Customer Satisfaction, Company Image, Brand Equity and Repurchase Intention: A Case Study of Starbucks Coffee Corporation in Bangkok Business District during the Impact of Covid-19

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Abstract
This research aimed to study the relationships between the 4 dimensions of brand equity-brand awareness, perceived quality, brand association, and brand loyalty, company image and customer satisfaction toward repurchase intention of Starbucks Coffee Corporation in Bangkok Business District. The researcher used the multi-stage stratified sampling technique. The number of complete questionnaires was 395 respondents from 4 branches located in the 4 corners of the Sathorn intersections in Bangkok, Thailand. Therefore, this research collected quantitative data, and analyzed by SPSS. The findings of the research confirm that 3 dimensions of Brand Equity: brand awareness, perceived quality, and brand association have strong impacts on company image, customer satisfaction, and repurchase intention. However, only brand loyalty did not have any impact and is not statistically significant to those variables of Starbucks Coffee Corporation.
Keywords: Brand Equity, Company Image, Customer Satisfaction, Repurchase Intention

Introduction
Starbucks Coffee Corporations have been financially successful in the coffee chains industry around the world. After globalization, it becomes much easier to dominate the market and to enter any country. Undoubtedly, Thailand is one of those countries as many coffee retail branches are popping up in many locations and on many corners of the streets inside and outside the capital city of Bangkok. Starbucks is well-known coffee retails for Thai customers. People with different ranges of low and high income know about the existence of Starbuck. According to Starbucks, the revenue of Starbucks worldwide has increased by more than 500% from 2003 to 2018 which illustrates the dramatic growth of the business. Thailand was in the top 5 countries where Starbucks operated stores the most and this can show that the Thai market has a high potential to consume Starbucks products. Also, there is just one closed store in Thailand, while some countries had more than 400 closed stores in 2018 (Jiraittiwanna, 2018).

It is very remarkable how Starbucks in Thailand is successful in business more than in some countries and the second largest Starbucks store in 2018 was in Bangkok. It is interesting what competitive advantages contribute to the fact that Starbucks is stand out from its rivals in the

Thai market. According to the study, Huang et al. (2014) mentioned that the key to the company's success to compete is to create repurchase intention since a major concern for companies is to gain a competitive advantage.

Therefore, companies are competing to create brand superiority to gain new customers and keep consumers interested in repurchasing intention in the future. The good brand image of businesses also reflects the positive attitudes of customers towards their products, services, and other attributes they have experienced, and this encourages them to revisit the businesses and repeat their purchases (Prabowo, 2019). Therefore, Huang et al. (2014; 2019) in his research explains that there are important factors that can affect the customer for the repurchase, specifically brand equity, brand resonance, customer satisfaction, and Brand image. Bao et al. (2011) suggested a model which studies the effects of store image, product signatures, quality variation, and quality perceptions on purchase intention. Another study by Jaafar et al. (2012) developed a more sophisticated and comprehensive model to assess the impact of three intrinsic factors (which include perceived quality, perceived value, and perceived risk), four extrinsic factors (which include perceived price, store image, advertisement, and packaging) and three attributes of consumers' attitude (which include familiarity, perceived economic situation, and trust) on consumers' purchase intention. In this research, the relationship between customer satisfaction, company image, and brand equity in repurchase intentions, was investigated in the context of 4 locations in Starbucks Coffee Corporation in the Bangkok Business District during the impact of Covid-19.

Theory and Hypotheses

Buying Decision Process Theory

According to the buying decision process theory of Kotler et al. (2012), The consumer buying decision process consists of five stages Problem recognition, Information search, Evaluation of alternatives, Purchase decision, and post-purchase behavior. After the final purchase decision has been made, another important job of marketers has started—post-purchase behavior. It is the stage in which customers evaluate their experience from the purchase they have made to determine whether they should revisit the stores or repurchase the products and services. The level of satisfaction plays a key role in the decision-making of purchase. Consumer satisfaction commences before the actual purchase and is ensured long after it through a variety of activities.

