (29.3%). In regard to the customer thoughts 148 (85%) choose Starbucks, 17 (10%) choose Costa Coffee and remaining 9 (5%) didn't have any answer.

Coffee shop managers have to give relax atmosphere to the customers, their customers can enjoy though spending their time with family and friends and enjoy their social life, far from tense. In this way customer and organization both will be satisfied and customers has strong brand image in the mind and its win-win situation for organization. It will also give word of mouth and customer to revisit coffee shop. To bring heart-rending and functional value to customers, the coffee shops have to deliver gratifying atmosphere with affordable prices especially for country like Turkey. It will give higher customer satisfaction, coffee shop will enjoy cross-selling, and customer will be more loyal.

As we know that contemporary marketing emphasizes on observation, however product / services and its quality have a significant role in customer satisfaction. Starbucks product quality such as coffee, sandwiches etc. is high. The customer have optimistic point of view concern Starbucks. We can also say that, presence the single global brand shouldn't be misrepresentative to the administration and administration should have to do their best to expand bran positioning value. It will give high customer satisfaction and post purchase behavior.

5.3 RECOMMENDATIONS

5.3.1 Starbucks

Starbucks enabling future sustainable growth, improving customers' perception and accredit a wider product variety according to global need and rising workers pleasure. A practicable recommendation should resolve one of Starbucks' biggest issues that are a growing saturated trade. Furthermore, changes in customer perception must be prevented. In demand to variety the organization small susceptible to changes in consumer predilections the recommendation essential empower the organization to depend on a wider variety of product and service though quite regarding and developing global changed perceptions and behaviors.

Starbucks possess to discover innovative market space and products offer to allocate with growing (higher) competition. It looks an uncertain customer awareness of the brand image anticipated to their incompatible framework, to generate the position for Starbucks alike also demanding. The outcome is a complete different insight of Starbucks brand image; Starbucks has been confine by its own achievement and extension over the years. In demand to continue its achievement extensively, it's the moment for Starbucks to move.

Starbucks has a need to alteration in the organization product and service variety to meet moving competition and customer demand, Starbucks also has to adjust its marketing strategy and marketing model. McDonald's contained its menu and effectively presented hygienic products. Starbucks has a huge chance, mostly when examining the food product line. Founding a self-governing solid brand gives the benefit that Starbucks acknowledge to all of the branded main problems.

5.3.2 Costa Coffee

As per the research Costa Coffee is completely fail in Turkish market, that is why it's launch on 19th February, 2010 and withdraws from market in 2013. Costa Coffee unable to make positioning in the market, even Turkish people don't know about Costa Coffee and some people know that Costa Coffee is international coffee chain but they don't know that it was exist in Turkish market too. If, Costa Coffee wants to re-launch / enter in Turkish market they have to build strong marketing strategy and huge budge of Advertising, because of the high competition in Turkey.

5.4 IMPLICATION ON THEORY, POLICY AND PRACTICE

Policy makers will enrich their knowledge and this will enable them to make more informed decisions and choices pertaining to brand positioning strategies of coffee shops in Turkey since a well implemented brand positioning strategy can lead to a more favorable perception of the brand. This study support in practice significant application of brand positioning strategies of coffee shops in Turkey, Thus, brand managers should deliver real positioning through the brand and making sure that target groups perceive real positioning for the value of their money.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

During the process of this study, researcher had to limit his study in terms of scope. Researcher has based his research on factors that are strongly supported by the literature. Affecting results of this thesis indicate a number of positioning suggestions and opportunities for improvement. In order to analyze whether the direction is correct, an evaluation of the chosen positioning strategy would be advantageous. Brand positioning strategic enhancements should be made whenever needed. Loewenstein (1994) state that, as curiosity results from information gap between what is known and what one wants to know, this type of study might figure on understandings on consumer perception development.

