

Compare and Repair



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Executive Summary

Our project strategy was inspired by the DIKA model. With this model in mind we strategically decided what information to collect from each platform. When analyzing the information we were able to create a network for both Starbucks and Dunkin' Donuts to see how their notes are linked to one another. After focusing on the links we took an in-depth look at how each node was being used. When evaluating Starbucks' and Dunkin' Donuts overall social media strategy, we broke our focus down into three categories: war strategies, business style and alliances. When looking at all of all of this information we made sure to consider the different audiences. From there, Developed a scorecard to rate each business We decided to focus on their posts' content, timing, salience, and quantity. For a business to perform well on the scorecard, it has to dominate in two main areas and one key concept. As we discussed in our previous two projects, money making is the bottom line for any business. After, we determined who the winner of our competition was. From there, we decided to see how the two businesses performed financially compared to how they performed on social media. For both Starbucks and Dunkin' Donuts we came up with areas of improvement to help boost both of their scores. Throughout the project we had many ideas, most worked, but a few needed to be rejected. Although we picked what worked best for our group, there will always be areas that need improving. A notion that our group thought was extremely important for this project, before we started crafting our strategy, was that accuracy is important.



Introduction

As a team we selected Starbucks and Dunkin' Donuts as our companies to analyze their social media. This involved doing extensive research on the companies, and then on their social media posts. Through our research we were able to examine what social media platforms were being used effectively, what posts were the most effective for each platform, and concluded with providing areas of improvement for both Dunkin' Donuts and Starbucks.

Project Strategy

Our project strategy was inspired by the DIKA model. We turned the data that we gathered on the different social media platforms (which included posts' content, timing, salience, and quantity) into information in the form of diagrams. Then we interpreted our informative diagrams, which allowed us to create knowledge. The knowledge that we obtained by interpreting each diagram per month, per platform, per business allowed us to rate each platform per business (in terms of its posts' content, timing, salience, and quantity).

While it was beneficial to rate each platform individually, doing just that would not be enough to give each business a comprehensive rating on a final scorecard. This is due to the fact that businesses have the opportunity to utilize different platforms. It would be inefficient to have a scorecard completely based off of just the content, etc. posted on different social media platforms. Consequently, we also assessed the connections between the platforms, as well as the coordinates within those connections.

Furthermore, we naturally found out how the businesses dealt with constructive feedback by looking at the content. Also by looking at the content, we were able to determine if the



channels the businesses chose were appropriate and used appropriately. Once we had all of the knowledge we needed and assessed it using our final scorecard, we acted on it by determining a winner and a loser. From there we compared how the businesses scored on our scorecard to how they performed financially in their most recent quarters, which raised some eyebrows for us. Last of all, we provided both businesses with continuous improvement suggestions (corrections).

Data Collection & Organization

Data collection was a massive undertaking for this project, so it was important that we thought carefully about our data collection process before starting it. We ultimately decided that the most important information we wanted to collect from each platform's posts were the posts' date and time, production method, substance, form, salience, and quantity. Refer to Appendix A to view the form template that we used to record all of this data from each post, for each platform, in the given time frame, for each business. Note that there are roughly 200 pages of these data collection sheets, which means we looked at roughly 200 posts in total.

Throughout this section we will explain why we collected the data that we did, but first, it is important that we explain what we did with all that data after we collected it all. Obviously 200 pages is a lot of data, so we had to find an intelligent way to organize it to make sense of it. (Refer to Appendix Y.) What we did with all 200 pages of data is we made one data sheet into one "figure" on a given diagram. We represented timing within a given month along the x-axis, production method along the y-axis, substance by the color of the figure located at a given coordinate, and form by the shape of the figure. Note that a data collection sheet that expresses more than one substance or form can be represented appropriately on the diagram because shapes



can overlap, and each shape can have one or more outlines. Also note that we were not going to get a post that had more than one production method, so we found it appropriate to represent production method along the y-axis. Lastly, a post that was determined to be “salient” has a teal strike through it. Also note that, naturally, one can conceptualize how many posts were made during a given time frame by assessing the number of figures on the diagrams. This has been a summary of how the data sheets translate to visually summarizing diagrams; in the following paragraphs, we will explain *why* we collected the data that we did.

Looking at a fairly high number of posts was important for our project because one month’s data, for instance, would just not have been representative enough. In Statistics, we learn that one must take a sample size that is large enough where we could reasonably assume that a lot of the rest of the data is fairly similar. In other words, we had to select a sample size that was large enough so that the probability of the data collected being representative would be fairly high. For our project, we choose the months January, April, July, and November out of the year that we wanted to look at, 2016. By spacing out the months that we choose, we eliminated the possibility that our data could be unrepresentative of 2016 for the fact that a business had good social media practices only in Autumn 2016, for example. We would have had a problem if this was the case for Starbucks, for instance, and if we had evaluated Starbucks only for September and October. Next, we at least wanted to look at the most recent month, November, though incomplete at the time of our final analyses, because it represents what the given companies are doing today; the information is very timely.

As just explained, we attempted to look at all of the platforms for both of the businesses for all four of our chosen months—January 2016, April 2016, July 2016, and November



2016—but this was not practical for some platforms. For instance, this was not possible on Snapchat, and it certainly did not make sense for Twitter to go further back than November 2016 simply because of the massive number of posts. Note that even though we had these challenges, these obstacles did not inhibit us from making a sound judgement for each of the platforms for each of the two businesses. We were certainly able to make accurate decisions and evaluations with the information we had because in the data that we did collect, we consistently found big-picture patterns.

Also note that platforms such as Pinterest, Yelp, Google +, Snapchat, and LinkedIn are not represented in diagrams. Due to the nature of both platforms, we did not think it would be appropriate to represent them in this way. All of these platforms, however, do have data collection sheets of one kind or another, with the exception of Snapchat since Snapchat has a unique situation (explained later).

Regarding the more specific content that we collected, we decided we wanted to look at substance, form, production method, and so forth for a few reasons. First, form, substance, and production method (internally produced, curated, etc.) are content options. We did not doubt that we should collect data on the content of the posts.

Second, we chose to record date and time because even though timing is not one of the five C's, the importance of timing cannot be overestimated. For example, before we started data collection, we decided that if a business posts seven times in a day on Twitter and then does not post again for a month, this business should not score very high in a timing area on the scorecard because this is obviously not a wise platform strategy. This begins to explain why one of the dynamics on the scorecard we wanted to cover was how effectively the business adhered to each



platform's "rules." We will discuss this notion of adhering to each platform's "rules" further in the Scorecard section of the paper, but we thought it was important to touch on now to justify why we recorded this timing data in the first place.

The salience of each post, alongside the content and timing of those posts, we thought was another area we should collect data on. The difference between recording data for salience and recording data for form, substance, and so forth is that salience is not as easily apparent. We developed a method for how we would measure salience for each post on each of the different platforms. As one example, we measured the salience of a given post on Facebook by looking at the posts' number of likes, shares, and comments. These numbers alone do not say much because a given post might have 1,000 likes, for instance, but compared to what? We needed to know how many likes that a typical post on this given platform from the given business would generate, or some other standard for comparison. Thus, still using Facebook as our example, we simply took the two to four posts, from the given business, with the highest number of likes, comments, and shares average. You can see from the Starbucks/ Facebook/ April diagram that the posts that meet this description of the highest salience for the month are the posts with the teal lines through them on 4/8/2016 and 4/28/2016.

That is how we measured salience, but the reason why we used the number of likes, shares, etc. to measure salience for each post is that a customer is more likely to like, post, or share if the post resonates with him or her. To clarify though, we strategically chose to look at likes, posts, shares, or whatever metric differently for each platform. For instance, a Pinterest like is not as valuable as a Pinterest re-pin. Therefore, we customized how we would measure



salience on each platform. See Appendix B for the metrics we used to measure salience on each platform.

So what? Why was salience an important variable to measure? By measuring salience relative to a given post's content and timing, we could gauge how "successful" the content and timing was. Note; however, that high salience does not automatically equate to content and timing *success*. Specifically, a post could have gotten a lot of likes, comments, and sharing attention (therefore a high salience accord) not because people loved the post, but perhaps because people were highly offended by the post. We recorded a lot of "extra" information (very specific information about the post's wording or images, for example) on our data collection sheets because we wanted to be able to refer back to a specific post after realizing that it qualified as a post of high salience; we could make the judgement of if it was good or bad salience just by referring back to our data sheets.

A question, then, that might be raised is why did we not just make diagrams based on the posts that had the most salience for the month? We wanted to include all posts' information, whether the posts be salient or not, because a contributing factor to a given post's salience could have been that it was followed by other posts of a specific pattern or strategy. The diagrams were useful in being so complete because it allowed for us to detect patterns with a variety of variables.

Ultimately, our data collection sheets were very thought out. Pattern detection ability was the key benefit that our diagrams, which derived from the data collection sheets, provided us with.