Repurchase Intention

Repurchase Intention is the willingness of customers to repeat their purchase of the same products and services at the same stores or from the same companies, and it can indicate the performance of businesses (Chen et al., 2019). Additionally, A study conducted by Leecharoen & Chaiyapan (2022), reveals that repurchase intention or intensity of repurchase is an activity performed by consumers because they feel satisfied. Research conducted by Pappas et al. (2014) also revealed that consumer satisfaction affects repurchase intention. Furthermore, the results of research conducted by Zboja & Voorhees (2006) state that brand trust and satisfaction had an impact on the intention of repurchasing, the impact mediated through trust and satisfaction. Repurchase intention is a major concern for companies that want to gain a competitive advantage, and are considered by academics and practitioners. Besides, it is very important for profit and is an object that is discussed in company evaluations. In addition, repurchase intention also refers to the extent to which consumers are willing to buy a product or service again and is a simple, objective, and observable purchase behavior expected (Huang et al., 2014).

Brand Equity

Brand equity, the added value given to a company to a brand to consumers, can be shaped by the way consumers think, feel, and act on brands. Joachimsthaler & Aaker (1997) focused on

and conducted much research on brand equity in corporate and managerial views. They have categorized the concept into 4 parts; brand awareness, perceived quality, brand association, and brand loyalty. If a customer purchases a product with little regard for the brand, the brand has low brand equity, but if the customer buys a brand even if other competitors provide better quality, then the brand has a high brand equity value. (Kotler & Keller, 2007)

When the brand equity of a product is high enough, a firm can enhance its competitive position and increase financial performance by making its brand stronger (Keller, 2008). Brand equity has considerable importance in marketing strategy and it has a vital role in attracting, retaining, and supporting customers. Additionally, it has a strategic role and importance in gaining competitive advantage and corporations' strategic management decisions. Moreover, it makes value for both customers and firms since it creates value for the customer by increasing process of efficiency information, making sure in decision-making, reinforcing purchase, and contributing to self-respect and trust. In addition, for a firm, brand equity creates loyalty to a brand, improvement of benefit margin, obtaining influence lever between retailers, and access to different competitive advantages in the rivalry field.

Brand Awareness

This first dimension is considered the initial step which can lead to the remaining steps of brand equity. According to the CBBE model, brand awareness is very important to consumers' decision-making. It is stated as carrying strategic significance, which contributes greatly to the determination of consumers' purchasing decisions (Keller, 1993). In customers' minds, the decision-making and willingness to pay for a good or service are processed by a click that has higher brand awareness even though customers are already familiar with many brands (Macdonald & Sharp, 2000).

Perceived Quality

Perceived quality is the customers' view of the quality of a product or service both in terms of what they expect and in comparison with how they perceive the quality of competing offerings. The customers decide to choose product qualities over the others based on performance, features, conformity with specifications, reliability, durability, fit and finish, and serviceability. while deciding to choose service quality based on tangibles, reliability, competence, responsiveness, and empathy (Aaker, 1997). According to Parasuraman et al (1985), the perceived quality is difficult to measure, and narrow it down into serviceability, appearance, performance, reliability, and durability to measure it accurately. For private brands, quality is given more importance than price (Hoch & Banerji, 1993; Ailawadi et al., 2003). In addition, according to the study of Buranasompob & Ratasuk (2021), perceived quality significantly influences consumers' purchase intentions than price. When the customers' perceived quality increases, they will be more satisfied, more likely to remain with the service provider, recommend their current provider to others, and express a lesser desire to switch providers.

Brand Association

Brand association is the thoughts and impressions that a consumer has of a brand; marketers usually attempt to create mental associations that are favorable and strong, and that differentiate it from competing brands (Monash Business School, 2021) Long & Schiffman (2000) defined brand association as when the consumers positively value specific brands that enjoy a positive reputation among their groups to which they belong or desire to belong. Scholars and researchers have defined the brand associations by the link of these key terms with the memory of a brand (Aaker, 1991), price (Aaker, 1996), brand names (Zinkhan & Prenshaw, 1994), and attributes of the products (Yoo et al., 2000). The brand associations can be positive or negative and it heavily influences purchase decisions. Brand associations are important because they help customers recall the brand right away. Kim, Han & Park (2001) provide their findings support that brand association enhancing the positive image in sense of belonging inside social groups eventually offers customer satisfaction.

