



LATTENOMICS

by **Costa Coffee**

A state of the nation report on
coffee consumption and its wider
social and economic environment

COSTA
COFFEE

Foreword

Over the last decade, the UK has witnessed a major cultural shift. The digital revolution is dramatically changing the way we shop, and as a result, our high streets and consumer habits are evolving at speed. At the same time, we've become a nation of coffee lovers: According to the British Coffee Association, we collectively drink 98 million cups of coffee a day¹.

Costa Coffee has been right at the heart of this transformation. With a longstanding presence on high streets, service stations and retail parks across the UK and Ireland, we're witnessing the change – not just in the nation's drinking habits, but in society at large – in real time.

As the coffee chain with the largest estate in the UK and Ireland, we believe that today, along with others, we have a collective opportunity to play a key role in revitalising the UK's high streets, contributing to the life and work of local communities across the country, and innovating to meet the demands of people's changing tastes and habits.

To help us do this, we have commissioned a new comprehensive piece of research – 'Lattennomics'. Leveraging existing sales ratios and aggregated data on product popularity, we've analysed millions of transactions from across every Costa Coffee store for the last 24 months.

The result is an unparalleled insight into our coffee drinking habits during the post-pandemic era, and into the state and the future of our high streets, changing working patterns and evolving tastes across the nation.

We have a unique vantage point. Since 1971, Costa Coffee has been supplying the nation with coffee.

Our founders, Sergio and Bruno Costa blind-tested 112 variations of coffee before they tasted one good enough to be our signature blend, and we've been committed to the quality of our beans and the way we roast them ever since.

Our roastery is one of the biggest in Europe, allowing us to produce 45,000 tonnes of coffee a year, and it's also one of the most sustainable roasteries in the world. Our signature blend is a balance of delicate Arabica and stronger Robusta beans, which we roast a little bit longer for a more intense blend.

The brothers opened their first Costa Coffee store on Vauxhall Bridge Road in 1981, and from then on we've gone from strength to strength. Since 2010, we've been named by Allegra Strategies as the 'Nation's Favourite Coffee Shop, and awarded "Best Branded Coffee Shop Chain in the UK and Ireland" for 14 years in a row.

Costa Coffee has become a fixture of national life. We're an employer of around 15,000 people across our company owned stores, about 10,000 people across our Independent Franchise Partner and Corporate Partner stores, and, with over 2,700 coffee stores and over 14,800 Costa Coffee Express machines across the country, we're a company that can boast a longstanding physical presence in local communities – whether it's our high street presence or Drive-Thrus, on the go, self-serve Costa Coffee Express machines or more recently through our FMCG range, including at-home products and Ready-to-Drink range.

In over half a century of trading we've seen that beyond all the Lattes, Cappuccinos, Cortados and Frappés people purchase, lies a story about the UK – its communities, high streets, working patterns, changing tastes and aspirations. The insights we've uncovered are fascinating and thought-provoking. To find out more, read on.



Gennaro Pelliccia,
Master of Coffee, Costa Coffee

¹ <https://britishcoffeeassociation.org/coffee-consumption/>



Executive Summary

As a business with a retail presence on high streets, retail parks and service stations all over the UK, Costa Coffee is at the heart of communities. Our extensive estate and presence all over the UK gives us an unprecedented view on the state of the high street, on changes in the way we work and socialise, and on what brings us together across the nations and regions of the UK.

Using existing sales ratios and aggregated data on product popularity, here are the key findings of our research:

Coffee shops remain hubs of their communities

- Despite the recent economic conditions, the number of coffee shops are growing: Costa Coffee has over 2,700 stores across multiple towns and cities, the highest of any coffee brand in the UK. The total number of coffee shops across the UK grew by 353 in the last 12 months, and market researchers Allegra predict there will be over 11,600 coffee retail outlets across the UK by January 2029.
- Coffee shops are places where everyone feels welcome: People of all ages visit our stores and Costa Coffee is an employer of around 25,000 people across Equity, Independent Franchise and Corporate Partners estate.
- High streets are increasingly becoming social spaces as well as retail spaces: Costa Coffee's stores are places people choose to sit in – either to take a break or to meet friends. Mid-morning is the popular time for over 55s, whereas after 5pm is growing in popularity with under 35s, suggesting cafes have a growing role to play as an alternative social space in the evening economy.