Connection Network: Starbucks

Starbucks' network includes 13 nodes and 18 links, which is located in Appendix C.

The main hub is Starbucks website and app. However, Starbucks has a de-centralized network. Although most of the nodes link back to the website or app, not all of them do. For example, Facebook does not have a link to the website. To get to the website from Facebook, an individual is required to go through Pinterest, Google Plus, or YouTube. In addition, Instagram has one link, which directs a user to Starbucks' YouTube account.

YouTube and Google Plus are another hub for Starbucks. Almost all of the other nodes connect to them. However, this is not the most effective way for Starbucks to set up their network. Later in this paper we will share our team ratings for how Starbucks utilizes these platforms, and provide suggestions for improvement.

Finally, the two misfits in the network diagrams are billboards and Snapchat. Starbucks has a Snapchat account; however, there are no links to or from it. In addition, Starbucks utilizes billboards for product promotion. Through our research, we learned that there was only one billboard that had the website included. This is why that particular link is represented in a dotted line. Most people see billboards when driving, and it potentially could be wasted space to provide a link to the website on it. That is why we are completely fine having this link be a dotted line, rather than suggesting changes.

Overall, Starbucks is doing a good job at allowing customers to navigate through the network easily. Getting from node to node can be done rather swiftly; It does not take long to go through the links. In our "Suggestions for Starbucks" section of this analysis we will cover how



their network can be improved. One of our rejected solutions was Table 8.1, which was designed to help record form and substance.

Connection Matrix: Starbucks

The Connection Matrix helps determine how intense Starbucks' posts are with their audience. Our team analyzed the data we collected from all of the platforms Starbucks uses, and examined the intensity of their posts. Based on our findings, we were able to place Starbucks in the abundance section on the matrix found in Appendix D.

The abundance box represents that Starbucks connects with their followers with strong, intense posts, and reaches a large number of them. The pictures, videos, and texts that Starbucks uses across platforms are catchy, appealing, and relatable to their audience. Starbucks receives a lot of responses on the posts, and creates opportunities for interaction.

Starbucks is in the best box for their social media purposes. Being in any other box would not benefit them. They are large company, so having posts that relate to most people is beneficial. In addition, they don't just try to reach everyone; they have a purpose for their posts. The posts are strong, strategically thought out, and professional. It has a great impact on a lot of people.

Strategy Per Platform: Starbucks

Pinterest

To analyze how Starbucks uses Pinterest as a social media platform we created a strategy chart, Appendix E.



To examine how Starbucks utilizes Pinterest had to be looked at differently than how we analyzed the other platforms. Starbucks updates about five boards a month, and every board has a quantity of 21 to 814 pins. Due to time restrictions our team strategically decided to focus on the month of November.

Starbucks forms their posts within boards, and each board has a catchy title that explains what type of pins to expect. For example, “Shop Starbucks”, “How To’s”, and “Coffee Recipes.” The board names and pins showed that Starbucks is promoting products, how to’s and call to action. The pins within the boards are either internally created or co-created. It is clearly labeled what Starbucks internally posted, and what was co-created.

Each pin had a different intensity. Some of them had only one repin, and others had a million repins. However, it was rare that Starbucks only had one repin, as well as a million repins. Usually it was around few thousand repins, depending on the board.

Although our team analyzed Pinterest differently than other platforms, we were still able to give Starbucks a score for this platform. Starbucks is utilizing Pinterest well and to inspire customers. Because of the information stated above, the score for this platform was a 9/10. It was inspiring posts, easy to navigate, visually appealing, and updated often.

Instagram

To analyze how Starbucks uses Instagram, our team filled out a strategy chart, found in Appendix F.

Our team examined data from four months of the past year. We looked at January, April, July, and November. We did this to try and get a good representation of what a year on



Instagram for Starbucks looks like. Our team also wanted to see if posting trends changed depending on the season.

Starbucks' form is primarily pictures accompanied by text. The pictures and text align well with their audience. They are engaging, appealing, and straightforward. Starbucks focuses on product promotion when using this platform. For example, July 12, 2016 the new menu was released. Instagram posts included fruit smoothies, teas, and lemonade pictures, accompanied by the appropriate hashtag with the name of the product.

In addition, Starbucks' posts were posted almost daily, and on occasion, twice a day. However, their audience enjoys the frequency. They stay engaged by participating in contests, liking posts, and commenting. Starbucks' posts are primarily internal; however, occasionally they will regram contest participants pictures. This helps keep the pictures professional, but regramming helps incorporate customer engagement.

Unfortunately, Instagram will not display what time the posts were created and how many shares each post received. Our team wanted to collect this data, but sadly could not. However, our team gave Starbucks a 10/10 for effectively using Instagram. They continue to keep their audience engaged and properly promote products. The pictures and text used on posts appear to be extremely effective.

Facebook

When analyzing how Starbucks uses Facebook, our team filled out a strategy chart, found in Appendix G.



Just like Instagram, our team analyzed January, April, July, and November of 2016. This is to attempt to get an accurate idea of how Starbucks posts within a year, and incorporate every season.

Starbucks utilizes Facebook for product promotion, and occasionally call to action. Similar to Instagram, they post pictures accompanied by text. The posts are internally created, with the exception of a few that are co-created.

The month of November is very unique for Starbucks. This is when they released the “Red Cups.” Due to the controversy that happened last year over the “Red Cups” being plain, customers decorated the cups themselves. Starbucks saw this as an opportunity. This year, the company selected the 12 best designs to be 2016’s “Red Cups.” In addition, they occasionally post call to action deals for customers such as, “buy one get one free.”

On average, Starbucks posts on Facebook only twice a week. Our team noticed that the organization posts in the morning (Often 6 a.m.) and noon. This is a strategic move for Starbucks. According to Lindsay Kolowich, the best time to post on Facebook is 1 p.m. for shares, and 3 p.m. for clicks (2015). However, because Starbucks’ primary product is coffee, our team thinks it is strategically brilliant of them to post in the morning.

Although Starbucks mostly utilizes Facebook for product promotion, we believe it works well for them. The pictures are interesting and engaging for consumers. In addition, the frequency and timing of the posts are strategically planned. Because of these factors, we gave Starbucks a score of 10/10 for effectively using this platform.

Snapchat



To analyze the data we collected on how Starbucks uses Snapchat, we created a strategy chart, Appendix H.

Unlike our other platforms, we were unable to gather data from past months of Snapchat posts. This is due to the fact that Snapchat posts disappear within 24 hours of posting.

Our team did a vast amount of research to learn what platforms Starbucks was utilizing, and Snapchat was not a main one. However, we did follow Starbucks on Snapchat when doing our research. It wasn't until November 28, 2016 that we saw Starbucks post a story. The story consisted of eight posts, all seconds apart. They were either short clips, no longer than ten seconds, or pictures. Those eight posts were all internally produced.

Starbucks did not have enough posts within the timeframe our research allowed to accurately give Starbucks a score for this platform. However, it was important to note that this account is being used on occasion.

YouTube

When analyzing how Starbucks uses YouTube as a social media platform, we filled in a strategy chart, which can be found in Appendix I.

Starbucks utilizes YouTube as a way to promote products while staying true to its' "humble" stylization. After extensive research and diving deep into the platform's usage patterns in accordance with Starbucks, our team discovered some notable strategies. When it came down to form, Starbucks' YouTube videos commonly featured text, as well as links to the website, in each description box. This was to ensure Starbucks' connection points and networks leading back to the main "hub" of it all: the website. The substance of the videos consists mostly of product promotion. According to our research, about ½ of all posts include product promotion,



but always contain other substances such as information and news and events. Starbucks posts videos in the first half of months, and often post on average five-ten times a day. Most videos in terms of production are internal, but we did find some co-created content. The month of November, for example, included a lot of co-created videos that focused primarily on this year's new "Red Cups". In addition, the intensity of Starbucks' YouTube videos appear to be fairly high. As found by our collected data, the most viewed video on Starbucks' channel, which announces the 2016 Starbucks Red Cups" consists of 992,148 views.

In addition to form, substance, timing, quantity, production, and intensity variables, our team decided to create a miscellaneous category. This variable allowed us to find interesting facts found within our data for each organization and each platform. For Starbucks, we noticed that the videos uploaded on YouTube do not allow comments, likes, and dislikes. Because YouTube is such a wonderful opportunity for rich communication and feedback in terms of business to consumer relations, our team found this very ineffective. This missed opportunity does not allow Starbucks to review feedback and questions, comments, and/or concerns amongst its' audience. Overall, we determined that this is not a very effective/proper use of this platform.

