Boundary Spanning in Social Impact Supply Chains: Improving Lives Through Coffee

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Summary

Social enterprises can take on different boundary spanning roles to address social issues in their supply chains (SCs). Previous research has considered boundary spanning and compliance to work conditions standards in SCs; this research considers how boundary spanning entities make broader social impacts in high quality coffee SCs. Through multiple, comparative case studies in the US, Netherlands, and Columbia, we explore their different bridging roles to influence social impact across their coffee supply chains. We find three distinct roles with implications for impact depending on the company's mission, SC structure and available resources.

Keywords or phrases: Social impact, supply chains, social enterprises

Submission category: Academic working paper

Introduction

Social enterprises embed societal issues in their operations and supply chains and aim to create impact through a commercially viable business model. As a newer organizational form, social enterprises look to go beyond compliance and enhance their target group's lives in many ways. A predominant type of social enterprises is the social procurement model in multi-tier agri-food supply chains. Typically, these social enterprises source commodity products (e.g., coffee, tea, cacao) from farmers in developing countries and commercialize them in developed countries. The challenges faced by agri-food supply chains encompass a wide range of the United Nations Sustainable Development Goals, zero poverty (SDG 1), zero hunger (SDG 2), decent work (SDG 8) and responsible consumption and production (SDG 12), to name a few. Particularly for items like coffee or cacao that grow in limited geographic areas, ensuring a continuous supply to global markets is essential. Social enterprise guarantee a thriving income so that farmers can avoid the vagaries of commodity price taking, move out of poverty, and motivate the next generation to participate in these agricultural activities. From a supply chain perspective, social businesses face major barriers: on one hand, they need to source products and thereby ensure quality standards in different cultural and institutional settings susceptible to disruptions and different regulations (country of origin); on the other hand, they need to create a market in the country of consumption (Pullman et al., 2018).

The supply chain field considering broader social impacts is referred to as social impact supply chain management (SISCM). In SISCM, the social enterprise can take on different boundary spanning roles to address social issues in their supply chains (Pullman et al., 2018; Longoni, Luzzini, Pullman and Habiague, 2019). While previous research has considered boundary spanning and compliance to work conditions standards in global supply chains (Soundararajan, Khan and Tarba, 2018), this research goes beyond compliance to consider how boundary spanning entities make broader social impacts.

The goal of this research is to understand the pursuit of integrated social and commercial goals in multi-tier agri-food supply chains where social businesses are focal actors. We are particularly interested in how firms build a system of shared meaning across the multi-tier supply chains in different institutional settings and strive to make social impact in the countries of production.

Social businesses as intermediaries in multi-tier supply chains
Social businesses in agri-food supply chains are a typical example of multi-tier supply chains operating across national boundaries. We will refer to these as agri-food multi-tier supply chains (AFSCs). In these AFSCs, there are several layers of bridging actors between the lead firm (buyer, usually located in the country of consumption) and suppliers located in the country of origin (Li and Choi, 2009). And, it is common to have two sets of bridging actors: upstream intermediaries in the country of origin and downstream intermediaries in the country of consumption.

In the country of origin, one actor – sourcing agent – bridges the links between the lead firm and further upstream suppliers and farmers on the ground. Sourcing agents in developing countries can perform several roles by connecting lead firms to local producers, and translating cultural and institutional norms across domains (Reinecke, Donaghey, Wilkinson and Wood, 2018). Particularly in AFSCs, sourcing agents have a mixed reputation as they are known to exploit producers' vulnerabilities and take a large share of profits (Grabs and Carodenuto, 2021). In the country of consumption, there are importers that bridge the cultural and institutional gaps between the buyers and sourcing agents in the country of origin. These bridging intermediaries have received limited attention in the literature and traditionally have been regarded as transaction-focused firms.

