

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/335873794>

# Café2Go: a struggle to build a local brand and stay ahead

Article in Emerald Emerging Markets Case Studies · September 2019

DOI: 10.1108/EEMCS-02-2019-0023

---

CITATIONS

3

---

READS

1,325

2 authors, including:



Dr Amna Abdullah

Abu Dhabi University

4 PUBLICATIONS 11 CITATIONS

SEE PROFILE

# Café2Go: a struggle to build a local brand and stay ahead

Amna Abdullah Mohammed and Syed Zamberi Ahmad

## Introduction

Jassim Al-Bastaki, a young Emirati entrepreneur, founded Café2Go in 2009 to be the first mobile café in the UAE. Al-Bastaki's first business decision was trying to obtain franchising ownership from one of the international coffeehouses for snacks and beverages which do not have branches in the UAE. However, he could neither afford the required investment nor fulfill the stipulated terms and conditions. Therefore, he decided to fund his own project and establish the first mobile coffee shop in the UAE: Café2Go.

Café2Go is known for its unique merging of traditional Emirati cuisine with modern lifestyle. Unlike other cafés in the UAE, Café2Go depends on offering new products, such as camel milk and camel meat, as well as on deploying new distribution methods, such as mobile trucks, retail outlets and push-carts, to reach a large audience of customers at distant locations. Café2Go was inaugurated in 2009 as a mobile coffee shop, which progressed in 2011 to be a walk-through café at Al-Murooj Rotana. Now, Café2Go is present in the UAE, Qatar, Libya, Saudi Arabia, South Africa, and Spain. Throughout the past decade, Bastaki, the founder and general manager of Café2Go, has engaged in a series of decision-making steps to ensure sustainability, maintain profitability and pursue the expansion of his project in the UAE and overseas. Because of the remarkable success that Café2Go has demonstrated in a short time, it received the Award of Mohammed Bin Rashid for Young Business Leaders in 2013. This award was granted to acknowledge the fact that Café2Go evinced remarkable creativity and innovation, which made a powerful impact on the emerging market of franchising in the UAE.

However, by the end of 2018, Al-Bastaki declared a decline in profit to only 200,000 Dirhams, equivalent to the price of a single kiosk. Al-Bastaki faces the dilemma of determining how to increase profitability and sustainable growth at Café2Go both locally and internationally. Therefore, it is difficult to predict the future of Café2Go.

## Café industry in the UAE and Asia

The café industry offers, in addition to coffee products, refreshment beverages and fast food. It has been increasingly expanding all over the world at a rate of 270 per cent annually, according to IBIS' report in 2014. With the rise in the income and purchasing power of middle classes across the world over the past few decades, especially in the emerging economies, individuals have become inclined to dispose of income and to spend money on entertainment and junk food (Goodman and Robison, 2013). Consequently, there has been an increase in the hospitality, dining and entertainment industries across the world. Similarly, the number of fast food chains and restaurants in the UAE has escalated dramatically. The UAE has an over-saturated market of international cafés and restaurants.

Amna Abdullah Mohammed is based at Management Department, Abu Dhabi University, Abu Dhabi, United Arab Emirates.

Syed Zamberi Ahmad is based at Management Department, College of Business Administration, Abu Dhabi University, Abu Dhabi, United Arab Emirates.

The authors would like to thank Jasim Al Bastaki, the CEO and owner of Cafe2Go, for permitting this case study and its publication. Also, the authors would like to thank him for agreeing to the interviews and providing us with so much valuable information about his café.

Disclaimer. This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision-making. The authors may have disguised names; financial and other recognisable information to protect confidentiality.

In Dubai, Emiratis and expatriates need to choose from more than 40 international top-rated cafés and restaurants.

A closer look at the café industry in the UAE reveals that western food and cow milk products dominate the menus of domestic cafés. Other Asian countries, however, guarantee diversification in café offerings, especially when it comes to dairy products. In Thailand and Malaysia, for instance, rice milk and soya milk products are largely consumed. Soya and rice milk products, on the one hand, and the widely popular cow milk products, on the other hand, compete in several Asian countries ([Gutcher, 2013](#)).

