

The Coffee Giant's Brand Management #1

As you _____ the city today, you will soon find people walking down the street with white coffee cups printed with the green _____ logo. As of January 2026, Starbucks had more than 40,000 stores in _____ 90 markets, _____ \$37 billion. How has the company built its _____ brand _____ with coffee? In 1971, Starbucks _____ a coffee bean shop at Seattle's famous Pike Place Market. Coffee culture in the US in the 70s was quite _____ today. Coffee was _____ as a simple _____ delivery system and there were no coffee bars which we take for granted today. But that changed _____ of one man, Howard Schultz, who later became the CEO of the company. In 1983, Schultz traveled to Italy and _____ an idea: turn the coffee bean stores into cafes. Starbucks _____ its first caffe latte the next year. Few expected to get a beverage at a Starbucks, but this experiment _____ successful. Why did _____ his concept of _____ 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 circular siren logo. As of January 2026, Starbucks had more than 40,000 stores in about 90 markets, with annual revenue of around \$37 billion. How has the company built its unparalleled brand that is virtually synonymous with coffee? In 1971, 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. Coffee was largely viewed as a simple caffeine delivery system 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. Few expected to get a beverage at a Starbucks, but this experiment proved successful. Why did consumers embrace his concept of servicing quality coffee in a relaxed and comfortable environment?

revenue	収益	addition	追加、加わること
unparalleled	比類のない	concept	概念、考え
synonymous	同義の、密接に結びついた	beverage	飲み物
caffeine	カフェイン	embrace	受け入れる
delivery	供給、提供		

The Coffee Giant's Brand Management #2

Today, Starbucks is _____ to offer more than just a cup of coffee. They believe their product is _____ coffee but also _____ the “Starbucks experience.” The company’s philosophy is _____ by the phrase, “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 refreshing time-out, a break in their busy days, and a _____. However, the idea of providing the “third place” didn’t come _____. Rather, it came from _____ and _____. In the 1990s, Starbucks _____ an _____ expansion, and the business _____ success in many cities across the country. _____ came as a _____ surprise to Howard Schultz. Why did Starbucks become so popular? What needs are we really _____? At first, they _____ simply because of the coffee, _____, they realized that people came in for a place _____ they can _____ the pressures of work and home. The vision of the “third place” was, in fact, an _____ discovery rather than _____. They are now convinced that everything the company does should be _____ give the customer a positive and _____ experience. _____ regular customer wrote “Whenever I visit, the baristas greet me cheerfully and always compliment something about me: my hair, my _____. _____ nothing _____ me, but I always leave a little happier than when I arrived. Maybe it’s _____ the ‘_____,’ but I don’t care. A kind word goes a _____.”

Today, Starbucks is eager to offer more than just a cup of coffee. They believe their product is not only coffee but also what they call the “Starbucks experience.” The company’s philosophy is best captured by the phrase, “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 refreshing time-out, a break in their busy days, and a personal treat. However, the idea of providing the “third place” didn’t come from their foresight. Rather, it came from trial and observation. In the 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 needs 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. The vision of the “third place” was, in fact, an accidental discovery rather than deliberate design. 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 “Whenever I visit, 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.”

philosophy	哲学、理念	expansion	拡大、拡張
capture	表す、捉える	pressure	プレッシャー、重圧
refreshing	さわやかな、気分転換になる	deliberate	意図的な
treat	ご褒美、楽しみ	uplifting	元気づける
foresight	先見の明	compliment	褒める、称賛する

The Coffee Giant's Brand Management #3

The customer's experience is _____ for Starbucks' brand strategy. One bad encounter means they lose a customer for life. Howard Schultz believed that the engagement of customers relies on the engagement _____ employees. When the company _____ workers with _____ and respect, they will naturally do _____ to their customers. A happy employee _____, make customers happy. _____ Starbucks stores are required to be welcoming, _____, _____, and _____. If they are not _____, such emotional labor will be difficult. _____ in mind, the company has _____ in the welfare of its employees. For example, in 1988, the company _____ health-care benefits for full-time and part-time employees who worked more than twenty hours a week. The _____ members were _____ this additional expense. However, Howard _____ that the cost of providing health-care benefits was 50 percent less _____ cost of _____ and _____ a new employee. Moreover, he emphasized _____ the customer experience. Regular customers _____ close relationships with baristas, _____ baristas _____, _____ strong connection is broken and the customers will be deeply disappointed. As community _____ get weaker and _____ and _____ are _____ today, these bonds often keep customers coming back to the store. Prioritizing the workers' well-being represents the company's value. At the same time, Howard _____ that rewarding the workers also makes good business sense. Today, however, some argue that much has changed at the world's largest coffee chain. In recent years, the company _____ a wave of _____ and _____ as employees _____ against what they describe as _____ and _____ benefits.