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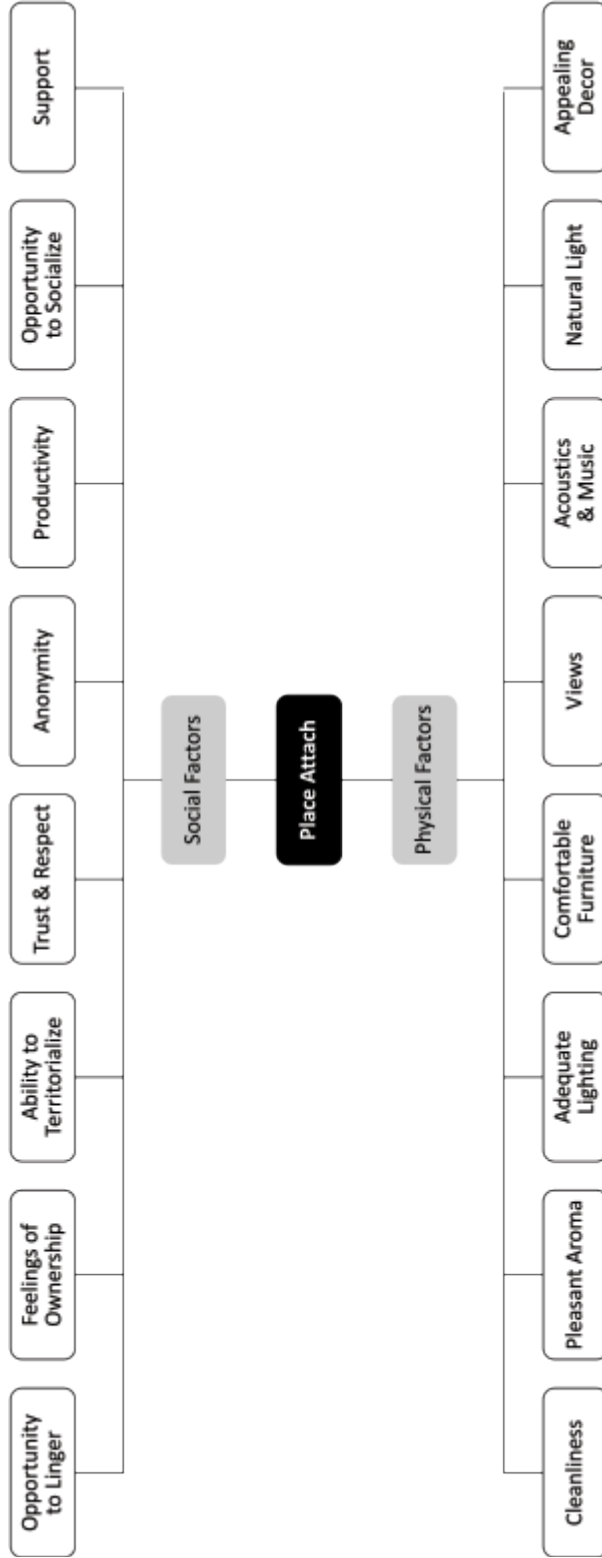
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APPENDIX

Attributes Used In Study

- Superiority of food
- Hygiene
- Appropriate place
- Taste of the products
- Good nature of staff
- Healthy products
- Fresh products
- Experience (after visit)
- Define of options
- Inner representations
- Ambience
- Service standard