### **New needs for café customers**

While most people are immersed in a hectic lifestyle that may force them to eat junk food, there is still a desire among a large population for nutritious food. Recently, there has also been an increased awareness of health problems like diabetes mellitus, cardiovascular diseases as well as stress-induced and lifestyle-related diseases. People try, therefore, to focus on managing their health by controlling dietary intake and exercising. This attitudinal change creates a scope for products that may merge the benefits of providing a healthy traditional diet and serving the same mode of fast food restaurants.

### **Concepts behind the establishment of Café2Go**

Café2Go is founded, owned and run by Al-Bastaki who graduated from the University of Florida in the USA with a Bachelor's Degree in hospitality management. Being the first UAE national graduate in hospitality management, Al-Bastaki worked for the government and private sectors, property assets, hotels, hospitality and the aviation industry for more than 20 years. He is also the director-general of Midex Airlines, the air cargo carrier services located in Dubai. Moreover, Al-Bastaki is the chief executive officer of Dubai-based United Hotels, under the brand name of Moon Hotel Management and Consultancy Group (MHMC group).

Al-Bastaki had a traditional upbringing and had always treasured the local food and domestic lifestyle. That is why he drew upon Emirati heritage when it came to offering a new product. Al-Bastaki picked out camel milk and meat, which were largely consumed by older Emirati generations, to start up a company that could revive his native culture and national heritage. In addition, Al-Bastaki aimed to create a national brand that could compete with other international brands in the UAE market. Al-Bastaki declared that he would "create a brand for the UAE and go global." This intention was heightened and motivated, even more, by the early rejections he received from international companies. Al-Bastaki decided to meet health requirements for customers in a modernized style that is analogous to other popular cafés in the UAE. Finally, Al-Bastaki decided to use flexible distribution methods to reach out to a greater number of customers. Applying these concepts to Café2Go, Al-Bastaki offered new camel products, expanded the project outside the UAE and used innovative distributional and delivery methods.

### **New healthier culture-specific products**

"My unique concept is camel products: from the milk to the meat, drink to food", said Al-Bastaki. He thought of blending the traditional camel dairy and meat products with the modern setting of a café. This is how Café2Go became distinguished. On the one hand, the consumption of camel dairy and meat products used to be common among older Emirati generations. However, younger generations developed a strong predilection to the consumption of western beef meals and non-native beverages. Central to the oriental Emirati customs and traditions is the inclusion of camels in Emirati economic and socio-cultural norms.

On the other hand, camel milk is a rich source of vitamins and minerals. It contains three times the amount of vitamin C as in cow milk. Similarly, the nutritional value of camel milk is richer in protein and minerals than cow milk. Moreover, camel milk contains ingredients that improve the functionality of the immune system (Millehan, 2013). The same holds true with regard to camel meat – it is richer in nutritional value than cow and goat meat. Meanwhile, cow meat includes a lesser amount of fat content. El Sayed *et al.* (1992) concluded that camel milk possesses antibacterial and antiviral properties. More recently, Krishnankutty *et al.* (2018) demonstrated that camel milk protects women against breast cancer.

### New distribution strategies

Café2Go, in 2009, was the first truck coffee shop in the UAE (Plate 1). The mobile coffee truck promoted the slogan “Wherever You Are” as it aimed to provide mobile services to customers. This style intended to blend unique and traditional Emirati cuisine with easy accessibility and a comfortable setting.

Al-Bastaki relied heavily on the mobility of services so he enabled several distribution channels. He distributed coffee through booths in companies, markets and exhibitions to reach customers wherever they were. He also served coffee in several kiosks in the UAE. Kiosks are small open-fronted huts or cubicles used to sell beverages, snacks and newspaper. Al-Bastaki enhanced kiosks with push-carts to facilitate the mobility of distribution. Also, mobile trolleys and free delivery services were used by assigning a toll-free telephone number to customers and providing mobile truck services on demand for special occasions.

