

# RIPPLE ENGLISH

## ACTIVE LEARNING PROGRAM

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Workbook for:  
“The Coffee Giant’s Brand Management”

問題は解きっぱなしにしないで！

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答え合わせをしておしまいせず、**テキストの音読練習やリスニング、多読学習などのインプット学習を何度も反復して記憶に定着させましょう。**ホームページからダウンロードできる音読練習用のテキストをぜひご活用ください。

また、数日置いてから再度解き直すのも効果的です。答えを記憶してしまっているかもしれませんが、**回答の根拠をなぞりながら繰り返し解くことで有効な復習になります！**



## The Coffee Giant's Brand Management

1. As you walk around the city today, you will soon find people walking down the street with white coffee cups printed with the green round siren logo. As of January 2022, Starbucks had 34,300 stores in 84 countries, with annual revenue of about \$30 billion. How has the Starbucks built its **unparalleled** brand that is virtually interchangeable with the word coffee?
2. In 1971, the Starbucks started as a coffee bean shop at Seattle's famous Pike Place Market. Coffee culture in the US in the 70s was quite different from today. They didn't demand much from a cup of coffee except an intake of caffeine and there were no coffee bars which we take for granted today. But that changed with the addition of one man, Howard Schultz, who later became the CEO of the company. In 1983, Schultz traveled to Italy and returned with an idea: turn the coffee bean stores into cafes. Starbucks served its first caffe latte the next year. Nobody expected to get a beverage at a Starbucks, but this experiment went successfully. Consumers embraced his concept of serving quality coffee in a relaxed and comfortable environment.
3. Today, Starbucks is eager to offer more than just a cup of coffee. They believe their product is not only great coffee but also what they call the "Starbucks experience." The company's value is simply put, "**we are never in the coffee business serving people. We are in the people business serving coffee.**" They realize that the customers come to Starbucks for "the third place;" refreshing time-out, a break in their busy days, and a personal treat.
4. But the idea of providing "the Third Place" didn't come from vision or planning ahead. Rather, it came from trial and observation. In 1990s, Starbucks underwent an aggressive expansion, and the business enjoyed success in many cities across the country. It came as a delightful surprise to Howard Schultz. Why did Starbucks become so popular? What need are we really fulfilling? At first, they thought it was simply because of the coffee. But as time went on, they realized that people came in for a place where they can be away from the pressures of work and home. They are now convinced that everything the company does should be intended to give the customer a positive and uplifting experience.

- (1) The word "unparalleled" in the passage is closest in meaning to
  - A. popular
  - B. exceptional
  - C. global
  - D. ordinary
- (2) According to paragraph 2, which of the following is true?
  - A. Consumers had long desired to get coffee beverages in Starbucks.
  - B. Howard Shultz realized that Americans had admired Italian coffee culture.
  - C. Starbucks' business model drastically changed when Howard Shultz was appointed to the CEO.
  - D. Starbucks initially didn't serve coffee drinks.
- (3) Which of the following text best expresses the essential information in the highlighted sentence?

**We are never in the coffee business serving people.  
We are in the people business serving coffee**

  - A. We believe that coffee has the power to make people's lives better.
  - B. Success of the coffee business depends not only on the quality of coffee but also on people working there.
  - C. We intend to make people happier and coffee is the means to do so.
  - D. Our product is our employees rather than coffee.
- (4) According to paragraph 4, which of the following is NOT true?
  - A. Starbucks stores became popular throughout the US.
  - B. It was intentional that people come to Starbucks for the environment and experience.
  - C. Howard didn't know that people had been longing for the third place.
  - D. The company realized that the stores satisfied the need that it didn't expect.