Model for Coffee Shops

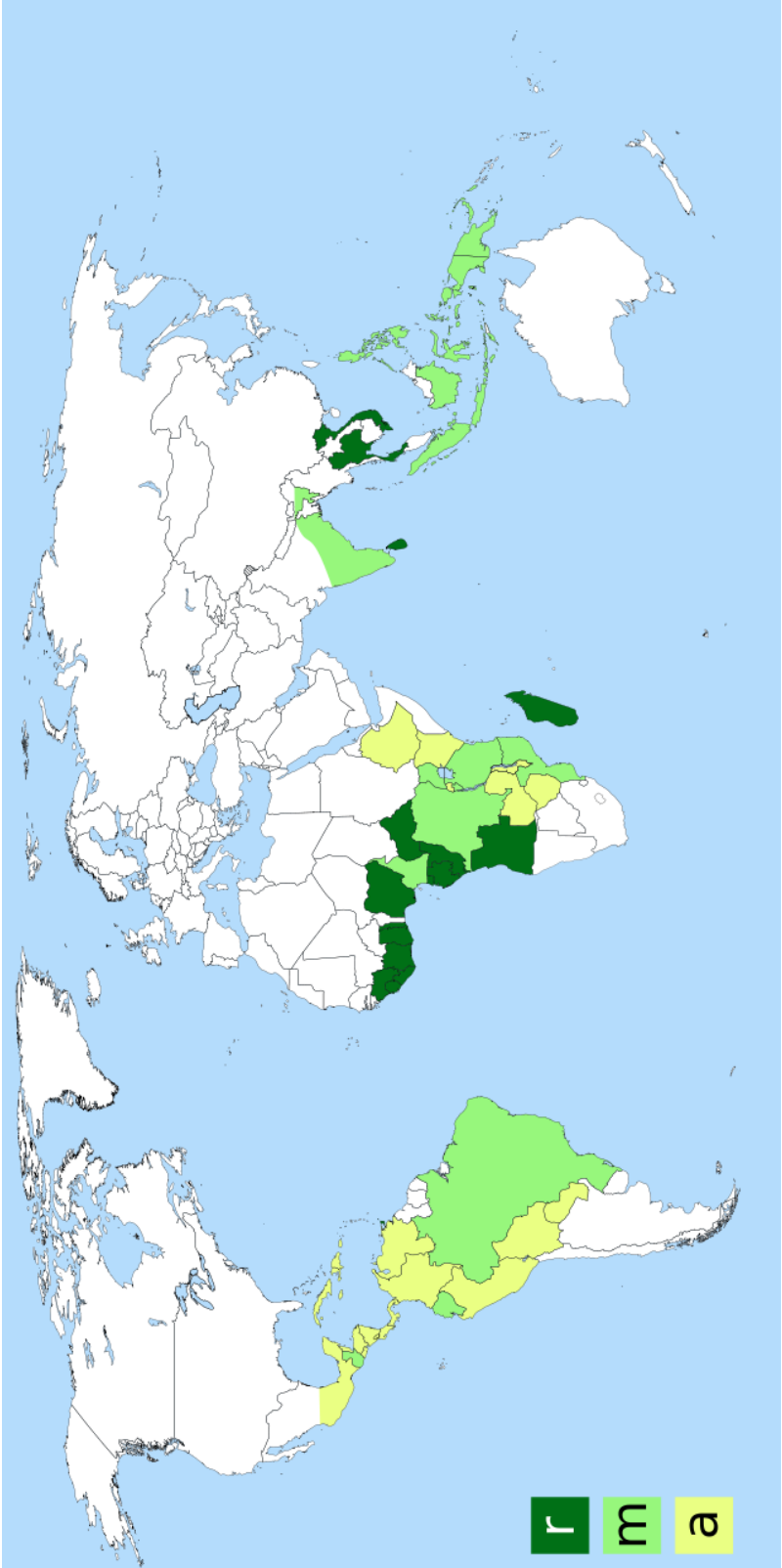
The Evolution of the Word Coffee

Europe



Coffee Agricultural Regions

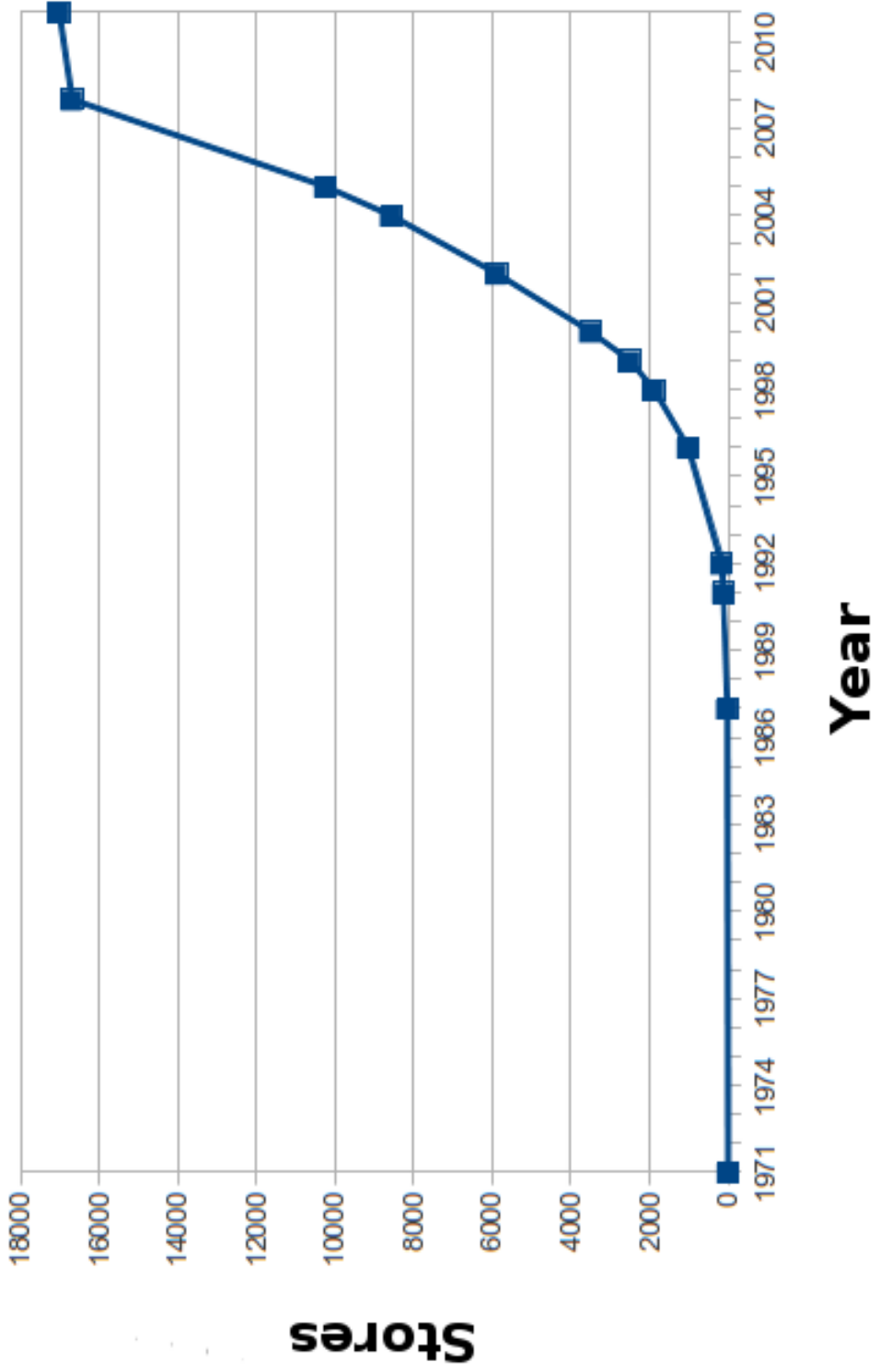
[r for Coffea canephora | m for Coffea canephora and Coffea Arabica | a for Coffea Arabica]



