

STARBUCKS CORPORATION

Consolidated Statements of Earnings / Consolidated Balance Sheets
[In millions, except per share data]



Period Year Ended	Nov. 1, 2009	Nov. 1, 2008	Nov. 27, 2007
Net revenues			
Company-operated stores	\$1,882.4	\$1,862.5	\$1,780.7
Licensed stores	1,002.5	875.2	795.8
CPV, trademarks and other	1,060.5	868.7	788.5
Total net revenues	3,945.4	3,606.4	3,365.0
Cost of sales including occupancy costs	4,489.3	4,454.6	4,334.9
Sale operating expenses	3,803.7	3,701.4	3,425.7
Other operating expenses	402.0	295.2	264.4
Depreciation and amortization expenses	122.3	110.4	104.7
General and administrative expenses	636.1	568.5	453.9
Manufacturing charges	0.0	51.0	132.4
Total operating expenses	9,453.4	9,481.1	9,315.6
Gain on sale of properties	30.2	0.0	0.0
Income from equity investments	171.7	168.1	127.9
Operating income	1,733.0	1,413.4	162.4
Interest income and other, net	175.9	50.2	37.8
Interest expense	(51.0)	(32.7)	(29.1)
Earnings before income taxes	1,857.9	1,430.9	171.1
Income taxes	563.0	468.7	198.4
Net earnings including noncontrolling interests	1,294.9	962.2	(27.3)
Net earnings (loss) attributable to noncontrolling interests	2.2	2.7	6.7
Net earnings attributable to Starbucks	\$1,292.7	\$959.5	\$ (34.0)
Earnings per share—basic	\$1.66	\$1.27	\$ (0.53)
Earnings per share—diluted	\$1.42	\$1.29	\$ (0.52)
Weighted average shares outstanding			
Basic	748.3	744.4	738.7
Diluted	763.7	764.2	765.9
Cash dividends declared per share	\$0.58	\$0.56	\$0.00

Assets	Nov. 1, 2009	Nov. 1, 2008
Current assets		
Cash and cash equivalents	\$1,248.7	\$1,768.8
Short-term investments—available-for-sale securities	455.8	268.5
Short-term investments—trading securities	47.8	49.2
Accounts receivable, net	384.5	302.7
Inventory	965.6	943.3
Accounts payable, net	180.3	198.8
Deferred income taxes, net	128.4	189.2
Total current assets	3,701.1	3,700.5
Long-term investments—available-for-sale securities	107.0	190.8
Equity and real investments	172.2	140.5
Property, plant and equipment, net	2,355.8	2,475.5
Other assets	257.7	346.5
Other intangible assets	171.9	78.8
Goodwill	321.6	362.4
Total Assets	\$7,086.4	\$6,885.8
Liabilities and Equity	Nov. 1, 2009	Nov. 1, 2008
Current liabilities		
Accounts payable	148.0	202.8
Accrued compensation and related costs	354.4	403.8
Accrued occupancy costs	146.3	173.2
Accrued taxes	109.2	108.2
Insurance reserves	146.6	146.2
Other accrued liabilities	275.0	262.8
Deferred income	445.2	414.1
Total current liabilities	1,674.7	1,709.1
Long-term debt	549.5	549.4
Other long-term liabilities	147.3	175.1
Total liabilities	2,371.5	2,433.6
Shareholders' equity		
Common stock (\$0.001 par value)—authorized, 1,200.0 shares; issued and outstanding, 744.8 and 742.4 shares, respectively for 2009 and 2008 common stock units in both periods	0.7	0.7
Additional paid-in capital	1.1	188.2
Other additional paid-in capital	35.4	35.4
Retained earnings	4,279.4	3,877.2
Accumulated other comprehensive income	46.2	57.2
Total shareholders' equity	4,714.9	4,452.5
Noncontrolling interests	2.4	7.8
Total equity	4,717.3	4,460.3
Total liabilities and equity	\$7,086.4	\$6,885.8

Starbucks Annual Report For 2008

Hajo Riesenbeck, Jesko Perrey



Starbucks Annual Report For 2008:

Game Changer Jean-Manuel Izaret, Arnab Sinha, 2023-10-17 The right pricing strategy can change the entire trajectory of a business a market and even society at large To help you create your best pricing strategy efficiently and confidently two leaders from BCG are introducing fresh perspectives on pricing that take you far beyond the realm of mind numbing numbers In their new book Game Changer How Strategic Pricing Shapes Businesses Markets and Society Jean Manuel Izaret and Arnab Sinha simplify and clarify pricing strategy by integrating its many frameworks and concepts into seven distinct pricing games each with its own proven tools rules forces and structures To help you pick the right game and play it well Izaret and Sinha have developed the Strategic Pricing Hexagon a tool refined through years of testing iteration and adaptation The Hexagon is your portal to a business world where stronger growth and better financial performance come from a set of strategic pricing decisions not endless myopic quests for optimal prices But more than that the Hexagon will change the way you think about and talk about pricing The current conversation around pricing as expressed through economics textbooks Excel spreadsheets political discourse and educated guesswork makes it easy to believe that pricing is nothing more than a technical tactical and for most people boring game of numbers Game Changer changes that conversation by sharing stories and research that bring the Hexagon and its seven pricing games to life With research from BCG's Bruce Henderson Institute and real world examples from the world's most influential companies the authors and their colleagues at BCG define pricing strategy as a business leader's or business owner's conscious decisions about how money flows in their market They show how companies succeed in the long term when they focus on collaborative growth and value sharing with customers not zero sum value extraction from them Discover how you can create and implement a winning pricing strategy that changes the trajectory of your business your market and even society

Smart Growth Edward D. Hess, 2010 Wall Street believes that all public companies should grow smoothly and continuously as evidenced by ever increasing quarterly earnings and that all companies either grow or die Introducing a research based growth model called Smart Growth Edward D Hess challenges this ethos and its dangerous mentality which often deters real growth and pressures businesses to create manufacture and purchase noncore earnings just to appease Wall Street Smart Growth accounts for the complexity of growth from the perspective of organization process change leadership cognition risk management employee engagement and human dynamics Authentic growth is much more than a strategy or a desired result It is a process characterized by complex change entrepreneurial action experimental learning and the management of risk Hess draws on extensive public and private company research incorporating case studies of Best Buy Sysco UPS Costco Starbucks McDonalds Coca Cola Room Board Home Depot Tiffany Company P G and Jet Blue With conceptual innovations such as an Authentic Earnings and Growth System framework a seven step growth funnel pipeline a Growth Decision Template and a Growth Risks Audit Hess provides a blueprint for an enduring business that strives to be better rather than simply bigger

The E-portfolio Paradigm

Nicole A. Buzzetto-More,2010 **The Strategic Manager** Harry Sminia,2017-08-16 Strategy is something with which managers regularly engage throughout their working lives yet it is often written and researched as though periodic box ticking exercises are the only show in town This textbook provides students and professionals with a solid understanding of the strategic management theories along with the tools needed to apply them and contribute toward successful organizations The author starts from how strategy is realized in the business world and applies the key theories to provide a rounded understanding Contemporary cases studies are provided to help readers visualize the application of strategic thinking Including the various stakeholders organizational politics and culture the author opens a window to the real world of strategic management Primarily aimed at postgraduate students and those in executive education this textbook will also be useful as a handbook for managers looking to get their heads around this easily confused subject Illuminate Nancy Duarte,Patti Sanchez,2016-02-16 *Illuminate* demonstrates how though the power of persuasive communication one can turn an idea into a movement as compared with the likes of Steve Jobs Dr Martin Luther King Jr Starbucks IBM and more **Fair Trade, Sustainability and Social Change** I. Hudson,M. Fridell,2013-03-25 The authors critically evaluate the fair trade movement s role in pursuing a more just and environmentally sustainable society Using fair trade as a case study of the shift toward non state forms of governance they focus on its role not only as a regulatory tool but as a catalyst for broader social and political transformation *Corporations, Global Governance, and Post-conflict Reconstruction* Peter Davis,2013 In the past two decades the international community has shown an increased proclivity to engage in programmes of post conflict reconstruction in the aftermath of wars During the same period increased globalisation has meant that multinational companies have grown greatly in size and influence and have begun to challenge existing notions of governance at a global level Here Peter Davis explores the reconstruction processes that have taken place in Azerbaijan Bosnia and Rwanda Based on extensive field work as well as existing literature this book plots the recovery of these countries from conflict and examines in detail the role that international companies have played in that process The book also explores how companies impacts on reconstruction are governed both by the companies themselves and by the host government and international agencies managing the rebuilding process Strategy Execution Andrew MacLennan,2010-09-13 *Strategy Execution* is a core text combining the rigour of advanced research with the accessibility of practical experience and application to guide readers through this challenging yet essential subject Financial Accounting Thomas R. Dyckman,Glenn M. Pfeiffer,2009 *Power Brands* Hajo Riesenbeck,Jesko Perrey,2009-01-09 The McKinsey BrandMatics concept will show you how brands can be systematically managed The individual tools and detailed concepts are organized into three topic areas measuring making and managing power brands Marketing Management in the Hospitality Industry Robert D. Reid,David C. Bojanic,2018 Economics Patrick J. Welch,Gerry F. Welch,2009-11-23 The ninth edition introduces business professionals to basic economic concepts institutions relationships and terminology It has been updated with the most current qualitative