New post-pandemic working patterns are here to stay

- Tuesdays to Thursdays are office days: For every 100 weekday customers to city centre stores, 65 of them are visiting on Tuesday, Wednesday, or Thursday – with the average Tuesday, Wednesday, and Thursday having 26% more customers than the average Monday and Friday.
- More people work on the move. The number of Drive-Thru coffee shops has grown by 15.1% over the last 12 months, and Costa Coffee operates 43% of these – 362 out of a total of 801 Drive-Thru sites nationally.

Consumer demand is driving innovation

- Consumers feel more freedom to customise their drinks: More than a third of us are choosing alternative milks in our drinks and 40% of us like to add syrups to our beverages.
- Consumers feel freer to order what they'd like when they don't feel judged: Research into the Costa Coffee store of the future – part of the 're-design programme' – found that customers are twice as likely to customise when they order using a digital ordering screen than if they place their order at a counter.
- What consumers order can say a lot: There's a clear difference between the southeast and the rest of the UK when it comes to ordering paninis, pastries and short coffees versus toasties, bacon rolls and milky drinks. Similarly, the rise in Frappé orders could be used to predict the start and end of the British summer.



Chapter One:

The High Street



For retailers, hospitality, and local communities, the last few years have been a rollercoaster of change and transformation. The digital revolution was already changing the way we shop, where we shop, and what we want to buy. The Covid-19 pandemic changed the landscape again, and the pace of change continues now as businesses and consumers alike grapple with the cost-of-living crisis.

Our expectations as consumers are radically shifting. We're looking for more: we're more particular about what we want to buy, more demanding about flavours and taste sensations, and we want both convenience and customisation without compromise.

With over 2,700 stores across towns and cities across England, Wales, Scotland and Northern Ireland, Costa Coffee has been at the very heart of this transformation. In particular, ever since we opened our first store in 1981, we've maintained our presence on the front line of all this change: the UK High Street.

But what needs to happen to make our high streets thrive? It's a topic of ongoing debate. In March 2024, PwC, reported almost 5,000 more chain stores were left empty last year, working out at a rate of about 14 closures a day².

And in February this year the UK Parliament's Built Environment Committee launched a new inquiry³ into high streets looking into the factors that can make them thrive or fail.

Yet coffee shop culture has largely weathered the storm of weakened consumer confidence and high inflation.

The total number of coffee shops across the UK grew by 353 in the last 12 months, and market researchers Allegra predict there will be over 11,600 coffee retail outlets across the UK by January 2029.⁴

Our significant presence on high streets up and down the country means we are consumer facing and have data that gives us insight into what can make, and is already making, high streets both economically successful and a vital social resource for the communities they serve.



The **total branded coffee shop market** comprises **10,199 outlets**



Costa Coffee remains the UK coffee shop **market leader** with over **2,700 stores and Drive-Thrus**

² <https://www.pwc.co.uk/industries/retail-consumer/insights/store-openings-and-closures.html>

³ <https://committees.parliament.uk/committee/518/built-environment-committee/news/200031/built-environment-committee-launches-new-inquiry-into-high-streets/>

⁴ <https://www.worldcoffeeportal.com/Research/LatestReports/ProjectCafeUK24>

High street hubs

High streets matter because they are hubs of their communities, places where people of all ages and stages of life gather to shop, to meet and to work.

Nick Ridley, Property Director for Costa Coffee believes that core, well-established brands like Costa Coffee retaining a high street presence is key. “Where you've got major chain anchors and a good array of independents, these are good, diverse, high-street locations. These are the ones we see thriving. Because of this, Costa Coffee has a really significant role to play on our high streets.”

While Independents make up over half of the total coffee shop market, more people across all core demographics visited Costa Coffee than any other branded coffee chain last year. Around half (51.6%) of respondents named Costa Coffee as their preferred brand, a percentage virtually unchanged compared with the previous year.

