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Norgan Theatre

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Agenda

| | |
|---------------------------|---------------------------|
| Introduction & Background | Value Chain |
| Industry Analysis | Financial Analysis |
| SWOT Analysis | Current Issue |
| Porter's 5 Forces | Recommendation/Conclusion |

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- Recommendations & Conclusion**
1. Products to become biodegradable
 2. Expand from one manufacture
 3. Product differentiation
- 

Industry Analysis

- Products
- Products segments
- Sales breakdown
- Competition



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Financial Analysis



| | 2016 | 2015 | 2014 | 2013 | 2012 |
|----------------------|-------|-------|-------|-------|-------|
| Revenue (USD) (M) | 1,200 | 1,150 | 1,100 | 1,050 | 1,000 |
| Operating Profit (M) | 150 | 140 | 130 | 120 | 110 |
| Operating Margin (%) | 12.5% | 12.2% | 11.8% | 11.4% | 11.0% |
| EBITDA (M) | 180 | 170 | 160 | 150 | 140 |
| EBITDA Margin (%) | 15.0% | 14.8% | 14.5% | 14.3% | 14.0% |

Introduction & Background



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- Current Issues**
- N-Cups are currently not recyclable.
 - Some of the N-Cup portion pack technology is going to expire in 2017.
 - Many defect complaints have been detected.
- 

References

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Financial Analysis

| | 2016 | 2015 | 2014 | 2013 | 2012 |
|------------------------|-------|-------|-------|-------|-------|
| Revenue (USD) (B\$) | 2,296 | 2,170 | 2,046 | 1,911 | 1,776 |
| Operating Profit (B\$) | 1,076 | 1,046 | 1,006 | 976 | 946 |
| Net Profit (B\$) | 776 | 746 | 716 | 686 | 656 |
| EPS (USD) | 1.80 | 1.73 | 1.66 | 1.59 | 1.52 |

Recommendations & Conclusion

1. Products to become biodegradable
2. Expand from one manufacture
3. Product differentiation



Current Issues

- K-Cups are currently not recyclable.
- Some of the K-Cup portion pack technology is going to expire in 2017.
- Many defect complaints have been detected.



References

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Introduction & Background



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History and Background

Green Mountain Coffee Roaster was established as a small café in Vermont

GMCR acquired KEURIG, Incorporated, a manufacturer of single-cup brewing systems.

Formed a public entity and began selling stock at \$10.

Leader in specialty coffee industry

Where We Are Now

- GMCR: Leader in specialty coffee
- Keurig: Leading manufacturer of single-cup coffee brewing
- Acknowledged for: Award winning coffees, Innovative brewing technology, Environmental and social practices
- 200 Varieties of K-Cup product offerings
- 30 Brands
- Partnerships with Starbucks and Dunkin' Donuts

Where We Are Going...

- Continuing expansion of the single-serve beverage category
- Pursue growth opportunities leveraging the strength of our Keurig® brewing technology
- Plans to expand into an all-encompassing beverage industry

Purpose, Mission, and Values

Purpose: To create the ultimate beverage experience in every place, from the office to the road, by combining the best of specialty business and technology.

Mission: To bring you every cup of coffee and a beverage for every occasion.

Values: Purpose, Integrity, Innovation, and Excellence.

Business Description

• Single-serve coffee and beverage solutions for office, home, and travel.

• Keurig® single-serve coffee makers and brewers.

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Strengths

- Partnerships
- Patented technology
- User friendly
- Brand Equity
- Broad coffee selection



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GREEN MOUNTAIN COFFEE ROASTERS, INC.

WEAKNESSES

- One manufacturer
- Can only brew one cup at a time
- Water-down coffee
- K-cup patents expire soon
- The K-cup varieties are too expensive



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Opportunities

- Expand the Away from Home Market
- Expand to more than one Manufacturer
- K-cup Technology not recyclable
- Keep expanding into consumer homes
- Growth in U.S. coffee market



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