### A Franchise model to go global

Al-Bastaki thought of the best way to expand his business beyond the UAE. The franchise model of business had always attracted him. A franchise business model includes a franchisor who leases out his trademark and other proprietary resources to a franchisee who can sell the franchisor’s products in return for a defined renting fee. This arrangement entails that a franchisor does not have to invest in building and establishing its own chain stores. Franchisors need only to license out their trademarks and resources to the franchisees who are expected to sell the franchised product in a new market. Al-Bastaki

**Plate 1** The First Mobile Truck for Cafe2go



Source: Café2Go (<http://cafe2go.ae/>)

was fully aware of franchise bias against franchisees. However, he had good faith and belief in his own ability to manage and interact with others to keep control of his brand. The expansion of Al-Bastaki's business was promoted through mutually beneficial partnerships with others. In 2014, he started looking for franchise partners in different countries. Currently, there are new branches for Café2Go in Libya, Qatar, Saudi Arabia and Pakistan. There are also long-term plans for entering Kenya, Kuwait, Bahrain, Malaysia and the UK.

## Major challenges to Café2Go

### *Camel-related challenges*

Al-Bastaki was first challenged by the unpopularity of camel products in the UAE among his target population. To meet this challenge, Al-Bastaki aroused Emirati passion for cultural heritage. In the UAE, Emiratis have a strong inclination and social obligation towards their cultural heritage and beliefs ([Gaweesh and Al Haid, 2018](#)). Therefore, camel products were presented as part of preserving Emirati heritage.

Second, the salty taste of camel milk and the stiff consistency of camel food challenged the consumption of camel dairy and meat products. Therefore, Al-Bastaki decided to present camel products in new forms. Café2Go introduced a unique brand, Camellos, to carry on the old tradition of drinking camel milk. The camellos menu is a concept featuring camel milk-like coffee, tea and yogurts ([Café2Go, 2012](#)). The camellos menu offers a range of drinks, including camel-chino, camel latte, tealatte, camel milk gelato, yogurt and even camel meat and cheese sandwiches. Café2Go offers a popular burger and hot dog sandwiches using camel meat ([Action Global Communications Group, 2017](#)).

Third, Al-Bastaki had to convince customers to shift from popular cow dairy products to his new camel products. The modern lifestyle and availability of imported products provided people with an expanding list of cow and goat alternatives. It was, therefore, difficult to think of re-introducing the traditional camel milk and discouraging people from drinking the cow and goat milk to which they had become accustomed. Therefore, Café2Go had to circulate the health benefits of consuming camel products in comparison to cow products. The motivation for supporting the intake of food that can be prepared and served instantly with healthier nutritional appealed to the target population. The wide range of products, although classified as "fast food", is, nevertheless, full of health and nutrition.

### *Issuing licenses for mobile trucks*

Difficulty in obtaining a license for a mobile truck was an extra challenge to Café2Go. Despite its innovative style as the first café-on-wheels in municipalities across the UAE, the presence of mobile trucks was prohibited officially in some places. In 2009, Emirati governmental institutions did not issue licenses for mobile cars and vehicles. This obliged Al-Bastaki to cancel the idea of using a mobile truck and to restrict his business to the conventional conceptualization of coffee service. The ban on trucks affected the distributional activity of Café2Go. High hopes to reach clients across the country were dashed. Therefore, Al-Bastaki decided to deactivate the use of trucks and opened his first coffee shop in Al-Murooj Rotana Hotel which he later expanded to eight other outlets in Dubai. Furthermore, he developed a booth which is a small temporary tent or structure at a market, fair, or exhibition, used for selling goods or providing information for any event based on customers' needs. Later, he established more booths for the company to continue delivering services to customers.

Between 2009 and 2010, there were about six kiosks opened in Dubai and Sharjah with the slogan "*wherever you are*". Kiosks were developed with advanced push-carts to ensure that all customers were served high-quality coffee and tea. These push-carts were ergonomically designed with onboard services to enhance convenience for customers.

Thanks to the push-carts, Café2Go products reached many customers *wherever they were*. The goal was to ensure that everyone in Dubai could enjoy coffee, no matter where they were (Café2Go, 2019a). In addition, toll-free mobile phone service was operationalized for the delivery to customers' doorsteps.

### ***Bias in franchise contracts***

Al-Bastaki conducted a market survey about franchising and discovered that the terms and conditions of available franchise options were strict and there is little support for franchisees. He identified two main obstacles hindering the applicability of franchise models. First, the franchisor has to share profits and can suffer a loss of reputation if the franchisee makes some mistakes. Second, the franchisee has to pay a fee to the franchisor and may not get the needed guidance or support while having to follow many restrictions from the franchisor. However, Al-Bastaki believes that the franchise business is the most suitable for the retail sector as it carries benefits for both the franchisor and the franchisee. For the franchisor, it allows the flexibility of moving into new markets quickly without investing a lot of time and energy in developing the store locations and recruiting and hiring new employees. For the franchisee, it is less risky to associate with a known and well-established brand (Baena, 2012).

