

Stakeholder Engagement Analysis

Nespresso: The Choices We Make



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COMM 386R

“Our aim is to create more value for farmers, business partners and consumers, whilst at the same time caring for the environment.”

Jean Marc Duvosin – Nespresso CEO

Internal Analysis

Company History

Nestlé Nespresso S.A., an operating unit of the Nestlé Group, based in Lausanne, Switzerland, started off with the idea of enabling anyone to make the perfect cup of espresso coffee just like skilled baristas (Nespresso, *Our History*). Nespresso’s unique system of single-use coffee was released to the world in 1986 to do just that (Nespresso, *Our History*)

With scandals surrounding the environmental impact of single-use coffee, it became apparent that a recycling program would be needed to continue creating high quality coffee while adhering to Nestle’s strict corporate policies (Nespresso *Our History*, Nestle *Corporate Values*). Focusing in on long lived quality for Nespresso’s supply chain, and under the watchful eye of Nestle, they partnered with Rainforest Alliance in 2003 to create the Sustainable Quality Program, a way for the company to ensure quality and give back to the communities in the process (Nespresso, 2017). In response to a vote by their Club members, Nespresso hired George Clooney as the brand representative in 2006, since then he has been the face and voice of their advertising campaigns (Nespresso, 2017). In 2013, following cultural shifts to sustainability, Nespresso put together their own sustainability advisory board (NSAB), signaling the company shift in focus to Sustainability (Nespresso, *Our History*). On the advice of the NSAB, Nespresso launched ‘The Positive Cup’ in 2014, aiming for results by 2020 the vision focuses on coffee sourcing, social welfare, aluminum sourcing, use and disposal and resilience to climate change (Nespresso, *The Positive Cup*). All of this cumulates in the recent September, 2017 launch of ‘The Choices We Make’ campaign, which will be the focus of this analysis.

Nespresso’s history signals to a focus on sustainability internally and the new initiative signals a new era of public inclusion in Nespresso’s sustainable vision.

Previous Stakeholder Engagements

The Nespresso Club is Nespresso’s main approach to engage with one of its key stakeholders, its consumers (Nespresso, *Nespresso Club*). Nespresso Club includes anyone who has purchased a Nespresso machine, providing a mailing list for newsletters and platform to speak with their consumers. As part of the platform, the club members chose George Clooney as their brand ambassador, and since then, George Clooney has starred in numerous campaigns and established a solid reputation with Nespresso (Nespresso, *Our History*).

The AAA Sustainable Quality Program, which was launched in 2003 is part of Nespresso's holistic approach to implement a sustainable network across its entire value chain (Nespresso, *Sustainability*). The Program is combined effort of Nespresso and the Rainforest Alliance, a stakeholder that has a focus on quality and sustainability to drive improvements in social and economic conditions for coffee farmers, as well as environmental preservation (Nespresso, *Our Partners for Sustainable Coffee*). Nespresso's vertically integrated business model, allows the company to reach out to a group of its key stakeholders, suppliers and farmers, with ease. This end-to-end approach to sustainability encompasses a wide range of initiatives, focused on achieving specific targets in sustainable coffee sourcing; the production, use and disposal of capsules; and reduction of the carbon footprint of a cup of coffee (Nespresso, *Sustainability*). By 2013, Nespresso has reached its goal of sourcing 80% of its coffee from its AAA Sustainable Quality™ Program, and to put in place the capacity to collect 75% of used Nespresso capsules for recycling and to reduce the carbon footprint needed to produce a cup of Nespresso coffee by 20% (Nespresso, *Sustainability*).

Up until now efforts to engage consumers and other stakeholders have remained separate. 'The Choices We Make' will change that, integrating their efforts to engage other stakeholders and their front facing consumer marketing.

Nestle

Nestle, Nespresso's parent company, has a global presence in the consumer-packaged goods (CPG) market. While they have been embroiled in several scandals over the years, most recently the palm oil scandal in 2016 (Amnesty International). Nestle, has embedded brand values of health and honesty into corporate business principles, which not only follow law but provide robust guidance for areas of leniency or where the law is missing entirely (Nestle, 2016). The document of business principles was created in 2010, and is required by all Nestle

subsidiaries. The driving force behind this plan is to ensure commitment to their long-term plan of creating shared value.



Laid out in the document are explicit goals related to, solidifying relationships with consumers, encouraging nutrition and health, ensuring quality products and open communication (Nestle, 2010).

They also address human rights and labour practices along their entire supply chain, as well as leadership and safety concerns as they relate to supplier relations, and agricultural development (Nestle, 2010). Finally, Nestle's business principles address the environment, sustainable practices and water conservation (Nestle, 2010). All told the company is showing a conscious effort to guide and control their impact on the world, including outlining the relationships with

their stakeholders, and they expect the same level of commitments from all their subsidiary brands.

