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JOHN QUELCH

Starbucks: Delivering Customer Service

In late 2002, Christine Day, Starbucks' senior vice president of administration in North America, sat in the seventh-floor conference room of Starbucks' Seattle headquarters and reached for her second cup of toffee-nut latte. The handcrafted beverage—a buttery, toffee-nut flavored espresso concoction topped with whipped cream and toffee sprinkles—had become a regular afternoon indulgence for Day ever since its introduction earlier that year.

As she waited for her colleagues to join her, Day reflected on the company's recent performance. While other retailers were still reeling from the post-9/11 recession, Starbucks was enjoying its 11th consecutive year of 5% or higher comparable store sales growth, prompting its founder and chairman, Howard Schultz, to declare: "I think we've demonstrated that we are close to a recession-proof product."¹

Day, however, was not feeling nearly as sanguine, in part because Starbucks' most recent market research had revealed some unexpected findings. "We've always taken great pride in our retail service," said Day, "but according to the data, we're not always meeting our customers' expectations in the area of customer satisfaction."

As a result of these concerns, Day and her associates had come up with a plan to invest an additional \$40 million annually in the company's 4,500 stores, which would allow each store to add the equivalent of 20 hours of labor a week. "The idea is to improve speed-of-service and thereby increase customer satisfaction," said Day.

In two days, Day was due to make a final recommendation to both Schultz and Orin Smith, Starbucks' CEO, about whether the company should move forward with the plan. "The investment is the EPS [earnings per share] equivalent of almost seven cents a share," said Day. In preparation for her meeting with Schultz and Smith, Day had asked one of her associates to help her think through the implications of the plan. Day noted, "The real question is, do we believe what our customers are telling

¹ Jake Rutsett, "A Grande Decade for Starbucks," *The Seattle Times*, June 26, 2002.

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Jochen Wirtz, Christopher Lovelock



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Starbucks Moon Youngme, John A. Quelch, Harvard University. Harvard Business School, Starbucks Coffee Company, Harvard Business School Publishing Corporation, 2003 Strategy Implementation Kurt Verweire, 2014-04-24 Strategy implementation or strategy execution is a hot topic today Managers spend significant resources on consulting and training in the hope of creating brilliant strategies but all too often brilliant strategies do not translate into brilliant performance This book presents new conceptual models and tools that can be used to implement different strategies The author analyses how market leaders have benefitted from successful strategy implementation and provides the reader with a comprehensive and systematic framework to tackle strategy implementation challenges Have clear strategic choices been made Are actions aligned with the strategy What s the organizational context for the strategy In answering these simple questions the book provides students of strategic management along with managers involved in designing and implementing strategies with a valuable resource **Why Marketing to Women Doesn't Work** J. Darroch, 2014-07-05 This book addresses the challenges and subtleties behind marketing to women and confronts the idea that gender alone can be used as an indicator to target your market Darroch provides practical insights into market segmentation and recommends a new approach that focuses on targeting human needs not gender in order to reach female customers *Everything But the Coffee* Bryant Simon, 2009 Simon knows more about Starbucks and about why so many Americans find perfection in their lattes than anyone He connects our deepest desires to be good smart ethical consumers with our equally strong yearning to consume in an authentic way Our coffee Simon shows is us Sharon Zukin author of *Naked City* **Services Marketing: People, Technology, Strategy (Eighth Edition)** Jochen Wirtz, Christopher Lovelock, 2016-03-29 Services Marketing People Technology Strategy is the eighth edition of the globally leading textbook for Services Marketing by Jochen Wirtz and Christopher Lovelock extensively updated to feature the latest academic research industry trends and technology social media and case examples This textbook takes on a strong managerial approach presented through a coherent and progressive pedagogical framework rooted in solid academic research Featuring cases and examples from all over the world Services Marketing People Technology Strategy is suitable for students who want to gain a wider managerial view of Services Marketing **Service Systems Management and Engineering** Ching M. Chang, 2018-01-05 The ultimate instructional guide to achieving success in the service sector Already responsible for employing the bulk of the U S workforce service providing industries continue to increase their economic dominance Because of this fact these companies are looking for talented new service systems engineers to take on strategic and operational challenges This instructional guide supplies essential tools for career seekers in the service field including techniques on how to apply scientific engineering and business management principles effectively to integrate technology into the workplace This book provides Broad based concepts skills and capabilities in twelve categories which form the Three Decker Leadership Architecture including creative thinking and

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Creating Entrepreneurial Supply Chains William B. Lee, 2012-01-15 This title focuses on opportunities for growth and innovation through entrepreneurial supply chains taking the reader through the entire process of opportunity identification due diligence writing the business plan managing risks integrating the entrepreneurial supply chain venture and reaping the payoff

