

# A Case for Corporate Downsizing

A message from the Starbucks Corporation

**T**hank you for making this Starbucks an important part of your day. Our customers have helped us grow into the number one purveyor of fine coffee worldwide. And we, in turn, value you, our customer.



Therefore, it is with regret that we announce this retail location's participation in the Starbucks Social Response Scale-Back Initiative. This location will cease operations as of today. We hope that you will continue to visit us here until that time.

**W**hy the sudden downsizing? Our mission at Starbucks has always clearly led us to serve the finest coffee in the world while maintaining our uncompromising principles while we grow. As we've always tried to do, we are following our principles.

In an industry with a notorious track record of environmentally and socially irresponsible high pesticide use, clear cutting of rainforests, water pollution, and substandard labor conditions, Starbucks' blazed a trail for socially and ecologically conscious businesses with its Social Responsibility programs. Starbucks Commitment to Origins demonstrated a strong commitment to coffee producers, their families and communities, and the natural environment. We worked to promote a sustainable social, ecological, and economic model for the production and trade of coffee. Further, with our commitment to diversity, opportunity, and responsible investment we've tried to set an example for Corporate America.

**T**he Starbucks Corporation, from its roots in Seattle's Pike's Place Market to its familiar presence in today's national landscape, has always strived to be a company of which its customers, employees, and shareholders can be proud. So we're scaling back, returning to our roots as a small Seattle coffee chain. We are closing thousands of retail locations worldwide.

Though we have continued to flourish and grow, Starbucks has found it increasingly challenging to provide customers with the finest quality coffee in a socially responsible way and still remain globally competitive. The global economy requires a relentless substitution of quantity over quality and shareholder value over human-values. At our current market level, Starbucks cannot in good conscience guarantee all of our beans meet both our rigorous quality standards as well as our commitment to social responsibility.

**W**e are moving over and making room for local coffee bars, our last best example of our commitment to fine coffee and local culture that got us into the business in the first place. We still say, think globally, and act locally. It is our sincere hope that you will join us and strive to make your consumer choices in the spirit of social consciousness.

Thank you for your understanding.

A handwritten signature in black ink that reads "Sandra Taylor". The signature is written in a cursive, flowing style.

Sandra Taylor,  
Starbucks Senior Vice President of Corporate Social Responsibility