External Analysis

Competitive Landscape

Coffee is an incredibly complex market with a wide array of options, from a cup of drip at home to a triple shot latte with 3 fingers of foam at the fanciest cafe in the city. For the purpose of this report only Nespresso's competitors have been limited to companies that include coffee machines and coffee beans for sale. Within the single serve at home market Nespresso competes with the lower priced Keurig (Keurig, *Products*). Keurig is focused on the consumer experience with their express mission stated as "A Keurig on every counter and a beverage for every occasion." (Keurig, 2016) While they do have separate sustainability goals tacked on, they are far from integrating these goals into the daily running of the company. Keurig states their main focus as environmental responsibility, strong supply chains and people and communities (Keurig, *Our Values*). They have yet to open up their company to the level of transparency that would reinforce the company's commitment to these issues.

Within the high-quality coffee market, Nespresso competes with cafes and at home espresso machines in combination with other brand name coffee brands, Illy, Lavazza ect. As the campaign discussed in this report is focused on social impact, the critical competitive issue is sourcing the coffee beans, as such the ongoing single use pod issue will not be addressed. Illy holds the values of "ethics and excellence" and is led by the below stated mission,

"Our **mission, passion** and **obsession** is to **delight** all those who cherish the **quality of life**, through our search for the **best coffee** nature can provide, enhanced by the **best available technologies** and by our **search for beauty** in everything we do." Illy (*mission-passion-obsession*)

Similar to Nespresso, Illy has placed sustainability in the context of quality, weaving in the connection between sustainable missions and the products they sell (Illy, *mission-passion-obsession*). Their sustainable programs include economic, social and environmental impacts, with a focus on the impact for their various stakeholders throughout the entire process (Illy, *mission-passion-obsession*). While Illy has yet to use these sustainable efforts as part of their outward marketing plan, it is central to their product and operations. They have committed to a rigorous selection process, paying premiums for the quality product, building communities that understand the Illy culture of excellence and providing training opportunities for their farmers (Illy, *mission-passion-obsession*).

Cultural context

With ongoing political turmoil surrounding the concepts of social equality between countries, races, religions, and social classes more and more companies are feeling the pressure to join the fight. There are many ways for companies to get involved, some are doing this vocally, taking stands on specific issues, even the least committed companies have no choice but to review their business and the affects it has on the surrounding environment and communities.

As of 2015, 9 of 10 consumers expect companies to do more than just make a profit (Cone Communications). This has led to focus on consumer social responsibility (CSR) initiatives in most companies to ensure they are considered by consumers. Company purpose is a required part of most consumer searches (Cone Communications, 2015). Even as early as 2014, Neilson found that 52% of global consumers checked the packing for assurance that the brand was committed to social or environmental good. With the millennial generation, who are most likely to make socially responsible purchases, gaining purchasing power this need for purpose will only continue to grow (Neilson, 2014). This trend towards equality, environmental protection and good governance has bled into the investing world, and by extension reporting. Companies are now racing to find ways to report on their environmental, social and governance initiatives (ESG) (Stephenson, 2017). Providing yet another way for companies to communicate with their stakeholders and one more reason for companies to hop on the sustainability band wagon.

Technological realities

As the world becomes continuously more connected, what was once a lifetime away and foreign can now be experienced at home with virtual reality. Consumers also have incredible amounts of information at their fingertips and any skeletons hiding in the closet are overturned eventually. With access to so much information it is now common place for suppliers and partners to do comprehensive reputation checks before doing business with another company. Radical transparency, such as Nike's interactive map (Nike Inc), allows consumers to trace every part of the products they buy and forces them to stay true to all of their social and environmental promises. Not to mention with the continued growth of social media – everyone can be a critic, public shaming and questions surrounding company practices are now possible for any consumer with the internet, making stakeholder engagement more important than ever. It's not all bad though, Euromonitor points out how technology has led to increased consumer participation and creative NGO campaigns that have led to companies leading in the space of social and environmental good instead of following (June 2015).

The Campaign

As of September 12, 2017, Nespresso's AAA Sustainable Quality program is getting a public face. "The Choices We Make" consolidates the efforts Nespresso has been making since 2003 placing their coffee producers in the spotlight. Demonstrating movement towards an integrated approach to CSR, the purpose driven messages behind the scenes at Nespresso are now the main feature of the latest advertising campaign. To supplement the ad campaign there is also a new section of the website dedicated to diving deeper into the decisions Nespresso is making and their consequences on the global community (Nespresso, *The Choices We Make*).

Stakeholder Impact Analysis

Within the context of 'The Choices We Make' campaign the stakeholders have been split into three distinct groups, those creating the message, those actively spreading the message and finally those hearing the message. As Nespresso is a large company with huge numbers of stakeholder groups, this analysis will focus on those stakeholders who are affected the most by

this campaign. For a comprehensive look at all stakeholders see the table in Appendix A - Stakeholder Impact Analysis.

