

April 12, 2025

Dear GBCC Teams,

Enclosed you will find the case for the GBCC 2025 Long Case Challenge.

Obviously, you will need to do outside research in order to prepare your presentation. However, you may not conduct any personal interviews as part of that research. For example, do not call, visit, or e-mail anyone at the case company. The only sources that you may use are publicly available ones (print or electronic).

Please note that you are allowed to ask librarians where reference materials are located, but not for help on your research strategy. Do not discuss the case, your research, or your presentation with anyone outside your team (this includes your advisor, your ambassador, and GBCC managers) before today's presentations.

If you have a question about the competition, the rules, these instructions, or the case, contact Caro Zeiher (czeiher@uw.edu). We look forward to seeing your presentations.

Sincerely,

Debra Glassman, Faculty Director, Global Business Center, Foster School of Business

GBCC 2025 Long Case Charge to Students

The case for the 2025 Global Business Case Competition is "Starbucks in China 2025," by Suresh Kotha and Debra Glassman.

Roles: You are a team of Starbucks managers. The judges have the role of top Starbucks management.

The case questions focus on Starbucks strategy in China in 2025, specifically:

- What Chinese market segment should Starbucks compete in – low-end, middle market, or high-end – and why?
- How should it compete? Should Starbucks try to match its competitors or differentiate itself? To what extent should Niccol's "Back to Starbucks" strategy be applied in China?
- What is the best business model going forward? Should Starbucks double down on investments in China, sell a stake in the company to a local partner, change the business model to licensing, or consider a full sale of the Chinese business?