

	Fundamental	Values/Goals	Rates/Measures	Control/Evaluation	Future
Purpose	To inspire and nurture the human spirit-one person, one cup, and one neighborhood at time.	Embrace diversity, high standards of excellence, positive contributor to community		Customer satisfaction surveys	Increase sales
Inputs	Customers who like coffee and other specialty beverages as well as coffee-related products and merchandise	Customers who want more than coffee	N customers/unit time; Repeat/regular customers; sales records	Survey of why customers were attracted to Starbucks	Develop strategies to maintain and attract new customers
Outputs	Customers who have purchased either coffee and or merchandise.	Happy & satisfied customers enthusiastically; Profitability	Sales records	Customer satisfaction surveys	Economic impact on customers
Sequence	Read menu, place order, pay for product, wait for signal that product is ready (while browsing shop, relaxing, using Internet), consume beverage or food	Simplistic, user-friendly, expedient	Product / sales delivery time; Length of order and wait queue	Transaction times are evaluated to determine necessary changes in process for improvement	Monitor for necessary improvements to stay competitive in the market
Environment	Tables, chairs, couches, music, Wi-Fi, food & product displays, restrooms, drink/food prep areas, counters trash cans	Clean, comfortable, safe, visually appealing, environmentally conscious	Equipment replacement cycle	Customer satisfaction surveys; Temperature records	Monitor for necessary improvements to stay competitive in the coffee market
People	Owners, servers, managers, maintenance workers, technicians	Courteous & friendly, embrace diversity, treat employees with respect and dignity	Employee evaluations; Employee turnover	Employee performance evaluations; Employee surveys	Attract & retain high quality employees; Stable work force
Physical Components	Coffee machines, refrigerators, tables, chairs, displays, wireless, HVAC, comfy chairs, steamers, espresso machines, paper goods, condiments	Clean, in good working order, well-stocked, sufficient supplies	Inspection of equipment	Inspections	Monitor for necessary improvements to stay competitive in the coffee market
Information Aids	Menus, posters, signs with instructions, bulletin board, advertisements, nutrition data	Visually appealing, clear, concise, informative Remote (Web) access	Menu revision cycle; Pricing changes Printing volume	Focus groups Customer remarks	Enhanced tech access

System Matrix for Starbucks