



Mark Harris  
BUSINESS DIRECTOR



# Costa Express

September 2015 – August 2016

## Innovative Product Management

*"Mark delivered exceptional value for money for Costa Express and has been pivotal in fuelling continued progressive and disruptive innovation."*

**Scott Martin, Founder,  
Costa Express/Coffee  
Nation**

### Challenge

With many of its existing gourmet coffee vending machine contracts coming to an end, Costa felt a pressing need to innovate its offer and effect a facelift of its Costa Express gourmet coffee concession. Senior managers at Costa Coffee approached Mark to lead this project.

Offering high quality espresso coffee with fresh milk and high quality chocolate and syrups, any new product would need to retain the company's brand values of quality and choice, and offer significantly reduced production costs.

### Strategy

Working with a specially selected technical team to establish a detailed brief and fix target costs, Mark mapped out a range of options to scope out the new machine in terms of features, functionality and cost. This was followed by consultation with Costa's coffee machine manufacturing company Shaerer to explore next-generation technology and then with Italy's internationally renowned design house Pininfarina, which helped in the development of new ideas for appearance and styling.

After six months, Mark and his team had generated a new concept and a new look which could be rolled out for significantly reduced cost.

### Outcome

Six months from commencement and precisely to deadline, Mark had overseen the build of three machine prototypes and a productionised design ready for functional and customer testing. To the delight of Costa's senior managers, the prototype machines were an exact match for the brief.



Cheaper product cost



To production readiness

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