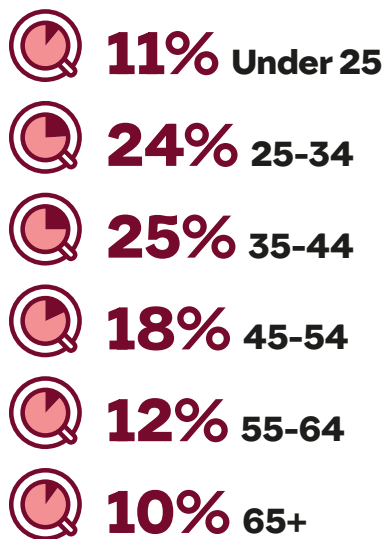
“The high street is a competitive environment, and there is more coffee choice on high streets up and down the UK than 10 years ago” Ridley says. “Now you might have four or five different players along the same street but we're still there. That's testament to the quality of our products and the service we give, but more importantly to the strength of our local relationships and where we stand within our local communities.”



An anchor for local communities

“The stores we operate are community hubs,” says Andrew Miller, Director of Costa Express and Corporate Partnerships, “in that we serve coffee and food, in great environments, for all occasions, to everyone.”

Customer demographic
broken down
by age



As an employer of over 15,000 people across our network and about 10,000 people across our Independent Franchise and Corporate Partner estate, Costa Coffee also has an important part to play in local community employment, as Miller describes:

“Often the people who work for us work part-time or are students, and we play a vital role in the larger employment picture of an area. Because we’re local, we’re giving work to people who need jobs closer to home. I think that can be critical for communities.”

It’s a responsibility Costa Coffee takes seriously, as Ridley explains: “We’re relocating stores that may now not be in the right location because an area has evolved or changed, and we’re continuing to open new stores where we see consumer demand or where customers would like us to be. This is really important in terms of high streets, because it creates and protects jobs within villages, towns and cities across the UK as we invest, making high streets better environments both for our customers and for our team members to work in.”

“Costa Coffee Felixstowe (my local) is the best, they’re friendly, professional, and caring. When I walk in, they know what I would like (including the kind of milk I want). Now, that’s what I call service!”



Serving everyone, everywhere

Different consumers want different things from coffee shops. “We attract all types of customers from all walks of life but there are locations up and down the country that engage more younger consumers, and others that engage more older consumers,” says Ridley. “How we show up on the high street, and the spaces that we develop will be differentiated, depending on who is buying coffee in those specific places.”

Holding space for people across the whole community is a core value for Costa Coffee. Since 2014 we’ve run a UK-wide Community Programme, which enables our teams to volunteer their time to good causes locally and to invite community groups to make use of our welcoming space in stores. Miller continues:

“Being part of that high street community hub is really important. Hopefully, it helps people come out and spend time on the high street, enjoy excellent quality products at value, meet friends, and then continue with their shopping.”



VS



83%
Card

18%
Cash

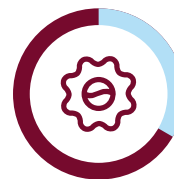


VS



35%
High-street
transactions

16%
Drive-Thru



33% of people more likely to visit a coffee shop that allows customisation



The high street as a social space

The way people use our stores is also changing, and in turn, this reflects how the high street is being transformed. The number of people visiting Costa Coffee stores at the weekend has remained fairly consistent over the last two years, with a slight rise in numbers on Fridays and Sundays, suggesting that coffee stores are becoming places to stop and relax, rather than to grab coffee and go.

“Successful high streets have a great mix of retailers and I think high streets have a greater mix of service, hospitality and retail than they did 10 years ago. A lot of these locations are pivoting to become places to go out in the evening.

“Coffee shops can play a greater role in the late afternoon and early evening with younger consumers who are looking for alternative places for socialising” says Ridley.

“Our role has always been to constantly innovate and reinvent ourselves to make sure that our offer, our proposition and our stores are delivering what customers want, as well as being a location where they can be productive, creative or just have fun.”



Small treats in tough times

The effect of inflation can also be seen in the way people are using their high street coffee shops. “People are feeling the pinch and managing their spending by eating out less in the evenings,” says Sandra Ferreira, Beverage Innovation Director at Costa Coffee,

“but little treats are the things that people protect, and actually do even more of, because they pull you out of the stress of day-to-day life.”

In fact, UK consumer card spending figures from a major UK bank showed that the amount people were spending on restaurants plunged 10.8% month on month last September⁵. Coffee shops are not seeing the same impact, something Ferreira attributes to the so-called ‘Lipstick Effect’.

