

RIPPLE ENGLISH

ACTIVE LEARNING PROGRAM

Workbook for:

“The Coffee Giant’s Brand Management”

問題は解きっぱなしにしないで！

英語資格試験の学習は、**解いた後の復習**をしなければほとんど効果はありません。答え合わせをしておしまいせずに、**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 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 *caffè 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 serving quality coffee in a relaxed and comfortable environment?
 - (1) The word "embrace" in the passage is closest in meaning to
 - A. accept
 - B. demand
 - C. refuse
 - D. evaluate
 - (2) According to paragraph 1, what was the key change Howard Schultz introduced to Starbucks after his trip to Italy?
 - A. He decided to sell only coffee beans and stop offering beverages.
 - B. He transformed Starbucks from a bean shop into a café serving high-quality drinks.
 - C. He shifted Starbucks' focus from coffee to baked goods and merchandise.
 - D. He reduced the number of stores to maintain a traditional, small-market atmosphere.

2. 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.
3. 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.”

- (3) According to paragraph 2, which of the following is true?
- A. Starbucks focuses solely on selling high-quality coffee and nothing more.
 - B. The “Starbucks experience” refers to providing customers with a relaxing break in their day.
 - C. Starbucks considers itself primarily a coffee business rather than a people-centered business.
 - D. Customers visit Starbucks mainly for fast service and minimal interaction.
- (4) According to paragraph 3, what did Starbucks discover by accident during its expansion in the 1990s?
- A. That most customers preferred quick takeout service over staying in the café.
 - B. That their success came mainly from selling high-quality coffee beans.
 - C. That customers valued Starbucks as a comfortable “third place” away from work and home.
 - D. That cheerful greetings and compliments had no effect on customer satisfaction.

4. 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.
5. 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.
6. 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.

- (5) According to paragraph 4, which of the following is true?
 - A. Starbucks believes customer satisfaction depends partly on how well employees are treated.
 - B. Starbucks employees are not expected to interact warmly with customers.
 - C. The company thinks that customer experience has little influence on its brand strategy.
 - D. Emotional labor is easy for employees even if they are unhappy at work.
- (6) According to paragraph 5, why did Howard Schultz support providing health-care benefits to employees?
 - A. Because government regulations required the company to offer benefits to all workers.
 - B. Because it would reduce employee turnover and help maintain strong relationships with customers.
 - C. Because customers demanded that Starbucks increase employee salaries and benefits.
 - D. Because the company had difficulty finding workers willing to work long hours.
- (7) The word "stagnant" in the passage is closest in meaning to
 - A. dirty
 - B. small
 - C. sufficient
 - D. static

7. 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.
8. 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.
9. 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.
- (8) According to paragraph 7, which of the following is true?
- A. Starbucks focuses only on short-term profits without considering long-term sustainability.
 - B. Starbucks ignores environmental concerns in order to maintain profits.
 - C. Large enterprises are never criticized for prioritizing short-term profitability.
 - D. Starbucks aims to balance the interests of employees, shareholders, the environment, and business sustainability.
- (9) According to paragraph 8, 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.
- (10) The phrase "high profile" in the passage is closest in meaning to
- A. expensive
 - B. subtle
 - C. imperceptible
 - D. noticeable
- (11) According to paragraph 9, which of the following is NOT true?
- A. Unlike other private companies, Starbucks prioritizes environmental preservation more than anything else.
 - 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.

10. 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.
11. 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.
12. 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.
13. 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 prospers, we are looking at ourselves.
- (12) According to paragraph 10, why are many customers willing to pay higher prices for Starbucks coffee?
- A. Because Starbucks coffee is the only type of coffee available in urban areas.
 - B. Because customers believe Starbucks provides the cheapest and most functional products.
 - C. Because purchasing Starbucks products helps people express their identity and social values.
 - D. Because Starbucks requires customers to buy multiple drinks at once.
- (13) According to paragraph 11, which of the following is NOT true?
- A. Specialized language used at Starbucks can act as a barrier for new customers.
 - B. The prohibition of smoking helps attract health-conscious customers.
 - C. The relatively high price of coffee can function as a kind of gatekeeper.
 - D. Starbucks stores are completely open and equally accessible to everyone without any barriers.
- (14) According to paragraph 12, why did Starbucks focus on attracting socially respected early adopters?
- A. Because those people could financially support the company by buying large quantities of coffee.
 - B. Because their adoption of the brand would influence others to follow and buy the same products.
 - C. Because Starbucks wanted to limit its customers only to wealthy elites.
 - D. Because teenagers were unable to afford Starbucks products.
- (15) 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 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) A
- (2) B
- (3) B
- (4) C
- (5) A
- (6) B
- (7) D
- (8) D
- (9) C
- (10) D
- (11) A
- (12) C
- (13) D
- (14) B
- (15) A