Accordingly, when Al-Bastaki began to consider expansion, he focused on developing a franchise chain. The basic pillar of the franchise program at Café2Go was trust between the partners. Café2Go has come up with a training and support program that appeals to new entrepreneurs and encourages them to become a part of the business. Not only does Café2Go provide its brand and trademarks to the franchisees but also its full support in terms of market development and customer targeting. To encourage more and more entrepreneurs to join the chain, Café2Go is extremely flexible in terms of the initial financial investment that it asks of the franchisees. This way, customized working and financial relationships are set up. This flexibility, combined with the continued and substantial support that Café2Go provides, has garnered the brand global respect.

### **Current sales and marketing strategies**

Café2Go issued a financial report, in 2018, which indicated a significant decline in profits to 200,000 Dirhams. According to Rashid and Ghose (2015), internal factors such as culture and branding impact the sustainable growth of an organization. These factors influence the brand identity and development of organizational culture. In relation to Café2Go, it is evident that the company has developed its organizational culture brand identity in terms of camel products which are essential in achieving sustainable growth. Locals and expatriates are still resistant to camel products. Although Al-Bastaki studied the market and detected customer preference for cow products, he decided to take the risk of centralizing camel products. This finally led to low-demand camel products which were expected to return the majority of revenue.

Sales were also affected by the banning of mobile coffee trucks in Dubai. This resulted in the reduction of market size and direct sales channels. Transport costs of the delivery of products and services to customers' destinations increased, which challenged the company's ability to gain profit and contributed to poor customer retention and the company's poor performance.

- **Marketing strategy:** A marketing strategy is an overall plan set up by the company to reach customers and improve their sales of products (Karakaya *et al.*, 2011). Al-Bastaki has been implementing a dynamic marketing strategy. He set up a Café2Go website which provided detailed information about the benefits of camel products. This helped

in creating and increasing customers' awareness of Café2Go's products. Al-Bastaki also recorded short documentaries and chat shows to promote his business. However, the most significant advantage was that Café2Go was based on the unique concept that junk food and coffee can be made in a healthy way.

Because of the ban on mobile trucks, Al-Bastaki used different models for operationalizing his business. In addition to his regular cafés, he introduced kiosks, or push-cart cafés. These innovative outlets not only made it possible for Café2Go to physically reach out to people in many different places but also they maximized interest and awareness among potential consumers.

- International customer service: As part of the optimization strategy, Al-Bastaki focused on the significance of the promotion of Café2Go internationally as an emerging brand. [Rana and Paul \(2017\)](#) explained that developing a marketing plan with a focus on promoting a company's brand identity, expanding the size, space and price of a firm, as well as enhancing the availability of products to customers at specific locations is a critical marketing strategy for making the organization more popular and for attracting more customers.

Café2Go attempted to attract new customers in various countries such as Libya, Qatar, Saudi Arabia and Pakistan. Therefore, the company sought to define customers' demands and cope with frequent changes in coffee trends. Owing to the relatively low demand for camel milk outside the UAE, the company decided to include cow products in its menu to meet the diverse expectations and needs of customers. Café2Go did also care about opinion mining to ensure that its customers had positive feelings about the brand and were dedicated to revisiting the company. Because Café2Go has tremendous business support, a toll-free mobile phone service was launched to allow customers to order Café2Go's products at their doorsteps.

- New product delivery channels: After banning mobile trucks, Al-Bastaki opened many trolleys and kiosks in various locations to be responsible for the distribution of coffee, tea, and other products. Moreover, there has been a well-established supply chain at Café2Go that ensures the consistency and efficiency of the company's business processes in delivering products to the market based on customers' demands. In relation to the supply chain, Café2Go had competent employees and enough resources to move the products from the shop to customers, wherever they were located.
- Communication networks: Café2Go has launched a corporate website that provides an overview of the company. The website has made it easier for all customers to view products offered by the company, such as camel-chinos, camel lattes, tea lattes, camel milk, camel meat, camel yogurt and camel cheese sandwiches. The company's website was also created to assist customers in checking the shop's specific locations and ordering its products. To meet the demands of every customer, Al-Bastaki advertised the services through media coverage and social networking sites ([Café2Go, 2019a](#)).