The Lipstick Effect

Coined by businessman and philanthropist Leonard Lauder, the Lipstick Effect is the idea that sales of affordable luxuries, such as lipstick – or in our case, coffee – rise in economic downturns.

“We are the number one brand for an everyday treat and pick me up,” says Ferreira, “so we play an ever more important role in people's lives.” As she points out, when economic times are hard, everyday treats become more important.

“It's going to continue to be a challenging time for consumers and so I think people look for these more interesting and exciting products as a bit of escapism. Limited editions, new flavours and innovative multi-sensory drinks will continue to fulfil this role for people, especially for those under the age of 35.”

But beyond the collection of different flavours and new drinks categories, Ferreira sees Costa Coffee's role on the high street fundamentally as offering a place for people to be. “Emotional wellbeing is as important as physical wellbeing,” she says.

“The role we play is to be a great space to escape to when people need somewhere to chill or take time out. The environment, experience, and coffee rituals we create are vital for people who need a breather, whether that's from the whirl of an afternoon's shopping or a hectic work environment.”

⁵ <https://www.theguardian.com/business/2023/oct/10/britons-eating-out-takeaways-credit-card-spending-retail>



“Decided to have a @Costa Coffee Salted Caramel Hot Milkshake. Best milkshake ever, I thought! Delicious..”

Chapter Two:

On the road, on the go



The rhythm of people's daily lives has significantly shifted since the Covid pandemic. According to ONS data from April 2024, almost a quarter of us (23%) work from home some of the time⁶.

This trend is matched by Costa Coffee's own data. Footfall patterns at key Costa Coffee locations have much to tell us about working patterns and five-day return-to-office mandates.

The first months of 2024 have seen a continuation of the office/work habits that have developed post-Covid. For every 100 weekday customers to city centre outlets, 65 of them are going in on Tuesday, Wednesday, or Thursday. The average Tuesday, Wednesday, and Thursday have 26% more customers than the average Monday and Friday. The proportion of weekday transactions taking place on Tuesday, Wednesday, and Thursday has slightly risen from the same period 2023.

“Because we have over 2,700 stores across the UK, we offer a space for many to work from,” says Nick Ridley, Property Director.

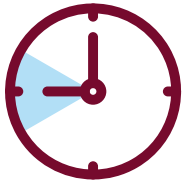
“From a morning wake-up to an afternoon pick-me-up, coffee plays an integral part in our working day and routines, whether that's from home or in an office environment. People who are no longer tied to one place of work are using our coffee stores more generally as places to meet and places to focus. With our great tasting coffee, evolving food menu and comfortable store settings, Costa Coffee stores have become integral for many hybrid workers' and students' lives.”

⁶ <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/datasets/publicopinionsandsocialtrendsgreatbritainworkingarrangements>



A day in the life of Costa Coffee

Even so, there are notable key occasions where people drink coffee throughout the day:



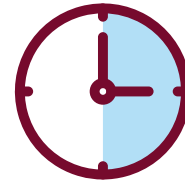
22% of us buy coffee in the early morning

“This is where coffee for people is really a functional pick me up,” says Ferreira. “People are on autopilot, they are less likely to want to talk to anyone, or want to try something new, they know what they like. It is much more about routine and convenience on the go.”



33% of us buy coffee mid-morning between 10am and 12pm

The majority of these consumers are over 55 – 41.3% of people compared to 28.4% of under 35s.



20% of us buy coffee over lunchtime and in the afternoon

“When people want somewhere to sit to enjoy their coffee and a bite to eat, whether it’s on their own for a bit of a chill and a break, or a chance to catch up with friends or family,” says Ferreira, “it’s much more about the environment, the experience and the company, and less about grabbing something on the go to fill a hole.”



Coffee on the go

However, the location where people are purchasing coffee is changing in response to the shift in the world of work. The number of Drive-Thru coffee stores has grown by 15.1% over the last 12 months, and Costa Coffee operates 43% of these – 362 out of a total of 801 Drive-Thru sites nationally.

We used to see the majority of our sales from our high street stores. Now we're seeing a shift in how people are shopping and as a result seeing far more diverse coffee consumption locations, such as in Drive-Thrus, retail parks and at shopping centres,” Ferreira adds. She attributes this to a rising demand for convenience.

“If you're going to go out on a weekend or with your family, you're more likely to go to a retail park where you can do everything in one place.”



