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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 Rutzel, "A Grande Decade for Starbucks," *The Seattle Times*, June 26, 2002.

Starbucks Delivering Customer Service Harvard Case

Lauren Gardner



Starbucks Delivering Customer Service Harvard Case:

Enjoying the Beat of Appearance: An Psychological Symphony within **Starbucks Delivering Customer Service Harvard Case**

In a world consumed by screens and the ceaseless chatter of fast conversation, the melodic elegance and psychological symphony created by the prepared word usually fade in to the back ground, eclipsed by the relentless sound and disturbances that permeate our lives. However, located within the pages of **Starbucks Delivering Customer Service Harvard Case** an enchanting literary value brimming with natural feelings, lies an immersive symphony waiting to be embraced. Crafted by a wonderful musician of language, this captivating masterpiece conducts viewers on a psychological trip, skillfully unraveling the hidden songs and profound affect resonating within each cautiously constructed phrase. Within the depths of the touching review, we shall examine the book is key harmonies, analyze their enthralling writing model, and submit ourselves to the profound resonance that echoes in the depths of readers souls.

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Starbucks Delivering Customer Service Harvard Case Introduction

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