Creating the Message

Nespresso and their AAA Sustainable Quality program have worked together with the farmers of Jardin, Colombia to create the community mill which is the center piece of the message. Shown to the world through video biographies of four different community members Nespresso highlights the distinct advantages the new mill has created; revival of the forest, economic stability, better quality fish, and time for participation in the community (Nespresso, *The Choices We Make*). Working to connect the social good and the quality coffee being secured for the consumers. The farmers, and further community members of Jardin, Colombia hold significant power over the success of Nespresso's venture into social marketing. Anything said or done by the community which seems contrary to the campaign message will undermine trust in Nespresso's social initiatives and company reputation. With commitments and duties already extensively laid out in the AAA Sustainable Quality program (2016) the most important realization for Nespresso is the sheer amount of power this group now holds over Nespresso's success.

Spreading the Messages

When it comes to actually getting the message out, George Clooney is the voice behind the message. This gives Nespresso's new direction in messaging brand continuity, and brings the same connection with luxury and quality that led the members to elect him in the first place. George Clooney is a crucial link between Nespresso and their consumers, efforts should be made to fully explain initiatives to make sure Mr. Clooney believes in the initiative, opposed to being the paid voice behind it. The same can be said for the Nespresso employees, to continue the success of this new messaging strategy, they must genuinely believe in the company initiative. This will be especially important for head office employees who help create the marketing messaging, the shareholders investing or even just impressions they give to their friends or the media. Customer facing employees, such as those stationed at the stores need to understand the initiatives to answer questions, and reinforce the seriousness of Nespresso's commitment through their understanding of the issue.

While not directly tied to Nespresso, the global media will play a critical role in spreading the message. As a stakeholder group, the media is diverse and often relentless in their pursuit of the truth. Nespresso will have to prove, through their words and continued actions the sincerity of the initiative. Without the power of the media to help disseminate the information Nespresso can do all the good they want and never gain the recognition they deserve. The general impression of the media will impact how the message is received, while it will not be possible to control the impression exactly, constant communication and dedication to openness will go a long way to maintaining a positive impression with all publics.

Hearing the Message

These stakeholders are not directly responsible for the message however, they act as a sounding board of sorts. The values held by each one of these groups, and their beliefs around

Nespresso's actions will provide feedback and perhaps even change the course of the initiatives.

Within this group of stakeholders there are several distinct groups, each with a different level of commitment required from Nespresso. The most closely involved is Nespresso's parent company Nestle, as a subsidiary Nespresso is responsible for following all of Nestle's corporate business principles, structured around health, wellness and sustainability. Missteps by Nespresso will negatively affect Nestle, with their fates so closely tied, it is easy to understand why Nestle keeps tight reigns on their brands. A second stakeholder with a high level of obligation required from Nespresso is the Rainforest Alliance. Partners in the creation of the AAA Sustainable Quality program, both groups made commitments to farmers, and the environment that surrounds them and must keep their promises for the initiative to be successful.

Fairtrade International has a less formalized partnership with Nespresso, although their mutual desire to create sustainable quality coffee, while keeping farmers in economic sustainability is a shared goal of these two groups. Fairtrade International is a major stakeholder of 'The Choices We Make' campaign, as it centers around creating economic sustainability for farmers. As such, the opinions of Fairtrade International will be essential to continued success of the initiative.

There is no easier way to send a message than to refuse to buy a product, combine this with the technology that allows consumers to be media and spread their opinions, ignoring the consumers would be a quick route to failure. As a CPG company, especially one focused on quality, Nespresso's consumers hold incredible power as a stakeholder group. Luckily, there are more ways to communicate with consumers and demonstrate company values than ever. As long as Nespresso shows sincerity in their efforts to communicate, and create positive change, they will have a chance to succeed.

The last group of stakeholders hearing this message provides an opportunity for Nespresso to continue their campaign. Global coffee suppliers, once they have heard about this effort Nespresso is making to improve the lives of coffee farmers, may seek to improve their fortunes as well. More communities taking part in 'The Choices We Make' campaign will give the initiative credibility and allow Nespresso to continue supplying quality coffee to their consumers. However, as the program expands it will take more resources and be more prone to mistakes. Nespresso should also be cautious of jealousy between these groups, they will not be able to provide support to every community and those left out may be resentful. This opportunity will be discussed further in the continuing engagement portion.

While all stakeholders are important, those mentioned above will more strongly be affected, or affect Nespresso, and when decisions have to be made it would be best practice to prioritize these groups.

Ongoing Engagement Strategy

Using the analysis above to help Nespresso find opportunities and avoid the negative repercussions of their new campaign, the following materiality map was created. It demonstrates areas of common values and highlights priority stakeholders for the ongoing engagement strategy.



