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Book Review:

Consumers Towards Marketing Strategies of Coffee Producers

**by Grzegorz Maciejewski, Sylwia Mokrysz
and Łukasz Wróblewski.**

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The monograph “Consumers Towards Marketing Strategies of Coffee Producers” by Grzegorz Maciejewski, Sylwia Mokrysz and Łukasz Wróblewski, relates to an important issue which, so far, has only been researched to a small extent. The comprehensive approach to the subject is evidenced by the fact that the considerations and analysis conducted in the monograph concern both consumers' behaviour on the coffee market and the marketing strategies of coffee producers, which are intrinsically related to the essence of the strategic management of the enterprise. Giving the monograph such a conceptual framework and presenting many dimensions of the functioning of

the coffee market in an interesting way, with particular emphasis on the marketing strategies of coffee producers in Poland, gives the monograph cognitive and application values.

The rationale of undertaking research in this area and preparing a publication in this field results from the fact that the development of management as a science, is expressed by the creation of new schools, paradigms and management concepts, on the one hand, whilst on the other – as in the case of this monograph – consists in showing areas of their applications in relation to specific markets, industries or enterprises. In addition, this issue is even more important because creating a strategy, inclu-

ding a marketing strategy, is a complex process, which must take into consideration many perspectives, including exo- and endogeneous perspective, the perspective of global convergence and international diversity, the perspective of rational and creative reasoning, or the perspective of creating values for shareholders and stakeholders.

I am pleased to emphasise that the authors have formulated and achieved three ambitious goals. The first one was to identify consumer behaviour on the coffee market in Poland, determine their real needs, and then confront them with the developed strategies of coffee producers. The next goal was to determine the irregularities, including their causes, that may occur in the process of implementing and performing a marketing strategy in a production enterprise operating on the coffee market in Poland. Equally important is the third goal, which is of an applied nature and pertains to showing coffee producers in Poland how to break the vicious circle in the process of implementing the marketing strategy, as well as the development of methods and procedures for testing the degree of implementation of marketing strategies in these enterprises along with the development of optimal measures and results analysis methods.

Another value of the monograph is the presentation of the research results in order to achieve the aforementioned goals, which have been reached using a research approach based on the triangulation of methods. This reduced the risk of the effect of the method shaping the subject under study and the results.

The authors' application of an integrated research approach, using both direct positivism and interpretative research procedures, made it possible to obtain in-depth and com-

prehensive results regarding the behaviour of coffee consumers and the implementation and control of marketing strategy performance in production enterprises operating in the coffee market in Poland. As part of direct research, a quantitative test was carried out using the CAWI technique on a sample of 800 participants of the "Ariadna" Research Panel. The professionalism of the completed research process is evidenced by the fact that it was conducted with the participation of the ABM Marketing Research Agency. The high methodological value of the monograph stems from the very clear presentation of the methodology of the conducted research, including the selection of the sample and characteristics of the surveyed consumer population. Guided by the need to obtain knowledge at several levels, the authors also conducted qualitative research in the form of a case study analysis for a company producing coffee in Poland – MOKATE Ltd. The basis for this case study was an in-depth analysis of strategic and marketing documents of this market entity, as well as individual in-depth interviews conducted with representatives of this organisation. I would like to emphasise that the construction of research assumptions, as well as the selection of methods and the manner of conducting empirical tests deserves a very high rating.

The 260-page book consists of an introduction, five chapters, a summary, bibliography, note about the authors and lists of tables and drawings. The structure of the monograph has been well thought out and reflects the formulated topic and the goals of the book. The method and scope of presentation of individual problems should be rated very highly. The authors' reflections and analyses, both based on literature studies and empirical research results,

were subordinated to the subject and the goals of the book. The presented analyses are in-depth, and the course of consideration is clear.

Chapter one, entitled "Coffee consumers in view of the theory of consumer behaviour" concerns the needs of the consumer, the actions taken to satisfy them, and the factors determining the consumer's behaviour on the market. Particular consideration in this chapter is given to reflections on the place of consumer in the marketing strategies of enterprises.

In chapter two, as announced in the title, the authors' attention focuses on the essence and types of marketing strategies. It should be greatly appreciated that the process of selecting and shaping the marketing strategy has been presented. It is important to note that the concept of the selected variant of the marketing strategy, shaped for the needs of a specific enterprise, requires modification and adaptation to a dynamically changing market reality, which involves regular monitoring of the strategy performance. In this context, considerations regarding the implementation of marketing strategy and controlling its performance are particularly important.

Chapter three, on the other hand, is devoted to a comprehensive analysis of the coffee market in Poland. In this part of the monograph, the coffee market structure is presented in an interesting and in-depth way, and the supply side of this market is discussed, with special focus on the coffee producers sector. I would like to emphasise that the pace of change in coffee supply and demand is shown on the basis of coffee market reports. I would like to emphasise that the pace of changes in coffee supply and demand is shown on the basis of coffee market reports. The authors' immense knowledge of this market is confirmed by the

analyses of coffee prices, both in distribution and production. It was rightly pointed out that there are price fluctuations in this market which occur as a result of differing weather conditions. This has a direct impact on the quantity and quality of the offered raw material. Analyses regarding the life cycle of coffee producers in Poland, as well as the model of the attractiveness of this sector in relation to the M.E. Porter model, are also very interesting. In addition, part of this chapter which is devoted to the procedures and criteria for segmentation in relation to the coffee market, is important and interesting from a cognitive perspective. I consider it to be appropriate and valuable to discuss the factors determining the choice and change of marketing strategy on the coffee market.