Essentials of Services Marketing Jochen Wirtz, 2012-08-31 Make it easy for students to understand Clear Simple Language and Visual Learning Aids The authors use simple English and short sentences to help students grasp concepts more easily and quickly The text consists of full colored learning cues graphics and diagrams to capture student attention and help them visualize concepts Know Your ESM presents quick review questions designed to help students consolidate their understanding of key chapter concepts Make it easy for students to relate Cases and Examples written with a Global Outlook The first edition global outlook is retained by having an even spread of familiar cases and examples from the world's major regions 40% from American 30% from Asia and 30% from Europe Help students see how various concepts fit into the big picture Revised Framework An improved framework characterized by stronger chapter integration as well as tighter presentation and structure Help instructors to prepare for lessons Enhanced Instructor Supplements Instructor's Manual Contain additional individual and group class activities It also contains chapter by chapter teaching suggestions Powerpoint Slides Slides will feature example based teaching using many examples and step by step application cases to teach and illustrate chapter concepts Test Bank Updated Test Bank that is Test Gen compatible Video Bank Corporate videos and advertisements help link concept to application Videos will also come with teaching notes and or a list of questions for students to answer Case Bank Cases can be in PDF format available for download as an Instructor Resource

Flying Ahead of the Airplane Nawal K. Taneja, 2016-04-15 Airlines willing to develop insight from foresight relating to the expected step phase changes will eventually improve their margins However the backward looking airline managed using old strategic levers and short term metrics will cease to exist merge shrink become more dependent on government support or become irrelevant Management innovations are not going to deliver the required improvements innovation within management is essential for airlines survival In *Flying Ahead of the Airplane* Nawal Taneja analyzes global changes and thought provoking scenarios to help airline executives adjust and adapt to the chaotic world Drawing on his experience of real airline situations worldwide the author concludes that there is a gulf between what

executives are doing now and what they need to do to stay ahead of the curve To close this gap the author suggests that airline executives focus on just three relevant initiatives a aligning business and technology strategies b redesigning organization structures to centralize the role of the scheduling function and c developing relevant brands that integrate social networking technology To support this third initiative the book provides insights on branding from 20 fascinating non aviation case studies from around the world Flying Ahead of the Airplane will assist practitioners in airlines of every size to integrate future trends into their mainstream thinking and launch flexible business models to manage risk and compete effectively in the flattening world

The Agility Advantage Amanda Setili, 2014-09-22 How to win market leadership in a fast changing world In the past companies could pick a strategy and stick with it maintaining a competitive edge for years But today companies surge ahead fall behind or even disappear in mere months If you and your company are going to thrive for the long run you need to continuously evolve change and stay a step ahead of your competition The ability to see and capitalize on new opportunities is the cornerstone of agility Successful technology based firms like Google Tesla and Amazon have all mastered agility within their core business practices but companies in any sector can and must learn to spot new opportunities and make the right choices about what to invest in what to change and what to abandon The Agility Advantage first shows how to identify those aspects of your business where agility is most crucial where the business environment is changing fast and which elements have the greatest impact on the customer's decision to buy Amanda Setili then shows how to master the three components of agility Market agility Gain ideas from your most demanding and forward thinking customers and from outside your industry Engage observe and mix with customers to identify the opportunities created by their changing demands Decision agility Anticipate the changes that may affect you and turn even troubling trends into opportunities Design your strategy to maximize learning and to manage risk Generate diverse alternatives and make fast fact based decisions about which to pursue Execution agility Build new capabilities shed what doesn't fit and take the first steps in a new direction Experiment then reinforce and build on what works Enlist and inspire your organization around a compelling purpose and grant employees the autonomy and resources to continuously adapt and adjust course The future will present more opportunities but narrower windows to capture them With a wealth of valuable information and practical strategies The Agility Advantage is essential reading to help any organization adapt and thrive both today and tomorrow

Coffee - Philosophy for Everyone, 2011-03-08 Offering philosophical insights into the popular morning brew Coffee Philosophy for Everyone kick starts the day with an entertaining but critical discussion of the ethics aesthetics metaphysics and culture of coffee Matt Lounsbury of pioneering business Stumptown Coffee discusses just how good coffee can be Caffeine related chapters cover the ethics of the coffee trade the metaphysics of coffee and the centrality of the coffee house to the public sphere Includes a foreword by Donald Schoenholt President at Gillies Coffee Company [Marketing Strategies for the Internationalization of Businesses and Brands](#) Teixeira, Sandrina Francisca, Remondes, Jorge, Zelaya,

Sandra,2025-07-31 International marketing plays a pivotal role in how companies navigate the complexities of globalization cultural diversity and rapidly evolving digital landscapes Understanding how to effectively enter and operate in foreign markets is essential for business growth innovation and long term sustainability As digital transformation reshapes consumer behavior and business models companies must adapt their strategies to stay competitive and relevant across borders Exploring the dynamics of cross cultural communication regulatory environments and digital tools helps professionals make informed impactful decisions in the global marketplace This area of study supports the development of globally minded leaders capable of driving inclusive and adaptive business practices Marketing Strategies for the Internationalization of Businesses and Brands provides a comprehensive and up to date analysis of international marketing It focuses on the changes and challenges companies face in today s globalized world Covering topics such as artificial intelligence e commerce and social media this book is an excellent resource for educators researchers academicians marketing professionals business leaders and executives and more

