



Business Research – Starbucks Corporation

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Abstract - Starbucks Corporation — Starbucks Corporation operates one of the most well-known specialty coffee companies in the world. Since its founding in 1971, the firm has expanded from a single Seattle location to become a world leader in the retail of premium coffee in more than 80 countries. Starbucks consistently innovates through seasonal offerings and digital customer experiences while providing a wide selection of products, such as handmade beverages, roasted coffee beans, teas and pastries. Starbucks, which is well-known for its friendly "third place" atmosphere, offers consumers a reliable, comfortable, and consistent experience at all of its locations worldwide. The company's mission is to uplift and nurture the human spirit and is backed by strong values in sustainability, ethical sourcing, and community-centered operations. Their vision is about "Serve the world's finest coffee, with a moment a connection".

This report analyzes Starbucks Corporation using key strategic management tools, including Vision and Mission evaluation, Starbucks Corporation should be able to respond to the elements either offensively or defensively by coming up with strategies that either take advantage of opportunities the environment presents or mitigate the impact of potential threats. These elements can also recognize and create plans to seize opportunities and prevent or lessen the effects of risks. The goal of the study is to use external auditors on Starbucks to gain insight into the business's advanced competitiveness in the market.

I. Introduction

Starbucks Corporation is an American chain of coffeehouses founded in 1971 by Jerry Baldwin, Zev Siegl and Gordon Bowker. At the beginning, Starbucks was a coffee bean wholesaler in Seattle's Pike Place Market but it became a

coffee shop that serves espresso-based drinks under the ownership of Howard Schultz. During the years after, the brand expanded itself worldwide and counted in 2022, 35,711 stores in 80 countries. The 80 countries where Starbucks is implemented counts 361,000 employees in 2024.

With its expansion, the company also expanded its variety of products by serving hot and cold drinks, whole-bean coffee, micro-ground instant coffee, espresso, cafe latte, smoothies, teas, juices and pastries and snacks. Also, Starbucks offers a quality environment in their coffeehouses with free wifi internet access, comfy chairs and modern furnitures which make workers stay as long as they want in the coffeehouse, while enjoying different drinks and snacks during their stay.

Over the 21th century, Starbucks acquired Ethos water (2001) and also founded Hear Music with Concord Music Group (2007). In 2012, the company founded Tata Starbucks which is a joint venture of coffee companies that operates in Starbucks India outlets. In October 2024, we counted over 457 outlets in more than 70 cities in India with a variety of products that matched

the local population (Tandoori Paneer Roll, Malai Chom Chom Tiramisu...).

Even with its international implementation, Starbucks faces competition by other brands on the market. Its main competitors are Dunkin' Donuts, Mcdonalds (McCafé), Costa Coffee and Tim Hortons. Those brands also offer coffees to consumers which challenges Starbucks to continue developing its range of products in order to maintain its market leadership.

Moreover, Starbucks has to do even more than remain competitive to maintain its leadership and ensure its survival and growth. Indeed, the company developed strategies such

as differentiating their own brand from others : written names on cups, wifi and design of stores, allow consumers to personalize their drinks, use a recognizable logo, storytelling, local adaptation... All those strategies made Starbucks competitive on the market for decades and are the elements that made its international success. Its revenues and growth expansion increased thanks to those strategies but it also strengthened its relationship with its consumers.

To keep its leadership, Starbucks must continue to implement new strategies like elevating the brand through premium consumer experience, modern stores and innovation in their drinks or they can also choose to develop strategies to strengthen their digital tools (rewards for members, partnership...).

II. Vision and Mission

Every company has to affirm the vision and mission of their organization to evolve in accordance to their objectives. Indeed, a vision statement is used by companies to reveal the type of business the firm engages. It is important for companies to determine what they want to become to develop the necessary strategies to achieve their goal. In January 2025 they redefined multiple promises made in 2023 that define their vision for the years coming. One of them is linked to customers : "Serve the world's finest coffee, with a moment a connection". This statement ensures to customers the will of Starbucks to not only serve coffee but also a whole experience around it. This company always tried to offer a great customer experience to its consumers by being close to them with different strategies such as writing their names on cups, delivering a quality workspace for remote work people or even by allowing their customers to personalize their own drinks as much as they want to get their perfect drink. The vision statement of 2025 is in accordance with all they already did during the last years and shows their will to continue and even improve that in the next few years.