Coffee World Production (2011 Top twenty green coffee producers)

Rank	Country	Tones	Bags x 1000	Market Share
01	Brazil	2,609,040	43,484	33.10%
02	Vietnam	1,200,000	20,000	15.20%
03	Indonesia	495,000	8,250	6.30%
04	Colombia	468,000	7,800	5.90%
05	Ethiopia	390,000	6,500	5.00%
	Top 5 producers	5,162,040	86,034	65.60%
06	Peru	326,580	5,443	4.10%
07	India	319,980	5,333	4.10%
08	Honduras	270,000	4,500	3.40%
09	Mexico	258,000	4,300	3.30%
10	Guatemala	225,000	3,750	2.90%
11	Uganda	192,720	3,212	2.40%
12	Nicaragua	126,000	2,100	1.60%
13	Costa Rica	107,940	1,799	1.40%
14	Ivory Coast	96,000	1,600	1.20%
15	Papua New Guinea	84,900	1,415	1.10%
16	El Salvador	70,500	1,175	0.90%
17	Cambodia	64,980	1,083	0.83%
18	Ecuador	64,500	1,075	0.82%
19	Democratic Republic of the Congo	63,360	1,056	0.80%
20	Venezuela	60,000	1,000	0.76%
Total	World	7,875,180	131,253	

Starbucks Stores Growth (1971 -2011)



Starbucks Locations (world)


As of March 2015, Starbucks is present in 64 countries and territories.


Africa	North America	Oceania	South America	Asia	Europe
Egypt	Bahamas, The	Australia	Argentina	Bahrain	Austria
Morocco	Canada	New Zealand	Bolivia	Brunei	Belgium
South Africa	Costa Rica		Brazil	China	Bulgaria
	Dutch Caribbean		Chile	Hong Kong	Cyprus
	Aruba		Colombia	Macau	Czech Republic
	Curaçao		Peru	India	Denmark
	El Salvador			Indonesia	Finland
	Guatemala			Japan	France
	Mexico			Jordan	Germany
	United States			Kuwait	Greece
	Puerto Rico			Lebanon	Hungary
				Malaysia	Ireland
				Oman	Monaco
				Philippines	Netherlands
				Qatar	Norway
				Saudi Arabia	Poland
				Singapore	Portugal
				South Korea	Romania
				Sri Lanka	Russia
				Taiwan	Spain
				Thailand	Sweden
				United Arab Emirates	Switzerland
				Vietnam	Turkey
					United Kingdom
					Guernsey