CUSTOMER RELATIONSHIP MANAGEMENT ALOK KUMAR RAI,2012-12-05 This thoroughly revised and enlarged edition brings to light the latest developments taking place in the area of Customer Relationship Management CRM and focuses on current CRM practices of various service industries This edition is organised into five parts containing 19 chapters Part I focuses on making the readers aware of the conceptual and literary developments and also on the strategic implementation of the concepts Part II discusses the research aspects of CRM Part III deals with the applications of information technologies in CRM Part IV provides the various newer and emerging concepts in CRM Finally Part V analyses the CRM applications in various sectors industries and companies Primarily intended as a textbook for the students of Management the book would prove to be an invaluable asset for professionals in service industries New to This Edition Includes five new chapters namely Research Techniques and Methods in Customer Relationship Management Customer Satisfaction Customer Loyalty Service Quality and Service Recovery Management along with several additions of new text and revisions of the existing text Provides latest advancements in CRM to keep the students abreast of these developments Gives as many as 16 Case Studies with critical analysis of different industries to help the readers understand the subject Covers a number of illustrations to elucidate the concepts discussed Gives Project

Assignment in each chapter **The Growth Dilemma** Annie Wilson,Ryan Hamilton,2025-06-10 Porsches for soccer moms Finance bros in Patagonia Drive through Starbucks What happens when your growth strategy creates conflict between customers You always want to grow your brand but there s a dilemma the more customer segments you target the harder it becomes to avoid conflict between them Sometimes attempts to court new customers can feel like a betrayal to your loyal base Sometimes new customer segments rush to adopt your products and in the process unwittingly alienate your existing customers And sometimes your growth strategy flies in the face of what your customers have decided your brand means to them Brands must navigate these incompatibilities in order to achieve sustainable growth or face losing more customers than

they gain Marketing experts and professors Annie Wilson and Ryan Hamilton show you how to manage this challenge with a fresh simple framework for growing without imploding helping you choose whom to target how to avoid conflict between segments and crucially what to do when the sensibilities of one segment clash with those of another Wilson and Hamilton illustrate their framework with dozens of real world cases How did Supreme lose its coveted reputation among skateboarders How did a software update cost Apple a devoted customer base What did Gucci do when the cast of Jersey Shore started toting its handbags around And why are Crocs even a thing With depth clarity and a bit of humor Wilson and Hamilton give you a better way to strategically select new target markets and manage multiple customer segments The Growth Dilemma is your road map to brand growth *Creating Lasting Value* Jeroen Geelhoed, Salem Samhoud, Nur Hamurcu, 2013-12-03 The consequences of a primary focus on shareholders over the last few decades has emphasized that that a new model of value creation is necessary Today's economy demands organizations that create value not only for shareholders but also for customers employees leaders and society Businesses that face up to this challenge by focusing on all the stakeholders involved will be far more successful in the long term than those driven purely by seeking to deliver the maximum return on shareholder investment *Creating Lasting Value* shows readers how to achieve lasting results by channeling efforts into three key areas It demonstrates how to lead the value manage the value and market the value The successful organizations of the future will be those that can put these principles into practice this book shows you how **California Management Review**, 2005 **Labour Policies, Language Use and the 'New' Economy** Kellie Gonçalves, 2020-09-09 This book provides an in depth analysis of language and tourist mobility within an adventure tourism context It uses a critical and ethnographic approach contributing to poststructuralist perspectives of social life that are currently undergoing considerable changes on social political cultural and linguistic levels Drawing upon an array of data sources collected over five years on two continents it examines and compares the way language and communication e.g. speech written texts visual resources are used within the production of place making practices in two of the world's top adventure tourism destinations Interlaken Switzerland and Queenstown New Zealand It centres on issues such as cross cultural discourses transcultural texts and semiotic landscapes **Strategic Management Dynamics** Kim Warren, 2008-01-22 A free sample of Chapter 4 The Strategic Architecture is available to view on the Student Companion Site Please click on the Student Companion Site link on the top right of this page All chapters along with the Table of Contents and Preface are also available as free downloadable inspection copies for lecturers Please click on Instructor Companion Site on the top right of this page and follow the links to register your details *Strategic Management Dynamics* is a development of Kim Warren's successful *Competitive Strategy Dynamics* winner of the 2005 Jay Wright Forrester Award for contributions to System Dynamics This new book is more than a second edition it is substantially extended to increase its usefulness to teachers and students of Strategy and other management topics *Strategic Management Dynamics* provides a complete framework in the field of Strategic Management It

combines theory with clearly illustrated examples to examine the concept of financial performance and the tools that can be used to improve it The book goes on to highlight the importance of other factors that affect performance including staff turnover competition and so on JOIN THE DISCUSSION AT THE STRATEGIC MANAGEMENT DYNAMICS FORUM [http www kimwarren com forum](http://www.kimwarren.com/forum) *Introduction to Marketing* ,2004 **Journal of Marketing** ,2006 Apr issues for 1940 42 include Papers and proceedings of the semi annual Dec meeting of the American Marketing Association 1939 41

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