Moreover, Starbucks also defined their mission statement for 2025. A mission statement is a declaration from organizations of what their business is and what is their reason for being. Establishing a mission statement is essential for attaining their objectives and formulating strategies. Starbucks Corporation has a clear mission statement published on January 9th, 2025 : "To be the premier purveyor of the finest coffee in the world, inspiring and nurturing the human spirit - one person, one cup and one neighborhood at a time". By this, they clearly state their purpose and business beliefs and principles. Starbucks explained their mission

statement with more detail added by the Chairman and CEO, Brian Niccol : "*When the barista hands the customer their cup of coffee, it is this moment of connection that doesn't happen in any other moment in the day, for a lot of people. The humanity of that moment is really powerful. When you stop and think about it, what are we all about? We provide the best coffee in the world, and we do it with the purpose of having these moments of connection with each other. If we keep it very straightforward – coffee, people and humanity – we're going to be in really good shape.*" Indeed, the goal of Starbucks is to ensure the care at every stop of the coffee's road, from the bean farm to the customer's cup of customer and they also care about making the interaction between the barista and the customer as kind as possible. For them, those interactions are very important and count a lot in the customer experience which is one of their core values.

Starbucks always followed multiple mission statements over the years which are close to the one it made this year. Indeed, in 1990, the company drafted its first mission statement : "*Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles as we grow*". We can see that the first part of this statement is the same as the one they made this year. But concerning the second part, we can see that their statement changed. In the 2025's, they added their will concerning the inspiration they want to have on the human spirit, showing the importance they give to their customers. Actually, their concern about customers was evoked for the first time in 2008 where they unveiled their aspiration to be the community coffeehouse : "*We inspire and nurture the human spirit - one person, one cup, one neighborhood at a time*".

All those mission statements made since 1990 defined the actual mission of Starbucks which is directed toward two main points :

- Product dimension : serving the best coffee with the best experience
- Human dimension : creating a connection and a community in their coffeehouses.

The company no longer defines itself only as a high-end coffee seller, but as a social actor creating connections and supporting local communities.

This double objective can be observed in their strategy "Back to Starbucks" launched in September 2024.

This plan was made under the CEO Bryan Niccol who directly affirmed his main goal the day after he joined Starbucks. He stated to Starbucks partners his will to “get back to what makes Starbucks, Starbucks”. That’s how the Back to Starbucks program began in order to recover the fundamentals principles of Starbucks : *“Today, I’m making a commitment: We’re getting back to Starbucks. We’re refocusing on what has always set Starbucks apart — a welcoming coffeehouse where people gather, and where we serve the finest coffee, handcrafted by our skilled baristas. This is our enduring identity. We will innovate from here.”* He really wanted to show that Starbucks stores have always been more than a place to drink coffee, they are places where people enjoy warm and comfortable stores with their famous hand written name cups which disappeared for the last few years. Also, he wanted to focus the menu on coffee so they decided to reduce from 30% the choices on the menu. Thanks to this, they can provide a quicker service and reduce the mistakes made on the drinks to make the service more fluid. The renovation of its stores and the introduction of some elements like ceramic mugs or the return of condiments directly reflect the desire to “inspire and nourish” moments of connection and so increase the time people spend in the coffeehouses which is a level or additional sales. The commitment to partners (increase in hours, training, better conditions) harmonizes the internal culture with the human approach of the mission. This is shown with better performance on the field and an increase in average ticket (+3% during certain periods), while the Starbucks Rewards program continues to be an effective engagement channel (approximately 34.6 million active members over 90 days). Even if those decisions temporarily affect margins, the recovery in comparable sales noted at year-end and the improvement/increase in customer engagement demonstrate that the vision and mission statements are not limited to slogans, they guide operational choices and have a positive and observable effect on commercial performance.

III. External Audit

A) PESTEL Analysis

Starbucks evolves in a world where external factors impact their operations. Those factors are divided in 6 categories : Political, Economic, Sociocultural, Technology, Environmental and Legal.