All of the collected data and variables aided to our team's final conclusion on how Starbucks uses YouTube as a platform, leading to our final strategic statement: "Starbucks uploads internally produced videos several times a day for product promotion". After reviewing all of our data and variables, we gave Starbucks and its use of YouTube a final score of 2/10. The reason for this is because although Starbucks' videos generate a lot of views, there is no way to determine whether or not these views are positively or negatively impacting customers (due to the disabling of comments, likes/dislikes). In addition, Starbucks uploads several videos a



day, typically with similar content or theme. Our team decided that this was redundant, and not very effective strategically. Starbucks still has a long way to go in terms of usage patterns and strategy for this platform.

Twitter

When analyzing how Starbucks uses Twitter as a social media platform, we filled in a strategy chart, which can be found in Appendix J. Because Starbucks tweets often and responds to customers every few minutes, our team made the decision to focus solely on the month of November for this platform.

Starbucks uses Twitter as a tool to communicate and interact with consumers, while still promoting products. After data mining, our team discovered some usage patterns in relation to Starbucks' Twitter strategies. Firstly, Starbucks commonly tweets combinations of text, pictures, videos and GIFs. To keep our data consistent across platforms, we considered GIFs to be videos. These forms are mixed and always coincide with one another. Second, Starbucks' Twitter content relates to substance. Tweets often promote products, but also contain substance that relates back to customers. Starbucks often finds creative ways to get consumers involved within its' Twitter account, such as voting polls and contests. Next, our team took note that the company has a specific and strategized timing schedule. Starbucks tweets at least twice a day, once in the early morning (usually 9 am) and once in the afternoon (commonly 12 pm). The tweets sent out by Starbucks are mostly internally produced, and the most liked tweet (according to our data) promotes the new 2016 Starbucks Red Cups, with 26k likes.

Lastly, our team found some miscellaneous data that relates back to Starbucks' Twitter strategy. When observing the company's Twitter account, it is very hard to find negative



comments/feedback from consumers. After further speculation, it is apparent that Starbucks strategically chooses to address any issues/complaints off Twitter, unlike most organizations. A specific example that we found involved a Starbucks barista and the posting of an unprofessional and distasteful tweet. Although Starbucks did not confront the issue online, they did end up firing the individual and made her post that she has been let go via Twitter. This confirms our speculation of Starbucks choosing to deal with any concerns offline.

Each of the variables we covered in our “Strategy Per Platform” chart for Starbucks helped guide us to a final evaluation of its’ use of Twitter. Our final statement for Starbucks’ Twitter strategy is as follows: “Starbucks tweets internally produced content that is mostly product promotion twice a day”. After further discussion, our team rated Starbucks’ use of this platform with a final score of 8/10. Because Starbucks consistently interacts with customers and produces interesting and creative content, we felt that the organization is utilizing this platform fairly well. However, choosing to disregard negative feedback/comments on Twitter may be harming the company’s overall image. While it is a strategic choice to deal with problems face-to-face, our team believes that there is a fine line and balance that must be taken into consideration when having an online presence as a large corporation with a reputation to maintain. For this reason, Starbucks did not receive a perfect score, and still has room to improve.

Yelp, LinkedIn, & Google +

When analyzing how Starbucks uses Yelp, LinkedIn, and Google + as social media platforms, we filled in a strategy chart, which is located in Appendix K.



Starbucks can be found on Yelp, LinkedIn, and Google +; however, our team concluded that the obtainable data from these social media platforms were overall insufficient to our analysis. For starters, Yelp consists of user generated content, commonly comments and opinions. The De Pere location for Starbucks only had seven posts and no connection back to the store. In addition to this, there were no replies from Starbucks to the consumer's' reviews. Because of these factors, we deemed this platform unhelpful and made a strategic decision to not calculate it in our final evaluation.

LinkedIn offers some data, but consists of only one page for Starbucks. We discovered that Starbucks' LinkedIn profile is mostly used for internal purposes; therefore, we could not collect a sufficient amount of data for this project.

Lastly, Starbucks' Google + account did not provide us with much content. The company has only two posts in 2016, which include pictures via product promotion. Because there were little to no posts from this organization on Google +, our team was unable to dive deep into an evaluation of strategies for this platform in regards to Starbucks. Overall, these three social media platforms, although widely used in today's society, were irrelevant to our initial analysis and did not provide us with the rich, sufficient data that we needed for this project.

Responding to Complaints: Starbucks

As mentioned previously in this analysis, Starbucks chooses to do most of its' PR work offline. When collecting data, it was difficult to find a response from Starbucks to a negative review. After some scrolling under the "Tweets & Replies" tab on Starbucks' Twitter page, we were able to find two examples, which can be found in Appendix L. Unlike Dunkin' Donuts,



Starbucks does not offer to contact customers privately through direct messages, and leave simple, apologetic responses. Starbucks, in comparison to other organizations, seems to have a different attitude towards complaints/negative comments, and from first glance does not appear to offer any coupons or discounts for any poor experiences. Again, this is a strategic decision made by the organization when using Twitter as a social media platform.

Overall Social Media Strategy: Starbucks

When evaluating Starbucks' overall social media strategy, we broke our focus down into three categories:

- **War Strategies** – What war strategies does the organization use?
- **Business Style** – How does the corporation run in terms of class?
- **Alliances** - Who does the company partner with?

First, we determined what war concepts Starbucks uses within its' social media strategy.

In terms of platform usage, Starbucks uses three main war strategies: “Mutually Reinforcing Actions”, “Don’t Fight the Last War”, and “Strategic Surprise”. Starbucks is sure to analyze effectiveness, and is attentive to what is currently working/resonating well with its' audience. Next, Starbucks is sure to produce fresh, creative, and engaging content, and learns from its mistakes both online and offline. Lastly, Starbucks commonly uses strategic surprise to gain attention and keep people excited and informed. An example of this is the reveal of the new 2016 Red Cups, which were hyped first by the organization, and quickly turned into a movement by consumers.



Next, we determined how Starbucks runs its' organization in terms of class. We discovered that in comparison to Dunkin' Donuts, Starbucks runs in a very "upper class" management style. We found this notable to mention when comparing the two companies.

Finally, our team discussed alliances. This is important to mention because partnerships lead to more networks, connections, and nodes within an organization. Our research indicates that Starbucks allies with Target and Barnes & Noble; Both of these companies feature Starbucks stores in their own locations across the country. These overall social media strategies work together and aid to Starbucks' mission statement of inspiring and nurturing the human spirit, one person, one cup, and one neighborhood at a time (Starbucks.com, n.d.).

Connections Network: Dunkin' Donuts

Dunkin' Donuts network includes 12 nodes and 15 links, Appendix M.

The main hub of Dunkin' Donuts network is the website and app. However, it is a de-centralized network because not every node is connected to the main hub. YouTube serves as a secondary hub for the nodes that do not connect directly to the website. For example, Instagram has no link to or from the website or app, but it connects to YouTube and Facebook, and from there can get linked to the website.

In addition, Pinterest, Yelp, commercials, and Dunkin' Donuts receipts only have one link, and that is to the website. There are no additional links to other social media platforms. The diagram also shows LinkedIn, billboards, and Snapchat. Although they are represented as nodes, there are no links to or from them. LinkedIn is for internal use only. There is no account for customers or other external audiences to view. In addition, none of the billboards have links to



the website or social media. Finally, Snapchat is currently not being used. The account has not posted in a long time, and none of the other platforms have a link to it.

Overall Dunkin' Donuts has a well-organized network. In the Strategy Per Platform section we scored the platforms individually, but if Dunkin' Donuts can make the appropriate changes to their platforms this network will be stronger and more effective.

Connections Matrix: Dunkin' Donuts

The Dunkin' Donut Connection Matrix in Appendix N helped our team visualize how intensely Dunkin' Donuts was trying to reach their audience.

From our data, we were able to learn that Dunkin' Donuts fell into two categories: depth and reach. An example of why we placed them in the depth box is when they try and connect with sports fans. The company will congratulate different soccer teams, as well as the National Women's Hockey League . These posts target a small portion of their audience, but are very intense. We have observed that this niche audience enjoys these posts. This tactic falls into the underscore and explore communication strategy. Dunkin' Donuts wants to relate to these audiences, show support, and build strong relationships. Although this is only a small portion of their target audience, it is a strategy Dunkin' Donuts does often.

Dunkin' Donuts utilizes humor in a large majority of their posts. This is another reason as to why our group placed them into the reach box of the connections matrix. Dunkin' Donuts tries to appeal to as many customers as possible, without being very intense. This is a spray and pray communication strategy. The company hopes that the audience will find the humor enjoyable



and build, “inside jokes” between customers and Dunkin’ Donuts. Our team has noticed that this is not always effective with their audience.

From our research, we have learned that neither depth nor reach is working effectively for this organization. The humor tactic does not always resonate with the audience, and many fans of the teams that Dunkin’ Donuts supports rarely like or comment on those type of posts. This alone can make it challenging to evaluate if this is the best strategy for Dunkin’ Donuts.