Brand Loyalty

Brand Loyalty is a measure of the degree to which a buyer recognizes, prefers, and insists upon a particular brand; brand loyalty results from continued satisfaction with a product considered important and gives rise to repeat purchases of products with little thought but with high involvement (Monash Business School, 2021). According to Jatiyananda, Nurittamont & Phayaphrom (2021) & Samlejsin & Kookkaew (2022), brand awareness, perceived quality, and brand associations are the fundamentals of brand loyalty. Chi et al. (2009) points out the ultimate goal of brand management is the customer's brand loyalty. It can also be used to test to answer whether or not the current consumers still tend to favor the company's product in the highly stiff competition today. The long-term loyal customers would not switch to the competitors even with the relatively low switching cost (Jones & Sasser, 1995). Furthermore, It also increases the possibility of the product extension on top of the core products (Gladden & Funk, 2001) which can increase customer satisfaction. According to many scholars, satisfaction and loyalty are recognized as strongly related to Brand Loyalty by most studies (Anderson & Sullivan, 1993; Taylor & Baker, 1994).

Brand Equity and Customer Satisfaction

Customer satisfaction and brand equity are influenced through both direct and indirect channels since they can measure customer mindset and financial market values related to brands (Ailawadi et al., 2003). Brand equity of a company largely depends on a positive degree of customer satisfaction which has been recognized by the research (Torres & Tribo, 2011). Susanty & Kenny (2015) researched local and international Coffee Corporation of Excelso and Starbucks and pointed out that customer satisfaction has a significant impact on brand equity but not in every dimension as the coffee corporations in every country is different. In addition, Nam et al. (2011) conducted research and concluded that brand equity is directly related to customer satisfaction. Other research conducted by Tanveer & Lodhi (2016) which states that brand equity consisting of brand loyalty, perceived quality, brand awareness, and the brand association influences customer satisfaction. Thus, the researcher has formed a hypothesis:

H$_1$: Brand awareness has an impact on the customer satisfaction
H$_2$: Perceived quality has an impact on the customer satisfaction
H$_3$: Brand association has an impact on the customer satisfaction
H$_4$: Brand loyalty has an impact on the customer satisfaction

Brand Equity and Company Image

The study of the effects of the marketing mix and corporate images on brand equity by Kim & Hyun (2011) shows that company image has a positive effect on brand equity. Esmaeilpour & Barjoei (2016) used a structural equation model to test the research hypotheses that company image has a meaningful and positive impact on brand equity and even customer satisfaction. In more recent research, Poerwadi et al. (2019) studied the effect of brand extension, brand trust, and company image of coffee products in Indonesia. They additionally found out that brand image also affects brand equity. Thus, the researcher has formed a hypothesis:

H$_5$: Brand awareness has an impact on the company's image
H$_6$: Perceived quality has an impact on the company's image
H$_7$: Brand association has an impact on the company's image
H$_8$: Brand loyalty has an impact on the company's image

Brand Equity and Repurchase Intention

Bojei & Hoo (2012) have notably proved that brand equity has an impact on the repurchase intention of the customer. Gómez & Pérez (2018) agreed with such findings by testing brand love and brand equity that the customers favorably perceive the brand. It significantly increases the probability of repeating the purchase. Moreover, Pitaloka & Gumanti (2019) conducted their research by using path analysis and similarly found out that brand equity has a significant and positive relationship with repurchase intention. Saleem et al. (2015) found out that

customer purchase intention is significantly related to the perceived quality as one dimension of the brand equity. Thus, the researcher has formed a hypothesis:

H9: Brand awareness has an impact on the repurchase intention

H10: Perceived quality has an impact on the repurchase intention

H11: Brand association has an impact on the repurchase intention

H12: Brand loyalty has an impact on the repurchase intention

Company Image

Brand Image or corporate image will be referred to as company image in this study. Kotler et al. (2012) stated that brand image is an association of one's personal beliefs, ideas, and impressions stored in the customer's memory towards a specific brand. Consequently, the brand image comprises consumers' experience and evaluations associated with a brand. Additionally, Monash Business School (2021) stated that Brand image refers to the perception of a brand that consumers associate with their experience, both direct and indirect, with products and services under the brand that an organization attempts to convey to its public, usually through corporate advertising (Huang et al., 2019). A favorable image can boost sales through increased customer satisfaction and loyalty. (Wang & Yang, 2010) Additionally, the good brand image of businesses reflects the positive attitudes of customers towards their products, services, and other attributes they have experienced, and this encourages them to revisit the businesses and repeat their purchase (Prabowo, 2019)

Company Image and Customer Satisfaction

Widjojo (2013) concluded those 3 variables simultaneously have an impact on positive customer satisfaction for Indonesian respondents of Starbucks, which eventually created a company image mediated by customers in the testing area. The study of Esmaeilpour & Barjoei (2016) also showed that corporate image has a positive and meaningful impact on brand equity and customer satisfaction, and brand equity has a significant positive impact on customer satisfaction. Likewise, Mai & Cuong (2021) presented their findings that brand image had a positive impact on customer satisfaction and customer loyalty. Thus, the researcher has formed a hypothesis:

H13: Company image has an impact on the customer satisfaction

Company Image and Repurchase Intention

According to Huang et al., (2019), there have been previous researchers who confirmed the positive connections between the company image and the repurchase intention of the customers. The experiences of the customers toward the products, services, and other attributes are transformed into a good company image of the business (Prabowo, 2019). For Coffee store chain research, brand image along with other factors are crucial for the business to develop the customer repurchase intention (Ratasuk & Gajesanand, 2020). Thus, the researcher has formed a hypothesis:

H14: Company image has an impact on the repurchase intention

Customer Satisfaction

Customer satisfaction is defined as a feeling of pleasure after the customer compares the performance of a brand product to what is expected in the customer's mind. Additionally, Customer satisfaction is the degree of overall pleasure or contentment felt by the customer, resulting from the ability of the service to fulfill the customer's desires, expectations, and needs for the service. There have been many approaches to the measurement of the factors influencing customer satisfaction (Erevelles & Leavitt, 1992). Research conducted by Pappas (2014) shows that the easiest way to make consumers feel happy, proud, and willing to repurchase intention with the brand is to make consumers satisfied. In addition, Customer satisfaction can also affect repurchase intention. Furthermore, satisfaction is often used as a predictor of future consumer purchases since satisfied customers have a higher likelihood of repeating purchases in time.

A direct positive relationship between customer satisfaction and repurchase intention is supported by a wide variety of product and service studies (Anderson & Sullivan, 1993; Cronin & Taylor, 1992; Patterson & Spreng, 1997; Rust & Zahorik, 1993; Taylor & Baker, 1994). These studies establish that overall customer satisfaction with a service is strongly associated with the behavioral intention to return to the same service provider. Research conducted by Pappas et al. (2014) also resulted that consumer satisfaction affects repurchase intention. The results of research conducted by Zboja & Voorhees (2006) state that brand trust and satisfaction had an impact on the intention of repurchasing, the impact mediated through trust and satisfaction. More specifically, Satisfaction is found to be a necessary precursor of customer loyalty (Reynolds & Beatty, 1999).

Customer Satisfaction and Repurchase Intention

The repurchase intention from the customers is referred to the willingness of each one of them to repeat their purchase of the same products or from the same business. It also can indicate the business performance (Chen et al., 2019). Many other variables often, price and tolerance, for instance, are the factors and have indirect and direct effects on the repurchase intention of customers. However, customer satisfaction has strong significance with repurchase intention. The recent research findings by Ashfaq et al. (2019) customer satisfaction is very important and has a highly positive influence on whether or not the customers return to purchase the products or service again. Widjojo (2013) concluded those 3 variables simultaneously have an impact on positive customer satisfaction for Indonesian respondents of Starbucks, which eventually created customer loyalty mediated by customers in the testing area. Thus, the researcher has formed a hypothesis:

H15: Customer satisfaction has an impact on the repurchase intention

Conceptual Framework
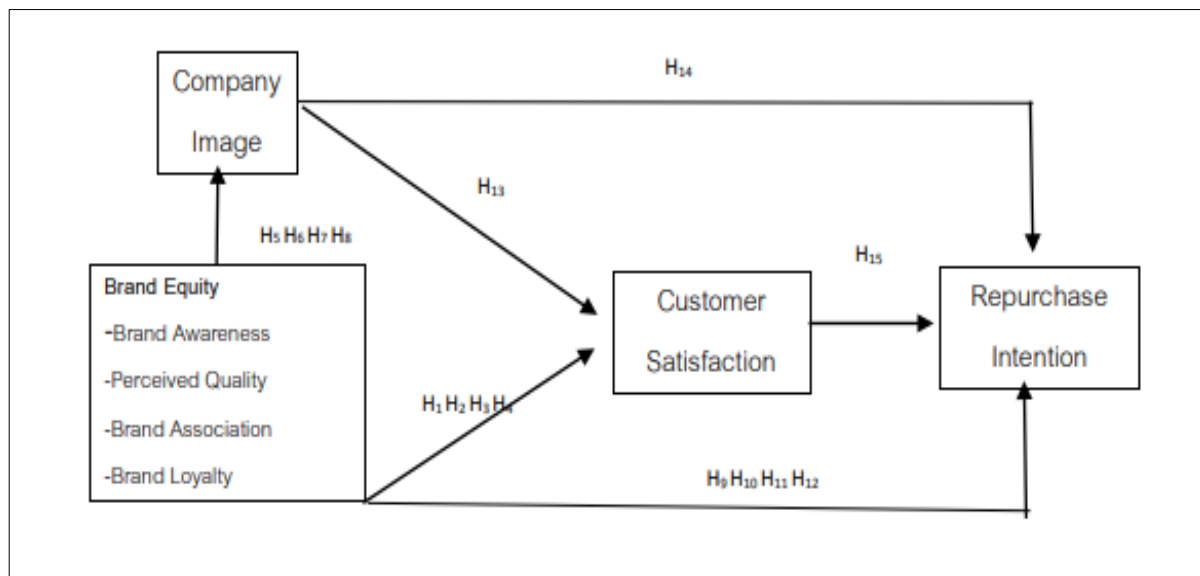
Research Methodology

Population and Sample

This study focused on the walk-in Starbucks Coffee customers from 4 distinctive branches in the busiest business district in Bangkok, namely Sathorn Thani, Bangkok City, Sathorn Square, and the Empire Tower building. Therefore, the population is unknown. Stratified random sampling was used to initially select 400. However, 395 respondents were completed. This sample size is considered adequate for an unknown (Ahmad & Halim, 2017). The main reasons for including these 4 buildings are they have Starbucks branch within their buildings, similar

type of customers, and their distance apart from one another. In terms of reaching respondents, they are inside the business district so the duration of two months is sufficient from October to November 2020. Given that the respondents were voluntarily asked to fill in and clearly explained by the undisguised researcher, the meaningless or irrelevant data was least anticipated.

Data Collection

This study utilizes questionnaires as an instrument to collect data. The questionnaire has been proven to have satisfied levels of validity and reliability and measured using the five-point Likert scale ranging from 1 as strongly disagree to 5 as strongly agree, composes 5 parts of question which are demographic characteristics of respondents including gender, age, income, and education, customer satisfaction, brand equity, company image, and repurchase intentions, respectively. Designed questionnaires were used to collect data belonging to the respondents of 395 completed respondents who were the customers of Starbucks since 3 incomplete questionnaires were taken out. By distributing paper questionnaires during actual branches in 4 buildings, the researcher was able to collect data.