RTDs are a growing market:

20% of consumers aged under 35 buy RTDs compared with only **6.6%** of over 55s



Technology and convenience

“While there are consumers who want to sit down, have a break, and a great coffee or food experience, we also see consumers who are often quite time poor,” says Miller, citing people whose jobs take them out on the road – salespeople, those working in logistics and those in the trades. “Things like speed of service, technology and convenience are really important.”

Technology is advancing to meet these demands. “Of course, Click & Collect already exists, but in the future, machines could evolve to use facial recognition, so that when you walk up to them, all you’d have to do is push a button and ask for ‘your usual,’” says Miller. “Technology is advancing to allow not just a greater speed of service, but a sense of it being personal.”

Click & Collect is a service that allows Costa Club Members to pre-order and pay for selected food and drinks from participating Costa outlets before picking their order up at the relevant participating outlet.

As you might expect, consumers still expect the same standard of beverage, with the same customisation options. “Consumers have less time, and they want more choice,” says Miller.

“While speed of service is really important to them, they still want to have a great coffee experience. Even if they’re getting coffee from a machine on the go, they want the ability to choose milk alternatives, different flavours, different sizes of drink, different coffee beans, to order something decaf or with extra shots.”

In fact, research into the Costa Coffee store of the future found that customers are twice as likely to customise when they order using a self-order screen than if they place their order at a counter.

Behavioural scientist Henry Woodward who led on the research explains: “We feel social pressure to follow norms, or be fast, when ordering in front of others, but are freer to follow our heart’s desires when only the self-order screen is listening.”

“As a result, we are working towards advancing our Costa Coffee Express service,” says Miller, “so that people expect to be able to order almost the same drink, and have the same experience from a machine, as they would from a coffee store.”

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As consumers increasingly customise their drinks to suit their own personal preferences, the ability to have what you want, as you want it from Costa Coffee’s Express machines, will only engender loyalty. “Loyalty doesn’t always look like a financial reward,” explains Miller.

“Sometimes it can just be the feeling that Costa Coffee ‘gets me’, that keeps people coming back.”

Chapter Three:

Changing coffee tastes



Although two-thirds of us stick to the classic Latte when we order coffee, it doesn't mean that UK consumers are unadventurous or indiscriminate about how they want their coffee. We pride ourselves in paying attention to what customers are looking for and helping them to discover new flavours and drinks experiences.

Milking it

“The UK is quite unique compared with the rest of Europe. We have a very strong preference for very milky coffees,” says Miller.

More than a third (36.4%) of us like to customise our drinks with milk preferences. Oat milk is now the third most likely option to be chosen with a beverage, the clear favourite of all the alternatives, and, interestingly, more popular than skimmed milk.

Around the same percentage of people ask for whole milk, which is increasingly popular among under 35s compared with 55s and over (36.1% vs. 25.5%).

Dig deeper into the data and it's clear that whole milk is second to semi-skimmed for men, but for women it's oat milk.



When we ordered coffee over the last 12 months we mostly ordered:



- Latte **66%**
- Cappuccino **44%**
- Flat White **33.7%**



31.4% of us order our drinks with **oat milk**



‘Costamisation’

Customisation doesn’t begin and end with offering different varieties of milk. We’re constantly listening to our customers to meet their needs and their desires. Costa Coffee was the first coffee chain to introduce the Flat White to the mainstream in 2010, and when one of our customers started a petition to bring back the Black Forest Hot Chocolate and Cream drink in November 2023, we listened and did so, to great success.

Hot coffee is the core of what we do,” says Nick Ridley. “But we’re seeing a significant growth in iced drinks, and this is spurring us on to innovate in other ways.” To give an example, this year Costa Coffee launched three kinds of Hot Milkshake: White Chocolate and Strawberry, Salted Caramel Coffee, and the Chocolate Hazel Hot Milkshake. The innovative product triggered a media frenzy and saw over a million sales in the UK since hitting the menu.

As things stand today, there are many different ways you can take your coffee when ordering at a Costa Coffee store or Drive-Thru. Flavoured syrups are another popular way that people are making their coffee their own. The under 35s in particular enjoy customising with syrups – 34% add syrup to their coffee compared with only 5.3% of over 55s. 76.8% of over 55s never add syrup.