Strategy Per Platform: Dunkin’ Donuts

Pinterest

To analyze how Dunkin’ Donuts uses Pinterest as a social media platform, we created a strategy chart, located in Appendix O.

Examining how Dunkin’ Donuts utilizes Pinterest had to be looked at differently than how we analyzed the other platforms they use. Dunkin’ Donuts updates about two boards a month, and the boards have a quantity of 21 to 71 pins. Due to time restrictions, our team only analyzed the month of November.

Pins by Dunkin’ Donuts are strategically placed into boards with creative titles (For example, “Dunksgiving.”) Most of the pins within the boards are used to promote their products. In addition, a majority of the pins are internally created, with a few curated mixed in.

Unlike Starbucks, Dunkin’ Donuts has a much lower intensity. As such, the highest repin number is 744. We noticed that this could be due to the fact that the pins are not created to inspire. Pinterest is designed to inspire creativity, and Dunkin’ Donuts does not use this platform



for that purpose. A lot of the posts do not serve a distinct purpose and should not be posted on Pinterest. Because of this, our team gave Dunkin' Donuts a score of 5/10 on Pinterest.

Instagram

When our team was analyzing how Dunkin' Donuts uses Instagram as a social media platform, we created a strategy chart, which can be observed in Appendix P.

Just like Starbucks, we examined data from four months of posts, January, April, July, and November of 2016. This was to provide us with a sample of how Dunkin' Donuts posts change for each season, as well as represent what a year of posts is like.

On Instagram, Dunkin' Donuts primarily posts pictures accompanied by some text and emojis that focus on product promotion or amusement. Although the pictures are fun and bright, the text and emojis that they are paired with do not always work. Usually the text says little to nothing about the picture or a promotion, and the emojis have very little impact, if any at all. In addition, the posts are produced both internally and co-created.

According to our research, Dunkin' Donuts does not have a strategy for when to post. From our data, there is no pattern or consistency of quantity of posts. Some weeks they won't post at all, and other weeks it will be over five posts. There is no true system set in place for how often to expect a post, and when to customers should be checking for a post.

Due to the fact that Dunkin' Donuts has no strategy for Instagram, post sporadically, and utilizes emojis rather than descriptive text or hashtags, our team gave them a score of 3/10.

Dunkin' Donuts is not effectively using Instagram.

Facebook



As our team was analyzing how Dunkin' Donuts uses Facebook as a social media platform, we created a strategy chart, which is located in Appendix Q.

Just like Instagram, we analyzed four months out of the year to collect data on how Dunkin' Donuts was utilizing this platform. We collected information during the months of January, April, July, and November of 2016.

Dunkin' Donuts uses Facebook differently than a lot of their other platforms. The company primarily posts videos accompanied by text. In the month of January, posts were generally sports videos of the teams that they support. For a long time, Dunkin' Donuts had very little posts and no timing pattern. It wasn't until July that Dunkin' Donuts started to post more frequently (About three times a week.) Although the frequency increased, there still were sporadic posts that seemed to have no pattern, much like their Instagram.

This observation was unique because that is also when Starbucks had a peak in their postings. From our research, we can strategically assume that Dunkin' Donuts was mimicking what their competitor was doing.

On Facebook, Dunkin' Donuts produces primarily internally created content. In addition, the post responses were extremely low on Facebook. Their highest response rate was 2,800, which is extremely high for them. Normally, Dunkin' Donuts receives around 500 likes. This varies month-to-month. For example, some months the company receives 200 likes per post and other months the average number of likes is 700. However, 2,800 was an extremely high rate of likes, and the company never reached that frequency again.

The information above proves that Dunkin' Donuts is not learning from their posts, and are not taking the time to analyze what works and what doesn't. In addition, they have no



consistency or strategic pattern when it comes to posting via Facebook. Because of all of these factors, our team gave Dunkin' Donuts a score of 3/10 for effectiveness on Facebook.

Snapchat

To analyzing how Dunkin' Donuts uses Snapchat as a social media platform, we created a strategy chart, located in Appendix R.

As a team, we did in-depth research to find out what platforms Dunkin' Donuts is taking advantage of and which ones they are not.. Snapchat fell into both categories. From our research, Dunkin' Donuts utilized Snapchat in the past; however, currently it is not a platform they keep updated.

While conducting our research, only one of our team members was successfully able to add Dunkin' Donuts as a friend on Snapchat. She was unable to connect by typing in their username; rather, she needed to scan a QR code. Within the two weeks of gathering data, Dunkin' Donuts did not post any stories. From this we decided to do research about what they had done in the past.

It has been months since Dunkin' Donuts has created a geofilter for their customers, and no recent data was found.

Due to the fact that adding Dunkin' Donuts as a friend was a challenge, they did not post, and there was very little information to be found about their Snapchat account, we were unable to provide the company with a score of effectiveness in regards to this platform.

YouTube

When analyzing how Dunkin' Donuts uses YouTube as a social media platform, we filled in a strategy chart, which can be observed in Appendix S.



Dunkin' Donuts utilizes YouTube as a way to promote products with a humoristic edge. After data collection, our team found specific usage patterns by Dunkin' Donuts and its YouTube channel. For starters, videos are often accompanied by texts and links. Such links lead to either the Dunkin' Donuts website or sponsored events. The company mostly uses humor as substance to get messages across, all while promoting products. Dunkin' Donuts has a timing pattern, posting one video at the beginning of a month and one towards the end. On average, Dunkin' Donuts posts videos about twice a month, but sometimes posts more. In terms of production, videos are generally co-created and internally produced. According to our data, the most liked video on Dunkin' Donuts' YouTube channel is a co-created "How-To" video about hot chocolate and mini chocolate chip cookies with 42 likes.

In addition to our form, substance, timing, quantity, production, and intensity variables, we took note of some miscellaneous information regarding Dunkin' Donuts and YouTube. Commonly, Dunkin' Donuts uses humor to relay messages. While this may be effective when reaching a very niche audience, our team did not find this beneficial for the organization as a whole. Many of the comments on the humorous videos posted by Dunkin' Donuts are negative; Many of the videos are not being received well by consumers. Although this is a blatant issue, Dunkin' Donuts has yet to change its content in regards to its YouTube videos. We believe this is a missed opportunity and oversight that Dunkin' Donuts needs to acknowledge.

Each of the variables we covered in our "Strategy Per Platform" chart for Dunkin' Donuts helped guide us to a final evaluation of its use of YouTube. Our final analysis can be summed up by the following final statement: "Dunkin' Donuts uploads internally and co-created humoristic videos to promote products twice a month". Although Dunkin' Donuts has a



consistent posting pattern and utilizes playlists effectively, the failure to adapt to new ideas in terms of content is severely impacting the company. Because of this, we gave Dunkin' Donuts and its' YouTube strategy a final score of 5/10.

Twitter

When evaluating how Starbucks uses Twitter as a social media platform, we filled in a strategy chart, which can be found in Appendix T. Because Dunkin' Donuts tweets often and responds to customers every few minutes, our team made the decision to focus solely on the month of November for this platform. This is the same for Starbucks.

Dunkin' Donuts uses Twitter in order to interact with consumers on a B2C basis. While collecting data, we discovered variables that contribute to the organization's strategy and patterns in regards to Twitter. When it comes to form, Dunkin' Donuts tweets text, videos, pictures, and GIFs. Dunkin' Donuts often uses call to action to get followers to click links and check out their website and app. More times than not, Dunkin' Donuts uses humor in order to promote products. Tweets are usually posted on a timed schedule, but very infrequent. Ideally, Dunkin' Donuts posts once in the morning and once in the mid-afternoon to appeal to coffee drinkers. Tweets are mostly internally produced, and the most liked Tweet (according to our data) has 344 likes. The most liked tweet on Dunkin' Donuts' Twitter account is a retweet from the USA Hockey team, congratulating the women's hockey team on winning the gold at the Nations Cup.

Along with the variables noted above, our team discovered that Dunkin' Donuts heavily uses emojis to connect with its' audience. In addition, we found it unique that the company relies on



humor to get messages across to consumers. We found this important to touch on because this strategy differed greatly from that of Starbucks via Twitter.

Each of the variables covered in our strategy chart for Dunkin' Donuts helped guide us to a final evaluation of the company's use of Twitter. Our final statement for Starbucks' Twitter strategy is as follows: "Dunkin' Donuts tweets internally produced content that often are humorous and provide a call to action in order to promote products". Although we found that Dunkin' Donuts uses Twitter overall effectively, we were unsure of the organization's decision to handle all issues/complaints on the platform. These negative comments are visible to the general public, and clutter the homepage. Because of this, we gave Dunkin' Donuts' Twitter strategy a final score of 7/10.

Yelp, LinkedIn, & Google +

When evaluating how Dunkin' Donuts uses Yelp, LinkedIn, and Google + as social media platforms, we filled in a strategy chart, which can be found in Appendix U.