Political

Threats:

- Political stability: Starbucks needs to implement itself in countries where political stability is held. Investing and developing stores in countries where a stable government is established provide them a reliable regulatory framework to implement their stores.
- Trade regulations: Starbucks has an extensive supply chain network to make their drinks (coffee beans and other ingredients needed for the drinks) from different countries which make trade agreements and tariffs important. In order to be able to provide their drinks, they have to be careful about the cost and availability of their supplies to not be bothered by trade barriers or the renegotiation of trade agreements.
- Labor regulations: countries which impose wage policies can affect Starbucks labor costs and workforce management. Those elements have to be taken into consideration for them to be able to be aligned with the law of each country. Moreover, the changes made in minimum wages rates can force the company to make adjustments in pricing and operational strategies to manage the expenses.

Opportunities:

- Corporate Social Responsibility: engagement in corporate social responsibility initiatives and partnerships which allow the organization to strengthen its relationships with the government and also with the local communities. They take several actions such as participating to the defense of environmental and social causes

Ways to avoid risks and capitalize on opportunities:

- Diversify its supply chain to not depend on only a few suppliers that could be non stable
- Strengthen its long-term partnerships with farmers (C.A.F.E practices)
- Adapt HR policies to local labor regulations

Economic

Threats:

- Exchange rates: as Starbucks operates in multiple countries, the fluctuations in currencies exchange rates can impact their revenues and profitability on the international market.
- Disposable income and inflation: consumer’s disposable income is a major factor for Starbucks

because it will impact whether consumers choose to consume their drinks or not. When periods of inflation emerge and cause a low purchasing power for consumers, it can impact the company badly because people will start to buy less drinks.

Opportunities:

- Growth of emerging markets: can start its implementation in Asian and Middle Eastern countries
- Growth of purchasing power in some urban areas

Ways to avoid risks and capitalize on opportunities:

- Adapt pricing depending on the market (smaller size, promotions...)
- Develop high-margin products (personalized beverages, special beverages only available for a certain amount of time...)
- Invest in long-term contracts for coffee in order to reduce the impact that the coffee price volatility can have

Social

Threats:

- High prices of beverages
- Cultural diversity: has to adapt to cultural norms and local preferences which force them to innovate all the time and adapt whenever they expand in a new country/region
- Working conditions: criticize of working conditions in the field of restoration
- Healthier beverages: people want more and more healthy beverages with less sugar...

Opportunities:

- Adapting to consumer's preferences: Starbucks adapt their menus depending on the local preferences in each country it has stores. This allows them to match their consumers 100% by offering a broader range of beverages to satisfy each individual.
- Lifestyle trends: people look for quick and easy solutions to satisfy their coffee craving which is an element that Starbucks benefits from. Also, the rise of ordering apps via platforms is an opportunity for them to sell more beverages.
- Healthier beverages: people are more and more fond of healthy beverages which made Starbucks create healthy menu options : beverages with reduced sugar, more fruit-based and tea beverages...

- Ethical sensibility: importance given to transparency and well-being at work nowadays

Ways to avoid risks and capitalize on opportunities:

- Offer more healthier beverages: less sugar, adapted to specific regimes (vegan, no lactose...)
- Strengthen the employer image through social benefits, training and career opportunities.

Technological

Threats:

- High costs to modernize equipment
- Data: steal of personal data due to information registered in the app

Opportunities:

- Mobile and digital technology: mobile app for a better customer experience and more orders placed. Easier to personalize their drinks via the app and make payments there. Moreover, the app includes personalized promotions and rewards to customers.

- Automation: automated espresso machines and coffee brewing systems improve productivity
- Online delivery service: added this service in their app to make people order more easily

Ways to avoid risks and capitalize on opportunities:

- Invest in cybersecurity to prevent from steal of data
- Introduce automation tools to support baristas and reduce preparation time
- Expand digital partnerships with tech companies

Environmental

Threats:

- Climate changes: decrease of availability of water resources harm coffee cultivation
- Droughts, pests, and extreme weather reduce crop quality.
- Pressure from governments and consumers on plastic waste

Opportunities:

- Sustainable sources: work with coffee farmers to ensure fair trade, environmental-friendly farming methods and support communities in coffee regions



- Reduce waste: reduce packaging waste and promote recycling (reusable cups, offers for customers who bring their own cup)

Ways to avoid risks and capitalize on opportunities:

- Increase use of reusable cups and environmentally-friendly packaging
- Invest in resilient agriculture programs to help agricultors to adapt to climate change

Legal

Threats:

- Labor laws: wage regulations in some countries have to be known by the company to respect the legal environment of the country they operate in.
- Food and safety regulations: must comply with those types of regulations (preparation, storage of goods, measures to prevent accidents, training on safety procedures...)
- Intellectual property protection: protecting their brand, recipes is important for them to keep their competitive advantage

Opportunities:

- Labor laws: legal requirements for employee like health insurance, retirement plans and paid leave are different from one country to another and can give Starbucks competitive benefits packages to its employees

Ways to avoid risks and capitalize on opportunities:

- Reinforce product traceability to meet transparency requirement
- Audit their practices regularly to avoid litigation due to work or food and safety regulations

B) Porter's Five Forces model

- Porter's model consists of evaluating the competitive landscape of the organization and determining its market position among the others.

The first force is called "Competitive rivalry". Starbucks has a very common business which makes it faces a highly competitive market with global coffee chains, fast-food and local coffees. Its main competitors are Dunkin' Donuts, Mcdonald's, Costa Coffee or even Tim

Hortons. Those ones challenge Starbucks and make it review its strategies (price, product innovation) in order to stay competitive in this market and keep its leadership. That is why the competition can be described as high and make this force an important one that Starbucks must focus on.

The second force is about the "Threat of new entrants". With the strong position of Starbucks on the beverages market, the threat of new entrants is low. Entering this market requires some important amount of capital and brand recognition if new companies want to be at the scale of Starbucks. Attaining such a position is difficult so Starbucks don't see new entrants as a threat.

"Bargaining power of suppliers" is also one of the forces from this model and appears as moderate for Starbucks. Indeed, Starbucks not only relies on one or two suppliers to do its business but suppliers of coffee still remain rare compared to other kinds of suppliers. Fortunately, due to its reputation, Starbucks has a strong supply chain with long-term contracts and direct relations with its suppliers, that is why, the bargaining power of suppliers is considered as moderate.

On the other side, there is the "Bargaining power of customers" which is also very high. Indeed, customers have a lot of choices when it comes to taking a coffee outside.

Coffeehouses are very common and they all offer different ranges of prices, products and services with different quality which can benefit or not for Starbucks. The company adapted to the market and kept aligning their prices and services with other coffee or even do

better to make customers come to them and not to competitors.

The last force of Porter's model is "Threat of substitutes". Actually, there are numerous substitutes to the beverages Starbucks offer like tea, energy beverages, automatic coffee machines made at home, ready-to-drink beverages... That's what makes the substitutes a high force because they can impact a lot the sales of Starbucks.

With intense competition and chances for distinction through experience, digitalization, and branding, the coffee industry is reasonably attractive. Starbucks scale, global reputation,

and ability to innovate help company maintain its strong position.

Strategies to achieve objectives based on Porter’s analysis

To address high competitive rivalry, Starbucks could strengthen its image through the design of their stores (comfy, where people feel welcome for a long stay...) and by creating new and unique beverages that no other coffeehouse has.

To address high buyer power, the company could offer more personalized and healthy beverages. They could also launch attractive membership programs to strengthen the relationship with their customers.

To reduce the threat of substitutes, Starbucks could improve the quality of its coffee and promote their suppliers and the origins of their coffee beans. Showing that they have the most premium coffee is really important to reduce the threat such as developing other strategies. Developing the offer “at-home”

with a capsule of Starbucks x Nespresso could be a real change for Starbucks and enable people to satisfy their need thanks to their products.

To mitigate supplier power, the company could invest in durable agriculture and increase the number of their supply regions.

Finally, to limit new entrants, Starbucks can increase digital innovation (mobile order and pay) and also reinforce local partnerships by offering seasonal and limited editions of beverages.