Supply chain intermediaries, both upstream and downstream, are critical for the creation of social interactions through linking mechanisms, the mediation and influencing of these relationships, and the alleviation or aggravation of existing power disparities in the relationship. According to Reinecke et. al (2018), three characteristics of supply chain actors with an intermediary function are: the creation of social interactions through linking mechanisms; the mediation and influencing of these relationships; and the alleviation or aggravation of existing power disparities in the relationship. Throughout their involvement in these interactions, intermediaries can play multiple and non-exclusive roles as connectors, translators, governance actors, and boundary workers (Lundberg, 2013; Boon, Moors, Kuhlmann & Smits, 2011). As connectors, intermediaries can enable interactions among disconnected parties by facilitating communication for the exploitation of mutual interests and disclosing business opportunities that would otherwise go unnoticed without their participation in the relationship (Kilpatrick, Farmer, Emery and DeCotta, 2021). Connectors also play a crucial role in bridging across organizational environments by acting as knowledge disseminators (Kivimaa, 2014). In multi-tier supply chains operating in different institutional contexts, intermediaries need to act as translators to convey the rules of engagement in the relationship and as boundary workers by bridging cultural diversities (Goodrich, Sjostrom, Vaughan, Nichols, Bednarek & Lemons, 2020). In doing so, existing literature acknowledges their capability to become active players that bridge and even create imbalances across socio-technical boundaries, ultimately affecting outcomes in the relationship (Reinecke et al., 2018; Kivimaa, 2014). Once a working relationship is established the role of connective businesses can evolve to become governance actors in the relationship by acting as objective partners in evaluating and reinforcing contractual agreements that safeguard quality or work conditions (Munir, Ayaz, Levy & Willmott, 2018).

Broadly speaking, the goal of this research is to understand the pursuit of integrated social and commercial goals in multi-tier agri-food supply chains where social businesses are focal actors. We are particularly interested in how do firms build a system of shared meaning across the multi-tier supply chains in different institutional settings.

Research Design
Through multiple, comparative case studies, we explore the different bridging roles taken by social enterprises to understand how they use their relationships and power to influence the adoption of social practices across the supply chains.

Context
As a context, this study focuses on high quality coffee supply chains as a large number of social enterprises operate in these supply chains. According to B-Corp's assessment of best social enterprises in the world, coffee companies dominate the top positions (Brown, 2019). These organizations aim to challenge the traditional power balance in the supply chain by redistributing value to coffee farmers (Borella et al., 2015). Moreover, the social enterprises in these supply chains employ different approaches for legitimation and bridging (certification, direct trade, etc.) which allows a compare-and-contrast approach. These supply chains are also relatively short and transparent which allowed us to collect data from all tiers of the supply chain.

Commodity coffee supply chains make up the majority of world coffee production and consumption. Their intermediaries and roasters have powerful positions which they use for exploitative practices with farmers (Grabs and Carodenuto, 2021). Due to power imbalances in these supply chains, value is not evenly distributed among supply chain partners, with roasters capturing most of the gains (Borrella et al., 2015). High quality coffee is coffee that is rated by professional certified graders (known as cupping) and must score over 80 (out of 100 point scale). In contrast to commodity, high quality coffee supply chains involve only a few tiers between farmer and customer, with smallholder producers selling directly to traders, who in part can trade directly with roasters, or roast the beans themselves. After roasting, the coffee goes to a specialty café, grocery or directly to consumers (Grabs and Carodenuto, 2021). Like commodity coffee supply chains, the roasters play a key role, but they are closely related to the intermediaries. The intermediaries link roasters with smallholder farmers and are involved in various activities aimed at supporting farmers and guaranteeing quality and reliability in coffee deliveries (Borella et al., 2015). Interestingly, intermediaries are often invisible in the supply chain as roasters claim to employ direct trade relationships as their sourcing strategy. With roasters and intermediaries as key supply chain actors, specialty coffee supply chains can shift the power balance and add more value to growers (Borella et al., 2015). In particular, the roasters could be in a position to help the small farmers through different sourcing strategies (Bager and Lambin, 2020).