Much like Starbucks, Dunkin' Donuts can be found on Yelp, LinkedIn, and Google +. As stated previously in this analysis, our team concluded that the obtainable data from these social media platforms were overall insufficient to our analysis. Like Starbucks, the De Pere location for Dunkin' Donuts has no connection back to the store. In addition, there were no replies from Dunkin' Donuts back to the consumers' reviews/comments. Because of these factors, we deemed this platform unhelpful and made a strategic decision to not calculate it in our final evaluation.

The LinkedIn page for Dunkin' Donuts is not available to the general public. We discovered that this LinkedIn profile is used for internal purposes only; therefore, we could not collect data on the Dunkin' Donuts LinkedIn account for this project.



Lastly, Dunkin' Donuts' Google + account did not provide us with much content. The company has no posts in 2016, and abandoned the platform in 2015. Because of this, our team was unable to dive deep into an evaluation of strategies for this platform in regards to Dunkin' Donuts. As stated before, these three social media platforms did not provide us with the sufficient data that we needed for this project.

Responding to Complaints: Dunkin' Donuts

Unlike Starbucks, Dunkin' Donuts responds to “every” complaint/negative comment via Twitter. This, as mentioned previously, is visible to the general public and clutters up most of the company's homepage. As shown in the example in Appendix V, Dunkin' Donuts responds to complaints with script-writing, asking customers to direct message the company to get more information. There is little to no personalization with these messages, and the overall tone of these tweets may be impacting Dunkin' Donuts negatively. As stated in the “Responding to Complaints” section for Starbucks in this analysis, there is a very fine line between “too much” and “not enough” when responding to complaints and maintaining a positive reputation as a business online. We believe that this, although engaging with consumers, may not be an effective use of the platform on Dunkin' Donuts' part.

Overall Social Media Strategy: Dunkin' Donuts

Similar to Starbucks, when evaluating Dunkin' Donuts' overall social media strategy, we broke our focus down into three categories:

- **War Strategies** – What war strategies does the organization use?



- **Business Style** – How does the corporation run in terms of class?
- **Alliances** - Who does the company partner with?

First, we determined what war strategies Dunkin' Donuts uses in regards to Twitter. After discussion, we found that Dunkin' Donuts utilizes three war concepts: “Know Your Enemy and Know the Terrain”, “Surveillance and Clandestine Activities”, and “Counter Offensives”.

Dunkin' Donuts is aware of what Starbucks does, and often “copies” the organization. Dunkin Donuts also uses surveillance and clandestine activities by acknowledging Starbucks' trends and promoted products. One example we found in our data was when Starbucks heavily promoted its' summer line of refreshing drinks and smoothies, Dunkin' Donuts promoted more than they usually do during the same month (July). Lastly, Dunkin' Donuts commonly uses counter offensives as a war strategy. For example, the company utilizes script writing on Twitter when responding to complaints (as previously mentioned in this analysis).

Next, our team evaluated how Dunkin' Donuts runs its' business in terms of class. After research and data collection, we noticed that Dunkin' Donuts has a “lower – middle class” management style in comparison to Starbucks. We found this important to touch upon when comparing both organizations.

Finally, our team determined who Dunkin' Donuts creates alliances with. According to our research, Dunkin' Donuts often associates itself with sports, and has recently allied with the National Women's Hockey League. These overall social media strategies work together and aid to Dunkin' Donuts' mission statement to “Always be the desired place for great coffee beverages and delicious complimentary donuts & bakery products to enjoy with family and friends” (DunkinDonuts.com, n.d.).



Audience Analysis

This analysis would not be complete without looking at audience analysis. Refer to Appendix W for two matrixes that compare the typical Starbucks customer to the typical Dunkin' Donuts customer. As an example of what these matrixes tell us, a Starbucks customer is a little more classy, watching shows like Glee and Private Practice; a Dunkin' Donuts customer is more family-oriented and humor driven. Audience is important for both Starbucks and Dunkin' Donuts to consider when using social media because if one does not know his audience, he will have a hard time communicating effectively; audience analysis is key. Therefore, in our final scorecard, we take into consideration how well the businesses effectively analyze their audiences.

Scorecard

As briefly discussed in the Project Strategy section at the beginning of the paper, we rated each business according to their posts' content, timing, salience, and quantity. We also assessed the businesses by how well they handled and responded to criticism, by whether the channels the businesses chose were appropriate and used appropriately, and by how well they analyzed their audience. Additionally, we looked at the businesses' social media connections from a step back. Last of all, we looked at whether or not the companies learned from previous social media successes and mistakes they made. Our final scorecard can be observed in Appendix W.

Note that although there are "strategy per platform" ratings for each business, these numbers do not fit into the final scorecard. Even so, they certainly helped to answer some



questions in the final scorecard. We thought that since the content, timing, salience, and quantity information (the information that we used to create the strategy per platform ratings) was so extensive that we needed a way to break down the rating process into steps. Therefore, we conducted the “ratings per platform” so we would have a stepping stone to the final scorecard.

Recall that the Data Collection & Organization section at the beginning of the paper thoroughly explains why we chose to take posts’ timing, salience, and quantity into consideration. We thought that it was important to assess how the companies respond to criticism because if criticism is not handled properly, an organizational crisis could occur, which we learned about in Cases In Communication and Media Management.

Next, we found it crucial to assess whether or not a business is using its platforms appropriately because that relates very closely to audience analysis, and if one does not know his audience, he will have a very difficult time communicating effectively. To explain how proper platform use relates to audience analysis, if a business does not use a platform appropriately, the audience could get annoyed and stop listening, or choose to not listen at all. As an example of this, consider Pinterest. People use Pinterest to get inspired, not to be entertained. If a business posts all humor memes on Pinterest, fellow Pinterest users are probably not going to listen or care much about the business on that platform. We also thought that audience analysis was important to consider in general for reasons explained in the Audience Analysis section of the paper.

Next, we thought it was important to assess how the businesses scored in all of the 5C categories, so we included connections and coordinates on the scorecard. Last of all, we looked



at whether or not the companies learned from previous social media successes and mistakes they made because without continuous improvement, a business is not getting better.

Winner

For a business to perform well on the scorecard, it has to dominate in two main areas and one key concept. First, the two main areas it has to dominate in are (1) the content it has on the platforms and (2) the platforms it uses. From the content alone, one can assess the business's posts, timing, and quantity; how the company responds to criticism; and largely whether or not the company is using the platform appropriately. By taking a step back and looking at the platforms the company uses, one can assess the connections and coordinates. Next, the key concept a business needs to operate around is continuous improvement. We found that both businesses need to work on examining their posts, and make appropriate changes to their feedback. Our scorecard helps companies judge how effectively they are using each social media platform, and can pinpoint the areas that need to be improved. After doing our research, analyzing the information, and factoring how effective Starbucks and Dunkin' Donuts are on each platform, we were able to declare Starbucks the winner, with a final score of 78%. Dunkin' Donuts fell short, receiving a score of only 46%.

Revenue

As we discussed in our previous two projects, money making is the bottom line for any business. After we determined who the winner of our competition was, we decided to see how the two businesses performed financially and compared those numbers to how they performed on



social media. Obviously, there are more factors than social media alone that come into play in terms of how a business makes money; marketing and customer service are two of these factors. In other words, it is important to note that there is not a direct cause-and-effect relationship between a business's success on social media and how they perform financially. Nevertheless, social media is a contributing factor.

As we discussed in the previous section, the winner of our social media competition for given months out of 2016 was Starbucks. Refer to Appendix X for the graph on how Starbucks and Dunkin' Donuts performed financially in 2016, current as of last week. The graph shows that the percent increase in revenue for Dunkin' Donuts for their first quarter was 2.1%, while Starbucks' percent increase in revenue for their first quarter was 7%. For the second quarter, Dunkin' Donuts' revenue increased by 2.3%, while Starbucks' increased by 9%. For the third quarter, Dunkin' Donuts' revenue decreased by 1.3%, while Starbucks' revenue increased again, at 4% for both their third and fourth quarters. It is interesting that Starbucks' social media scored quite a bit higher on the social media scorecard, and also performed much better financially.

If we would have looked at all twelve months out of 2016 in terms of both business's social media practices, we then would have made quarterly assessments on how well the businesses did on social media and compared those results to the quarterly financial results. This would allow us to see if there are tighter patterns or correlations between social media performance and financial performance. If a business did really well on social media for Q1-Q3, as an example, but did really horribly financially for the same quarters, the reason for this might be that the Marketing department and Social Media department did not communicate well, as an example. Goals and campaigns have to align in different departments throughout a company, as



we learned about when we discussed “mutually reinforcing goals,” which is why a financial comparison like this could be so helpful; it would show where problems and successes arose, which can direct us where to look to detect what the problems actually are and how those successes came about.