### The marketing mix theory for Café2Go's recommendations

The theoretical background of the case study can be explored with the use of the 4-Ps theory. The marketing mix 4-Ps theory is widely used to understand the marketing plan of an organization based on four dimensions: *product strategy*, *price strategy*, *place strategy* and *promotion strategy* ([Al Badi, 2015](#)). The theory is applicable to Café2Go because it helps in describing the strategic position of the company in the market. According to [Işoraité \(2016\)](#), companies are changing their usual practices due to globalization to meet customers'



demands. In the modern business environment, a majority of customers do not prefer traditional solutions and companies have been encouraged to adapt and provide modernized marketing mixes to successfully run their businesses.

The general manager, Al-Bastaki, realized that implementing a new marketing plan would help in meeting the needs of local and international customers. Al-Bastaki had recognized that an innovative marketing plan would ensure that the shop gains reasonable profits when the number of stalls increases. Therefore, the application of the marketing mix theory supports the options presented by Al-Bastaki in developing a promotion strategy for his project.

In marketing mix theory, product strategy is the key element in marketing plans. It involves service or product delivery to the customers. This product strategy is developed in organizations as a way of improving the quality of services or products and to satisfy customers' needs (Işoraité, 2016). Relating to the Café2Go shop, the essential product is transporting products to all customers after the ban of mobile vehicles. Therefore, the development of product strategy is to ensure that every product is introduced and delivered to the customers by adopting another means of transport so as to align with the company's slogan of "*wherever you are*". For effective transportation to the doorstep of customers, Al-Bastaki needed to ensure that the Café2Go shop achieved minimum standards like delivery of products on time and cost-effectiveness of the product. For successful delivery of the product to customers in the marketplace, Al-Bastaki should consider using legal vehicles that are licensed by government agencies and the municipality of Dubai so as to sustain meeting the expectations of the customers in the long run.

Price strategy is among the most flexible items in the marketing mix which mainly focuses on increasing business profits and market share. Pricing strategies across organizations change and adapt to the new pricing based on environmental changes. This reflects the importance of price strategy in promoting the generation of revenue and in promoting the satisfaction of clients (Al Badi, 2015). Based on the dilemma mentioned above, the company has to improve its pricing strategy and provide different pricing schemes for Café2Go to expand. At Café2Go coffee shops, prices should not be fixed. Prices should differ but should also be reasonable and affordable for all customers. The price of every product may change based on the location of the kiosk or the push-cart. Thus, at a Café2Go shop, the pricing strategy should be developed based on several governing factors such as transport channels to deliver products to customers, distance to a customer's destination and type of product (coffee drink with camel milk, yogurt, cheese, or camel meat). Café2Go shops should provide special prices to all customers. Implementing a new pricing strategy may enhance customer retention. For instance, customers who are visiting the café should pay lower prices. Since prices would differ, most customers would require the development of new kiosks within their preferred spots and this would enable Al-Bastaki to open new kiosks in different places. This new adjustment is important to the Café2Go shop because it would make the delivery of services very flexible to all customers including loyal clients.

The marketing strategy of place includes distribution channels, locations, product inventory, and transport. This marketing strategy emphasizes the need for each company to achieve the highest level of customer satisfaction and to achieve organizational goals and objectives (Pour et al, 2013). With respect to Café2Go, six booths were opened and were located in various places, including shopping malls. One of the stalls was opened at Dubai Mall and another café was opened in the free zone of Mirdabby because it is an accessible platform for international consumers. With the described challenges in mind, Al-Bastaki considered starting up additional booths and expanding his business to strategic locations both domestically and internationally. However, opening new branches locally may become problematic for Café2Go given the recent lack of customer demand. This may result in weakening the financial stability of the shop. One of the key actions that the general manager can consider to open new kiosks internationally is to develop strong relationships, through indirect mediators, with international agencies. Al-Bastaki should enter into joint



venture contracts with international business agencies around the world to expand and open several cafés worldwide. The promotion strategy is a marketing mix plan through which the organization enhances its communication with customers with respect to the offered products and services.