data Over 20 new applications have been added that help them connect economics to real world experiences They ll gain insight into green economics and how business and the environment are related Critical Thinking Cases are presented at the end of the chapter to show how concepts are applied Up for Debate sections also examine the different sides of current economic issues These updates prepare business professionals to apply their economic knowledge in the field

Stop the Rot Bob Garratt,2017-09-19 Following the international success of *The Fish Rots from the Head* Developing Effective Directors this sequel from Bob Garratt explains the public s distrust of the people who govern us the directors owners regulators and politicians and how this can be changed Currently Corporate Governance is too narrow and fragmented The growing gap between the angry public and the urban elite made manifest by Brexit and Trump is due to a lack of appreciation by both parties of the roles and values of well governed organisations in bonding a society at both national and international levels This book pulls no punches and directly challenges directors and politicians to reframe their thinking about governance to address the public s distrust of them This is the ROT that needs to be STOPPED This book is truly radical in going back to basics and then designing a new national action learning system between the four main players overseen by continuous public scrutiny It is designed to counter the official reports of organisational failure that end too frequently with the weasel words but the main problem was a failure of corporate governance Currently this is code for so no one can do much about it This book shows what can be done The book explains how the disjointed responses to the angry public have resulted in a series of unhelpful regulations made worse by their thoughtless application This reaction has reduced the chances of directors being able to deliver their main purpose ensuring the future of their business by better understanding the complexities of their future financial social and environmental policies and enabling improved creativity and thoughtful risk taking *Stop the Rot* sets governance in a much wider social context The acceptance of global Human Values in all of our organizations with their necessary ethics and behaviours ensures the development of Inclusive Capitalism to the advantage of all

International Marketing: An Asia-Pacific Perspective Richard Fletcher,Heather Crawford,2013-08-28 International Marketing 6e is written from a wholly Australasian perspective and covers issues unique to local marketers and managers looking towards the Asia Pacific region the European Union and beyond It presents a wide range of contemporary issues faced by subsidiaries of multinational enterprises MNEs as well as small and medium scale enterprises SMEs mainly exporters which make up the vast bulk of firms involved in international business in the Australasian region International Marketing 6e clearly demonstrates the links between the different stages of international marketing connecting analysis with planning planning with strategy and strategy with implementation Key concepts are brought to life with comprehensively updated statistics recent illustrations and a variety of real world examples and case studies

Constructing Private Governance Graeme Auld,2014-10-28 Recent decades have witnessed the rise of social and environmental certification programs that are intended to promote responsible business practices Consumers now

encounter organic or fair trade labels on a variety of products implying such desirable benefits as improved environmental conditions or more equitable market transactions But what do we know about the origins and development of the organizations behind these labels This book examines forest coffee and fishery certification programs to reveal how the early decisions of programs on governance and standards affect the path along which individual programs evolve and the variety and number of programs across sectors

