

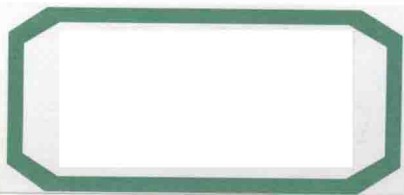
BUILT FOR SUCCESS 世界名牌之路

THE STORY OF 星巴克
Starbucks

SARA GILBERT

 上海外语教育出版社
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世界名牌之路

BUILT FOR SUCCESS

THE STORY OF

Starbucks

星巴克

SARA GILBERT 著

宗政译

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出版前言

“世界名牌之路 (Built for Success) ”丛书是我社从美国 The Creative Company 引进出版的一套介绍美国一些世界级知名企业成功历程的图书，其中包括亚马逊、苹果、可口可乐、迪士尼、脸书、谷歌、耐克、星巴克等众多我们耳熟能详的公司。书中讲述了这些公司如何创建，创建初期所经历的一些困难甚至纠纷以及创业者如何应对，如何面对竞争、开拓市场和不断变革创新，并最终如何取得成功的。阅读这些图书，不仅是一次愉快的英语阅读之旅，更是一场创业创新的精神激励。在鼓励大众创业万众创新的今天，我们的时代和社会呼唤和需要创业创新人才。这正是我们引进出版这套丛书的目的，希望能对诸位读者有所裨益、有所激励。

书中还讲述了许多有趣的小故事：比如，亚马逊、谷歌、沃尔玛、皮克斯等公司的名称是如何得来的？苹果、麦当劳、耐克、星巴克等公司的标志是如何设计的？可口可乐的秘方是受到何等严密保护的？联邦快递公司标志中那个不易察觉的代表快速和精准的箭头符号又是怎样产生的，等等。这些小故事，不仅让我们增长了知识，读来也饶有趣味，令人难以释卷。

为保证读者英文阅读的流畅，同时又提供必要的支持，本系列丛书我们采用英汉对照的出版形式，英文原文在前，辅以脚注对个别疑难词汇和文化背景知识加以简短注解，中文译文置于书后供读者参考。此外，我们还为丛书的英文部分配备了MP3录音，以满足读者移动学习的需求。

衷心希望读者朋友们会喜欢这套丛书。

上海外语教育出版社

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BUILT FOR SUCCESS

THE STORY OF

Starbucks

SARA GILBERT



On August 18, 1987, Howard Schultz walked into the Seattle, Washington, roasting plant of the Starbucks Coffee Company.

Fresh beans were **rattling**¹ through the roasters, filling the space with a warm, comforting aroma. Schultz, who had just purchased the assets of the company for \$4 million, stood before his new employees and told them about his plan to turn the regional coffee roaster with only a handful of retail **outlets**² into a national chain of coffee shops. He was convinced that he could turn the company's success in Seattle into a national **phenomenon**³, that the **appeal**⁴ of a steaming cup of coffee was almost universal. "I'm here today because I love this company," he said as he laid out the business plan. "I love what it represents."

1 rattle: 碰撞作响

2 outlet: 商店, 商行

3 phenomenon: 现象

4 appeal: 吸引力

Bags of Beans, Cups of Coffee

Howard Schultz was turned down the first time he interviewed for a job at Starbucks. It was the spring of 1982, and the young salesman from New York had made a trip out to Seattle to try to convince Jerry Baldwin and Gordon Bowker, the founders of Starbucks Coffee Company, to hire him as marketing manager.

But the company, which had been selling fresh roasted coffee beans by the pound since 1971, primarily in the Pacific Northwest but also by mail order, turned down Schultz's ambitious plan to make their company known from coast to coast. "It's risky, too much change," Baldwin, the president of the company, told him.