CURRICULUM VITAE

PERSONAL INFORMATION

Sumair

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 Skype sameersehrawala

 Google Hangout sameersehrawala@gmail.com

 Yahoo! Messenger (YIM) sameerbca@yahoo.com

Sex Male | Date of birth 17 Aug 83 | Nationality Pakistani

SPECIALIZED IN

Sales, Marketing, Advertising, Business Development, Client Service, PR & Communication, Research & much more.... 😊

WORK EXPERIENCE

03 Mar 14 - 31 Mar 15

Assistant Manager Business Development (Sales & Marketing)

Fleming Europe

Budapest, Rákóczi út 42, 1072 Hungary

<http://www.flemingeurope.com>

- Assess current or future customer and business needs
- Conduct meetings with prospective Clients as required
- Develop and manage work breakdown structure of key client
- Coordinate with Clients and company resources
- Develop implementation packages
- Contact prospective and current customers to present information and explain available services.
- Prepare forms, contracts, and agreements to complete clients' requirements.
- Perform administrative tasks to key projects.
- Monitor customer satisfaction
- Assign duties, responsibilities, and spans of authority to personnel.
- Prepare status reports by collecting, analysing, and summarizing information and trends.

[Business or sector](#) Conferences | Training | Webinars

- 26 Feb 13 - 14 Feb 14 **Sales & Marketing Executive**
Titan Ltd. Şti
Ataturk Oto Sanayi Sitesi, 7. Sokak No. 205, Maslak, 34398 Istanbul (Turkey)
- Monitoring business and economic trends
 - Conducting the necessary research
 - Using quantitative and qualitative methodologies
 - Preparing business plans
 - Managing the company's financial resources
 - Networking and negotiating with other industry professionals
 - Developing business relationships
 - Attending symposiums, workshops and trade events
 - Meeting project deadlines
 - Organisation and resolving problems
 - Understanding numerical data
- Business or sector** Advertising | Exhibition | Alarm | Recycling | Transport
- 25 Jan 10–10 Feb 13 **Business Development Manager (Sales & Marketing)**
Bitz N Pixelz
A-713, Saima Trade Tower, I. I. Chundrigar Road,, Karachi - Pakistan
<http://www.bitznpixelz.com>
- To develop and maintain relationships with clients
 - To manage the Business Development resources & use them effectively to grow existing business.
 - Project Management
 - Handling enquiries of Sales / Marketing
 - Develop Business Plans, annual budgets and Sales / targets
 - Business Development functions such as branding, marketing, advertising etc.
 - Recruiting, Mentoring, & Training of other business development staff.
- Business or sector** IT Solution & Services (Website & Graphic Designing, Domain & Hosting, Advertising etc.)
- 1 Sep 06–31 Dec 09 **Business professional**
Hodson Cheng Technologies Pakistan (Pvt.) Ltd.
Karachi - Pakistan
- Help clients achieve financial security.
 - Present products and services via a presentation or slideshow.
 - Develop prospects from current commercial customers, referral leads and sales & trade meetings.
 - Negotiate sales agreements and contracts.
 - Prepare forms or agreements.

- Sell trusts, investments, and check processing services.
- Determine future growth.
- Advice customers regarding expected fluctuations.

Business or sector Information and communication

1 Feb 04–31 Aug 06

Business services agent

eTaleem.com, Karachi (Pakistan)
<http://www.eTaleem.com>

- Business Development
- Building Relationship with clients.
- Team Building
- Managing Team of Sales / Marketing
- Project Management
- Training & Development

Business or sector Software Development & Web Development

EDUCATION AND TRAINING

25 Feb 13–Present

Master in Business Administration (MBA)

Istanbul Aydin University
 Florya Yerleşkesi, İnönü Cad.No:40 Sefaköy-Küçükçekmece, Istanbul (Turkey)
<http://www.aydin.edu.tr>

- | | |
|--|--------------------------------|
| - Seminar | - Strategic Management |
| - Financial Analysis | - Advanced Accounting |
| - Operations Management | - Organizations and Management |
| - Marketing | - Business & Management |
| - Customer Care | - Entrepreneurial Skills |
| - Management in Practice | - Psychology of Money |
| - Risk Communication | - Social Psychology |
| - Sales & Purchasing | |
| - Micro Economics: Markets, Firms and Consumers | |
| - Modern Approaches in Management and Organization | |
| - International Week (Food Marketing International Human Resource Management Business Ethics Green Evolution - Financial Market & Ecology) | |
| - Thesis (Brand positioning strategies of coffee shops in Turkey, A comparative study with a customer point of view) | |