The customer's experience is vital for Starbucks' brand strategy. One bad encounter means they lose a customer for life. Howard Schultz believed that the engagement of 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. Partners at Starbucks stores are required to be welcoming, genuine, considerate, and knowledgeable. If they are not happy about working there, such emotional labor will be difficult. 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 expense. 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 emphasized 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 deeply disappointed. As community ties get weaker and nods and hellos are harder to find today, these bonds often keep customers coming back to the store. Prioritizing the workers' well-being represents the company's value. At the same time, Howard has also been clear that rewarding the workers also makes good business sense. Today, however, some argue that much has changed at the world's largest coffee chain. In recent years, the company has faced a wave of walkouts and strikes as employees protest against what they describe as stagnant wages and inadequate benefits.

vital	極めて重要な	welfare	福祉、幸福
encounter	出会い、出来事	skeptical	懐疑的な
engagement	関与、熱意	retain	保持する、引き留める
sincerity	誠実さ	stagnant	停滞した
genuine	本物の、誠実な	inadequate	不十分な
considerate	思いやりのある		

The Coffee Giant's Brand Management #4

Large enterprises are often criticized for achieving short-_____ of long-_____ sustainability, but Starbucks _____ to take the long _____ in order to _____ success _____. To be responsible to employees, _____, and the environment means to carefully balance a number of _____. They have to _____ against the _____ the business. For example, Starbucks sells 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 had to put one paper cup inside another so the drinks will be easier to _____. For customer convenience, serving coffee in double cups works fine. But every time they double-cup a serving of coffee, twice as many cups _____ in the _____. The first idea was _____ paper cups _____ recyclable plastic cups. However, many customers _____ because plastic didn't _____ the quality that people _____ Starbucks, and the public _____ was that plastic was even less environmentally friendly than paper. In other words, the choice was not _____ by which option was _____ more environmentally friendly, but by consumer desires and perceptions, _____ perceptions were _____. So they decided to _____ another idea and _____ a paper sleeve. Instead of two cups, they put a corrugated cardboard around the middle of each paper cup. The sleeve, which is now _____, used only _____ material as a second cup. _____ sleeves are high _____, most of Starbucks recycling efforts are not seen by the customers. Some criticize Starbucks for environmental _____, and that seems _____. However, the _____ concern for a private company has to be profitability. Starbucks' management believes that at any time their success could _____ overnight, especially because a large business like Starbucks is an easy target for environmental campaigners. They have _____ the way in which their long term success _____ the _____ of society.

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 sells 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 had to put one paper cup inside another so the drinks will be easier to carry. For customer convenience, serving coffee in double cups 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. However, many customers disapproved because plastic didn't reflect the quality that people expected from Starbucks, and the public perception was that plastic was even less environmentally friendly than paper. In other words, the choice was not determined by which option was actually more environmentally friendly, but by consumer desires and perceptions, even if those perceptions were misguided. 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 for environmental hypocrisy, and that seems partly true. However, the primary concern for a private company has to be profitability. Starbucks' management believes that at any time their success could collapse overnight, especially because 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.

enterprise	企業、大企業	recyclable	再利用可能な
profitability	収益性	perception	認識、印象
sustainability	持続可能性	misguided	誤った、見当違いの
shareholder	株主	hypocrisy	偽善
competing	競合する、対立する	overlap	重なる、一致する
weigh	慎重に検討する		

The Coffee Giant's Brand Management #5

Starbucks is relatively expensive. _____ to pay three and four dollars for what _____ cost a dollar. For what do we actually pay the _____? Starbucks' _____ success has demonstrated that _____ in the _____ - _____ on more than price and functionality. Buying became not just a way for people to _____ basic needs but a _____ symbolic communication about class and social standing. The value of a particular good depends on how well _____ our social and emotional needs. That's how the most successful products work in the new economy. Today, we buy things to say something _____. Just by carrying a Starbucks white cup, customers identify themselves as _____ to a group of successful people _____, _____, and support for diversity. Starbucks has successfully provided an _____ symbol by, in part, creating an _____, just as other businesses do. Language, for example, acts as a barrier to entry. Ordering at Starbucks _____ a little learning. Starbucks _____ "baristas" who serve espressos, lattes, mistos, and americanos in tall, grande, and venti sizes. They also _____ smokers by prohibiting smoking _____ stores, which _____ to the health-_____ upper middle class. Cost also acts as a _____. In many ways, a high-priced cup of coffee is the price _____ to this clean and sophisticated place. Starbucks stores might look and sound open to everyone, but they really _____. Starbucks is clearly targeted at the upper middle class and higher, but they know _____ socially respected _____, others would follow. Once a certain object gets associated with the successful, those below them will also buy these goods. Unlike other _____ such as fancy cars and watches, Starbucks is even _____ for teenagers. It is the market that decides which service _____ or not, and the market is the result of tiny, _____ choices we consumers make every day. The products and services _____ are just reflecting what we want. _____ sense, Starbucks is us. When we look at a service that _____, we are looking _____.

Starbucks is relatively expensive. It taught us to pay three and four dollars for what used to cost a dollar. For what do we actually pay the premium? Starbucks' spectacular success has demonstrated that consumption in the post-industrial 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 support for diversity. Starbucks has successfully provided an affordable status symbol by, in part, creating an implicit barrier, just as other businesses do. Language, for example, acts as a barrier to entry. Ordering at Starbucks requires a little learning. Starbucks employs "baristas" who serve 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. Starbucks is clearly targeted at the upper middle class and higher, but they know that if they could get socially respected early adopters on board, others would follow. Once a certain object gets associated with the successful, those below them will also buy these goods. Unlike other luxuries such as fancy cars and watches, Starbucks is even affordable for teenagers. It is the market that decides which service thrives or not, and the market is the result of tiny, mundane choices we consumers make every day. 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 prosper, we are looking at ourselves.

premium	割増価格、上乘せ料金	implicit	暗黙の
spectacular	目覚ましい	barrier	障壁
post-industrial	脱工業化時代の	prohibit	禁止する
functionality	機能的	gatekeeper	門番
symbolic	象徴的な	adopt	採用する、取り入れる
standing	社会的地位	mundane	ありふれた、日常の