Promotion strategy includes the use of marketing strategies, such as sales promotion, advertising, and selling, to market products and services (Al Badi, 2015). The customers targeted at Café2Go include businesses, such as airports, government offices, universities, hospitals and gasoline stations, at which the majority of the company's stores are located (Café2Go, 2019a, 2019b, 2019c). Through promotion, an organization improves the quality of services or products and satisfies customers' needs (Išoraitė, 2016). Through television and radio, the general manager of Café2Go focused on combining healthy fast food and coffee and the nutritious properties of camel milk. Al-Bastaki should consider communicating with customers through indirect means, including contact with commercial entities worldwide through e-mail and other means via the Internet. Because Al-Bastaki believes that the applied promotion strategy through advertising and education can help to strengthen its business both internally and externally, he intends to publish a magazine about Café2Go; launch channels, such as radio and television; create pages on social networking sites, such as Twitter or Facebook; and update the company's website regularly. Using the advertising program of Café2Go will help with sharing current news about the company, the products and services currently offered and the special prices for services and products. However, the use of social media streams as a promotional strategy for Café2Go may be ineffective if the assigned employees are not professional enough to timely respond to customers' queries and complaints. However, reporting feedback generally based on customer complaints is a challenge because some customers may use this site to post negative reviews about the company and thus affect the company's situation (Zeithaml *et al.*, 2002). Accordingly, Al-Bastaki should ensure that all employees at Café2Go, who provide products and services outside the company, have excellent communication skills.

### Café2Go opportunities to boost business performance

Café2Go has significant opportunities that are important for the company to improve its business performance and achieve its goals. First, Café2Go has several stores, kiosks and push-carts located in different places in Dubai with flexible sizes. This has enabled the company to reach a wider range of customers across Dubai. Second, Café2Go is unique in its product and business concept. The company focuses on aligning the Arabian culture with the modern lifestyle, which is important in attracting many customers both locally and globally. The possibility of opening other Café2Go locations internationally will help the business to thrive.

To improve business performance and achieve goals, Café2Go must meet the changing demands of customers. Because Al-Bastaki has also introduced cow's milk, it is important that the general manager assesses the demand for cow's milk among local and international customers. This may help the company to provide services based on customer requests and continue to provide camel milk on demand. Also, Al-Bastaki needs to implement a new marketing approach and develop a long-term strategy for achieving the company's sustainable development goals. In addition, Café2Go needs to anticipate its future promotional strategies to educate people outside of the community about the importance of camel milk. Can Café2Go sustain profitability and expansion locally and internationally? Should the new marketing plan focus on increasing local outlets or creating new international ones? Should the company give up the cultural camel product to meet the needs of customers preferring cow products? Or should it adopt a new advertising strategy to popularize camel products? The general manager should address these questions before making the next decision regarding Café2Go.

#### Keywords:

Café business,  
Camel products, Franchise  
business model,  
And marketing mix, Small  
businesses, Marketing,  
Food marketing,  
Entrepreneurship,  
Competitive strategy