40% of customers like a flavoured syrup in their beverage, and the top three flavours to add to a hot coffee are caramel, vanilla and hazelnut. Even here, there’s room for innovation to meet consumer demand: When Costa Coffee introduced the Maple Hazel range in Autumn 2023, it immediately became the eighth most popular flavoured coffee choice among customers, with 6% asking for Maple Hazel.

But the potential for innovation in how we customise our drinks goes beyond simply adding syrup or switching the milk and has informed Costa Coffee’s menu. “Alongside customisation, people also want a multi-sensory experience with their drinks” says Ferreira.

We’re seeing a growth in demand for texture in drinks with the addition of cold foams and bubbles, e.g. a Tropical Mango Bubble Frappé with bubbles, or Iced Whipped Lattes. It’s about the next level of drink experience.”



North and South

“Most of our data is pretty consistent across the country in terms of regional coffee habits, whether from a store, Drive Thru or Costa Express machine,” says Miller. “The southeast is the only partial contradiction.” Where the majority of the UK prefer milky coffees – 77% of all Express machine sales are either Lattes or Cappuccinos – he observes that those living in the southeast of England are more like their nearby European neighbours “preferring shorter, sharper Espressos and Cortados.”

Dairy alternatives also perform better among customers based in the south compared with those in the north, particularly when it comes to oat milk – 33.1% of southerners ask for oat milk compared to 29.9% of northerners.

But this is not the only north-south divide in our data. Paninis make up about 30% of hot sandwiches ordered across the UK’s Costa Coffee stores. Using a Support Vector Machine, a machine learning tool, we trained it to create an algorithm based on the latitude and longitude of Costa Coffee stores and their Panini/Toastie preferences. We were then able to analyse which stores sold a higher percentage than 30 and which were lower. Paninis were far more popular along a line south of the Watford Gap but excluding Devon and Cornwall, whereas toasties were more popular north of this.

Henry Woodward expands:

“Isn't it interesting that just as accents reveal where in the country, we're from, so too can our lunch order. That the Panini-Toastie boundary so closely matches other North-South dividing lines suggests there is something very deep-rooted behind how we like our sandwiches toasted. What we eat, and what we call it, is part of our identity.”

Using the same algorithm, it’s clear that consumers in the southeast of England are more likely to order pastries than Bacon Baps than the rest of the country. Nevertheless, customers across the country like more imaginative or elevated flavours, responding more positively to Chocolate Fudge Brownie, for example, than to something simply described as chocolate. “When customers are ordering classics, they want them to be elevated,” says Ferreira.

But some habits die hard. For all our infatuation with coffee in all its many forms, Brits are still a nation of tea drinkers – around 47% of us still drink at least one cup of tea a day. As a result, Costa Coffee is now adding a tea option to its 14,500 Costa Coffee Express machines across the UK.



Frappé Threshold

Analysis of sales data from Costa Coffee stores over the last two years shows a clear moment in the calendar – mid-April – when demand for iced coffee drinks rises. Our data also suggests that the popularity of iced coffee also maps against warm weather patterns in the UK.



Mid-April is when average UK temperatures hit **13C** and we've dubbed this the **Frappé Threshold**

As temperatures continue to rise through the summer months, sales rise an average of 11% for every one-degree incremental increase, tapering back off in September when consumers generally switch back to hot beverages.

Though for younger consumers, the weather doesn't deter them. "Consumers love iced coffee," says Ferreira. Iced coffee is a growing trend particularly among under 35s, with 84.5% of this age group ordering a Frappé when they go to any coffee store compared with 39.7% of over 55s.

"Younger consumers in particular who have been into energy drinks, get into iced coffee because it's a bit more grown up," says Ferreria. "It's natural, and it seems more sophisticated to them."



Conclusion

The UK is changing. Whether in its town centres and high streets, in the way we work, or in how we socialise, our Lattenomics research shows these shifts.

As a longstanding UK business this research presents us, and other businesses like ours, with a series of opportunities.

First, it demonstrates the value of businesses like ours acting as anchors for local communities. It is a call to action, highlighting the role we can play in revitalising the UK's high streets through ongoing investment and employment.

“High streets are often portrayed as struggling, but with the right mix of retail and hospitality, they will continue to thrive” says Nick Ridley. “That’s why brands like Costa Coffee have a crucial role to play from an economic and a social point of view.”