(1) 文中の“embrace”と意味が最も近いのは

- A. accept (受け入れる)
- B. demand (需要する)
- C. refuse (拒む)
- D. evaluate (評価する)

(2) 1段落によると、ハワード・シュルツがイタリア旅行後にスターバックスにもたらした重要な変化は何か？

- A. He decided to sell only coffee beans and stop offering beverages. (彼はコーヒー豆のみを販売し、飲み物の提供をやめることに決めた)
- B. He transformed Starbucks from a bean shop into a café serving high-quality drinks. (彼はスターバックスを豆専門店から、高品質の飲み物を提供するカフェへと変えた)**
- C. He shifted Starbucks' focus from coffee to baked goods and merchandise. (彼はスターバックスの重点をコーヒーから焼き菓子や雑貨へと移した)
- D. He reduced the number of stores to maintain a traditional, small-market atmosphere. (彼は伝統的な小規模市場の雰囲気を維持するために店舗数を減らした)

(3) 2段落に合致するのは？

- A. Starbucks focuses solely on selling high-quality coffee and nothing more. (スターバックスは高品質のコーヒーの販売のみに焦点を当てており、それ以上のことはしていない)
- B. The “Starbucks experience” refers to providing customers with a relaxing break in their day. (「スターバックス体験」とは、顧客に一日の合間のくつろぎのひとときを提供することを指す)**
- C. Starbucks considers itself primarily a coffee business rather than a people-centered business. (スターバックスは、人間中心のビジネスではなく、主にコーヒービジネスであると考えている)
- D. Customers visit Starbucks mainly for fast service and minimal interaction. (顧客は主に迅速なサービスと最小限のやり取りを求めてスターバックスを訪れる)

(4) 3段落によれば、スターバックスは1990年代の事業拡大の過程で、偶然に何を発見したか？

- A. That most customers preferred quick takeout service over staying in the café. (ほとんどの顧客がカフェに滞在するよりも、手軽なテイクアウトサービスを好んだこと)
- B. That their success came mainly from selling high-quality coffee beans. (スターバックスの成功は主に高品質のコーヒー豆の販売によるものだったこと)
- C. That customers valued Starbucks as a comfortable “third place” away from work and home. (顧客はスターバックスを、仕事や自宅から離れた快適な「第3の場所」として高く評価していたこと)**
- D. That cheerful greetings and compliments had no effect on customer satisfaction. (明るい挨拶や褒め言葉は顧客満足度に影響を与えなかったこと)

(5) 4段落に合致するのは？

- A. Starbucks believes customer satisfaction depends partly on how well employees are treated. (スターバックスは、顧客満足度は従業員の待遇に部分的に左右されると考えている)**
- B. Starbucks employees are not expected to interact warmly with customers. (スターバックスの従業員は、顧客と温かく接することが期待されていない)
- C. The company thinks that customer experience has little influence on its brand strategy. (同社は、顧客体験がブランド戦略にほとんど影響を与えないと考えている)
- D. Emotional labor is easy for employees even if they are unhappy at work. (従業員は、仕事に不満を持っていても、感情労働は容易だ)

(6) 5段落によると、ハワード・シュルツはなぜ従業員への医療給付の提供を支持したか？

- A. Because government regulations required the company to offer benefits to all workers. (政府の規制により、会社は全従業員に給付を提供することが義務付けられていたため)
- B. Because it would reduce employee turnover and help maintain strong relationships with customers. (従業員の離職率が低下し、顧客との強固な関係が維持されるため)**
- C. Because customers demanded that Starbucks increase employee salaries and benefits. (顧客がスターバックスに従業員の給与と給付の増額を要求したため)
- D. Because the company had difficulty finding workers willing to work long hours. (長時間労働を希望する労働者を見つけるのが困難だったため)

(7) 文中の“stagnant (停滞した)”に意味が最も近いのは

- A. dirty (汚い)
- B. small (小さい)
- C. sufficient (十分な)
- D. static (静止した、変化のない)**

