Starbucks History and Positioning
A Coffee Culture
Every day, we go to work hoping to do two things: share great coffee with our friends and help make the world a little better. It was true when the first Starbucks opened in 1971, and it’s just as true today.

Back then, the company was a single store in Seattle’s historic Pike Place Market. From just a narrow storefront, Starbucks offered some of the world’s finest fresh-roasted whole bean coffees. The name, inspired by Moby Dick, evoked the romance of the high seas and the seafaring tradition of the early coffee traders.

Howard Schultz (Starbucks chairman, president and chief executive officer) first walked into a Starbucks store in 1981. From his first cup of Sumatra, Howard was drawn into Starbucks and joined a year later.

In 1983, Howard traveled to Italy and became captivated with Italian coffee bars and the romance of the coffee experience. He had a vision to bring the Italian coffeehouse tradition back to the United States. It would be a place for conversation and a sense of community—a third place between work and home. He left Starbucks for a short period of time to start his own Il Giornale coffeehouses and returned in August 1987 to purchase Starbucks with the help of local investors.

From the beginning, Starbucks set out to be a different kind of company—one that not only celebrated coffee and the rich tradition, but that also brought a feeling of connection. The Starbucks mission is to inspire and nurture the human spirit—one person, one cup, and one neighborhood at a time.

Today, with more than 28,000 stores in 77 countries, Starbucks is the world’s premier roaster and retailer of specialty coffee. And with every cup, we strive to bring both our heritage and an exceptional experience to life.
The Company

Starbucks purchases and roasts high-quality whole bean coffees. That’s the essence of what we do—but it hardly tells the whole story. Our coffeehouses have become a beacon for coffee lovers everywhere. Why do they insist on Starbucks? Because they know they can count on genuine service, an inviting atmosphere and a superb cup of expertly roasted and richly brewed coffee every time.

Expect More Than Coffee

We’re not just passionate purveyors of coffee, but everything else that goes with a full and rewarding coffeehouse experience. We also offer a selection of premium teas, fine pastries and other delectable treats. And the music you hear in store is chosen for its artistry and appeal.

It’s not unusual to see people coming to Starbucks to chat, meet up or even work. We’re a neighborhood gathering place, a part of the daily routine—and we couldn’t be happier about it. Get to know us and you’ll see that we are so much more than what we brew.

To learn more about Starbucks, explore the company profile at starbucks.com/about-us.

Starbucks: A Company of Brands
75+ countries
28,000+ stores

Starbucks Company Timeline
1971: Starbucks opens first store in Seattle’s Pike Place Market.

To see the most up to date timeline visit starbucks.com/about-us.
Brewed Coffee
Our Roast is a Philosophy

Tools for this module:
- Drip Coffee Product Card
- Iced Coffee Product Card
- Equipment Product Cards (based on type of equipment training needed)

What you’ll learn in this section:
- Coffee-Growing Regions
- Growing, Harvesting and Processing Coffee
- Roasting Coffee
- Coffee Buying
- Brewing and Tasting Coffee
- Iced Coffee
- Brewing Equipment
There are three primary coffee-growing regions, each distinct in its landscape, its climate and the flavor profile it gives to the coffees grown and processed there. Starbucks coffee buyers travel across the global coffee belt to buy the very best green coffee each region has to offer. They carefully select coffees with flavor characteristics that define these regions.

Starbucks Buying and Green Coffee Quality teams work together with suppliers who understand what flavor profiles Starbucks requires from each region. This allows suppliers to provide a variety of coffees from a specific country to meet Starbucks’ needs.