Continuing to invest in a high street presence will look different from place to place, as Costa Coffee caters to the needs of the communities in which we’re based. In some places this might mean joining the nighttime economy, providing alternative spaces for people to gather and socialise. In other places, it might mean introducing more touch screens and menu board technology.

In still others, it might mean refitting the space to improve the experience for our customers – providing more lounge space or areas to work and study.

“Our high street network is where we have the greatest number of stores and where we’re most established,” Ridley continues. “We’re excited by the opportunity to help shape the high street of the future through relentless innovation – we need to give customers what they want, for today and for tomorrow.”

Secondly, it highlights the importance of making a continued investment in people. Costa Coffee’s stores are places where people can gather, where they can take a break, and where they can work when they’re away from home or the office. They’re places used by a broad demographic, and which also offer employment to a wide range of people.

“Costa Coffee’s role is pivotal,” says Andrew Miller. “Not just because we’ve been named the Nation’s Favourite Coffee Shop for the last 14 years, but because we have the largest estate of coffee stores in the UK, over 2,700 stores, and we employ 25,000 people while working with Equity, Independent and Corporate partners.”

As the working patterns of the nation are changing, there's an opportunity to serve people however and wherever they are, whether that's on the high street, on the road, on the go with a 'Ready To Drink' coffee or from the comfort of their own home. Technology is already playing, and will continue to play, an increasingly important role in fulfilling the desires and needs of consumers – offering them greater speed of service, and more freedom to customise their order.

Thirdly, listening to what people are asking for is critical. Though a small example, when customers pulled together a petition asking for the return of the Black Forest Hot Chocolate and Cream drink last year, we listened and responded.

More broadly, this research points to people's desire for places where they can connect. As a leader in our sector, we feel a responsibility for helping people back onto the high street and to creating spaces where they can reconnect with one another, and with the places where they live.

As such, Costa Coffee are about to embark on one of the largest renovation projects of stores in our history. "We're on so many high streets, and we're one of the lasting brands, so we've got a responsibility to give people a reason to continue to come back," says Sandra Ferreira.

"We want to hear consumers telling us what they want to drive that reappraisal, so that we can give people the places that they want."

The UK is changing, but at core we still long to be together. "Consumers tell us they love shared coffee occasions and are looking for great places to go," says Ferreira. "Costa Coffee's role is to continue to be the go-to place where people connect."



Lattenomics

- Spokesperson Biographies



Nick Ridley

I joined Costa Coffee in July 2023 to look after the Global Retail Propositions and was then appointed Property Director for UK&I from January 2024, which is now my current role. Within my team, total property activity flows throughout, including the Network and Location Planning Strategy involving determining store locations and optimising market coverage. We decide where to build store, prioritise investments, recommend relocations and assess potential closures. My team are responsible for locating new stores, which can be existing spaces up for lease or new developments built to our specifications. Additionally, they manage lease events, renewals, business rates, and service charges. The team also oversees the construction of new stores, refurbishment of existing ones, and provides ongoing maintenance services. Furthermore, they develop new ideas, standards, and roll out initiatives to stores and support in managing property programs whilst handling internal communication.



Andrew Miller

As the Express and Corporate Partnership Director, I oversee the performance of 14,000+ Costa Express machines across various partners like Tesco, Shell, wholesalers, and independent stores. My team of 36 salespeople manages customer relationships, and I also have accountability for 160 Field Service Engineers who handle installation, repair, and maintenance. The Express business significantly contributes to our UK profit. Additionally, I manage 380 stores in our Corporate Partnerships (Franchises) segment, which includes customers like Roadchef, Moto, Compass, and Odeon. Both segments are handled by the same sales team. I sit on the UK&I Exec team, reporting to Nick Orrin, the UK&I MD.



Sandra Ferreira

Originally from an FMCG background, I joined the Costa Beverages Innovation team 6 years ago and have had a variety of roles in the team looking at everything from our core coffee recipes and Signature Blend to coffee equipment and product localisation strategy when we move into new markets and regions. Within my remit today I look after drinks portfolio category strategy globally as well as the innovation pipeline which is made up of a blend of limited edition drinks and new to category NPD. I'm also the guardian of our core coffee flavour profile, recipes and strategy.