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Question 1

a)

The key competitive differentiator for Starbucks is, of course, its great global brand equity and superior customer experience. The brand is synonymous with high-quality coffee, which it consistently delivers across all its stores worldwide. Also, Starbucks promotes its "third place" concept, which creates unique space for customers to relax, work, or socialize out of home and work environments. Its digital integration, especially the Starbucks app, spans across convenience for ordering online, mobile payments, and enabling rewards that encourage customer retention. This remains complemented by an effective supply chain on a global scale that assures quality from farm to cup regarding the coffee beans and other products sold by Starbucks. These factors combined have allowed Starbucks to charge a premium for its current products while developing customer loyalty over time.

b)

For value addition in Saudi Arabia, Starbucks can also introduce regionally inspired beverages, such as Saudi coffee infused with traditional flavors like cardamom and saffron. This would delight the local taste buds and at the same time not affect the identity of the brand. Introducing healthier options for food, such as low-calorie snacks, vegan dishes, and gluten-free pastries, will be another strategy that will meet the increasing demand for healthy alternatives to eating from health-conscious consumers. Regarding services, it could be a partnership with locally based food delivery services such as HungerStation or Jahez that can extend the convenience of ordering Starbucks beverages from the comfort of one's home or office. Moreover, Starbucks can create community-based events such as coffee workshops or highlighting local artists to help increase customer loyalty and reach out to Saudi communities on a deeper level.

c)

The main business objective for Starbucks in Saudi Arabia is to **solidify its position as the leading premium coffee brand** while integrating more local elements into its offerings. A key goal would be to **increase market share by 10% over the next three years** by expanding its presence in both urban and underserved regions. This can be achieved through **targeted marketing campaigns** that emphasize both the international prestige of Starbucks and its localized offerings. Another goal is to enhance its **digital and delivery presence**, meeting the increasing consumer demand for convenience. Starbucks' long-term vision is to be recognized as the **go-to coffee destination**, not only for its high-quality beverages but also for its **community-centric environment** and commitment to **sustainability** through responsible sourcing and eco-friendly practices.

Question 2

In Starbucks KSA, the three major types of planning-strategic, tactical, and operational-are done down from higher levels of management to the lower levels with an appropriate timeframe and distinct focus.

Top management strategic planning is the long-term planning that the top management deals with, and it covers a period of 3 to 5 years. It describes the overall direction of Starbucks in the Saudi market, such as expanding into more cities and opening more stores to build more brand awareness. This also embodies high-level goals, such as those on market share and localization of products, so that Starbucks can keep pace with consumer preferences and trends within the country.

Tactical Planning Middle Management: The length of this type of planning generally ranges from 1 to 3 years and is done by regional or district managers. Tactical planning is the implementation of definite strategies that were laid down by top management; the introduction of new menu items like regionally inspired beverages and refining delivery services. It centers around resource allocation, marketing campaigns, and controlling performance with a view to meeting long-term objectives with efficiency.

Operational planning-upper management-run plans are less broad in scope and scope, and for this reason alone, the operational planning done by store managers takes into account a time frame of weekly to yearly regards to operations. In this regard, the strategic plans will focus on general activities like staffing, inventory, and sustaining performance at the store. The operational plans guarantee that the stores will be able to immediately satisfy customer demand while still upholding the quality of the service provided and the brand standards.

Part B

This term refers to individuals who are interested in a business's success or failure. Business stakeholders may be affected directly by the operations, decisions, and performance of the business. There are mainly two principal classes: internal and external.

Internal Stakeholders: These are those stakeholders directly involving in the operations of the Company. They include employees, managers, and shareholders. The employees, for example, have a need to survive by deriving livelihood from the company. The managers develop and execute the goals of the company; shareholders, on their part, make investments in the company. Thus, their interest would relate to profit derivable, organizational growth, and internal policy decisions.

In this case, **external stakeholders** refer to those outside the company's structural composition who, in one way or another, are influenced by its actions. Examples of these include customers, suppliers, creditors, and the community. For instance, customers would need quality products from the company, while suppliers depend on it as part of their business. Creditors assess the financial reliability of the company by ensuring that loans issued to them are repaid, and in the same vein, the community is affected, based on the company's activities on the environment and social activities.

International Forces and Their Impact: Businesses in the modern day are determined to a large extent by international forces like global competition, economic changes, and political effects. For example, an international coffee company like Starbucks must follow fluctuations in the price of coffee beans based on the international trade policies and also changes in the weather affecting the yield of crops. Similarly businesses must follow various regulatory standards across different countries and changes in the currency exchange rates affect profitability. The ability to understand and respond to these international forces is crucial for developing a competitive advantage in the global marketplace.

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