This map summarizes the key values of Nespresso's stakeholders, cross referenced with Nespresso's stated commitments. While all these issues are important the engagement strategy will focus on the following four issues:

- Sustainability,
- Labour rights,
- Economic independence,
- Quality of Coffee

Luckily, all four of these elements are addressed already in 'The Choices We Make' campaign. In order to grow the potential success of this initiative Nespresso has the opportunity to approach the global coffee suppliers and help new communities through the framework of their AAA Sustainable Quality program. By expanding the program and continuing to communicate its success, and failures, Nespresso will be able to promote sustainable operations, encourage better labour rights and the economic independence of their farmers, and in doing all of this ensure the quality of their coffee for years to come. A win, for the communities, a win for the partners, and a win for Nespresso. As previously discussed, Nespresso must be wary of expanding too far too fast, and have management strategies prepared for possible jealousy from villages not chosen to participate. The public will not appreciate rules and conditions, it will have to be broached on a human emotional level.

Most importantly, as Nespresso's current initiative has been broadcast for the world to see, they must continue to support and grow with the community of Jardin, Colombia. If Nespresso fails to continue a positive relationship with Jardin, they risk losing their reputation as a socially responsible company. No amount of measurement and reporting, or expanding programs to communities beyond will save their reputation. Just one more proof of the power Nespresso has put in the hands of the community of Jardin, a different perspective on 'The Choices We Make'.

Often used to guide stakeholder engagement, the Clarkson Principles (Appendix E), can be applied to help Nespresso continue to engage their stakeholders. Nespresso is already making wonderful use of the fifth Clarkson Principle in their partnership with the Rainforest Alliance, their goals are well aligned but Nespresso must continuously demonstrate their commitments in order to maintain a good working partnership. The first Clarkson Principle, taking and allowing the criticism of stakeholders will let Nespresso grow stronger. As a company they are well on their way to this, having engaged several NGOs in ongoing conversations, and embracing their membership program to keep a pulse on what consumers concerns may have.

Following the current trend for ESG reporting, Nespresso can practice Clarkson's seventh principle, allowing for more open communications beyond financial materiality. By increasing the amount and variety of information publicly available, Nespresso can celebrate the work they are currently doing, and perhaps uncover new beneficial partnerships. By putting ESG measurements directly next to all important financials, the company is making an important statement – these issues are important to us, we are expecting to see change, and are helping make it happen. Including these in reporting will help embed engagement in the continuation of the initiatives. For the employees, this reporting will require constant measurement, keeping these values top of mind, for partners and critiques reporting will allow them to judge Nespresso's success, and for the communities benefiting from these initiatives, measurement will force continued relationships, ensuring support long past the launch of individual projects.

Given the conversation help with a Nespresso café employee and their entire lack of knowledge of this campaign, it will be critical to its future success to brief all front facing employees. They are the company's first point of contact with customers, by keeping them fully informed you keep your consumers fully informed. Minimizing misunderstandings and taking advantage of yet another opportunity to spread the goals of 'The Choices We Make' campaign.

Appendix A – Stakeholder Impact Assessment

Impact Assessment sheet Nespresso - "The Choices we Make" Campaign

Notes: All rows are related to one reference unless stated within a cell. The commitments are based on Nestlé's corporate business practices unless there was a specific mention of commitment.