**Latin America**
- Refers to coffee-growing regions of Mexico and countries in Central and South America
- Crisp acidity with flavors of nuts, cocoa and soft spice
- Pike Place® Roast is a Latin America blend

**Africa**
- Home of some of the most exotic coffee flavors
- Lush and juicy, with flavors of floral and citrus from berry and spice
- Kenya is an African coffee

**Asia/Pacific**
- This vast region has a wide range of climates, topographies and coffee qualities
- Full-bodied and syrupy smooth with herbal, earthy flavors
- Provides body and complexity for many Starbucks signature blends like Caffè Verona®

**Multi-Region Blends**
- Starbucks blends rely on buying the world's best coffees and combining them to achieve an interesting mix of flavors and aromas
- Espresso Roast is a multi-region blend
Growing Coffee

- The average coffee tree produces enough cherries each season to yield roughly 1 pound of roasted coffee.
- Roughly 5 pounds of coffee cherries are required to produce 1 pound of green coffee.

There are two commercially significant coffee species: Coffea arabica and Coffea robusta. Starbucks® purchases only the finest, high-altitude arabica coffees available. These high-quality arabica coffees flourish at altitudes of 3,000 feet and above. The flavor of these beans develops fully through the Starbucks roast.

Harvesting Coffee

During the harvest season, coffee trees become full with bright red coffee cherries. Ripe cherries are slightly larger than a blueberry. The green (or unroasted) coffee bean is the pit, or seed, of the coffee cherry.

There are five layers that surround the coffee bean.
- The outermost layer, the skin of the coffee cherry, is thick with a slightly bitter flavor.
- The next layer, the fruit, is sweet. The texture of this layer is similar to that of a grape.
- The next layer is the mucilage. This thin, slippery, honey-like layer covers the parchment layer.
- The parchment serves as a protective layer for the coffee bean.
- Removing the parchment reveals two bluish-green coffee beans that are coated with a very thin layer called the silverskin.

While most coffee cherries contain two beans, 5 to 10 percent of all cherries contain only one bean. This is called a peaberry—a round-shaped bean that forms when one of the two flat-sided beans in the coffee cherry fails to grow. The remaining small bean assumes a rounded pea shape.

Processing

Processing is the term used to describe how the beans (seeds) are removed from the coffee cherry. Processing plays a part in overall flavor, acidity and body.

1. Washed Process: Pulp is mechanically removed, leaving a sticky layer called mucilage on the bean. Beans are washed and then held in a concrete fermentation tank for 18–36 hours to develop flavor, acidity and body. One final washing, and the beans are dried, parchment is removed and the green beans are sorted and graded.

2. Semi-Washed Process: Coffee pulp is removed using small hand-pulping machines, and then the coffee is washed and laid out to dry in the sun. After partial drying, parchment is removed and the coffee is laid out again for final drying, followed by sorting and grading.

3. Natural Process: Coffee cherries are allowed to dry completely on the bean, letting the bean develop flavors before the skin and parchment are removed, followed by sorting and grading.
The Starbucks roast is not a time, temperature or color—it’s a philosophy. We organize our coffees in three roast profiles: Starbucks® Blonde, Medium and Dark roast. Research tells us that customers use roast to indicate flavor, so these profiles help them quickly find coffees. Our core blends for We Proudly Serve programs are Veranda Blend®, Pike Place® Roast and Caffè Verona®.

- Blonde-roasted coffees have a shorter roast time, lighter body and mellow flavors.
- Medium-roasted coffees are balanced with smooth and rich flavors.
- Dark-roasted coffees feature a fuller body and robust, bold flavors.

FlavorLock™ Packaging

FlavorLock™ Packaging helps ensure the freshness of Starbucks® coffee. The one-way valve in this packaging allows coffee to “de-gas” while limiting the coffee’s exposure to oxygen, light and moisture.

Coffee Buying

We’ve always believed that businesses can and should make a positive impact on the communities they serve. So we set goals in the areas of our business where we can have the greatest impact.

Starbucks’ ethical sourcing commitment to offering the highest quality ethically purchased and responsibly produced coffee, tea, cocoa and manufactured goods, helps to create a better future for farmers and suppliers.

Visit starbucks.com/responsibility to learn more.
BREWED COFFEE

Brewing and Tasting Coffee

How you grind, brew and store coffee is as important as the coffee you choose.

Four Fundamentals of Brewing

Proportion
Proportion is the ratio of coffee to water. Proportion allows the proper extraction of the coffee’s full flavors—creating a rich, aromatic cup. Using too little coffee makes a bitter cup. Using too much coffee creates an under-extracted cup that has off flavors.