External Factor Evaluation (EFE) Matrix

External Factors (Opportunities & Threats)	Weight	Rating (1-4)	Weighted Score
Opportunities			
Expansion in politically stable countries	0.05	3	0.15
CSR initiatives strengthening relations with governments & communities	0.07	4	0.28
Growth in emerging markets (Asia & Middle East)	0.10	4	0.40
Increasing purchasing power in urban areas	0.05	3	0.15
Adaptation to local cultural preferences	0.08	4	0.32
Rise of mobile app usage & digital ordering	0.10	4	0.40
Automation improving productivity	0.05	3	0.15
Sustainability expectations (eco-friendly packaging, recycling)	0.05	3	0.15
Ability to offer healthier beverage options	0.07	3	0.21
Threats			
Trade regulations & tariffs on supply chain	0.08	2	0.16
Instability in coffee-producing regions	0.05	2	0.10
Labor regulations & increasing minimum wages	0.05	2	0.10
Exchange rate fluctuations	0.07	2	0.14
Inflation reducing disposable income	0.08	2	0.16
Cultural diversity requiring constant menu adaptation	0.03	3	0.09
Criticism related to working conditions	0.03	2	0.06
Demand for healthier beverages replacing sugary drinks	0.03	2	0.06
High cost of technological upgrades	0.03	2	0.06
Cybersecurity risks & data theft	0.04	2	0.08
Climate change impacting coffee cultivation	0.04	2	0.08
Strict food & safety regulations	0.02	3	0.06
Intellectual property protection challenges	0.02	3	0.06
TOTAL	1		3.12

Starbucks overall weighted score is 3.12, higher than the average of 2.5.

This shows that Starbucks is successfully addressing external possibilities and risks because of its excellent digital skills (personalization, mobile app), worldwide brand strength that facilitates expansion, proactive sustainability measures, and solid supply chain diversification.

But the matrix also reveals that Starbucks needs to keep dealing with issues including cybersecurity risks, growing labor costs and regulatory pressure, inflation and diminished purchasing power, and disruptions to the coffee supply caused by climate change.

Competitive Profile Matrix (CPM)

The Competitive Profile Matrix allows comparison between Starbucks and its main competitors based on the industry’s critical success factors (CSFs). Scores range from 1 (major weakness) to 4 (major strength). Weighted scores indicate the relative performance of each company.

Critical Success Factors (CSFs)	Weight	Starbucks Rating	Starbucks Score	Dunkin' Rating	Dunkin' Score	McCafé Rating	McCafé Score
Brand Image	0.20	4	0.80	3	0.60	3	0.60
Product Quality	0.15	4	0.60	3	0.45	3	0.45
Digitalization & Technology	0.15	4	0.60	3	0.45	2	0.30
Pricing Strategy	0.10	2	0.20	4	0.40	4	0.40
In-store Customer Experience	0.20	4	0.80	2	0.40	2	0.40
Store Network & Accessibility	0.20	3	0.60	3	0.60	4	0.80
TOTAL	1		3.60		2.90		2.95

Due to its great brand equity, high-quality products, digital leadership, and improved in-store experience, Starbucks has the highest score (3.60).

Dunkin' has an advantage in cost-sensitive markets since it competes primarily on price, but its performance in terms of brand perception and experience is constrained.

Although McCafé has a large worldwide network, its competitiveness is diminished by its worse digital capabilities and less distinctive products..

Despite its premium pricing positioning, the CPM demonstrates that Starbucks retains a competitive advantage in the majority of the industry's critical success drivers, namely distinctiveness, innovation, and customer experience.

IV. Internal Audit

A) Valuable resources

Starbucks has several resources at its disposal. Its worldwide retail network, effective supply chain infrastructure and digital platforms like the Starbucks mobile app are examples of tangible resources. Even more critical are intangible resources, such as a powerful and well-known brand, enduring relationships with suppliers through C.A.F.E. Practices, extensive knowledge of coffee sourcing and a devoted clientele strengthened by the Starbucks Rewards program. Moreover, the company gains from its organizational culture, which emphasizes innovation, service excellence and staff development. Together, these assets give Starbucks a long-term competitive edge in the specialty coffee market.

B) Strengths and weaknesses

The strengths of Starbucks is based on its worldwide recognition with the powerful brand image it possesses. Also, its internal strengths are linked to its product quality, advanced digital programs which lead them to maintain a strong customer loyalty. With their mobile app and digital programs, Starbucks ensures people's engagement and repeat purchases. But it is important for them to also ensure their worldwide consistency. For that, Starbucks has an extensive global supply chain that supports its activities. In the stores, Starbucks also contains strengths with their modern and comfortable stores, services they offer (free wifi...) and a diversified range of beverages which makes employees talk about their stores as a "third place" experience. Beyond that, the employees who work in these stores also benefit from advantages that make their jobs better like training programs and a strong culture which emphasize the service and connection they offer.