Sometimes one does not need data to show that departments are not communicating effectively or at all with each other, but sometimes the only way upper management will realize there is a problem is if they can see it in “proof.” On the flip side of this, when there is a disconnect between money making and social media, senior management might immediately think that the reason for that is because social media is “dumb” or “pointless,” not because there is really just a disconnect in communication efforts. This highlights why it is so important for social media professionals to be good not only at the social media they do, but they must be good at communicating within an organizational structure too. This also highlights why it is important to have an executive champion in every organization, as we learned about in Christopher Barger’s book *The Social Media Strategist*.

Therefore, in conclusion of this section, the only insight we were able to make by comparing our social media effectiveness to our financial success for 2016 was that social media effectiveness lined up with money-making. We have to be careful to avoid saying that good social media caused good financial results, but if we were to take a look at more data (with more time), we could better detect patterns. These patterns would direct us to assess internal communication patterns and other business matters at the times of correlation or disassociation, which would ultimately lead us to problem detection. Once we detect the problems we’re having, we can fix them. We can also learn from those times that we performed exceedingly well on all



fronts. We'll be able to narrow down the answer to "What did we do right to cause that?" and then repeat those methods. (Of course, this would all be easier to do if we actually worked in Starbucks or Dunkin' Donuts, or if we could at least go inside their businesses for some consulting work.)

Suggestions For Starbucks

Although Starbucks was the winner with a total of 78%, there are still ways Starbucks can improve. As previously stated in the connections network and YouTube for Starbucks sections of this analysis, the company's strategies in regards to YouTube are not very effective. Starbucks over posts on YouTube and does not learn from their mistakes. They post much too frequently with little reach/influence in return. Starbucks should fear that these continuous posts are repetitive and redundant. To improve this, Starbucks needs to reconsider their posting frequency on this platform.

In addition, this is a problem for Starbucks' connection network. YouTube is a secondary hub within the network. Many nodes are linked to it, especially Instagram. YouTube is the only link connecting Instagram to the rest of the network. Because Instagram is used effectively, it is a shame to link it to a node that is being used ineffectively. Until the YouTube page is used properly, we believe that Instagram should be linked directly to the website or their Facebook page. These platforms are being utilized much more effectively.

Finally, Starbucks rarely addresses negative responses on Twitter. The organization shrugs off negative feedback rather than owning it and publically sharing that they are correcting it. Although this can be a good strategy at times, it should not be constant. Starbucks needs to



start showing customers that their feedback matters, and that customer concerns are being heard. Starbucks should not do as Dunkin' Donuts does with script writing in regards to responses on Twitter, rather, find ways to personalize these tweets. As a team, we concluded that some responses on occasion would be very beneficial, and make Starbucks much more personable to customers.

Although these are minor changes, they would greatly benefit Starbucks' social media use. It is essential to make sure that all parts of the network are operating to its' fullest potential and not missing out on opportunities to improve.

Dunkin' Donuts Correction Example

Dunkin' Donuts have many errors that need to be corrected. The most glaring error that our team recognized was the Poké Ball donut, Appendix Y. This was created when the new game, *Pokemon Go* was released. Many fans of the game were ecstatic to see that Dunkin' Donuts was creating donuts for the fans. However, Dunkin' Donuts Instagram page stated in the caption under the picture, "...Just for fun, not in store" (2016).

Many users thought the idea was brilliant, and were extremely upset when they found out they were not for sale (Much like our team). This led us to create a Type of Error Matrix, which can be observed in Appendix Z. Our team placed this post in the boxes, "major blunder," "missed opportunity," as well as, "modest gaffe." We did not pick just one because it was not a strong enough representation of how strategically and tactically terrible this post was.

We placed this post in the "major blunder" box because they strategically chose to create the Poké Ball donut, and strategically chose to take a picture and share it. In addition, they also



fell into the box “modest gaffe” because they tactically posted about the donut and stated it would not be for sale. Finally, we placed them in the “missed opportunity” box because they strategically chose not to sell the donut.

Because of how horrific of a mistake this was on Dunkin’ Donuts’ part, we created our own term: “major disappointment.” This was a huge social media flop. Although the post received a lot of likes and comments, this that does not mean it was successful. Dunkin’ Donuts could have sold a lot of these donuts, according to the feedback on the post. This could have been a very strategic way to connect with a broad audience in an intense way. If the company thought about this post differently, Dunkin’ Donuts could have been in the “abundance” box in the connections matrix. moved

Suggestions for Dunkin’ Donuts

Dunkin’ Donuts was the loser, with only a 46%. However, the suggestions our team came up with will dramatically increase this score, and help Dunkin’ Donuts be as effective as possible on social media.

We broke down our suggestions into two categories: strategic and tactical improvements. Beginning with the strategic areas of improvement, Dunkin’ Donuts needs to know the purpose of the platform they are utilizing. For example, the main purpose for Pinterest is to provide inspiration. Dunkin’ Donuts is not taking advantage of any inspiring posts, and therefore is missing out on using Pinterest to it’s fullest potential. In addition, how Dunkin’ Donuts is responding to negative feedback needs to change. As a team, we commend Dunkin’ Donuts for sharing that they are taking action and apologizing for mistakes; however it is all scripted. We



recommend that Dunkin' Donuts does not script write their responses, and rather addresses the situation uniquely.

In addition, as previously stated, Dunkin' Donuts does not have a posting strategy for Facebook or Instagram. The posts appear at random times, and in different quantities. Some weeks they don't post at all, and others it is almost daily. They need to develop a posting agenda to ensure that they are posting frequently enough, and have a strategy behind their posts. Finally, the most important strategic recommendation is that Dunkin' Donuts learns from their mistakes. When a post gets a lot of feedback they should be analyzing why it worked well and find ways to incorporate a similar post in the future. In addition, when a post receives little responses, or negative feedback Dunkin' Donuts needs to examine why this post did not succeed, and find ways to prevent posts like this in the future.

Secondly, tactical corrections must be made immediately. While conducting our research we noticed that Dunkin' Donuts Facebook page for PC access was not working. There was no content on the page for a week. The only way to access their Facebook page was from a mobile device. Although they do not post very often on Facebook, it is extremely important to make sure that the platform is working. In addition, not all of their links worked. Many customers complained that promotional links were not working, and rewards members could not receive deals that they were promised.

The final tactical suggestion our team created was anticipate responses. This goes along with the "learn for mistakes" suggestion we had in the strategy section, but it is important to mention it in both. The Poké Ball donut example is a solid representation of the strategic and tactical error that can occur in a single post. Dunkin' Donuts should have been prepared for



negative responses regarding the donut not being for sale and had a strategic plan to respond to that feedback.

If Dunkin' Donuts makes these strategic and tactical changes their score will greatly increase, and their customers would be able to notice the improvements right away. Errors on social media cannot be overlooked, and need to be taken very seriously. Every post should be strategically thought through.

Rejected Solutions

One of our rejected solutions was Table 8.1, which was designed to help record form and substance. The table was a problem because it did not meet all of our needs. We needed a way to represent more than just these two variables. All the variables we wanted to represent included form, substance, production method, timing, and salience. We also needed a way to represent several expressions of the same variable at the same time, such as with form and substance. Consequently, we overlapped shapes (representing forms) and we used several outlines (representing different substances). We basically used the concepts of shapes and colors from Project 2 and applied them to a solution, as explained more in the Data Collection & Organization section at the beginning of this paper. Reaching this final solution was a process, but we are glad we got there eventually because these diagrams really helped us out in the end.

After we came up with the idea of the diagrams, the next struggle we had was how we were going to actually make the diagrams. One of our group members spent quite a bit of time learning different Microsoft Excel processes, hoping that one of them would help her figure out how to make these diagrams automatically, as opposed to by hand. After some straining hours



and painfully finding out that Microsoft Excel does not have the ability to express more than three variables at the same time on a given table, she came up with a relatively sound way to make all of the diagrams by hand. She is very grateful that she took some design classes to speed this along! Even though this process was still very time consuming, it proved extremely beneficial in the end because it allowed us to detect patterns in a streamlined fashion. The diagrams allowed for high accuracy in judgement making because we were able to see all of the information at once. The “So What?” of this rejected solution, regarding Microsoft Excel, is that Microsoft Excel is missing out on a good feature.

Continuous Improvement

A micro improvement area for us is to explain our entire project strategy before presenting our analyses and findings. We initially had slides that would explain the project strategy in its entirety, but we decided not to present them because we did this for a previous presentation and we got a lot of comments on our green sheets suggesting that we never do that again because it was a waste of time. We ultimately decided to just present how we gathered and organized our data. We got some negative feedback on our green sheets for presenting even that much this time. Meanwhile, in our continuous improvement session with Professor Clampitt and Professor Turkowitz, we learned that they would have liked to hear more about those areas. From this, we ultimately learned that we need to just stick with our intuition with what seems right to us to present. Furthermore, not all suggestions are good suggestions. We have always been aware of this notion, and most of the time we apply it, but as students who always strive for



continuous improvement and are Feelers, we can forget this sometimes. Trusting ourselves more is something we need to work on.