Data collection
We collected data from social enterprises in agri-food supply chains via interviews supplemented with secondary data analysis. The data collection focuses on agri-food supply chains in different institutional contexts: Netherlands and USA as countries of consumption (CoC) and Colombia as country of origin (CoO). Data collection was conducted until saturation of responses and this process resulted in 16 interviews with farmers, exporters and local businesses in Colombia and 26 interviews with roasters, importers and cafes in the Netherlands and USA. An overview of the roles of the firms in the sample can be seen in Figure 1.
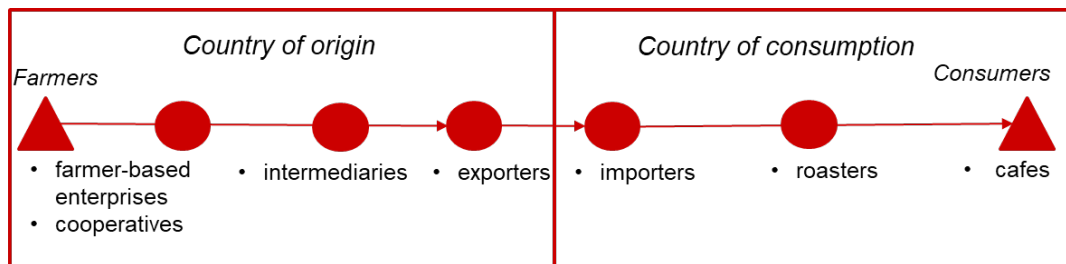
Figure 1: Social impact multi-tier supply chains: overview of the sample in this study

Data collection was conducted between July 2020 and November 2022 until both authors agreed that saturation has been reached (Pagell and Wu, 2009). Companies names were found from the B-Corp list of coffee producers in the US and NL as well as other known social mission-oriented coffee traders networks in the NL, such as the Future Proof Coffee Collective. Companies in Colombia were found through a local intermediary program that provides support for social businesses. Other companies came from suggestions from interviewees (snowball sampling). Interviews focused on questions related to the mission and vision, social impact, partnerships downstream and upstream the supply chains, legitimacy and bridging issues. All interviews were recorded and transcribed. An overview of all cases including data details can be found in *Appendix 1*. Given the lack of adequate legal framework for social businesses in the Netherlands, Colombia or USA, we also include criteria used to guide our assessment of whether a firm is a social business or not.

Data analysis

The first step in the data analysis was open coding of all transcripts by both researchers and the creation of case summaries, discussions of insights and resolution of disagreements regarding codes. Several themes emerged as important in this stage: views on quality and impact, intermediation practices, and social and environmental approaches to impact. We found different ideologies regarding impact creation across the social businesses which we categorized according to four main themes: 1) quality focus and support, 2) investments in local physical and human assets (related to coffee but beyond coffee quality, e.g. environmental support and intergenerational issues.), 3) charity projects (unrelated to coffee farmers) and 4) localization of value adding activities – development of local supply chains and markets. To better understand the cases, we analysed all cases in order to identify their core ideology. The resulting analysis identified two differentiating factors for the cases, across the institutional contexts: the pursuit of direct farmer relationships and the reliance on local partners. The emerging three groups are presented in Figure 1 and the case presentation in Appendix 1 also follows this logic.
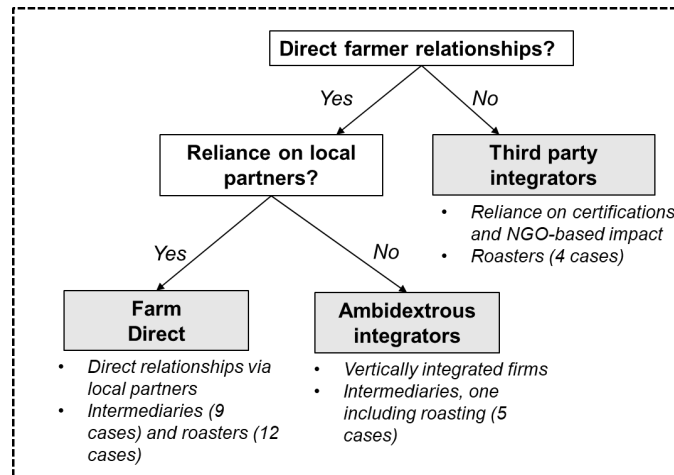
Figure 2: An overview of the three groups

Findings

As illustrated in Figure 2, the case companies fell into three main groups. The first split is whether the companies relied on local partners or proxies such as certifications and NGO/Foundations to implement their impact programs. We refer to the latter group of four companies as *third party integrators*. For the remaining companies that rely on local partners in the CoO, five cases are vertically integrated firms known as *ambidextrous integrators* and the remaining 21 firms have a mechanism for a direct relationship with a local farm organization and are referred to as *farm direct*. Each of these groups will be explained next.