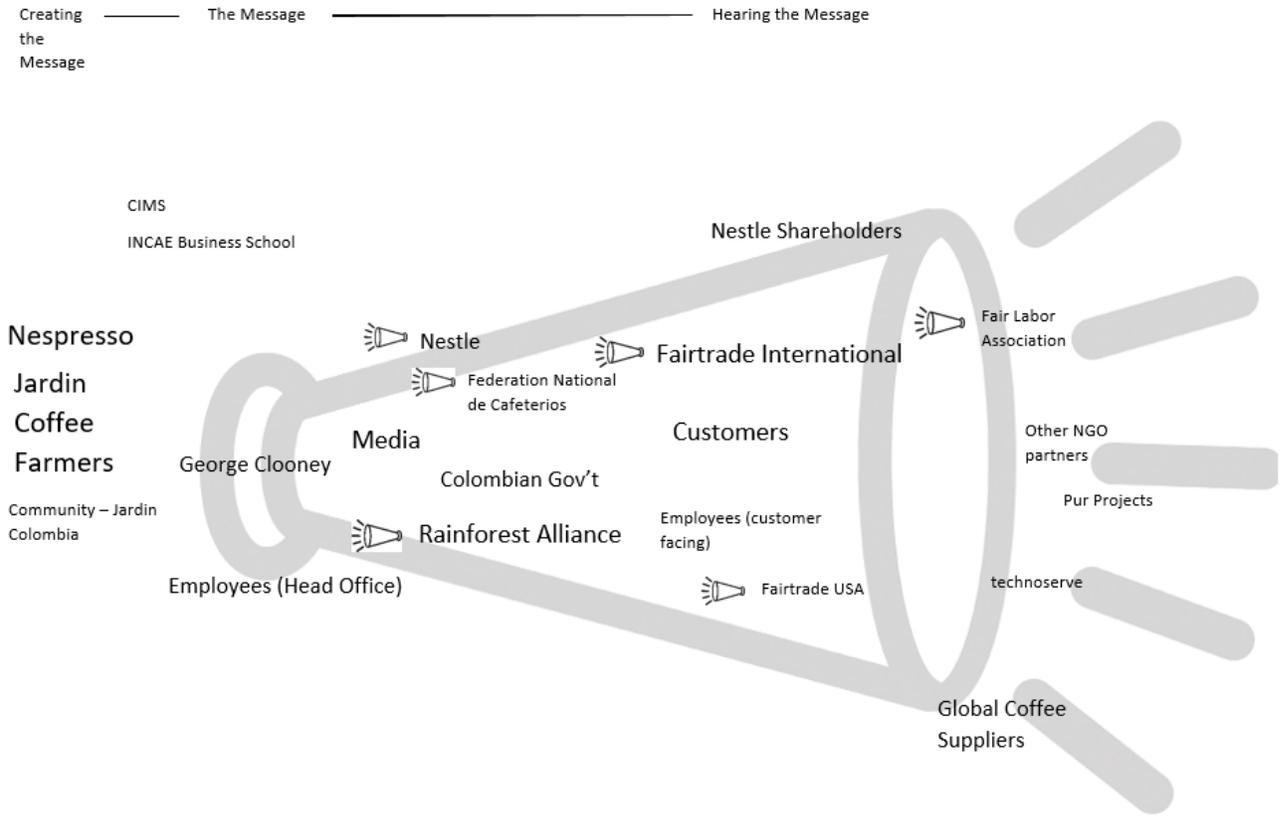
Reference	Key Stakeholders		Likely Consequences (Short term (st) and long term(LT))		Ethical Standards			Commitment to the Parties (Chairman and CEO, 2010 and Nespresso, 2016)
	Affected Parties	Values, Priorities, Perspectives	Positive	Negative	Duties to Party	Rights of the Party	Best Practices towards the Parties	
Chairman and CEO of Nestlé, 2010	Employees - head office	Make sure the campaign is bringing positive growth to Nespresso and make adjustments to the campaign when needed. Want to work for a good company, keep a positive reputation - hard to know if they have a firm social bent or not	st - immediate responses to the campaign lt - increased success of the company, raises or higher profile jobs positive resume moving on from nespresso	st - social media backlash about the campaign lt - continued skepticism for all future campaigns	Employment law, agreement to comply with Nestlé business code (reciprocal)	To be treated fairly and respected - anything within human rights act	Patagonia: showing understanding for what matters most to employees, in their case on-site childcare. Higher retention rates, benefits and high engagement rates (Anderson, 2016). This does not have to be identical, just an appreciation for your employees being human.	Committed to providing a safe workplace, respect dignity and equal opportunities for development and advancement
Chairman and CEO of Nestlé, 2010	Employees - customer facing	Boost sales while conveying a truthful and positive image about Nespresso products. Less unified than head office, might just be a job for many	st - More customers at the store lt - Better impression of where you work	st - anger from public (decreased sales at store locations) lt - less trust in their recycling program	Employment law, agreement to comply with Nestlé business code (reciprocal)	To be treated fairly and respected - compliant with the Human Rights Act	Patagonia: showing understanding for what matters most to employees, in their case on-site childcare. Higher retention rates, benefits and high engagement rates (Anderson, 2016). This does not have to be identical, just an appreciation for your employees being human.	Committed to providing a safe workplace, respect dignity and equal opportunities for development and advancement
Chairman and CEO of Nestlé, 2010	Customers	Value high end coffee with the convenience and simplicity for the house. Enough care about recycling and previous fairtrade coffee designations to believe in this new campaign	st - feel better about what they are buying, lt - better quality coffee	st - change in brand image, no longer what they associate themselves with lt - possible raise in price	Following legislation, competition act, privacy act	to be informed, quality advertised, customer support	Nike: full transparency, responsiveness to customer issues, still delivering a high quality product (Nike)	Healthy options, quality products and good communication (protecting privacy)
Nespresso, 2016; Chairman and CEO of Nestlé, 2010	Nestlé Group (parent)	Nutrition health and wellness, quality assurance and product safety, consumer communications, human rights in business activities, leadership and personal responsibility, safety at work, consumer relations, agricultural relationship, environmental	st - boost in brand perception of Nespresso lt: boost in brand perception of Nestlé	st - backlash belief unsure of the motives for the campaign, lt - loss of brand trust	To comply with all legislation and corporate policy documents, to make decision for long term profit	informed, ensure the continued perception of Nestlé brand	Nestlé: The Nestlé - Nespresso relationship seems to be built on trust, compliance and well aligned goals. In this case the best practices are to continue what is being done (Nespresso - Business Principles)	To continue to create shared value based on Nestlé's charts
Nespresso, 2016	Suppliers (global)	Achieve long term growth	st - improved quality of processes/ products through increased collaboration with Nespresso and third party groups lt: being recognized as part of a supply chain for a reputable product	st - increased costs for more processes done to follow the commitments of the program lt - drop in profitability if the program is not well implemented	In line with Nestlé supplier code	to be treated with honesty and integrity	GAP Inc: working with partners to fix problems in the supply chain, not a cut and run policy. Suppliers are treated as partners in the delivery of GAP's goods to market (Smith, 2011).	As listed in the AAA shared commitment, Nespresso is to work with suppliers to increase transparency and lay out the conditions for sustainable work.
Nespresso, 2016	Coffee Farmers in Jardin	Want to better support their families with the premium paid through participating in the AAA program	st - better beans sell for a better price lt - growing coffee in a sustainable way will ensure the land stays fertile/ toxic free	st - adopting new practices means costs will go up and it is always hard in the beginning lt - becoming more reliant on Nespresso	Purchase coffee in line with their needs, higher pay - as the coffee is better quality or certified (rainforest alliance)	Basic human rights	GAP Inc: working with communities to fix problems in the supply chain, not a cut and run policy (Smith, 2011). In combination with the work of non-profits like Fairtrade that work to ensure economic and environmental sustainability for the community (Fairtrade).	Committed to support through farm assessments, trainings and knowledge. Will buy the AAA farm coffee. Farmers and suppliers have matching commitments back to to Nespresso
Nespresso, 2017 <i>The Guardian</i>	Community - Jardin, Colombia	Protect the land they call home, keep their young people at home or have the means to send them on their path, local perspective	st - new jobs, easier access to facilities lt - cleaner forests and better access to the rainforest they call home	st - may have concern for Nespresso's motives. Lt - becoming more dependent on Nespresso	Operate in compliance with local regulations	to oversee that Nespresso is making use of their land in a sustainable way	GAP Inc: working with communities to fix problems in the supply chain, not a cut and run policy (Smith, 2011). In combination with the work of non-profits like Fairtrade that work to ensure economic and environmental sustainability for the community (Fairtrade).	As listed in Nespresso's countless corporate policy documents, to improve the livelihood of locals and provide a sustainable workplace
Nespresso - <i>New and Features</i>	George Clooney (representatives of brand)	Make sure Nespresso's brand is in line with his own personal image: positive and charming	st - seen as being a part of something bigger lt - associate his brand with global activism	st - less time being seen on camera as a nespresso ambassador lt - risks of personal image being tied with Nespresso	Deliver his paycheck on time, keep fully briefed on information	To be well informed so as to not falsely promote the brand	No specific example - however, would be best to provide full information about all projects, including positives and negatives.	To do what they claim to do in campaigns