5. An anonymous regular customer wrote “Every time I’m in there, the baristas greet me cheerfully and always **compliment** something about me: my hair, my outfit. There’s nothing exceptional about me, but I always leave a little happier than when I arrived. Maybe it’s part of the ‘sell,’ but I don’t care. A kind word goes a long way.”
6. The customer’s experience is vital for Starbucks’ brand strategy. One bad encounter means they lose a customer for life. Howard Shultz believed that the engagement of your customers relies on the engagement of its employees. When the company treats its workers with sincerity and respect, they will naturally do likewise to their customers. A happy employee will in turn, make customers happy.
7. With that in mind, the company has invested generously in the welfare of its employees. For example, in 1988, the company began offering health-care benefits for full-time and part-time employees who worked more than twenty hours a week. The board members were initially skeptical of this additional expenses. However, Howard argued that the cost of providing health-care benefits was 50 percent less than the cost of hiring and retaining a new employee. Moreover, he addressed that this would improve the customer experience. Regular customers have built close relationships with baristas, and if those baristas leave, then that strong connection is broken and the customers will be hugely disappointed. Prioritizing the workers’ well-being represents the company’s value. But Howard has been clear that rewarding the workers also makes sense from a managerial point of view.
8. Some say, though, a lot has changed at the world’s largest coffee chain. The company has recently been criticized for oppressing union workers. In Spring 2022, Starbucks announced a series of new benefits, including additional career development opportunities and more sick time, but only for stores that hadn’t unionized.
- (5) The word “compliment” in the passage is closest in meaning to
- A. praise
  - B. admiration
  - C. complain
  - D. notice
- (6) According to paragraph 6, which of the following is true?
- A. Employees will be happier when they make their customers happier.
  - B. A company should not spoil its employees.
  - C. A company has to provide an environment or condition where its employees can naturally be enthusiastic.
  - D. Employees will perform poorly when they are not paid enough.
- (7) According to paragraph 7, Howard argued for providing health-care benefit to employees because
- A. it is important from a humanitarian perspective.
  - B. of the pressure from the board of directors meeting.
  - C. he believed it boosted profitability of the company.
  - D. he wanted to dodge public criticisms.

9. Large enterprises are often criticized for achieving short-term profitability at the expense of long-term sustainability. But Starbucks seeks to take the long view in order to build success that lasts. To be responsible to employees, shareholders, and the environment means to carefully balance a number of competing interests. They have to weigh them honestly against the need to sustain the business.
10. For example, Starbucks has been selling coffee-to-go in a paper cup. The problem is this: Hot coffee in a paper cup can be uncomfortable to hold. For regular drip coffee, they have always had to put one paper cup inside another so the drinks will be easier to carry. For customer convenience, double-cupping works fine. But every time they double-cup a serving of coffee, twice as many cups end up in the trash. The first idea was replacing paper cups with recyclable plastic cups. But many customers disapproved because plastic didn't reflect the quality that people expected from Starbucks, and the public perception is that plastic is even less environmentally friendly than paper. So they decided to look for another idea and eventually came up with a paper sleeve. Instead of two cups, they put a corrugated cardboard around the middle of each paper cup. The sleeve, which is now iconic, used only about half as much material as a second cup.
11. While sleeves are **high profile**, most of Starbucks recycling efforts are not seen by the customers. Some criticize Starbucks as environmental hypocrite, and that seems partly true. However, hypocrisy is better than doing nothing. Moreover, the primary concern for a private company has to be profitability. Starbucks' management believes that at any time their success could collapse all at once. Especially, a large business like Starbucks is an easy target for environmental campaigners. They have managed to figure out the way in which their long term success overlaps with the greater good of society.
- (8) According to paragraph 10, Starbucks abandoned recyclable plastic cups because
- A. it was more costly than paper cups.
  - B. plastic was less friendly to the environment.
  - C. customers didn't like them.
  - D. they came up with paper sleeves.
- (9) The phrase "high profile" in the passage is closest in meaning to
- A. expensive
  - B. subtle
  - C. imperceptible
  - D. noticeable
- (10) According to paragraph 11, which of the following is NOT true?
- A. Unlike other private companies, Starbucks prioritizes environmental preservation.
  - B. Starbucks believes that current success never promise future success.
  - C. Customers usually witness only a part of their environmental efforts.
  - D. Starbucks has managed to balance profitability with sustainability.

12. Starbucks is relatively expensive. It taught us to pay three and four dollars for what they once got for only a dollar. For what do we actually pay the premium? Starbucks' spectacular success has demonstrated that consumption in postindustrial era turned on more than price and functionality. Buying became not just a way for people to fulfill basic needs but a form of symbolic communication about class and social standing. The value of a particular good depends on how well it satisfies our social and emotional needs. That's how the most successful products work in the new economy. Today, we buy things to say something about ourselves. Just by carrying a Starbucks white cup, customers identify themselves as belonging to a group of successful people with urban tastes, concern about the planet, and supportive of diversity.
13. Starbucks has successfully provided an affordable status symbol by, in part, virtually excluding specific groups of people, just as other businesses do. Language, for example, keeps some people away. Ordering at Starbucks requires a little learning. Starbucks employs "baristas" who serves espressos, lattes, mistos, and americanos in tall, grande, and venti sizes. They also exclude smokers by prohibiting smoking in their stores, which appeals to the health-conscious upper middle class. Cost also acts as a gatekeeper. In many ways, a high-priced cup of coffee is the price of admission to this clean and sophisticated place. Starbucks stores might look and sound open to everyone, but they really aren't. Still, the illusion of openness is important to creative class types who imagine themselves as tolerant advocates of diversity.
14. It is the market that decides which service thrives or not, and the market is the result of tiny, mundane choices we consumers make everyday. The products and services around us are just reflecting what we want. In that sense, Starbucks is us. When we look at a service that prospers, we are looking at ourselves.