Ambidextrous integrators

Ambidextrous integrators (AIs) link farmers directly to roasters and with a strong focus on quality and social impact as well as resilience for the growing communities. The two largest companies are CV (CO exporter) and SH (US importer) representing 900 and 79,000 farmers, respectively. CQ (import/exporter) has divisions in NL and CO. These three companies sell certified Fairtrade and Organic green coffee to multiple countries. TB and MY are NL-based roasters who don't believe in certification with smaller farmer bases due to their cost. AI organizations have staff in both CoO and CoC. The CoO employees do extensive farmer training on quality, business skills, and sustainability practices. Training programs are ongoing with new ideas and techniques introduced yearly to match shifting market preferences. The end goal of the training is to improve overall livelihoods through coffee farming and teach farmers how to solve their own problems through collaboration. In most cases, the training program is financed directly or indirectly by sales to CoC roasting companies. SH, as the largest US Fairtrade/Organic importer, has 6 training centres in the CoO and devotes one-third of their income to these programs. CV created the PECA (Grower Education Program, in Spanish) program with ongoing training for Columbian farmers. AIs want to both improve the communities where the farmers live and improve their income. For example, MY built a roasting facility in Kenya stating:

"The idea is to create more added value in the country of origin. That's how it started. So the idea that if you get rid of the problem that... all coffee grows around the equator [have]... all production takes place in the West, so all the money is made in the West.

So the thought is: we bring the roasting plants to Ethiopia and Kenya, creating jobs there which leaves a lot of money." (MY)

If they use certifications, the purpose is to help farmers get premiums and they provide farmers with the tools they need to get certified. Those AIs against certification feel that it robs farmers of income and instead use transparency to gain trust and legitimacy. As a result, these firms make a huge effort to convey their social activities with the farmers to the CoC roasters. In the farming communities, CoC roasters fund quality focused projects (drying beds and processing facilities) but also social impact projects (schools, mosquito nets, and wells) and then convey these impact projects to their final customers. For example, SH manages the CoO projects and then provides assets that CoC customers need for Social Media and other promotional outlets. These projects must be matched to the right customer. Big projects, such as a composting plant (100,000 US $) requires a big customer; smaller projects such as drying bed (5,000 US $) align with smaller roaster budgets.

The communication between parties works both ways, the farmers also benefit from learning about their final customer as it builds a more resilient relationship. SH recognizes that buyers want to focus on quality and delivery performance first, but story and impact are next in importance.

"What makes us unique in the industry is that we strive for every producer group to know their customer, which would be my customer, not just that they are selling to us. And that builds a lot of extra resilience and efficiencies in the supply chain, but requires a high degree of transparency which it makes it great for me and hard for the big traders." (SH)

Resilience goes beyond creating strong bonds between the CoC roasters and the CoO producers. CoO producers face the eminent threats of global warming and the exodus of the next generation of farmers to the cities. Many of the AI group have programs to engage the next generation with kids activities, employ the farmer's children on their staff, and create coffee education programs to train young people in the industry.

Third Party Integrators
Third party integrators (TPIs) are CoC roasters who use other third parties to perform the quality and social mission activities. Three companies (HL, NB, and MO) are NL based with one, PR in the US. All of the companies purchase certified coffee such as Rainforest Alliance or Fairtrade and rely on the certification bodies to guarantee those sustainability and payment activities. Quality is less important to most of the TPIs due to their market or general strategy. For social impact, they partner with NGOs, a coffee broker foundation, or create their own foundation to select and manage projects as well as for visibility of benefits. Here is appears that TPIs want to show that they are doing something in the CoO but don't really want to engage in collaboration or actively participate there.