Chairman and CEO of Nestle, 2010	Nestle Shareholders	Achieve long term growth while maintaining a positive brand image	st - consumers might be more willing to give Nespresso a try knowing that it is producing its products in a sustainable way It- a positive brand image will allow Nespresso to charge a premium thus improving profitability	st - may have concern for Nespresso's motives It - becoming more dependent on Nespresso	Truthful disclosure of Nestle's financial position. All legally required documents submitted.	Right to company records, right to sue for wrongful acts	TELUS: having just been awarded the best standards of corporate reporting in Canada they were able to communicate all types of reporting including environmental, social and governance factors (CPA, 2016) - something which will only become more important as Nespresso continues to promote the social side of their business.	Sustain long term growth
CIMS <i>About US</i>	CIMS (Sustainable Markets Intelligence center)	Improving lives of small farmers in Latin America. Learn locally, spread knowledge globally.4 global concerns - poverty and hunger, population growth, climate change and environmental degradation.	st - inspire younger generations to take part in creating a sustainable coffee supply chain through the MBA Challenge It holds with Nespresso It - achieve CIMS' own goal of creating a sustainable agricultural supply chain.	st - Nespresso, as CIMS' client, might not be in line with everything CIMS stands for It - risks of CIMS' reputation being tied to Nespresso	Abide by the terms of the contract they've signed	Access to material information	Coca-Cola and WWF: This partnership has weathered many storms but expertise on behalf of the WWF in conservation and Coca-Cola's vast corporate reach have and continue to create real change. (George, 2014)	Act in line with Nespresso's strategic commitment to the sustainable sourcing of coffee.
Rainforest Alliance	Rainforest Alliance	Conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices, and consumer behavior	st - more exposure for rainforest conservation efforts It- shifting perception of consumers and the products they buy	st - none It- if Nespresso loses brand trust so will Rainforest alliance	Keeping to the legal commitments made in the AAA documentation	To be informed and have say	Coca-Cola and WWF: This partnership has weathered many storms but expertise on behalf of the WWF in conservation and Coca-Cola's vast corporate reach have and continue to create real change. (George, 2014)	Partners in the creation of the AAA sustainability project with Nespresso - proactive cooperation is one of Nespresso's values
Fair Labor <i>Mission-Charter</i>	Fair Labor Association	Promote/protect workers rights and improve working conditions	st - proof of benefits for Jardin region It - reason to push out beyond Jardin and work in more communities	st - criticism of location chosen It- possible loss of trust with association with corporations	Charter of participating companies	To be treated as a partner	Coca-Cola and WWF: This partnership has weathered many storms but expertise on behalf of the WWF in conservation and Coca-Cola's vast corporate reach have and continue to create real change. (George, 2014)	Adherence to the rules and standards they helped create together
Fairtrade	Fairtrade international	Want a better deal for farmers and workers	st - more fairtrade coffee is being purchased It- workers are moving towards more sustainable livelihoods	st - criticism of partnership with corporations. It- loss of brand trust due to the association with corporations	To comply with their standards	To be treated as a partner	Coca-Cola and WWF: This partnership has weathered many storms but expertise on behalf of the WWF in conservation and Coca-Cola's vast corporate reach have and continue to create real change. (George, 2014)	Continuation of the Farmers future program
Fairtrade USA	Fairtrade USA	Quality products, improving lives, protecting environment	st - more fairtrade coffee is being purchased It- workers are moving towards more sustainable livelihoods	st - criticism of partnership with corporations. It- loss of brand trust due to the association with corporations	to behave as promised in charter	To be treated as a partner	Consultation and intent to use the knowledge to better the earth not just the bottom line	Directly a part of the AAA sustainable quality program
Technoserve <i>About US</i>	Technoserve	Business solutions to poverty	st - gain a great example of how business helps fight poverty. It - increased ability to help more communities through publicized success	st - seen as joining in pr stunt It - loss of trust in the technoserve brand	To adhere to all agreements	To be treated as a partner	Coca-Cola and WWF: This partnership has weathered many storms but expertise on behalf of the WWF in conservation and Coca-Cola's vast corporate reach have and continue to create real change. (George, 2014)	To be genuine in assisting these communities out of poverty. Continued efforts to do this
Pur Project <i>About US</i>	Pur Project	Regenerate ecosystems to improve livelihoods and restore supply chains	st - the improvement of livelihoods in the community. It- the return of a healthy ecosystem	st - negative criticism around partnership with Nespresso It - the unexpected consequences of a larger mill- maybe environmental or political	To live up to agreements	To be treated as a partner	Coca-Cola and WWF: This partnership has weathered many storms but expertise on behalf of the WWF in conservation and Coca-Cola's vast corporate reach have and continue to create real change. (George, 2014)	Continued building of ecosystems, without displacing or harming the workers. Build better supply chains