- (11) According to paragraph 12, customers buy Starbucks because
- A. the company offers quality coffee.
  - B. they want to have relaxing time-out.
  - C. they want to show off their ideal selves.
  - D. customers can't resist premium products.
- (12) According to paragraph 13, which of the following is true?
- A. Starbucks prohibits smoking because it ruins the experience of quality coffee.
  - B. Language barriers keep people who speak minor languages away from Starbucks.
  - C. Excluding some groups of people is not unique to Starbucks.
  - D. Starbucks wants to make its stores comfortable to everyone.
- (13) Within the whole passage, all of the following were mentioned, EXCEPT
- A. Among a variety of competing interests, Starbucks' management believes that the environmental sustainability should exceptionally be prioritized.
  - B. Starbucks has recently been accused of maltreating its union workers.
  - C. Each individual consumer is partly responsible for how companies behave.
  - D. Today, customers care more than just cost performance and functionality.

## Answers

- (1) B
- (2) D
- (3) C
- (4) B
- (5) A
- (6) C
- (7) C
- (8) C
- (9) D
- (10) A
- (11) C
- (12) C
- (13) A

(1) 文中の“unparalleled”（並ぶものがない）に意味が最も近いのは

- A. popular（人気の）
- B. exceptional（例外的な、卓越した）
- C. global（世界的な）
- D. ordinary（普通の）

(2) 2段落の内容に合致するのは

- A. Consumers had long desired to get coffee beverages in Starbucks.（顧客は長らくスターバックスで飲料を買えることを望んでいた）
- B. Howard Shultz realized that Americans had admired Italian coffee culture.（ハワード・シュルツはアメリカ人たちがイタリアのコーヒー文化に憧れていたことに気づいた）
- C. Starbucks' business model drastically changed when Howard Shultz was appointed to the CEO.（スターバックスのビジネスモデルはハワード・シュルツがCEOに任命されたときに大きく変わった）
- D. Starbucks initially didn't serve coffee drinks.（スターバックスは初期はコーヒー飲料を提供していなかった）

Cがややこしいが、本文では「スターバックスの業態はハワード・シュルツの参加を契機に変わった、そのハワードは後にCEOになった」と述べており、ハワード・シュルツがCEOになったタイミングで変わったとは述べていないので誤り。

(3) 次のハイライトされた文章の意味を最も正確に表しているのは

We are never in the coffee business serving people.  
We are in the people business serving coffee

- A. We believe that coffee has the power to make people's lives better.（コーヒーには人々の生活をよりよくする力があることを信じている）

B. Success of the coffee business depends not only on the quality of coffee but also on people working there.（コーヒービジネスの成功はコーヒーの質だけでなくそこで働く人たちにもかかっている）

C. We intend to make people happier and coffee is the means to do so.（私たちの目的は人々をより幸せにすることであり、コーヒーはその手段である）

D. Our product is our employees rather than coffee.（我々のプロダクトはコーヒーではなく従業員である）

(4) 4段落の内容に合致しないのは

- A. Starbucks stores became popular throughout the US.（スターバックスの店舗はアメリカ中で人気になった）
- B. It was intentional that people come to Starbucks for the environment and experience.（人々がスターバックスに環境や体験を求めてやって来ることは意図したものだだった）
- C. Howard didn't know that people had been longing for the third place.（ハワードは、人々が第三の場所を求めていることを知らなかった）
- D. The company realized that the stores satisfied the need that it didn't expect.（スターバックス社は、かれらが予期していない需要を店舗が満たしていることに気づいた）

(5) 文中の“compliment”に意味が最も近いのは

- A. praise（称賛する）
- B. admiration（称賛、憧憬）意味的には合っているが、文中のcomplimentが動詞なので、名詞のadmirationは当てはまらない。
- C. complain（不平を言う）
- D. notice（気づく）