HL, for example, supplies hospitality and offices where it is difficult to convey the farmer story and consumers aren't as sensitive to sustainability issues as the café or home buying market. They have their own foundation, employees vote on community project, and a local NGO implements the CoO project such as the recent construction of a school. NL is proud of their many certifications but has mixed feelings about direct trading:

"Yes, well, we participate in direct trade for various reasons. I understand that it suggests that the farmer always benefits. I think that it can be used as a marketing tool.

Yes, I am cutting a link. But who does actually benefit from it? I can also say: When you cut out people, you also cut their livelihood. All those "middlemen" you take out have a life. They also have a family. Every cut does not automatically benefit the chain. You should also look at it that way." (NL)

MO is actually negative about social sustainability programs in other countries and talks about corruption, cultural challenges, etc.:

"*Farmers want a sewing workshop for their wives. They expect us to buy the sewing machines. If we refuse, as it has nothing to do with coffee, we are the bad guys. So nowadays, we participate through the middle man in the foundation. We don't have our own…This way, we can structurally do more. We donate to the foundation, and our middlemen ensure that the projects are carried out properly, and on a bigger scale. It is, of course, nice for us to go there and build a school.*" (MO)

Similar to several of the other TPIs, PR's market does not have the highest quality focus as they predominately sell to institutional buyers and wholesalers with a couple of their own cafes. As a long term specialty coffee player, they started out with significant CoO activities but as they grew, they couldn't maintain adequate presence. Today, they have their own foundation through which they do impact projects, often focused on environmental issues. Historically, they have focused on farmer development and have taken lower quality coffee with price negotiations that encourage improvement over time. As PR indicates:

"*I will tell you that we have bought over the years through these programs coffee that was of the quality we would not have bought otherwise. So we call it a blender, Guatemala is the best example. They had years that they struggled with yields and maybe a pest. That was affecting the leaves, and because it was affecting the leaves it was affecting the quality and the yield. If we were to sever this relationship it would not be better for them the following year, it could put them out of business. So we have to commit to that, in the good times and the bad times.*"

Overall, the TPIs have limited support for quality improvement in the CoO and prefer an arms-length relationship with CoO social impact projects although some have their own foundations. None of them discuss resiliency issues except PR which has environmental projects as their foundation focus.

Farm Direct (FD)
Farm Direct (FD) companies engage in direct relationships with the farmers, but this direct engagement differs in forms, intensity and outcomes. This group consists of roasters and intermediaries both in the CoO and CoC. An overview of key approaches used by roasters and intermediaries can be seen in Table 1. All of them focus heavily on improving quality and social welfare of farmers through direct engagements, feedback loops and trainings. The reliance on local partners is often aligned with the impact ideology of the social businesses, as TSU puts it:

"*We, as a vision of the company want the local people to have the export license, and we actually prefer, if they also ship it until Rotterdam, so that all the added value is in the hands of the local people.*"

A key insight emerging from Table 1 is that while intermediaries are heavily focused on social projects aimed at developing local human assets in the coffee communities; the role of roasters differs as they are more involved in mobilizing resources and stakeholders on the downstream side of the supply chain to enable intermediaries activities. Frequently, it is those intermediaries on-the-ground that raise awareness of social issues faced by coffee communities and the roasters choose to invest in social projects to address those issues. As social businesses, the intermediaries have a strong orientation to farmer's welfare and promote direct long-term relationships between farmers and coffee buyers with the aim to emphasize the farmer's voice and story, as TSU one Dutch importer puts it:

"The biggest threat, at least, that's what we believe to coffee, is anonymity. In the classic coffee trade, if you go to whatever supermarket-shaped coffee, you don't know who's the farmer and the farmer doesn't know who's the client. In that middle part between not telling the farmer who is the client and vice versa, you can make a lot of money."

Roasters have an important role in creating awareness around final consumers and mobilizing resources downstream in the supply chain to enable the intermediarie's work. They often buy lower quality coffee from their farmers to maintain the relationship and support farmers in bad times. As ZK says:

"We buy many second-grade beans, as we believe this farmer's work is not worth less. He earns a little less, but it is still more than usual. We are focused on quality and want specific standards, but we do not focus on 84 or 85-point coffee. It is not realistic. Our goal is to make an impact on everything we do."