## References

- Action Global Communications Group (2017), "Action UAE launches the 'Camellos' brand in Dubai", available at: <https://actionprgroup.com/action-uae-launches-the-camellos-brand-in-dubai/> (accessed 15 June 2019).
- Al Badi, K.S. (2015), "The dimensions of marketing mix", *Management and Organizational Studies*, Vol. 2 No. 1, pp. 136-142.
- Baena, V. (2012), "Master franchising as foreign entry mode: evidences from the Spanish franchise system", *ISRN Economics*, Vol. 2012, pp. 1-8.
- Café2Go. (2012), "Café2Go embraces Camello concept: camel milk and lots of it", available at: [www.thenational.ae/lifestyle/wellbeing/caf%C3%A92go-embraces-camello-concept-camel-milk-and-lots-of-it-1.382663](http://www.thenational.ae/lifestyle/wellbeing/caf%C3%A92go-embraces-camello-concept-camel-milk-and-lots-of-it-1.382663) (accessed 15 June 2019).
- Café2Go (2019a), "About Café2Go", available at: [www.Café2Go.ae/#about](http://www.Café2Go.ae/#about) (accessed 28 January 2019).
- Café2Go (2019b), "Café2Go first UAE born café, pioneer in camel milk products & coffee", available at: <http://Café2Go.ae/>
- Café2Go (2019c), "Café2Go Franchise opportunity in Middle East", available at: [www.francorpme.com/Café2Go/](http://www.francorpme.com/Café2Go/) (accessed 17 June 2019).
- El Sayed, I., Ruppanner, R., Ismail, A., Champagne, C.P. and Assaf, R. (1992), "Antibacterial and antiviral activity of camel milk protective proteins", *Journal of Dairy Research*, Vol. 59 No. 2, pp. 169-175.
- Gaweesh, K. and Al Haid, A. (2018), "The image of United Arab Emirates culture among the non-Arab expatriates in the UAE", *Journal of Media Critiques [JMC]*, Vol. 4 No. 14, pp. 172-189.
- Goodman, D. and Robison, R. (2013), *The New Rich in Asia: Mobile Phones, McDonald's and Middle Class Revolution*, Routledge, New York, NY.
- Gutcher, L. (2013), "Café2Go for the camel", *The National*.
- Işoraité, M. (2016), "Marketing mix theoretical aspects", *International Journal of Research Granthaalayah*, Vol. 1, pp. 2394-3629.
- Karakaya, Ç., Badur, B. and Aytakin, C. (2011), "Analyzing the effectiveness of marketing strategies in the presence of word of mouth: agent-based modeling approach", *Journal of Marketing Research and Case Studies*, Vol. 1, pp. 1-17.
- Krishnankutty, R., Ahmad Iskandarani, L., Therachiyil, S., Uddin, F., Azizi, M., Kulinski, A., Bhat, A. and Mohammad, R.M. (2018), "Anticancer activity of camel milk via induction of autophagic death in human colorectal and breast cancer cells", *Asian Pacific Journal of Cancer Prevention*, Vol. 19 No. 12, p. 3501.
- Masudi, F. (2013), "Cafe2GO to take the camel chino abroad", *The Gulf News*.
- Millehan, J. (2013), "Health benefits of drinking camel milk", *LIVESTRONG.COM*, 21 October, available at: [www.livestrong.com/article/409153-health-benefits-of-drinking-camel-milk/](http://www.livestrong.com/article/409153-health-benefits-of-drinking-camel-milk/) (accessed 14 June 2014).
- Pour, B.S., Nazari, K. and Emami, M. (2013), "The effect of marketing mix in attracting customers: case study of Saderat bank in Kermanshah province", *African Journal of Business Management*, Vol. 7 No. 34, pp. 3272-3280.
- Rana, J. and Paul, J. (2017), "Consumer behavior and purchase intention for organic food: a review and research agenda", *Journal of Retailing and Consumer Services*, Vol. 38, pp. 157-165.
- Rashid, S. and Ghose, K. (2015), "Organisational culture and the creation of brand identity: retail food branding in new markets", *Marketing Intelligence & Planning*, Vol. 33 No. 1, pp. 2-19. doi: [10.1108/mip-10-2013-003](https://doi.org/10.1108/mip-10-2013-003).
- Zeithaml, V.A., Parasuraman, A. and Malhotra, A. (2002), "Service quality delivery through web sites: a critical review of extant knowledge", *Journal of the Academy of Marketing Science*, Vol. 30 No. 4, pp. 362-375.

## Further reading

- Ameinfo (2013), "Francorp Middle East research predicts double-digit growth for food and beverages franchises in UAE", 9 November, available at: [www.ameinfo.com/blog/finance-and-economy/francorp-](http://www.ameinfo.com/blog/finance-and-economy/francorp-)

[middle-east-research-predicts-double-digit-growth-food-beverages-franchises-uae/](#) (accessed 14 June 2014).

Breitbart (2013), "Mohammed bin rashid award presented to Café2Go as the best project arising in the service sector", Breitbart News Network, 21 December, available at: [www.breitbart.com/system/wire/upi20131221-142022-7220](http://www.breitbart.com/system/wire/upi20131221-142022-7220) (accessed 14 June 2014)

Café2Go Coffee - the Emirati way (2013), 7 March, ISSUE 09 – January - February 2012, available at: <http://content.yudu.com/Library/A2393p/ISSUE09JanuaryFebrua/resources/8.htm> (accessed 14 June 2014).

