



For more than a decade, WRI's Sustainable Enterprise Program (SEP) has harnessed the power of business to create profitable solutions to environment and development challenges. BELL, a project of SEP, is focused on working with managers and academics to make companies more competitive by approaching social and environmental challenges as unmet market needs that provide business growth opportunities through entrepreneurship, innovation, and organizational change.

Permission to reprint this case is available at the BELL case store. Additional information on the Case Series, BELL, and WRI is available at: www.BELLinnovation.org.

COOCAFE, R.L

(Abstract)

INTRODUCTION

As 1994 was drawing to a close, Carlos Murillo was busy wondering how to move ahead with the marketing of Café Foresta. The company he managed, Coocafe R.L., had been exporting this brand name coffee, primarily to Germany, for nearly two years, and marketing it as a way in which retail customers could both contribute to the development of a third world society and help preserve its threatened rain forest eco-system at the same time. Retail consumers paid an extra \$1.00 per Kg. (2.2 lb) for Café Foresta, however, came in a non-recyclable package and was not an organic coffee production, most of Café Foresta was grown with the use of chemical pesticides, herbicides and fertilizers. Café Foresta's traditional positioning as "environmentally friendly" was likely therefore to be endangered as environmental non governmental organizations (NGO's) initiated campaigns to publicize to consumers that coffee production could prove as damaging to the environment as the conservation projects supported by Café Foresta were beneficial. As a result, Coocafe faced a dilemma over the future production, marketing, promotion and existence of their Café Foresta brand.

This case was prepared by Hunter Saklad, Researcher, under the supervision of Betty Diener, Visiting Professor, INCAE, Alajuela, Costa Rica, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation. Funding was provided by INCAE. Copyright ©1994 INCAE. All rights reserved.