(8) 7段落に合致するのは？

- A. Starbucks focuses only on short-term profits without considering long-term sustainability. (スターバックスは長期的な持続可能性を考慮せず、短期的な利益のみに焦点を当てている)
- B. Starbucks ignores environmental concerns in order to maintain profits. (スターバックスは利益を維持するために環境への配慮を無視している)
- C. Large enterprises are never criticized for prioritizing short-term profitability. (大企業が短期的な収益性を優先していることで批判されることはない)

D. Starbucks aims to balance the interests of employees, shareholders, the environment, and business sustainability. (スターバックスは、従業員、株主、環境、そして事業の持続可能性の利益のバランスを取ることを目指している)

(9) 8段落によると、スターバックスがリサイクル可能なプラスチックカップを廃止した理由は

- A. it was more costly than paper cups. (紙コップよりもコストが高かった)
- B. plastic was less friendly to the environment. (プラスチックは環境に優しくなかった)
- C. customers didn't like them.** (顧客が気に入らなかった)
- D. they came up with paper sleeves. (紙製のスリーブを考案した)

(10) 文中の“high profile”と意味が最も近いのは

- A. expensive (高価な)
- B. subtle (微妙な)
- C. imperceptible (知覚しづらい)
- D. noticeable (気づきやすい)**

(11) 9段落に合致しないのは？

- A. Unlike other private companies, Starbucks prioritizes environmental preservation more than anything else.** (他の民間企業とは異なり、スターバックスは環境保護を他の何よりも最優先している)
- B. Starbucks believes that current success never promise future success. (スターバックスは、現在の成功が将来の成功を保証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. (顧客は通常、スターバックスの環境への取り組みの一部しか目にしていない)
- 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のバランスをうまく取っている)

(12) 10段落によると、なぜ多くの顧客はスターバックスのコーヒーに高い値段を払ってもよいと思うのでしょうか

- A. Because Starbucks coffee is the only type of coffee available in urban areas. (スターバックスのコーヒーは都市部で入手できる唯一の種類のコffeeだから)
- B. Because customers believe Starbucks provides the cheapest and most functional products. (顧客はスターバックスが最も安価で機能的な製品を提供していると信じているから)
- C. Because purchasing Starbucks products helps people express their identity and social values.** (スターバックスの製品を購入することで、自分のアイデンティティや社会的価値観を表現するのに役立つから)
- D. Because Starbucks requires customers to buy multiple drinks at once. (スターバックスは顧客に一度に複数のドリンクを購入することを要求しているから)

(13) 11段落に合致しないのは？

- A. Specialized language used at Starbucks can act as a barrier for new customers. (スターバックスで使用される専門用語は、新規顧客にとって障壁となる可能性がある)
- B. The prohibition of smoking helps attract health-conscious customers. (喫煙禁止は、健康志向の顧客を引き付けるのに役立つ)

C. The relatively high price of coffee can function as a kind of gatekeeper. (コーヒーの比較的高い価格は、一種の門番として機能する可能性がある)

D. Starbucks stores are completely open and equally accessible to everyone without any barriers. (スターバックスの店舗は完全にオープンであり、障壁なく誰もが平等にアクセスできる)

(14) 12段落によると、スターバックスはなぜ社会的に尊敬されるアーリーアダプターの獲得に注力したのか？

- A. Because those people could financially support the company by buying large quantities of coffee. (彼らが大量のコーヒーを購入することで、会社を経済的に支えることができたから)
- B. Because their adoption of the brand would influence others to follow and buy the same products.** (彼らがブランドを受け入れることで、他の人々も同じ製品を購入するようになるから)
- C. Because Starbucks wanted to limit its customers only to wealthy elites. (スターバックスは顧客を裕福なエリート層に限定したかったから)
- D. Because teenagers were unable to afford Starbucks products. (10代の若者はスターバックスの製品を買う余裕がなかったから)

(15) 全本文中で言及されていないのは

- A. Among a variety of competing interests, Starbucks' management believes that the environmental sustainability should exceptionally be prioritized.** (スターバックスの経営陣は、様々な利害が対立する中で、環境の持続可能性を例外的に優先すべきだと考えている)
- B. Starbucks has recently been accused of maltreating its workers. (スターバックスは最近、従業員への扱いの悪さで非難されている)
- C. Each individual consumer is partly responsible for how companies behave. (個々の消費者は、企業の行動に部分的に責任を負っている)
- 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重視している)