Some roasters also emphasize the alignment between upstream and downstream quality focus and provide quality support downstream for cafes and bars.

"We have barista trainers, which is very important in quality because, unlike wine, you know you pop the bottle open and you serve it and it's okay. Coffee, on the other hand, needs to be roasted and then brewed. So, when we sell to you, we provide barista training programs, because if, okay I'm being recorded, but it gets f***ed up in the coffee shop, then all the hard work of the farmers gets lost."

Table 1 – Social impact and quality approaches adopted by roasters and intermediaries
Farm Direct (FD)

	Direct relationships – Intermediaries (both in CoO and CoC)	**Direct Relationships - Roasters**
Quality approach	• Local experimentation centre combined with education (AG) • Linking farmers with roasters regarding new methods, new technologies, education, funding (AG, TSU) • Training and alignments on global buyers requirements and expectations (TCP, TV, AG, TSU)	• Finding markets for lower quality coffee when needed by farmers (SE, ST, TSU) • Improvement of farming practices via trainings (ZWK, WK) • Feedback loops with farmers (All) • Incentives for farmers to improve quality (UD)

		• Hire local agronomists/experts for specialized trainings (UD)
Social impact approach	• Linking farmers with roasters regarding bottom-up approaches for community development (AG, TSU) • Environmentally-friendly agro-practices (AG, FT) • Give farmers voice and highlight in the supply chain – bring the farmers stories to the forefront (TV, TCP) • Push the use of digital technology to improve farming practices (INK) • Train the new generation of coffee farmers (TV, AG) • Local value adding in the CoO (TSU, TV) • Diversify farmers sources of revenue (TV)	• Support farmers during downtown (SE) • Give voice to farmers (ZWK) • Education in coffee communities (GC) • Training for marginalized youth (DC) • Stable prices and relationships (WK) • Local value adding in the CoO (ZWK, DC) • Pushing farmers' stories to consumers – re-educating the consumers (all)

Theoretical And Managerial Contributions

The findings provide a novel perspective on multi-tier supply chains crossing institutional contexts with focus on social businesses. Theoretically, we extend the multi-tier supply chain literature strongly focused on compliance (Wilhelm et al., 2016) to alternative approaches adopted by socially oriented firms which aim to empower the actors located in the downstream side of the supply chain – agricultural producers. While previous literature has a strong emphasis on sustainability mechanisms adopted as a result of institutional pressures, we show that firms that are driven by internal intrinsic motivation are more likely to go beyond symbolic actions and engage in significant activities aimed at redistributing power along the supply chain and giving voice to actors who have traditionally been disregarded. With this, we extend the worker-driven governance approach in multi-tier supply chains (Reinecke and Donaghey, 2020) and we provide an alternative approach for empowering workers upstream in the supply chain. Our findings show how social businesses use quality as an approach to combine impact and resilience in agri-food multi-tier supply chains. Roasters and intermediaries in social impact multi-tier supply chains accept lower quality coffee to ensure continuity and resilience in the farmer relationships. They also engage in multiple types of social projects which aim to promote and educate the new generation of coffee farmers thereby creating resilience in these supply chains. Empirically, we cover the entire supply chain, with at least four actors which is unique as there are few studies collecting data from the multi-tier, beyond tier 1 suppliers (Wilhelm and Villena, 2020).

Managerial Implications

Our findings highlight that direct farmer relationships can enable a more farmer-driven governance in multi-tier supply chains where producers have more voice and thereby better working conditions. Thereby we show how collaboration with social businesses as intermediaries in multi-tier supply chain can help more broadly address sustainability issues for workers, business, and communities in developing countries. Managerially, our study outlines valuable tactics employed by different types of social businesses on how a quality approach can be employed to address resilience and sustainability challenges faced by global supply chains.

Conclusions

The study set out to investigate how social enterprises take on different boundary spanning roles to address social issues in multi-tier supply chains. Based on qualitative data from multiple enterprises in the coffee supply chains, we find three distinct roles that social enterprises can take and discuss how this role influences their impact approach. The study has wider implications for other AGSCs with similar structures and actors such as for tea, coffee, honey and textile products, especially in supply chains which rely on intermediaries in developing countries.

