



## Keio Business School

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# Nescafé Ambassador Program

## Introduction

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*Taro Fukuzawa of KO Corporation is holding a cup of coffee in one hand as he has a friendly chat with his colleagues. The coffee in his hand was made using a coffee machine borrowed through registration into the Nescafé Ambassador Program. As an “Ambassador” for Nescafé, Mr. Fukuzawa replenishes the coffee cartridges exclusive to the freely provided Nescafé Gold Blend Barista coffee machine and collects the fees from his colleagues using a money box next to the coffee machine. The coffee is delivered regularly by Nestlé Japan, and is paid for by Mr. Fukuzawa as the Ambassador by his own credit card.*

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*KO Corporation is a small company with 20 employees, but since the coffee machine arrived in the office workers there have begun to naturally gather around the machine for conversations with colleagues with whom they typically have few opportunities to talk.*

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*Those who had joined the friendly chat that day agreed to make a change in their routine to help Mr. Fukuzawa: “Thank you for the coffee, and because we all drink it, we feel bad that Mr. Fukuzawa is the only one who cleans up. So from now on, we will take turns cleaning the machine.” “At first, I just wanted to drink delicious coffee here at the office,” Mr. Fukuzawa said, “but there’s more to it than that.” Mr. Fukuzawa quickly noticed that the working relationships between employees at KO Corporation have become closer because of the increased opportunities that they now had to socialize. Because they could drink coffee together, it has brightened the atmosphere in the entire company.*

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 This case was produced by Keio University Graduate School of Business Administration Associate Professor Hikaru Yamamoto as a basic material for class discussion, and there is no intention to display the management situation in a positive or negative light.

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