Camel Meat .... Food and Medicine (2003), "About camel meat", May, available at: [http://australiancamelindustry.com.au/cjamel/images/pdfs/camelmeat/Benefits\\_Camel\\_Meat.pdf](http://australiancamelindustry.com.au/cjamel/images/pdfs/camelmeat/Benefits_Camel_Meat.pdf) (accessed 7 July 2014).

Dubai cafe (2012), "Dubai cafe 'camel-ccino' new take on bedouin staple", 22 October, available at: <http://english.alarabiya.net/articles/2012/10/22/245305.html> (accessed 14 June 2019).

FrancorpME (2019), "Coffee shop franchises have highest demand in the Middle east, observes FrancorpME", available at: [www.francorpme.com/coffee-shop-franchises-have-highest-demand-in-the-middle-east-observes-francorpme/](http://www.francorpme.com/coffee-shop-franchises-have-highest-demand-in-the-middle-east-observes-francorpme/) (accessed 28 January 2019).

Kadim, I.T. (2009), "Camel meet: food and medicine", 16 September, available at: [www.squ.edu.om/Portals/155/press/September%2016,%202009.pdf](http://www.squ.edu.om/Portals/155/press/September%2016,%202009.pdf) (accessed 7 July 2014)

Middle East Franchise Blog (2013), "Made in UAE' Café2Go franchise goes global", MIDDLE EAST FRANCHISE BLOG: 'Made In UAE' Café2Go Franchise Goes Global, 24 December available at: <http://middleeastfranchise.blogspot.ae/2013/12/made-in-uae-Café2Go-franchise-goes.html> (accessed 14 June 2014).

Midex Airlines LLC (2008), available at: [www.midexairlines.com/](http://www.midexairlines.com/) (accessed 14 June 2014).

More new 5 star hotels for Dubai (2007), "More new 5 star hotels for dubai. ~ friday", 4Hoteliers, 8th June, available at: [www.4hoteliers.com/news/story/3231](http://www.4hoteliers.com/news/story/3231) (accessed 14 June 2014).

Rugova, B. and Prenaj, B. (2016), "Social media as marketing tool for SMEs: opportunities and challenges", *Academic Journal of Business, Administration, Law and Social Sciences*, Vol. 2 No. 3, pp. 85-97.

Thefreelibrary (2014), "Give him the edge over..." - Free online library", 14 June, available at: [www.thefreelibrary.com/Emirati+hoping+camel+milk+business+will+give+him+the+edge+over...-a0304887018](http://www.thefreelibrary.com/Emirati+hoping+camel+milk+business+will+give+him+the+edge+over...-a0304887018)

#### About the authors

Amna Abdullah Mohammed is a DBA candidate at the College of Business, Abu Dhabi University, United Arab Emirates. She has an MBA from Skyline University College in Sharjah, in Strategic Management and Leadership. Her research interests are the role of leadership in foresight the future of the Government of Dubai, motivating employees to innovate, and preventing counterproductive behaviors. She has been working since 2000 at the Federal Authority for Identity and Citizenship – General Directorate of Residency and Foreigners Affairs – Dubai.

Dr Syed Zamberi Ahmad holds a PhD from the Hull University Business School (HUBS), UK. His research interests include firm evolution and growth strategies including alliance, market entry and internationalization strategies of SMEs and multinational firms. His research interests also lie in the areas of entrepreneurial management, entrepreneurship education and small- and medium-sized business strategies. He is currently a Professor of International Business and Entrepreneurship Management at College of Business, Abu Dhabi University, United Arab Emirates. Prior to entering academia, he had several years' industrial experience in international banking and treasuries of several reputable banks in Malaysia. Dr Ahmad had served at several universities in Malaysia, Yemen and Saudi Arabia. He is the corresponding author and can be contacted at: Management Department, College of Business, Abu Dhabi University, Abu Dhabi, UAE. Syed Zamberi Ahmad is the corresponding author and can be contacted at: [drszamberi@yahoo.com](mailto:drszamberi@yahoo.com)