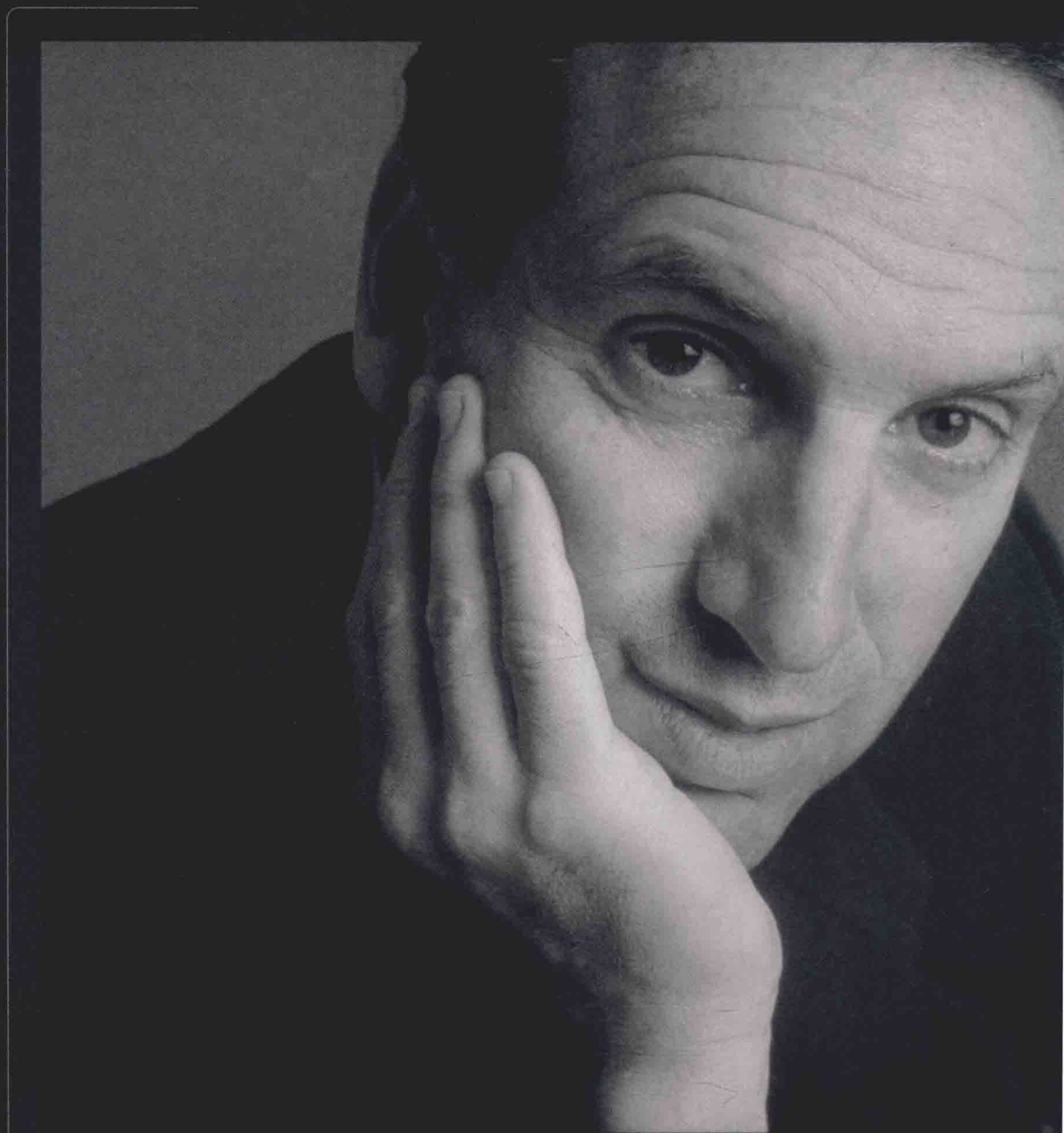
Schultz was **devastated**¹. He had fallen in love with both the company's product and its laid-back, friendly culture during a tour of the plant, and he was convinced that with a little help, it could become a nationally known brand. He was prepared to take a pay cut and move to Seattle to work for the company. In fact, he was determined to do so. So the next day, Schultz called back and **made another pitch for**² his services. "The destiny of Starbucks is **at stake**³," Schultz said. This time it worked. He was hired as the director of retail operations and marketing for Starbucks.