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Appendix 1

Enterprise (including size in employees)	Interviewees position and length of the interview	Employees	Evidence social business	Group
Country of Origin: Colombia				
TV	Co-founder (x3): 60 min average. Partner roaster: 30 minutes	6	Self-identification as social business	Farm direct - intermediary
INK	Co-founders (x2): 60 minutes each Consultant (60 minutes)	21	Self-identification as social business Local registration as a social business	Farm direct - intermediary
CQ	Co-founders: 60 min	50	Self-identification as social business	Ambidextrous integrators
CV	Co-founder: 60 minutes PECA director and sustainability coordination: 51 minutes.	250	B-Corp certification	Ambidextrous integrators
ASOPEP (cooperative)	Co-founder: 80 minutes	20	NA - Beneficiary	NA
KD	Co-founder: 30 minutes	4	Self-identification as social business	Farm direct - intermediary
ARG	Co-founder and farmer: 50 minutes	7	NA - Beneficiary	Farm direct - intermediary
CCF	CEO/ Founder: 40 minutes	65	Partner of a social business	Farm direct - intermediary
HM (Independent farming business)	Farmer: 45 minutes	25	NA - Beneficiary	NA
TCP	Director of Business Development: 51 minutes	6	Self-identification as social business	Farm direct - intermediary
Country of Consumption: the Netherlands, USA (and UK)				
WK (NL)	Sourcing for impact manger: 57 minutes	21	Self-identification as social business FPCC	Farm direct - roaster
TSU (NL)	Director Planning and Relationship: 55 minutes	12	Self-identification as social business FPCC	Farm direct - intermediary
FTO (NL)	Sourcing & Sourcing Manager: 50 minutes	30	B-Corp certification	Farm direct - intermediary
TB (NL)	Founder: 33 minutes	30	B-Corp certification	Ambidextrous integrators
UHR (UK)	Sustainable Sourcing Manager: 53 minutes	80	B-Corp certification	Farm direct - roaster
GC (NL)	Owner: 60 minutes	3	Social Enterprise NL	Farm direct - roaster
DC (NL)	Owner: 60 minutes	1	Self-identification as social business	Farm direct - roaster
STA (NL)	Founder: 60 minutes	6	Self-identification as social business Self-identification as social business	Farm direct - intermediary
KI (NL)	Owner: 60 minutes	1	Self-identification as social business	Farm direct - roaster
KN (NL)	Owner: 60 minutes	6	Self-identification as social business	Farm direct - roaster
MY (NL)	Finance & Operations Manager: 30 minutes	9	B-Corp certification	Ambidextrous integrators
HC (NL)	Director: 43 minutes	30	Self-identification as social business	Third party integrators
NB (NL)	Commercial director: 40 minutes	45	Self-identification as social business	Third party integrators

MO (NL)	CEO and Retail Specialist: 80 minutes	60	FPCC	Third party integrators
ANM (NL)	Head of Food/Beans: 42 minutes	NA	Self-identification as social business FPCC	Farm direct - roaster
SE (NL)	Product Manager: 50 minutes	15	Self-identification as social business	Farm direct - roaster
ZK (NL)	Founder: 51 minutes	4	Self-identification as social business	Farm direct - roaster
SL (NL)	Commercial director: 52 minutes	300	Self-identification as social business FPCC	Farm direct - roaster
REV (NL)	Owner: 30 minutes	3	NA - Cafe	NA
FDC (NL)	Owner: 60 minutes	15	Not a social business	NA
MVO Future Proof Coffee Collective	Program manager and True Cost Accounting Manager (X2): each about 60 minutes	60 (overall)	NA – Collective of social businesses in the coffee sector	NA
PP (USA)	Co-founder: 46 minutes	4	NA - Cafe	NA
SH (USA)	Co-founder: 30 minutes	28	B-Corp certification	Ambidextrous integrators
PR (USA)	VP for Operations: 56 minutes	120	Partner of a social business	Third party integrators
SR (USA)	Sourcing Manager: 60 minutes	200	B-Corp certification	Farm direct - roaster