However, Starbucks still holds weaknesses. To start with, the company relies heavily on premium pricing which can impact it negatively during periods of inflation. Starbucks also faces criticism regarding labor regulations especially in the United States. Indeed, the brand has been confronted with growing unionization movements which pressured the company to raise wages and adjust working conditions. Although Starbucks implemented new labor investments under their program "Back to Starbucks", they still face challenges related to employee satisfaction and turnover. Also, while their personalized beverages are really appreciated by its customers, it presents an internal weakness for them in terms of planning. Making those beverages require long preparation times which can be hard to handle during peak hours. This can negatively impact the customer's experience and make Starbucks loose customers if it happens too often. Finally, Starbucks is dependent on the global coffee supply chain of diverse countries which exposes it to fluctuations in agriculture, climate change, rising prices and geopolitical instability. Those factors can affect both its product quality and inventory as well as its margins.

To turn these weaknesses into strengths, Starbucks adopted strategies and even created programs like their famous one called "Back to Starbucks" as we mentioned. This program consists of simplifying the menu, redesign equipment and go back to basics beverages based on quality coffee beans. These transformations are helping Starbucks to reduce preparation time of beverages and so to improve efficiency in stores. But this program also ensures to address labor related

weaknesses. The company chose to offer expanding training opportunities and increased investments in employee benefits. These measures support employee retention and rebuild trust in markets where unionization efforts intensified over the years. Moreover, Starbucks tries to reduce its vulnerability linked to premium pricing by adopting flexible and localized pricing strategies with smaller beverage formats and offering promotions through the app. By adopting all those strategies, Starbucks could turn its weaknesses into strengths and improve its efficiency and workforce engagement in order to face fluctuations in the economic environment.

Internal Factor Evaluation (IFE) Matrix

Internal Factors	Weight	Rating	Weighted Score
Strong global brand	0.15	4	0.60
High product quality & consistency	0.10	4	0.40
Advanced digital ecosystem (app, Rewards)	0.10	4	0.40
Strong supplier relationships	0.08	3	0.24
Employee training & culture	0.10	3	0.30
Premium pricing vulnerability	0.12	2	0.24
Labor relations challenges	0.10	2	0.20
Operational complexity	0.10	2	0.20
Dependence on coffee supply	0.10	2	0.20
High store operating costs	0.05	2	0.10
TOTAL	1		2.88

A score of 2.88 indicates that Starbucks has a strong internal position but must address operational efficiency and labor issues. We can recommend increasing automation, enhancing HR policies to improve employee satisfaction, further simplifying the menu to reduce complexity, and expanding lower-priced offerings to appeal to a broader customer base as we indicated more precisely in the part above the table.

V. Strategies

Starbucks engaged in a strategy called : "Triple-Shot Reinvention" which shows its long-term goals in detail. They define their new purpose by including drive-thrus, pickup-only locations, delivery-focused layouts, and faster store renovations. With those new implementations, the company hopes to reach its goal of having 55,000 stores in the world by 2030. By increasing its Starbucks Rewards membership base, they also have the goal of gaining 75 million new customers and strengthening their digital environment thanks to their technical innovation through its Deep Brew AI platform and alliances with Microsoft, Amazon, and Apple. Over the course of three years, they think they can reach \$3 billion in cost savings, including \$2

billion outside of stores, which will be reinvested for expansion and profitability. Starbucks is also improving store models to meet local customer expectations and speeding up its international expansion, particularly in high-growth regions. In general, Starbucks has a multi-layered strategy that blends market penetration in developing areas, operational excellence through efficiency initiatives and ethical sourcing, and distinctiveness (through product innovation, customer experience, and digital leadership). Together, these tactics help the business achieve its long-term goals of maintaining growth, increasing client loyalty and securing its position as the leader in coffeehouses.

VI. Conclusion

According to this analysis, Starbucks' strong competitive position is maintained by its worldwide brand, leadership in the digital space, and reliable product quality. The PESTEL and Porter analyses identify substantial threats, such as supply-chain fragility, labor issues, and economic instability, as well as important possibilities, such as technical innovation, development in emerging countries, and growing demand for premium coffee. Starbucks has significant internal resources, both tangible and intangible, but it still needs to improve its supply chain resilience, employee investment and operational simplicity. The company is positioned for sustainable worldwide expansion and enhanced organizational performance thanks to its long-term strategy, which is focused on reinvention, sustainability, and digital growth.

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