Federacion de Cafeteros	Federacion Nacional de Cafeteros	Environmental responsibility, economic equity and social responsibility. Also stand for quality coffee.	st- positive messages to share along all their values. It increased economic equity healthier environment all while ensuring more consistent quality in beans	st- not being able to meet expectations from all communities for similar treatment. It - Loss of trust from communities - they can see what they can't have	To adhere to all agreements	To be treated as a partner		Continued partnership with communities in Latin America
Bonna and Presidentia de la republica	Colombian Gov't	The government currently stands for Peace, equality and education. Large portion of the GDP is agricultural 16.1% as such Coffee plantations are important politically	st- increased publicity of the country It- increased tourism, increased coffee purchase and increased well beign of their people	st - may look like company is doing more for the country than the government It - increased inequality between villages.	Obey all the laws of Colombia	Acknowledge their right to governance	Imagine1day - works directly with the government of Ethiopia to achieve their goal of making education accessible to everychild (Get to Know Us). Working collaboratively has allowed them to help more people in need.	No direct commitments other than to be a good corporate citizen
CAJ 2011	Media	Want to uphold: accuracy, fairness, right to privacy, transparency, conflict of interest, diversity and accountability - among others	st - excellent uplifting story It- positive relationship with Nespresso	st- scrutiny for association with Nespresso project It- only really long term issues if Nespresso is lying	Avoid fraudulent statements, slander	Disclosure of conflicts of interest, truthful information and protection of the individuals privacy	GAP Inc.: They communicate truthfully and quickly with the media, asking no special privileges and providing information and access wherever possible (Smith, 2011).	To be truthful and timely with material information
	Global Coffee Suppliers	Joined by a desire for quality beans, a high quality of life and healthy, sustainable communities	st- see potential ideas to help their community It- introduction to potential partners and creation of more sustainable practices	st- frustration at inequality, why are we not getting help It- forced out of market do to inability to product higher quality beans	Uphold all promises given	Human rights, Economic rights	No one has the level of scope to be communicating with farmers worldwide however, best practices could include: Continue exploring new community partnerships without sacrificing those already existing	To keep current plans working, to consider their communities if the situation arises