The very high cognitive and application value of chapter four is due to the presentation of the authors' empirical research results. In this chapter, the authors' present marketing strategies of coffee producers in the context of coffee consumers' behaviour in Poland. The special value of the chapter lies in the analysis of the mission of 23 coffee producers in Poland. It made it possible to conclude that coffee producers' missions in Poland are focused primarily on the product (its uniqueness and high quality), satisfying the needs of customers, ethical behaviour towards employees, sustainable development and social responsibility. It is worth emphasising that when assessing the mission of coffee producers in Poland, the authors refer in their considerations to the strategic purposes of these coffee market entities. Equally interesting is the part devoted to market segmentation, which shows that coffee companies most often operate not in one, but in several market segments. The depth of consi-

derations is evidenced by the fact that the analyses presented in the book also include instrumental strategies which are used in the impact of coffee producers on the market in Poland, including assortment, price, distribution and promotional strategies. The value of these findings is all the greater because they are presented (based on the conducted correspondence analyses) along with perception maps for the product, price, distribution and promotion. The great substantive value of this chapter is also evidenced by the fact that the authors, in a clear and interesting way, classify the marketing strategies of production companies on the coffee market in relation to the market phases of the product life cycle, approach to promotion and competition.

The book's content concerning the activities of coffee producers in Poland, which is presented in the context of real customer needs, is valuable and extremely important. Of great value, not only cognitive, but also applied are the quantitative research results discussed in this part of the book on factors affecting consumer choice of coffee including: product quality, aroma and flavour of coffee, size and attractiveness of the packaging, reputation of the manufacturer, certificates guaranteeing the ecological and/or ethical coffee production process, price reductions, product availability, advertisements and celebrity appearance, competitions with prizes, social media opinions and retailer recommendations of sellers. I would like to emphasise that the number of factors covered by the analysis indicates a comprehensive and, at the same time, detailed approach to identifying the importance of marketing conditions of coffee consumers.

Chapter five, ending the book, is devoted to the marketing strategy control system in

production companies on the coffee market. One of the strengths of this chapter is that the issues discussed are illustrated by a well-chosen example of the company MOKATE Ltd, which is the leader of the coffee market in Poland in the soluble cappuccino sector. A good introduction to this chapter is the presentation of the stages of the development of the Mokate family company and the factors of its market success.

The highly noteworthy part of the monograph comprehensively shows the degree and scope of the implementation of the marketing strategy as well as the system for controlling the performance of this strategy at Mokate. It goes without saying that the systemic implementation of the marketing strategy is a multi-dimensional process, well described by its objective, functional, structural and instrumental scope. In addition, an important conclusion of the authors was to indicate difficulties most often occurring during the implementation of marketing strategy, including limited resources, problems related to the translation of the assumptions of the marketing strategy into specific activities, too much focus on short-term results, no specific evaluation of the degree of the implemented marketing strategy, or contradictory priorities and problems with communicating marketing strategy to the employees responsible for its implementation. A significant contribution by the authors to the development of the issues undertaken is the presentation of the marketing strategy control system in Mokate together with a very valuable proposal for a model approach to such a control system. A list of 38 measures which can be used to check the implementation of the marketing strategy is very useful for representatives of economic practice. Consequently, it

makes the monograph rich in cognitive and application values.

I am deeply convinced that the structure of the book, the type of arguments used, as well as the very large scope of the literature and empirical research carried out along with the manner in which the results are presented in the book deserve recognition. In accordance with the standards of an academic paper, the authors indicated the limitations of their own research and the directions of future empirical recognition in the field of implementation and the control of marketing strategies in production companies on the coffee market. Another asset of the book is also its editorial aspect. The book was prepared with attention and concern for details. It is characterised by narrative efficiency. The original drawings and tabular lists are of great value, serving to depict the test results.

In the summary of the review, I would like to emphasise that the monograph "Consumers Towards Marketing Strategies of Coffee Producers" by Grzegorz Maciejewski, Sylwia Mokrysz and Łukasz Wróblewski is an academic publication prepared at a high substantive level, valuable cognitively, bringing a lot of new content and having the novelty value in both theoretical

and application layers. It was prepared with great care, based on extensive and in-depth literature studies and empirical research. It significantly enriches the knowledge about the implementation and control of the performance of marketing strategies in production companies on the coffee market. The strength of the monograph is an in-depth look at the issues of marketing strategies of production companies on the coffee market, which was possible thanks to the very good grasp and knowledge of this market by the authors of the book. The high value of the publication results from the combination of theoretical knowledge and empirical knowledge, knowledge of strategic management and marketing strategy with knowledge directly related to the functioning of the coffee market and the directions of its development.

The monograph will interest academics who are conducting research in the field of consumer behaviour and marketing strategies, as well as managers in enterprises operating on the coffee market (in the field of production, commerce and services). The book can also be a source of inspiration for people managing enterprises operating on the broadly understood market of consumer goods.

Notes on contributors

Magdalena Sobocińska, dr hab., a professor of Wrocław University of Economics and Business and Lodz Film School. She specialises in issues related to the use of the Internet in marketing, marketing research, consumption development processes, sustainable development and the functioning of the cultural sphere. An author and co-author of over 220 publications in this field in the form of monographs, chapters in monographs and textbooks, and articles. She received the award of the Minister of Science and Higher Education for the doctoral dissertation. Her postdoctoral monograph was awarded in the competition for scientific works by the Committee on Organizational and Management of the Polish Academy of Sciences. She is a member of the Board at the Polish Scientific Marketing Society.
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