Data Analysis

The SPSS was used to calculate the significance level for each different type of variable. Statistical analysis is employed to answer the first objective of this research, by analyzing basic statistics of specific attributes of the sample groups. The Standardized Coefficient and P-value under the Linear Regression are shown with the setting significant level $\alpha = 0.05$. If the P-value results are less than 0.05, they reject the hypothesis. This means the relationship between predictor (y) and response (x) has a relationship and impacts one another. All 4 dimensions of Brand Equity will be separately run with 3 dependent variables of Company Image, Customer Satisfaction, and Repurchase Intention. Meanwhile, if the P-value is more than 0.05, it does not have enough evidence to reject the hypothesis.

Research Results

Most of the respondents are male, totaling 215 persons, or 54.43%, while there are 180 female respondents, or 45.56%. Moreover, most are of the age between 30-39 years, specifically 162 people, or 41.01%. Majority of the respondents, 308 people or 77.97%, had graduated Bachelor degree. Finally, most respondents, 239 people or 60.50 %, have an average monthly salary of 20,000-40,000 Baht.

The final calculation results presented that 12 out of 15 hypotheses were supported, which hypotheses 1, 2, and 3 have the p-value of 0.000, 0.000, and 0.003 respectively. Hypothesis 5, 6, and 7 have the p-value of 0.000, 0.000, and 0.029 respectively. Hypothesis 9, 10, and 11 have the p-value of 0.049, 0.001, and 0.000 respectively. Therefore, brand loyalty rejected the hypothesis proposing a positive relationship with customer satisfaction, company image, and repurchase intention.

In addition, the relationship between customer satisfaction, company image, and repurchase intention was investigated and tested in this research which will be assigned under hypotheses 13, 14, and 15. The last 3 hypotheses presented the β value of 0.375, 0.255, and 0.508 and the p-value of 0.000, 0.000, and 0.000. This can be directly implied that the company image of starbucks coffee corporation has an impact on customer satisfaction and repurchase intention, and the customer satisfaction has an impact on the repurchase intention.

Table 1 Results of Linear Regression Analysis for testing 15 hypothesis

Hypothesis Description	Variables	Standardized Coefficient (Beta)	P-value
H₁-H₃: 3 dimensions of Brand Equity have impact on the Customer Satisfaction			
H_1: Brand Awareness has an impact on the Customer Satisfaction	Brand Awareness	0.579	0.000
H_2: Perceived Quality has an impact on the Customer Satisfaction	Perceived Quality	0.257	0.000
H_3: Brand Association has an impact on the Customer Satisfaction	Brand Association	0.129	0.003
H₄: Brand Loyalty *do not* have an impact on the Customer Satisfaction			
H_4: Brand Loyalty has an impact on the Customer Satisfaction	Brand Loyalty	0.200	0.616
H₅-H₇: 3 dimensions of Brand Equity have an impact on the Company Image			
H_5: Brand Awareness has an impact on the Company's Image	Brand Awareness	0.271	0.000
H_6: Perceived Quality has an impact on the Company's Image	Perceived Quality	0.262	0.000
H_7: Brand Association has an impact on the Company's Image	Brand Association	0.098	0.029
H₈: Brand Loyalty *do not* have an impact on the Company Image			
H_8: Brand Loyalty has an impact on the Company's Image	Brand Loyalty	0.067	0.160
H₉-H₁₁: 3 dimensions of Brand Equity has an impact on the Repurchase Intention			
H_9: Brand Awareness has an impact on the Repurchase Intention	Brand Awareness	0.087	0.049
H_{10}: Perceived Quality has an impact on the Repurchase Intention	Perceived Quality	0.154	0.001
H_{11}: Brand Association has an impact on the Repurchase Intention	Brand Association	0.416	0.000
H₁₂: Brand Loyalty *do not* have an impact on the Repurchase Intention			
H_{12}: Brand Loyalty has an impact on the Repurchase Intention	Brand Loyalty	0.050	0.290
H₁₃: Company Image has an impact on the Customer Satisfaction			
H_{13}: Company Image has an impact on the Customer Satisfaction	Company Image	0.375	0.000
H₁₄: Company Image has an impact on the Repurchase Intention			
H_{14}: *Company Image* has an impact on the Repurchase Intention	Company Image	0.255	0.000
H₁₅: Customer Satisfaction has an impact on the Repurchase Intention			
H_{15}: Customer Satisfaction has an impact on the Repurchase Intention	Customer Satisfaction	0.508	0.000