Always follow proper measurement for specific equipment being used.

Grind
The grind determines how long the coffee/water are in contact and how much flavor is extracted from the coffee. A proper grind should be determined by the brew method and ensures that only the coffee’s best flavors end up in the cup.

Proper grind for your brewing method delivers only the coffee’s best flavors.

Water
Coffee is 98% water, and good-tasting water is essential to a good cup. Full extraction of the coffee’s flavor happens between 195° and 205°F. Always brew using a water filter.

Freshness
Think of coffee as fresh produce and protect it from oxygen, light, heat and moisture. Never store coffee in a refrigerator or freezer for daily use as moisture condenses on the coffee and can damage it. Coffee should not be re-heated.

Portion pack coffee should be used immediately after opening.
Brewing and Tasting Coffee

Brewing Fundamentals
1. Make sure server is clean prior to brewing.
2. Pre-heat server prior to brewing.
3. Place filter in brew basket.
4. Pour the entire portion pack into the brew basket; shake to level.
5. Slide the brew basket into the rails until it stops.
6. The green ready light must be on to start the brew cycle.
7. Make sure the pre-heated empty server is under the brew basket.
8. Then, push the start switch.
9. Do not remove the server until the coffee has stopped dripping.
10. Close the lid on the server in order to retain heat.
11. Brewed coffee hold-time standards are:
   - 2 hours – airpot/shuttles and thermal servers
   - 1 hour – heated server
   - 20 minutes – glass pot and coffee press

Enemies of Coffee Flavor
- **Air**: Coffee should not be exposed to air before you are ready to brew.
- **Light**: Prolonged exposure to light can alter the taste of the coffee.
- **Heat**: Prolonged exposure to heat can dry out the coffee.
- **Moisture**: Moisture before brewing will alter the taste of the coffee.
- **Strong Aromas**: Exposure to strong aromas will alter the taste.

Coffee Freshness
“BEST BEFORE” date is normally located on the back seam of most 2.5, 5, 9 and 16 oz. portion pack coffee. This date indicates the expiration date of the coffee and should not be brewed past this date.

An example of “BEST BEFORE” date:
**PIKE PLACE** - Coffee blend name
**CRP079045D0547 05/11/13** – Lot Code & BEST BEFORE date
Activity #1: Tasting Coffee

Understanding coffee is key in creating enthusiastically satisfied customers. Follow the steps listed above and prepare selected coffee for tasting. When exploring the Starbucks® Roast Spectrum, Blonde, Medium and Dark roasts are the best way to experience the range of Starbucks® coffees.

Coffee Tasting Characteristics

Whenever you taste coffees, compare and contrast them by identifying the four tasting characteristics for each: aroma, acidity, body and flavor.

- **Aroma:** The way coffee smells—could be earthy, spicy, floral, nutty or other. These aromas are directly related to the coffee's flavor.

- **Acidity:** This is a tangy quality or tartness, not the pH level of the coffee. You can feel acidity on the sides and tip of your tongue, similar to when you taste citrus fruit and drinks. Coffees with high acidity are normally described as bright, tangy and crisp. Coffees with low acidity feel smooth and linger on your tongue.

- **Body:** The weight of the coffee on your tongue. Does it feel light or full in your mouth? It's like comparing whole milk to non-fat milk.

- **Flavor:** The way coffee tastes. This characteristic is registered in different parts of the mouth. Citrus, cocoa and berries are just a few flavors you might sense.

Tasting Coffee

Now that you’re familiar with the tasting characteristics, you’re ready to explore coffees using the four coffee tasting steps. Follow each of these steps every time you taste to appreciate the characteristics of the coffee.

- **Smell:** Always smell the coffee before you taste it. Your nose can detect thousands of smells. Cup your hand over the cup, hold the cup close to your nose and inhale.

- **Slurp:** When tasting coffee it's important to slurp it. Slurping sprays coffee across your entire palate and lets subtle flavors and aromas reach your nose.

