

As you walk around the city today, you will soon find people walking down the street with white coffee cups _____ the green _____ logo. _____

January 2022, Starbucks had 34,300 stores in 84 countries, with _____ \$30 billion. How has the Starbucks built _____ that is _____ with the word coffee?

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 _____ from today. They didn't _____ much _____ a cup of coffee except _____ caffeine and _____ no coffee bars which we _____ today.

But _____ with _____ one man, Howard Schultz, who later became the CEO of the company. In 1983, Schultz traveled to Italy and _____ an idea: _____ the coffee bean stores _____ cafes. Starbucks _____ first caffe latte the next year. Nobody expected _____ at a Starbucks, but this experiment went successfully. _____ of serving quality coffee in a _____ and comfortable environment.

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?

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.

siren	ギリシャ神話の海の半人半獣の怪物	virtually	ほとんど、実質的に
annual	1年間の、毎年の	interchangeable	交換できる、入れ替えできる
revenue	収入、売上	take A for granted	Aを当然のことと思う
unparalleled	並ぶものがない	embrace	抱く、受け入れる

The Coffee Giant's Brand Management #2

Today, Starbucks is _____ more than just a cup of coffee. They believe their product is not only great coffee but also _____ the “Starbucks experience.” The company’s value is simply _____, “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;” _____ - _____, a break in their busy days, and a personal _____.

But the idea of providing “the Third Place” didn’t come from vision or planning _____. _____, it came from _____ and _____. In 1990s, Starbucks _____ an _____, and the business enjoyed success in many cities across the country. It came _____ surprise to Howard Shultz. Why did Starbucks become so popular? What _____ are we really _____? At first, they thought it was simply because of the coffee. But _____ time _____, they realized that people came in for a place where they can _____ the _____ of work and home. They are now _____ that everything the company does _____ to give the customer a positive and _____ experience.

_____ regular customer wrote “Every time I’m in _____, the baristas _____ me _____ and always _____ something about me: my hair, my _____. There’s nothing _____ about me, but I always _____ a little happier than when I arrived. Maybe it’s part of the ‘_____,’ but I don’t care. A kind word _____.

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. 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 Shultz. 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.

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.”

The Coffee Giant's Brand Management #3

The customer's experience is _____ for Starbucks' brand strategy. One _____ means they lose a customer _____. Howard Shultz believed that _____ of your customers relies on the engagement of _____ employees. When the company _____ workers _____ and respect, they will naturally do _____ to their customers. A happy employee will _____, make customers happy. _____, the company has _____ in the _____ 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 _____ members were _____ of this additional _____. However, Howard argued that the cost of providing health-care benefits was 50 percent less _____ the cost of hiring and _____ a new employee. Moreover, he _____ that this _____ improve the customer experience. Regular customers _____ close relationships with baristas, and if those baristas leave, then that strong connection is broken and the customers will be _____ disappointed. _____ the workers' _____ - _____ the company's value. But Howard has been clear that _____ the workers also makes sense from a _____ point of view. _____, though, _____ at the world's largest coffee chain. The company has recently been criticized for _____. In Spring 2022, Starbucks announced _____ new benefits, including additional _____ development opportunities and more _____ time, but only for stores that _____.

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. 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. 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.

The Coffee Giant's Brand Management #4

Large _____ are often criticized _____ short-term _____ at the _____ long-term sustainability. But Starbucks _____ take the long view in order to build success _____.

To be responsible to employees, _____, and the environment _____ carefully balance a number of _____. They have to _____ honestly _____ to sustain the business. For example, Starbucks _____ 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 _____ one paper cup inside another so the drinks will be easier to carry. For customer convenience, double-cupping _____. But every time they double-cup _____ coffee, twice as many cups _____.

The first idea was replacing paper cups with recyclable plastic cups. But many customers _____ because plastic didn't _____ the quality that people _____ from Starbucks, and the public _____ 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 _____ around the middle of each paper cup. The sleeve, which is _____, used only about half as much material as a second cup. _____ sleeves are high _____, most of Starbucks recycling efforts are not _____ by the customers. Some criticize Starbucks as _____, and that seems _____ true. However, hypocrisy is better than doing nothing. Moreover, the _____ for a private company has to be _____.

Starbucks' management believes that at any time their success could _____. Especially, a large business like Starbucks _____ easy target for environmental campaigners. They have managed to _____ in which their long term success _____ the greater _____.

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.

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.

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.

Vocabulary List: No. 34 ~ 41

The Coffee Giant's Brand Management #5

Starbucks is relatively expensive. It _____ three and four dollars for what they _____ for only a dollar. For what do we actually pay the _____? Starbucks' _____ success _____ that consumption in _____ turned on more than price and functionality. Buying became not just a way for people to _____ basic needs but _____ communication about class and social standing. The value of a particular good depends on how well it _____ our social and emotional _____. That's how the most successful products work in the new economy. Today, we _____ things to say something about ourselves. Just by carrying a Starbucks white cup, customers identify themselves _____ a group of successful people with _____, concern about the planet, and _____.

Starbucks has successfully provided an _____ symbol by, _____, _____ specific groups of people, just as other businesses do. Language, for example, keeps some people _____. Ordering at Starbucks _____ a little learning. Starbucks employs "baristas" who serves espressos, lattes, mistos, and americanos in tall, grande, and venti sizes. They also _____ by _____ smoking in their stores, which _____ the health-_____ upper middle class. Cost also _____ as a gatekeeper. In many ways, a high-priced cup of coffee is the price _____ to this clean and _____ place. Starbucks stores might look and _____ to everyone, but they really aren't. Still, the _____ is important to creative class types who imagine themselves as _____ of diversity.

It is the market _____ decides which service _____ or not, and the market is the result of tiny, _____ choices we consumers make everyday. The products and services around us are just _____ what we want. In _____, Starbucks _____. When we look at a service that _____, we are looking at ourselves.

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.

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.

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.