Discussion and Conclusion

The Objective of this research was to study and investigate the 4 dimensions of brand equity, company image, and customer satisfaction which tends to contribute to the repurchase intention. The results showed that customers who have brand awareness, perceived quality, and brand association with the Starbucks Coffee Corporation tended to demonstrate a high chance of repurchasing the products. All of which are consistent with the research of Bojei & Hoo

(2012), Gómez & Pérez (2018), Pitaloka & Gumanti (2019) and Saleem et al. (2015), who believe in the positive impact brand equity, company image, and customer satisfaction have on repurchasing the products.

Similarly, the analysis of Company Image and Customer Satisfaction mediated and supported the Repurchase intention as well. By looking at the theoretical aspect, research findings are very concurrent suggested by a positive customer experience significantly improves the chance of product repurchasing (Kotler, 2012). This finding aligns with the research of Huang et al., (2019), (Prabowo, 2019) and Ratasuk & Gajesanand (2020), who clearly state that company image plays a crucial role in repurchase intention. Moreover, these finding are in line with previous research of Chen et al. (2019), Ashfaq et al. (2019), and Widjojo (2015), who confirm that customer satisfaction play an importance role in repurchase intention. The results also showed that brand awareness, perceived quality and brand association has an impact on the company's image. These finding align with the studies of Kim & Hyun (2011) and Poerwadi et al. (2019).

On the other hand, 3 hypotheses distinctively did not support and were not statistically significant. Hypothesis 4 has a β value and p-value at 0.2 and 0.616, Hypothesis 8 has a β value and p-value at 0.067 and 0.160 and Hypothesis 12 has a β value and p-value at 0.050 and 0.290 respectively. These explain the variable brand loyalty ironically does not have any impact on company image, customer satisfaction, and repurchase intention. This may be because of the universal and fundamental fact of the situation in Thailand and anywhere. As the coffee retail market has been too competitive along with the worsening Covid-19 situation. During this period, Starbucks Coffee Corporation and other coffee retail stores cannot afford to believe that the Brand Loyalty of their customers is the unbreakable ultimate strength.

The research will help the management to develop a marketing strategy with its vital role in attracting, retaining, and supporting customers to gain competitive advantage and corporations strategic management decisions, by recognizing the importance of brand equity, company image, and customer satisfaction on repurchase intention. They should launch marketing programs to create customer satisfaction, as well, as brand image. Likewise, the findings also create the idea that the managers should pay attention to customers' demands survey. Based on the study results the company should focus on building brand loyalty by keep searching for a new strategy to continue their satisfaction in customer perception to gain competitive advantages from customer repurchase intention.

Moreover, the study will help the management to recognize the significance of customer repurchase intention on brand equity in brand awareness, perceived quality, brand association, and especially, brand loyalty. Thus, managers should create a marketing strategy to improve customers' perception of brand equity such as advertising, special advertising on social media, websites, etc., promotion programs at the event, public relationships, and other tools of marketing. If consumers have positive brand equity, company image, and customer satisfaction, they will increase a positive tendency on repurchase intention to enhance their competitive position and increase financial performance

As the respondents of the research were limited to studies the four locations, the better version of the next research should attempt to cover many different coffee companies operating both locally and globally and take samples from outside the current geographical areas to make key comparisons. However, the research may need to deal with higher costs and the ability to control the respondents as a factor. In addition, the financial performance such as revenues of the coffee of any company should be measured to strengthen the future research.

Among the chaos costing every single party in the retail coffee and the business world, Starbucks and other Corporations cannot afford to minimize research and development. Even before the pandemic arrived, customers' demands were drastically changing and the emerging coffee retail brand are popping up every day. The importance of this research is that it can

remind all managers of international coffee corporations of the current results and situation regarding the business plan and policy which can be changed by the external factors.

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