

The Coffee Brand

A specialty coffee brand in Dubai had passion, product, and an audience of their own network. In 6 months, we built a commercial engine.

WHY I CHOSE TO SHARE THIS STORY

I chose this story because it shows what happens when you stop treating marketing as an expense and start treating it as business architecture. This was not about running ads. It was about taking a brand with genuine product quality but zero commercial infrastructure and building the entire engine from scratch: the strategic pivot to B2C, the ecommerce build, the product development, the positioning. This is the kind of hands-on, ground-level work I do best.

6

Months

400+

New Customers

AED 45K+

B2C Revenue

2.4M+

Reach Across Gulf

From network-only sales to 400+ new customers.

A full commercial engine built in 6 months.

MY APPROACH

How I Approached This

My approach with early-stage brands is always the same: understand before acting, build before spending, and measure everything so you know what is actually working.

1

Diagnosed Before Prescribing

Before touching any marketing, I spent time understanding the business model, the product, the founders, and the market. The diagnosis came first.

2

Made the B2C Call

The founders were spreading energy across B2B and B2C without clarity on either. I made the call to lead with B2C and let B2B follow once the brand had visibility.

3

Built Infrastructure Before Traffic

No point driving visitors to a site that cannot convert. I built the ecommerce engine, product range, and brand positioning before turning on any paid acquisition.

4

Launched, Tested, Iterated

Started with small budgets, tested messaging and audiences, analysed what worked. Scaled what converted. Cut what did not. Every month got sharper.

5

Expanded the Product and Revenue Lines

Introduced new SKUs, sampler packs, gift boxes, and an office coffee vertical. Each addition either lowered the barrier to first purchase or created reasons to return.

6

Measured What Matters

Tracked conversion rate (now 2.92% of all website traffic), customer acquisition cost, repeat purchase behaviour, and revenue per channel. Data drove every decision.

01 What I Walked Into

Two founders from very different professional backgrounds, united by a deep passion for coffee. They had started a small coffee sourcing and roasting operation during COVID, selling to people within their own network. Colleagues, acquaintances, extended circles. Word of mouth in its purest, smallest form.

They had genuine expertise in sourcing. Good relationships with farms. A product that people who tasted it genuinely loved. But their commercial infrastructure was nearly nonexistent.

There was no clarity on whether they were a B2B or B2C business. They had a basic website with no ecommerce capabilities. No one could buy their coffee online. No digital advertising. No lead generation. No content strategy. No positioning beyond their personal network.

They were not yet a coffee brand. They were two people who loved coffee, with a URL.

We met at a casual event in Dubai. Connected over coffee, naturally. When they described their business, I could see the gap immediately. Not in their passion or product, but in the commercial architecture around it. That conversation became the foundation of everything that followed.

02 What We Built

My first strategic recommendation was to pivot the focus toward B2C. The founders had been investing energy into B2B channels, but the real opportunity was in building a direct relationship with coffee consumers in the UAE and Gulf. B2B would follow once the brand had visibility and credibility.

From there, we built the commercial engine piece by piece.

ECOMMERCE ENGINE

Built a full-functioning ecommerce platform from scratch. The site now converts 2.92% of all visitors into paying customers, well above the 1-2% industry average for specialty food ecommerce.

B2C ACQUISITION

Launched targeted digital campaigns across UAE and Gulf. Researched audience, tested messaging, iterated on creative. Focused on specialty coffee consumers.

PRODUCT DEVELOPMENT

Expanded the range based on market research. Introduced new origins, flavour profiles, sampler packs, and gift boxes. Every addition lowered the barrier to first purchase.

B2B PIPELINE

Built a structured lead generation pipeline targeting roasters, cafes, offices, and distributors. 120+ qualified leads entered the pipeline.

BRAND POSITIONING

Developed a long-term positioning framework moving the brand toward becoming a recognised voice in Dubai's specialty coffee scene.

03 The Growth Trajectory

The engagement started in October 2025. Here is how the business evolved month by month.

- 1 Oct 2025**
Onboarding. Research. Ecom build begins. Strategy defined.
- 2 Nov 2025**
First B2C sales. Experimentation and testing across channels.
- 3 Dec 2025**
Holiday season testing. Early product range expansion.
- 4 Jan 2026**
Scaling up. Refining audience targeting and messaging.
- 5 Feb 2026**
Growth accelerates in late February. B2B pipeline filling.
- 6 Mar 2026**
Best month: AED 20K+ B2C revenue. 400+ total customers.

04 The Numbers

400+

New B2C Customers

AED 45K+

Total B2C Revenue

2.4M+

Reach Across Gulf

ADDITIONAL METRICS

B2B leads in pipeline

120+

March 2026 B2C revenue (best month)

AED 20,000+

Website conversion rate

2.92% (vs 1-2% industry avg)

Growth trajectory

Accelerating monthly

These numbers are early. But the infrastructure underneath them
is what matters. These are systems that compound.

05 What This Shows

The typical approach would have been to start spending on ads immediately and hope for traction. Instead, I built the conversion infrastructure first: a site that now converts 2.92% of visitors, a product range designed for first-time buyers, and a brand position that gives people a reason to care. The spending came after the foundation was solid.

The strategic pivot from B2B-first to B2C-first was the single most important decision. It changed where the money went, how the brand was positioned, and what the growth trajectory looked like. That is not a marketing decision. That is a business decision.

I also brought in ideas the founders would not have generated on their own: the product range expansion, the sampler packs for first-time buyers, the gift boxes for Dubai's gifting culture, the office coffee vertical, and the long-term brand positioning framework. None of these came from a brief. They came from understanding the market, the product, and the founders deeply enough to see opportunities that were not obvious.

WHAT THIS STORY DEMONSTRATES

That the gap between a product people love and a business that makes money is enormous, and it is almost entirely a strategy and infrastructure gap.

That diagnosing the business and building the right foundation before spending a single dirham on acquisition is what separates growth from noise.

That sometimes the most valuable strategic move is the simplest one: choosing which business model to pursue before spending a single dirham.

Want to talk strategy?

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