5 Sep 05–25 Jul 09 **Bachelors in Computers Arts (BCA)**

Pakistan Air Force - Karachi Institute of Economics & Technology (PAF-KIET)
28-D, Block 6 ,P.E.C.H.S, PK-75400 Karachi (Pakistan)
<http://www.pafkiet.edu.pk>

- English I & II
- Sound I & II
- Internship I & II
- Project I & II
- Copy Writing
- Media Ethics
- Sociology
- Editorial Design
- History of Arts
- Still Life Drawing
- Figure Drawing
- Story Boarding
- Typography
- Advertising
- Computer Literacy
- Principles of Marketing
- Packaging Graphics
- Oral Communication
- Advertising Design
- Brand Management
- Digital Photography
- Printing Procedure
- Website Development
- Digital Movie Making
- Video for Visual Effects
- Advance Illustrations
- Branding Graphics
- Advance 3D Modeling
- Digital Drawing & Illustration - I & II
- Digital Image Manipulation I & II
- Linear Non-Linear Editing I & II
- Advance New Media Concepts I & II
- Introduction of Psychology
- Color Theory & Design Concepts
- Introduction to Animation & Multimedia
- 2D Animation for Digital Media
- Research & Media Planning
- 3D Modeling & Animation
- Designing for Mass Production
- Advance 2D Animation for Digital Media
- Pakistan and Islamic Studies
- Business Communication & Report Writing

7 Oct 06–3 Sep 08 **Bachelor in Arts**

university of Karachi,, Karachi (Pakistan)
<http://www.uok.edu.pk/>

- English
- Pakistan Studies
- International Relations I & II
- Islamic Studies
- Economics I & II
- Urdu
- Education I & II

5 Sep 01–8 Jul 13 **Intermediate**

Board of Secondary Education,, Karachi (Pakistan)
<http://www.biek.edu.pk>

- Urdu I & II
- Pakistan Studies
- Economics I & II
- English I & II
- Civics I & II
- Islamic Education
- Education I & II

5 Mar 89–25 Feb 99

Matriculation

Board of Secondary Education Karachi,, Karachi (Pakistan)

<http://www.bsek.edu.pk>

- Urdu
- Pakistan Studies
- Biology
- Sindhi
- Islamiat
- Physics
- English I & II
- Mathematics
- Chemistry

PERSONAL SKILLS

Mother tongue(s) Urdu

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2: Proficient user

Communication skills

I have excellent visual, verbal, nonverbal, Oral, listening, written or behavioural & business communication skills.

- I can communicate effectively with employees, managers, and customers in-person, online, in writing and on the phone.
- Skills I have such as: Advertising, Artistic, Brainstorming, Confidence, Convincing, Correspondence, Courteous, Creative, Emailing, Explaining, Expression, Listening, Marketing, Negotiating, Presentation, Promoting, Public Speaking, Quick Thinking, Social Media, Speech Writing, Speaking, Telephone, Technical Writing, Verbal Communication, Visualizing, Writing etc.

Organisational / managerial skills

- Organizing Time
- Project Completion
- Organizing, Planning, Controlling & Evaluating
- Managing deadlines
- Managing Group / Team
- Productivity
- Employees

Job-related skills

- Meeting deadlines
- Controlling budgets
- Instructing others
- Managing people
- Organizing or managing projects
- Planning
- Supervising others
- Solving problems
- Meeting the public
- Speaking in public
- Accepting responsibility
- Managing money or budgets
- Negotiating
- Written communications

Computer skills

Operate and apply following packages:

Microsoft Windows (8, 7, Vista, NT, XP, 2000, 98)

Microsoft Office

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Microsoft FrontPage
- Microsoft Access
- Internet & E-Mail

CIW (Certified Internet Webmaster)

Graphic Tools

- Adobe Photoshop CC
- Adobe Illustrator CS5
- Macromedia FreeHand MXa
- CorelDraw X4
- Quark Xpress 8.1

Animation Tools

- Adobe Flash CS5
- Gif Animator
- Toon Boom Studio
- Adobe Premier CC
- Adobe After Effects CC

Audio Tools

- Samplitude
- Steinberg Nuendo

Development Tools

- Microsoft FrontPage 2003
- Adobe Dreamweaver CS5

Language

- HTML / DHTML
- Java Script