- **Locate:** Think about where you are experiencing flavors on your tongue. Is it on the tip and sides? What's the mouthfeel and weight of the coffee on your tongue?

- **Describe:** Now that you’ve smelled and tasted the coffee, think about how you would describe the experience. Describe the aroma, acidity, body and flavor.
Preparing Iced Coffee

Use the We Proudly Serve Iced Coffee Product Card as a reference as you go through preparing iced coffee training. Iced coffee is a growing and popular trend amongst coffee drinkers across all regions. Offering iced coffee in your operation is very simple and meets your customers’ needs.

Starbucks® Iced Coffee Blend is the recommended coffee that should be used when preparing iced coffee. Iced Decaf Americano should be used for customers wanting a decaffeinated option.

Starbucks Iced Coffee standard is brewing double-strength coffee prepared following set process. Pouring hot brewed coffee over ice is not an approved method.

Quality Iced Coffee Tips

- We do not recommend brewing directly into an airpot or other insulated dispenser. Coffee will not cool to proper temperature.
- Allow at least 10 minutes for ice to fully melt into hot concentrate before serving.
- Serve over ice at room temperature or from cooler (refrigerated) to avoid further dilution.
- Shelf life of brewed iced coffee:
  - 12 hours at room temperature
  - 12 hours refrigerated

Follow brewing tips as outlined in the Iced Coffee Product Card and prepare accordingly based on type of equipment in your operation.

Serving Iced Coffee

The standard recipe for serving iced coffee includes the beverage sweetened with Fontana® Classic syrup and milk. Recipes vary based on size and optional syrups can be substituted with flavors like vanilla, hazelnut or caramel.

For additional iced coffee recipe options visit nestlecoffeepartnersssl.com.
Brewing Equipment Standards

Refer to specific brewer equipment card based on type of equipment being used in your operation for additional cleaning and trouble-shooting information.

**Brewer and Server Cleaning: Daily**
- Rinse brew basket and airpot/shuttles with hot water after each brew cycle.
- Wipe around spray head of brewer daily. Do not use soap or abrasives.
- Wipe exterior of brewer daily. Do not use abrasives.

**Brewer and Server Cleaning: Weekly**
1. Use Urnex® cleaner or similar cleaner once a week in all airpots, shuttles and brew baskets.
2. Pour ½ contents of packet into airpot or full packet for shuttles.
3. Add hot water and soak for 15 minutes.
4. Drain and rinse thoroughly.
5. Unscrew sight glass cap to insert sight glass brush.
6. Insert sight glass brush and move up and down several times to clean.

**Tip:** Set a timer or write (with an erasable marker) the time the coffee was brewed on the back of the server so you know when to discard the brewed coffee.

**Brewed Coffee Hold-Time Standard**
- **2 hours** – airpot and thermal servers
- **1 hour** – heated server
- **20 minutes** – glass pot and coffee press
Starbucks Water Filter Program

Water touches nearly every facet of your business including carbonated drinks, water, ice, and coffee. At Starbucks, we are constantly evaluating our processes for viability and what’s best for our customers in providing a quality Starbucks beverage. With coffee being comprised of 98% water, the quality of the water can directly affect the taste of the coffee you serve your customer.

Enemies of your water:

• Sediment (dirt) clogs filters, adds poor taste and odor, and accelerates lime scale buildup in kitchen equipment.

• Chlorine can cause flat carbonated drinks, poor-tasting coffee and bad-tasting water and ice. It also corrodes equipment and attacks organic ingredients in food and beverages, which reduces flavor.

• Hardness, typically measured in “Grains Per Gallon” (GPG) lime scale, is generally caused by calcium carbonate buildup in kitchen equipment. This reduces the ability to heat by insulating the elements, clogging valves and thereby increasing service calls and reducing kitchen equipment life.

How often should your water filter be changed?

Filter life is determined based on two factors:

• The volume of water passed through the filter
• The condition and content of the water

Work with your Starbucks representative to determine how often your water filter should be changed and the process for servicing and ordering replacement filters.