Appendix B

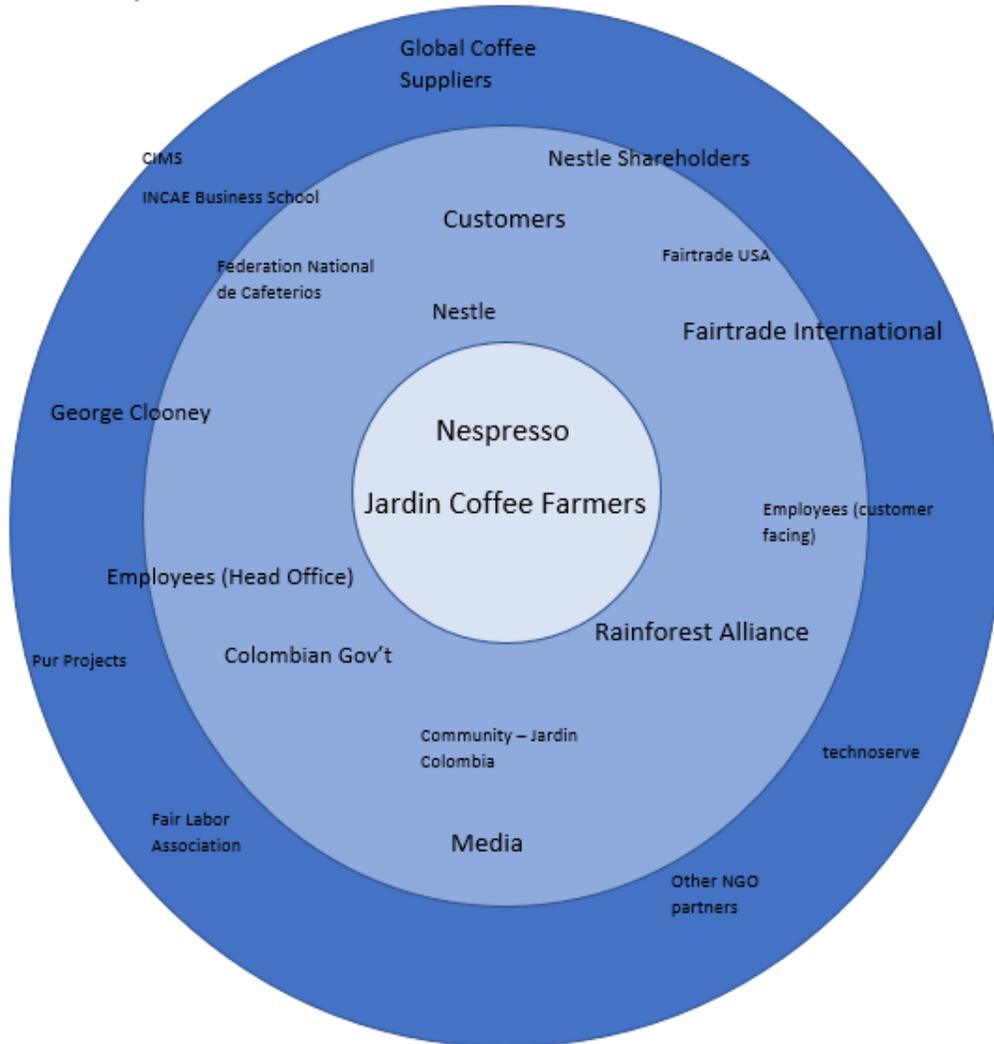
Stakeholder Map – Hearing the Message



Notes: The small megaphones represent the response from stakeholders – the size depending on who speaks the loudest
 Size of the font is reflected by stakeholder's importance in this particular message

Appendix C Stakeholder Map – Priority

Nespresso – The Choices We Make
Stakeholder Map



Appendix D

Employee Interview

Employee Perspective - In person interview Sept 20, Park Royal Mall

Q- Have you heard of the recent campaign Nespresso has launched?

A - No, not aware of new campaign

Q - Do you usually get included in initiatives from corporate?

A - Yes, usually send us messages when there is something we need to know

Q - How did they work with you on the recycling movement?

A - It was included in our training and we had special sessions to make sure we could explain it properly to the clients.

Appendix E

CLARKSON PRINCIPLE 1

The managers are supposed to acknowledge and carefully monitor the concerns of all the legitimate stakeholders; they must consider their interests seriously in decision-making and actions.

CLARKSON PRINCIPLE 2

The managers must listen and openly corresponds to all the apprehensions with the stakeholders and should communicate about the risk which they assume will happen because of their participation with the corporation.

CLARKSON PRINCIPLE 3

The managers should adopt such practices and modes of behavior that are relevant to the concerns and competencies of each stakeholder's electorate.

CLARKSON PRINCIPLE 4

The managers should accept the interconnection of hard work and rewards that are being put in amongst the stakeholders. The project managers are supposed to treat the stakeholders fairly.

CLARKSON PRINCIPLE 5

The managers should collaborate with the public and private entities in order to insure the risk that can arise from corporate activities so that can be easily reduced and where they cannot be overcome, and accurately compensate it.

CLARKSON PRINCIPLE 6

Managers should avoid any activities that might endanger undeniable human rights (the right to vote) which may arise some risks if not clearly understood, would be deliberately unacceptable to respective stakeholders. The managers should clearly make outlines to avoid any risk or hurdles.

CLARKSON PRINCIPLE 7

Managers should take notice of the potential conflicts that may possibly occur amongst the staff members for the following reasons
a) their role as corporate stakeholders b) Their legal and moral responsibilities for the concerns of all stakeholders through addressing such conflicts with open communication, third party review, accurate reporting etc.

(Value Based Management)

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