Financial Accounting in an Economic Context Jamie Pratt, 2010-10-18 Grounded in financial statements Financial Accounting allows accountants to see not only the impact of financial transactions in financial statements but also the impact of transactions on overall business decisions The eighth edition offers new elements designed to sharpen Pratt's economic decision making foundation with a more timely real world focus Up to date expanded and detailed IFRS coverage is now included The SEC 2014 roadmap is explored in all chapters Comprehensive coverage of real world financial crisis issues is presented Accountants will also find more discussions on the increasing role of management's assessment of internal controls over financial reporting

The Elemental Leader Tyler Comeau, 2025-09-16 This book is a comprehensive leadership development book that reimagines the classical elements of Earth Air Water and Fire as metaphors for effective leadership principles The project focuses on helping leaders unlock their leadership potential by grounding their practices in these elemental principles Each element represents a principle Earth symbolizes core values and grounded mindsets Air relates to overcoming adversity and perseverance Water embodies adaptability and change processes and Fire represents innovation motivation decision making and risk management The book weaves personal anecdotes case studies supporting research and actionable strategies to provide a holistic guide for leadership growth The structure of the book is built around four major chapters each dedicated to one of the elements Within each chapter the content is organized into multiple case studies of real world leaders For example the Earth chapter analyzes Howard Schultz's leadership at Starbucks and Indra Nooyi's value driven leadership at PepsiCo Each case study includes sections on the relevance why it matters supporting research and actionable strategies This bridges the theoretical world with the practical application of lived experiences Readers are encouraged to take part in the interactive tasks within each chapter for the purpose of optimizing their organizations Key benefits of the book include the ability to integrate timeless principles with contemporary leadership challenges By drawing on the elements the project offers leaders a framework for making decisions that are both ethical and effective From focusing on core values missions visions etc to build resilience based on trust to transparent communication when facing adversity as a highly effective team to preparing teams for change both expected and unexpected and to igniting passion and driving for innovative and collaborative risk management the chapters offer a balanced approach to leadership that is adaptable across various fields In addition the project stands out for its integration of reflective exercises and research backed strategies Leaders are invited to refine their approaches using the tools and strategic planning templates provided This combination makes the project an indispensable guide for those looking to lead

with authenticity and impact Moreover its diverse range of case studies allows readers to draw insights from leaders across industries making the lessons ubiquitous and implementable in a variety of organizations *Adapt or Fail!* Frederick (Rick) Funston, Jon Lukomnik, 2025-03-31 Conventional approaches to board governance have been unable to keep pace with the momentum of change as well as the uncertainty and asymmetric competition that characterizes the 21st century *Adapt or Fail* A 5x5 Governance Framework for Boards of Directors provides practical ways boards can lead and accelerate adaptation even in the face of extreme uncertainty and inevitable adversity It pulls back the curtain on governance successes and failures It highlights the critical questions every board should ask and the lessons worth learning if organizations are to successfully adapt The book describes the five essential powers common to all boards and explores how to use them Whether for profit or not large or small public or private all boards must conduct the business of the board itself set direction and policy approve key decisions and then prudently delegate oversee the execution of direction within policy and verify before trusting Written by two governance experts who have lived and breathed these issues the book shows how boards can embed a systematic and disciplined process of continuous adaptation by detecting signals external internal interpreting those signals responding through experimentation and innovation judging the effectiveness of the response and then adapting as necessary This is an indispensable resource for board members and trustees in both for profit and non profit organizations

Just Good Business (EasyRead Super Large 18pt Edition) , Global Strategy in the Service Industries Mario Glowik, 2017-04-28 Global service based firms are often born global and these organizations have developed integrated global strategies based on industry relationships in order to thrive in new environments Focusing on these global strategies this textbook explores the workings of modern service businesses presenting theoretical management concepts alongside illustrative examples Original case studies from a range of global sectors including Starbucks and Facebook as well as broader studies such as healthcare in Japan provide practical insights into the art of thriving as a global business Written by a leading expert in the field this multidisciplinary text is a vital read for all scholars and students wishing to view strategic relationships from the focal point of service industries

Starbucks Annual Report For 2008 Book Review: Unveiling the Power of Words

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