So What?

Obviously, there are a lot of different ways a group could have gone with this project. A notion that our group thought was extremely important for this project, before we started crafting our strategy, was that accuracy is important. We always talk in Communication classes about how strategy is more important than tactics. A notion that can also be neglected, though, is that a well-planned strategy can fall short of outstanding in certain areas if steps within the strategy become jumps. We talked earlier in the paper about how our strategy per platform scores did not play into the final scorecard. However, the analyses and scores that we came up with by looking at the strategies per platform helped us to more carefully go from information (as in the DIKA model) to knowledge that would help us determine our overarching scores for both businesses by way of the final scorecard. Ultimately, we did not have to do these strategies per platform, but not doing them would have allowed for much greater potential for error because we would have been *jumping* from information to knowledge, not stepping.

We were, overall, very meticulous as we did this entire project because we know that rushing to conclusions or making premature evaluations could lead us to making inappropriate assumptions. It is extremely important not to fumble on final findings because it is from these findings that executives determine what the next step is. Sometimes these next steps require a large monetary investment or shift. To think that our overarching strategy for this project was



more important than our micro-strategic decisions, particularly regarding accuracy, would have been a mistake; both were extremely important to get right.

A second “So What?” to this project derives from the Revenue section located a few pages earlier in this paper. In this section, we discussed how it is important to continuously compare a business’s social media performance to its revenue. It is important when doing this to obtain more data than we did. (Again, we did not collect as much as we would have liked due to time and resource constraints.) This thorough comparison can pinpoint times when social media performance was good at the same time that money-making was good. The key, then, is to look at these times a little closer and figure out why this was. This also applies to when social media performance was dragging while revenue was high, and vice versa. Our guess is that this whole comparison idea would work best in a consulting situation in which it is suspected that departments within a given business are not communicating with each other as effectively as they could be. In other words, this comparison would be good to do if a consultant would suspect that a source of error is departments not reinforcing each other with their goals. Having this tangible analysis to show an executive team is powerful because it can show how communication affects the bottom line, if ineffective communication ultimately was the main source of some mismatch between social media performance and revenue.

A third “So What?” to this project is that sometimes, people think that crafting a social media strategy is too ambiguous and that it cannot really be done. After going through this class, we completely disagree. The biggest keys to a successful social media strategy include getting the following areas “right”: posts’ content, timing, salience, and quantity; connections; channels; and responses to criticism. Of course each of these areas also has sub-categories, such as the



importance of audience analysis in content. To say that good social media management is “random” or “whatever strikes your fancy” is naive.



Appendix

A. Data Collection Table

STARBUCKS
Instagram
Followers: 22,300,000 as of 11/21/16
Post 1

Date: 11/15/16
Time: n.a.
Production (circle one):
Internally Produced Co-Created Curated User-Generated

Substance	Form			
	Picture	Text	Video	Graphic
News & Info				
People				
Events				
Call to Action				
Amusements			X	
How-To				
Inspiration		X		
Commentaries/Opinions				
Product Promotion		X		

Likes: 542,381
Shares: n.a.
Comments: 651
Evaluation: #HolidaySpiceFlatWhite #RedCups

Substance

- News & Info
- People
- Events
- Call to Action
- Amusements
- How-To
- Inspiration
- Commentaries/Opinions
- Product Promotion

Form

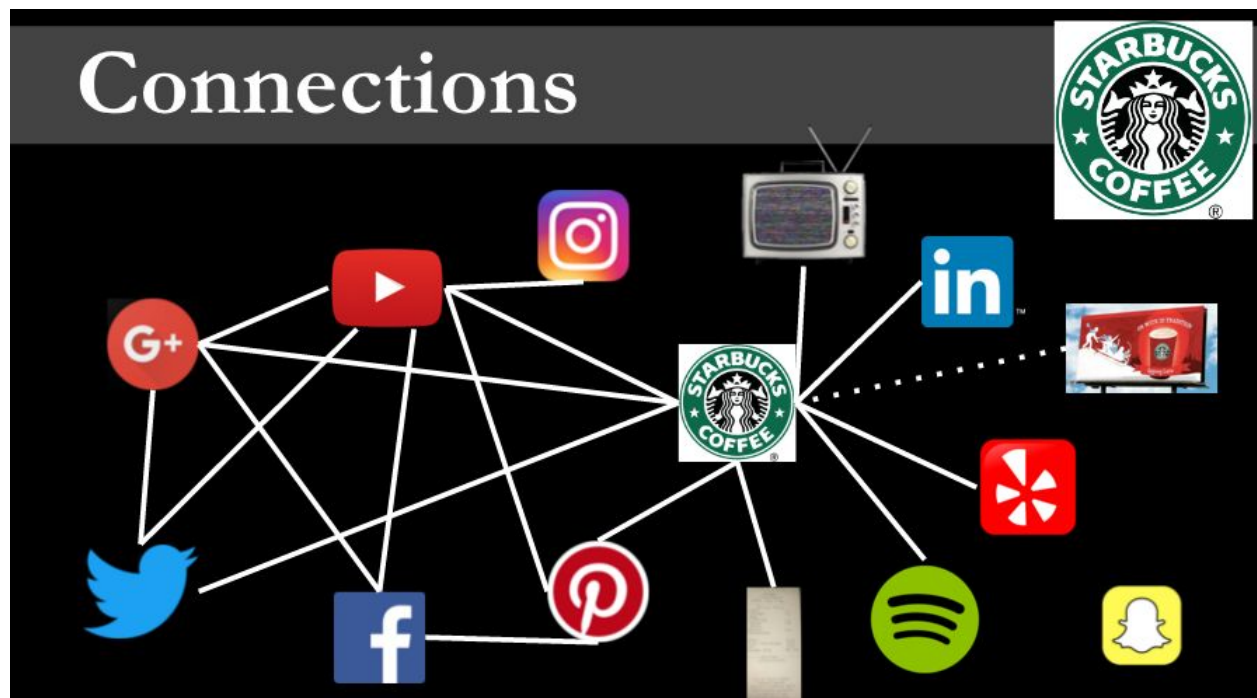
- Picture
- Text
- Video
- Graphic

B. Salience Factors

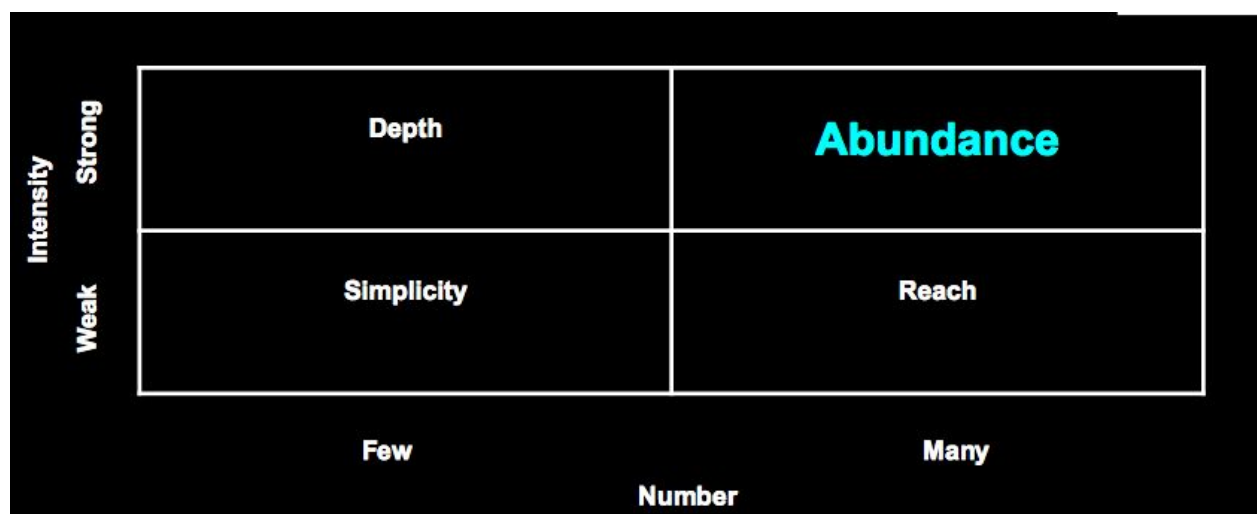
Platform	Likes	Shares	Comments
Facebook	X	X	X
Instagram	X		X
YouTube	X	X	X
Twitter	X	X (Retweets)	
Pinterest	X	X (Repins)	



