

KOREA ENTRY ASSESSMENT — SUMMARY

Havrely

Denmark · F&B · Oat drinks

Should Havrely enter Korea now, through which door, and can it make money there? Every finding is labelled by how certain we are.

Sample document, summary edition. Havrely is a fictional brand, invented to show the work. The assessment went through our standard process — analysis, then review and editing by the team — and the market facts are real and dated.

VERDICT

Test first

MARKET FIT

76 / 100 · Promising

DATE

5 October 2026

PREPARED BY

Brandory Studio

01 The decision

OUR READ · TEST FIRST

Test first. Hold the launch.

Enter as a barista oat drink through independent specialty cafés in Seoul, and only after a café test shows baristas prefer it at a price that covers the landed cost. Hold retail: the category leader sells at about the price of milk. **HYPOTHESIS**

WHY NOT GO

No Korean café has tried it, the price cafés would pay is unknown, and there is no importer yet.

WHY NOT WAIT

Oat grew in Korea through coffee, and the largest chain pours its own, which leaves independent cafés open.

FIRST ACTION

A blind barista test in 10–15 Seoul specialty cafés, with the price per litre discussed in the same visit.

Not yet: An importer contract, stock, or a retail listing.

02 First customer, and one line

WIN FIRST

Owners and baristas of independent specialty cafés in Seoul
Korea had 106,452 coffee shops in 2023. Starbucks Korea pours its own oat milk, and Oatly reached about 1,000 specialty cafés by 2021, so independents are the realistic door. **INFERENCE**

THE ONE LINE TO TEST

“The oat drink baristas choose for the cup.”
Lead with foam, taste in espresso and a short ingredient list. Nordic origin becomes supporting detail, because Oatly already owns it. **HYPOTHESIS**

03 Can it make money?

Retail at the leader's price leaves too little for an imported organic premium to reach the café door. Priced inside Oatly's band, the café route leaves far more room, which is why it comes first. **INFERENCE**

Landed-cost ceiling: about \$1.22–\$3.79 per litre. The full edition shows the working.

UNKNOWN

Will baristas choose it?

No Korean café has compared Havrely with the oat drinks it uses now, for foam, taste in espresso or consistency.

UNKNOWN

What price the market will bear

Whether cafés will pay more per litre than they pay for Oatly, for a clean-label barista drink.

UNKNOWN

Does 'Nordic' add anything?

With a familiar Swedish brand already in the category, whether Nordic origin adds value or reads as sameness.

UNKNOWN

Landed cost and supply terms

Without an importer, the landed cost, distributor margins and café supply terms cannot be established.

What the full assessment adds

- The Korean shelf and price ladder, and the routes in, compared
- The landed-cost ceiling, worked out from prices Korean buyers already pay
- What must be done before the first shipment, item by item, with sources
- A ninety-day test plan with a go and a stop rule for each test
- Korea Market Fit, one page to keep, and a walkthrough session with the team

How to read this document

This is a directional assessment — not a market forecast. Every finding is labelled by how certain it is, and what could not be established is stated as unknown rather than filled in.

CONFIRMED

Directly verified from information the brand provided.

INFERENCE

A reasonable reading of the available information — not an established fact.

HYPOTHESIS

Not yet supported by enough evidence — needs validating.

UNKNOWN

There is no basis to judge this yet — it needs separate research.