In his first year, Schultz did everything from helping out behind the counter at the company's retail outlets to working on customer-service skills with the sales staff.

1 devastate: 压倒, 垮掉

2 make a pitch for: 为……做宣传

3 at stake: 濒于险境, 处于成败关头



New Yorker Howard Schultz found success in Seattle, becoming a billionaire through Starbucks

STARBUCKS

But in his second year with the company, he traveled to Milan, Italy, for an international housewares trade show, a trip that changed his whole opinion about coffee consumption. While in Milan, Schultz visited several espresso bars where hot, strong coffee drinks—espressos, *caffè lattes*, and *cappuccinos*—were being served by graceful **baristas**¹. The coffee was incredible, but the atmosphere was even better: Although most of the bars were crowded, the customers laughed and joked with the staff as if they were friends. There was an energy, a sense of **camaraderie**², and a feeling of romance that Schultz immediately appreciated.

When Schultz returned to Seattle, he suggested that Starbucks **duplicate**³ the espresso-bar concept. But Baldwin and Bowker didn't want to dilute their core business, which was roasting and selling the best coffee beans possible. Again, however, Schultz wouldn't take no for an answer. Finally, in April 1984, Baldwin allowed him to test the concept in a tiny, 300-square-foot (27.8 sq m) section of a Starbucks retail outlet in downtown Seattle. About 400 people passed through the store the first day it served coffee by the cup; within two months, that number had doubled. Baristas couldn't keep up with the lines of customers who wanted a steaming cup of coffee.

Each day, Schultz took a detailed sales report and customer count to Baldwin. "The customers are telling us something," Schultz told him. "This is a big idea. We've got to keep moving on it." Still, Baldwin was **adamant**⁴ that coffee bars were not going to be part of the Starbucks business plan. "We're coffee roasters. I don't want to be in the restaurant business," he told Schultz. Although he offered to put a few espresso machines in the back of some stores, his final decision was that Starbucks was not going to become a chain of espresso bars.

When Schultz realized that he wasn't going to win, he made a decision of his own: He would have to leave Starbucks and start another company that would serve coffee and espresso drinks. His stores, he hoped, would recreate the romance he had experienced in Italy—and so he gave them an Italian

1 **barista**: 制作浓缩咖啡的咖啡师

2 **camaraderie**: 同事情谊, 友情

3 **duplicate**: 复制

4 **adamant**: 固执的



Howard Schultz discovered his coffee-making inspiration in the bustling coffee shops and bars of Europe

name: Il Giornale (pronounced *eel jor-NAH-lee*), which means “newspaper,” or “daily.” Early in 1985, he told Starbucks owners, including Jerry Baldwin, about his plan and announced that he would leave the company at the end of the year. Baldwin and Bowker supported Schultz’s decision to break off on his own. They even decided to invest \$150,000 of Starbucks’ cash in Il Giornale, telling Schultz that they thought his business plan was strong.

Baldwin and Bowker’s support meant almost as much as their money to Schultz, who still had to raise about \$1.7 million more to get his idea—a chain of Italian-style coffeehouses spread across the country—off the ground. By January 1986, he had raised \$400,000 in seed money, enough to open a first store in Seattle. Schultz’s hope was that once that store was up and running, it would be easier to attract investors. They would be able to see the beauty of the design and taste the quality of the coffee, and Schultz was confident that would be enough to earn the rest of the money needed to expand the business.

On April 8, 1986, the first Il Giornale store opened in downtown Seattle. On its first day of business, almost 300 customers stopped by. Within six months, the store was serving about 1,000 people a day—many of them regulars who had even learned how to pronounce Il Giornale correctly. A second Seattle store opened in October; in April 1987, a third store, in Vancouver, British Columbia, was up and running. By the middle of 1987, sales at Il Giornale were close to \$500,000 a year. Although he was not yet making a profit, Schultz could almost taste the success in his morning cup of coffee.



"We're in the business of human connection and humanity, creating communities in a third place between home and work."

STARBUCKS FOUNDER HOWARD SCHULTZ

Howard Schultz hoped customers would come for their Il Giornale coffee like they did their daily newspaper