

A/ ASSIGNMENT RECAP

- **Provide a description of the relevant background and history** of the selected company, including ownership, products/services, markets. **Identify the company's "strategic dilemma"**.
- **Conduct a PESTEL (macro-environment) analysis** of the operating environment and key opportunities/threats.
- **Perform an industry/market analysis** using appropriate frameworks and tools. Analyze competitive forces.
- **Identify resources/capabilities** that provide competitive advantage and their relevance to analyses.
- **Make recommendations** for corporate and business level strategies supported by analysis, addressing opportunities/challenges and stakeholder considerations. Justify strategies and position on Porter's framework.

Suggested Step:

- I. **Introduction (~500 words)**
- II. **Background and History (~800 words)**
- III. **Macro-Environment Analysis (~1000 words)**
- IV. **Industry/Sector/Market Analysis (~1000 words)**
- V. **Resources and Capabilities Analysis (~800 words)**
- VI. **Stakeholder Analysis (~500 words)**
- VII. **Current Strategy Analysis (~500 words)**
- VIII. **Recommendations (~1000 words)**
- IX. **Conclusion (~500 words)**

B/ KEYWORD EXPLANATIONS

- 1. Strategic dilemma** - The primary strategic issue or challenge facing a company that needs to be addressed
- 2. Macro-environment** - Broad economic, technological, political and social conditions that impact business
- 3. PESTEL analysis** - Assessing the political, economic, social, technological, environmental and legal factors affecting a company
- 4. Industry analysis** - Understanding the competitive forces, norms and dynamics that shape an industry
- 5. Porter's Five Forces** - Framework for analyzing competitive forces: bargaining power of buyers/suppliers, threat of new entrants/substitutes, rivalry among competitors
- 6. Strategic capabilities** - Distinctive competencies of a firm that are difficult to match and provide competitive differentiation
- 7. VRIN resources** - Valuable, rare, inimitable, and non-substitutable capabilities that can lead to competitive advantage

- 8. Stakeholders** - Groups/individuals who have interests in or are affected by a company's activities
- 9. Generic strategies** - Ways companies can gain competitive advantage by overall cost leadership, differentiation, focus on niche markets
- 10. SBU** - Strategic business unit representing a business or product line within a larger organization
- 11. Value chain** - Series of activities that represent the organizational functions adding value to products or services
- 12. Vertical integration** - Ownership or control of multiple entities within a supply chain or distribution network
- 13. Diversification** - Expansion of business activities into new products, services or markets
- 14. Business-level strategy** - Competitive strategy focused on how a firm will compete in a particular business
- 15. Corporate-level strategy** - Company-wide strategy focused on managing a portfolio of businesses to maximize value
- 16. Horizontal integration** - Joining forces with or taking over competitors operating at the same level of the value chain
- 17. Core competencies** - Internal capabilities, skills and expertise that allow a firm to create unique value
- 18. Competitive advantage** - Attribute that allows a company to deliver better value than rivals and have an edge over them
- 19. Strategic positioning** - Establishing an advantageous brand identity and market niche for maximum profitability
- 20. Cost leadership** - Attempting to gain competitive edge through minimizing costs relative to competitors
- 21. Differentiation** - Distinguishing products/services from competition by incorporating attributes perceived as unique in the industry
- 22. SWOT analysis** - Assessing strengths, weaknesses, opportunities and threats facing an organization
- 23. Feasibility** - Capacity of a company to adopt or implement a strategy or decision based on resources
- 24. Benchmarking** - Process of measuring company operations and performance metrics against best-in-class performers
- 25. Strategic fit** - Degree to which strategy matches company's resources and capabilities with external market factors
- 26. Shareholder primacy** - View that a companies' ultimate purpose and obligation is to maximize value for its shareholders
- 27. Stakeholder approach** - View that companies have responsibilities to various stakeholders beyond just shareholders
- 28. Paradigm shift** - Fundamental change in assumptions, concepts and practices associated with a field or industry
- 29. First-mover advantage** - Competitive edge gained by innovating processes or products before competitors
- 30. Disruptive innovation** - Transformational technology/business model that significantly alters the playing field in an industry