(6) 6段落の内容に合致するのは

- A. Employees will be happier when they make their customers happier.（顧客を幸せにできると従業員も幸せになる）
  - B. A company should not spoil its employees.（会社は従業員を甘やかすべきではない）
  - C. A company has to provide an environment or condition where its employees can naturally be enthusiastic.（会社は従業員が自然と熱意を持って働けるような環境を提供しなければならない）
  - D. Employees will perform poorly when they are not paid enough.（従業員は十分に賃金が支払われていなければパフォーマンスが悪くなる）
- A：逆。B：そんな話はしていない。D：おそらく真理だが本文中では賃金の話はしていない。

(7) 7段落によると、ハワード・シュルツが従業員への健康保険手当の導入を主張した理由は

- A. it is important from a humanitarian perspective.（人道的観点から重要だったから）
- B. of the pressure from the board of directors meeting.（取締役会の圧力があつたため）
- C. he believed it boosted profitability of the company.（会社の収益性を高めると思ったから）
- D. he wanted to dodge public criticisms.（世間からの批判をかかわすため）

本文によると、ハワード・シュルツは健康保険の適用は採用コストの削減につながり、かつ顧客満足度の向上にも寄与すると考えており、この2点を「収益性が向上する」と言い換えているCが正解。

(8) 10段落によると、スターバックスが再生可能プラスチックカップを中止した理由は

- A. it was more costly than paper cups. (紙カップよりコストがかかるから)
- B. plastic was less friendly to the environment. (プラスチックのほうが環境に優しくないから)
- C. customers didn't like them. (顧客が好まなかったから)
- D. they came up with paper sleeves. (紙のスリーブの案を思いついたから)

(9) 文中の“high profile”に意味が最も近いのは

- A. expensive (高価な)
- B. subtle (目立たない、微細な)
- C. imperceptible (気づかれない)
- D. noticeable (気づきやすい、目立つ)

(10) According to paragraph 11, which of the following is NOT true?

- A. Unlike other private companies, Starbucks prioritizes environmental preservation. (他の私企業と異なり、スターバックスは収益性より環境保全を優先している)
- B. Starbucks believes that current success never promise future success. (スターバックスは、今の成功は必ずしも将来の成功を約束するものではないと考えている)
- C. Customers usually witness only a part of their environmental efforts. (顧客がふだん目にするのは、スターバックスの環境保全のための努力のほんの一部だ)
- D. Starbucks has managed to balance profitability with sustainability. (スターバックスは収益性と持続可能性を両立させる方法を探り続けている)

環境保全を「最優先」するのではなく、収益性や事業の存続と両立させる道を探っているというのが本文の趣旨なのでAが誤り。

(11) 12段落によると、顧客がスターバックスを買う理由は

- A. the company offers quality coffee. (高品質のコーヒーを提供しているから)
- B. they want to have relaxing time-out. (リラックスできる憩いの時間を求めて)
- C. they want to show off their ideal selves. (理想像の自分を見せびらかしたいから)
- D. customers can't resist premium products. (顧客はプレミアムな商品に抗いがたいから)

Bは内容としては正しいが、12段落で述べられていることではないので誤り。

(12) 13段落の内容に合致するのは

- A. Starbucks prohibits smoking because it ruins the experience of quality coffee. (スターバックスはコーヒーの体験が損なわれるという理由で喫煙を禁止している)
- B. Language barriers keep people who speak minor languages away from Starbucks. (言語はマイナー言語を話す人々をスターバックスから遠ざける障壁になっている)

C. Excluding some groups of people is not unique to Starbucks. (特定のグループの人たちを排除することはスターバックスに限ったことではない)

D. Starbucks wants to make its stores comfortable to everyone. (スターバックスは、店舗をすべての人にとって快適な場所にしたいと思っている)

(13) 全本文中で述べられていないのは

A. Among a variety of competing interests, Starbucks' management believes that the environmental sustainability should exceptionally be prioritized. (数多くの対立する利害のうち、スターバックスの経営陣は環境の持続可能性はとりわけ優先されるべきだと考えている)

B. Starbucks has recently been accused of maltreating its union workers. (スターバックスは近年、労働組合に所属する社員を冷遇していることで非難されている)

C. Each individual consumer is partly responsible for how companies behave. (企業がどのように振る舞うかは、一人ひとりの消費者にも責任がある)

D. Today, customers care more than just cost performance and functionality. (今日、顧客はコストパフォーマンスや機能性以上のものを念頭に置いている)

A：9～11段落の内容に反している。B：8段落の内容に合致。C：14段落の内容に合致。D：12段落の内容に合致。