C/ DATA - REFERENCES

- [Our Founders | Starbucks Archive](#)
- [Starbucks | Description, History, & Facts | Britannica](#)
- [Starbucks company timeline](#)
- [Starbucks is opening a store in China every 15 hours](#)
- [Starbucks: Global Coffee Giant Has New Growth Plans](#)
- [Starbucks Stores Are Finally Cannibalizing Each Other: BMO Downgrades](#)
- [Baristas at Starbucks Accuse Service Company of Abuse and Pay Gaps - The New York Times](#)
- [Who Owns Starbucks?](#)
- [The Top 5 Shareholders of Starbucks](#)
- [Who Owns Starbucks: The Largest Shareholders Overview - KAMIL FRANEK Business Analytics](#)
- [Starbucks FY22 Annual Report](#)
- [Starbucks Reports Q1 Fiscal 2023 Results](#)
- ["Starbucks to push customers to ditch dairy for alternative milk as it moves to cut carbon footprint"](#)
- [Number-of-international-and-us-starbucks-stores](#)
- [Is Starbucks putting too much politics in its lattes?](#)
- [It's official: The Covid recession lasted just two months, the shortest in U.S. history](#)
- [Starbucks plans to keep raising menu prices due to inflation and the labor shortage](#)
- [Who is Starbucks' Favorite Customer? The Motley Fool.](#)
- [Why is the Starbucks mobile payments app so successful?](#)
- [One of Starbucks' former biggest advantages may be turning into a huge problem for the chain](#)
- [The Starbucks Crisis—External and Endogenous Pressures of Coffee Market Giants](#)
- [Starbucks SEC Filings](#)
- ["Supply Chain Putting the Star in Starbucks"](#)
- [Who is Starbucks' Target Market? Customer Characteristics & Marketing Strategy Analysis](#)
- [Statista, "U.S. coffee consumption per capita 2000-2015"](#)
- [The Five Forces - Institute For Strategy And Competitiveness](#)
- [How Competitive Forces Shape Strategy](#)
- [Analysis of Starbucks in China](#)
- [Statista, "Number of Starbucks stores worldwide from 2003 to 2022"](#)
- [Interbrand, "Best Global Brands 2022"](#)
- [Statista, "Starbucks revenue worldwide 2022"](#)
- [Starbucks' legendary CEO Howard Schultz shares the secrets of Starbucks' Success](#)
- [The Secret of Starbucks' Success in the Chinese Coffee Market: Pricing and Marketing Strategies Analysis | Atlantis Press](#)
- [Starbucks 2017 Annual Report](#)
- [Fortune The World's Most Reputable Companies 2018"](#)
- [Starbucks Espresso Drinks: More than the Average Cup of Joe](#)
- [Starbucks' marketing communications strategy on Twitter](#)
- [A comparison of Starbucks between South Korea and USA through big data analysis](#)
- [Measuring Generation Y consumers' perceptions of green practices at Starbucks: An IPA analysis](#)

- [AN ANALYSIS ON BRAND LOYALTY: A CASE STUDY ON STARBUCKS](#)
- [Starbucks Espresso Drinks: More than the Average Cup of Joe](#)
- [An Analysis of the Problems and Countermeasures in the Application of Experiential Marketing-A Case Study of Starbucks](#)
- [An extension of neutrosophic AHP–SWOT analysis for strategic planning and decision-making](#)
- [Analysis Method of Transfer Pricing Used by Multinational Companies Related to Tax Avoidance and Its Consistencies to the Arm's Length Principle](#)
- [Revolutionary Technology and Innovation in the Coffee Industry: How it's changing the Way We Brew, grow and enjoy our Favorite Drink.](#)
- [The Future of Coffee: Trends and Innovations to Watch](#)
- [An analysis of Starbucks using Game Theory](#)
- [Critical Analysis of Strategic Issues faced by Starbucks](#)