C. Starbucks Connection Network



D. Starbucks Connection Matrix



E. Starbucks Pinterest

Strategy Per Platform		
Variable	Finding	So What?
form	Organized into boards	<ul style="list-style-type: none"> Split between internal and co-created pins. In addition it has a wide range of repins and amount of pins per board. <p>Score: 9</p>
substance	Lots of product promotion and how to's and call to action	
timing	Updated about 5 times a month	
quantity	Boards range from 21-814 pins	
production	Split between internal and co-created	
intensity	1 -1M repin range	
misc.	Catchy board names and pins	

F. Starbucks Instagram

Strategy Per Platform		
Variable	Finding	So What?
form	Primarily pictures accompanied by text	<ul style="list-style-type: none"> Uploads were daily and primarily focused on promoting products <p>Score: 10</p>
substance	Primarily product promotion	
timing	Daily	
quantity	Usually one post a day, occasionally twice	
production	Primarily internal, a few co-created	
intensity	823,000 was the most likes (From our data)	
misc.	Pictures/ videos, and text worked well together	



G. Starbucks Facebook

Strategy Per Platform		
Variable	Finding	So What?
form	Primarily pictures accompanied by text	<ul style="list-style-type: none"> Primarily internally produced, and the frequency is about twice a week in the morning.
substance	Most posts focus on product promotion	
timing	Between 6a.m. and noon	
quantity	About 2 posts a week	
production	Primarily internal, a few co-created	
intensity	495,000 was the most likes (from our data)	
misc.		Score: 10

H. Starbucks Snapchat

Strategy Per Platform		
Variable	Finding	So What?
form	Filters, Short clips, pictures, captions	<ul style="list-style-type: none"> Primarily used for product promotion and providing filters. One post during the timeline of our project
substance	Product promotion and filters	
timing	Sporadic (1 day in two weeks)	
quantity	8 posts on that 1 day	
production	Internal Posts -Filters allow users to co-create material	
intensity	N.A.	
misc.	Short clips or pictures	Score: N/A



I. Starbucks YouTube





Strategy Per Platform		
Variable	Finding	So What?
form	Every video accompanied by text	<ul style="list-style-type: none"> Upload internally produced videos several times a day for product promotion <p>Score: 2</p>
substance	About ½ of all posts are for product promotion, but always another substance	
timing	Only post in first half of months	
quantity	Sometimes several posts in 1 day (e.g. 11/14/16 - 10, 4/12/16 - 5)	
production	Most posts are internally produced, but a few are co-created (Nov. only)	
intensity	992,148 was most viewed (from our data)	
misc.	Don't allow comments/Likes and Dislikes	

J. Starbucks Twitter

Strategy Per Platform		
Variable	Finding	So What?
form	Combinations of text, pictures, videos and gifs	<ul style="list-style-type: none"> Tweet internally produced content that is mostly product promotion twice a day (Morning and Mid-Afternoon) <p>Score: 8</p>
substance	Mostly product promotions, but also B2C interaction	
timing	Post am and pm (Mostly 9am and 1 - 2 pm)	
quantity	Post twice a day, one in the morning and one in the afternoon	
production	Most post are Internally produced	
intensity	26k most liked Tweet (from our data)	
misc.	Addressing major issues behind the scenes/face to face	



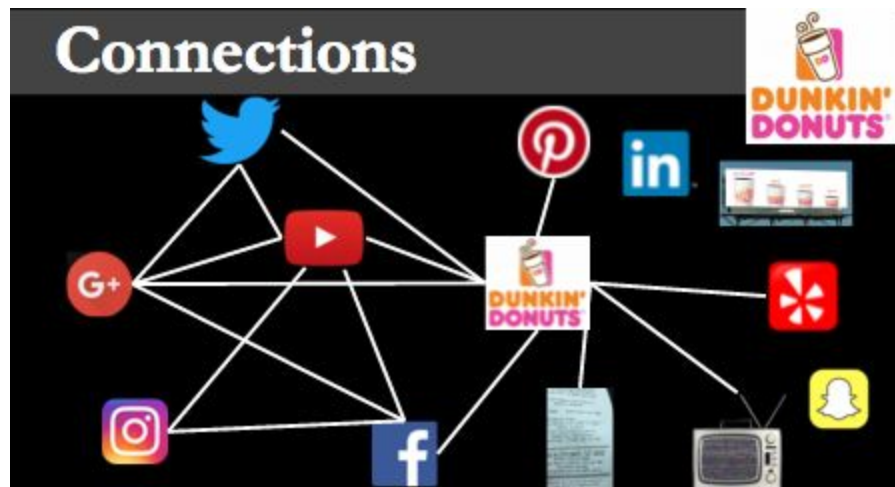
K. Starbucks Yelp, LinkedIn, Google +

Strategy Per Platform 		
Platform	Finding	So What?
	<ul style="list-style-type: none"> User generated content Comments/Opinions 7 posts 	<ul style="list-style-type: none"> Does not connect to store No replies
	<ul style="list-style-type: none"> Used mostly for internal purposes Public can view but only one page 	<ul style="list-style-type: none"> Unable to collect sufficient/relevant data
	<ul style="list-style-type: none"> Used heavily in 2015; Two posts in 2016 "Dead"/Abandoned Social Media Platform Used to post pictures with text via product promotion 	<ul style="list-style-type: none"> Both companies did not find Google + to be all that effective Both Starbucks and DD abandoned this platform around the same time

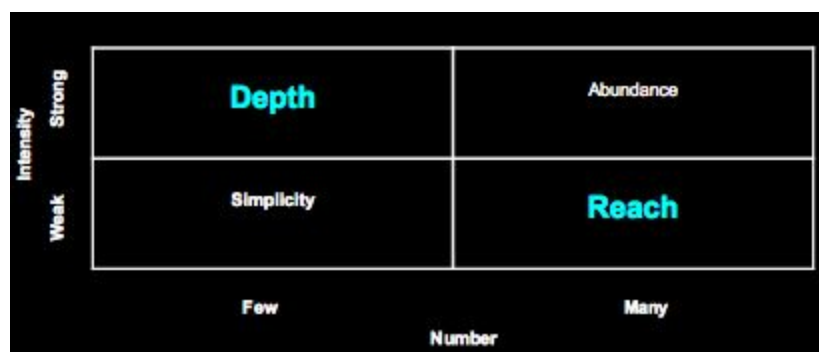
L. Starbucks Responding to Complaints



M. Dunkin' Donuts Connection Network



N. Dunkin' Donuts Connection Matrix





O. Dunkin' Donuts Pinterest



Strategy Per Platform		
Variable	Finding	So What?
form	Organized into Boards	<ul style="list-style-type: none"> Primarily internally created and updated twice a month. Not inspiring <p>Score: 5</p>
substance	Product promotion	
timing	Twice a month	
quantity	21-71 pins per board	
production	Primarily internal. Some Curated	
intensity	1-744 repin range	
misc.	Not inspired	





P. Dunkin' Donuts Instagram

Strategy Per Platform  		
Variable	Finding	So What?
form	Primarily pictures with text	<ul style="list-style-type: none"> No posting pattern. Varies weekly. Most posts are amusing or product promotion. <p>Score: 3</p>
substance	Amusement and product promotion	
timing	No pattern	
quantity	No pattern- Sometime 5+ posts a week. Some weeks 0	
production	Split between internal and co-created	
intensity	46,000 was the most likes (according to our data)	
misc.	Pictures and text; primarily emojis (Occasionally align)	

Q. Dunkin' Donuts Facebook

Strategy Per Platform  		
Variable	Finding	So What?
form	Primarily videos with text	<ul style="list-style-type: none"> Primarily internally produced and very focused on videos. Later in the year posts became more frequent. <p>Score: 3</p>
substance	Product promotion	
timing	No pattern	
quantity	July and November posts about 3 times a week	
production	Internal	
intensity	2,800 most likes (according to our data)	
misc.		

R. Dunkin' Donuts Snapchat

Strategy Per Platform  		
Variable	Finding	So What?
form	Filters; Geofilters	<ul style="list-style-type: none"> Internal geofilters for customer entertainment; No confirmed account postings <p>Score: N/A</p>
substance	Filters	
timing	Not posts in our 2 weeks of gathering data	
quantity	No posts in our 2 weeks of gathering data	
production	Internal Posts -Filters allow users to showcase where they are with fun filters	
intensity	Not applicable	
misc.	Had a Snapchat filter promo (August, 2016); No current account	



S. Dunkin' Donuts YouTube





Strategy Per Platform		
Variable	Finding	So What?
form	Videos are often accompanied by text and links	<ul style="list-style-type: none"> Upload internally and co-created humoristic videos to promote products twice a month <p>Score: 5</p>
substance	Often use humor to get messages across; Product Promotion	
timing	Often post once during the beginning of the month and once at the end	
quantity	Post on average twice a month (Sometimes more; Infrequent)	
production	Posts are often Internally produced, but sometimes Co-Created	
intensity	47 most liked video (from our data)	
misc.	Use humor to relay messages	

T. Dunkin' Donuts Twitter

Strategy Per Platform		
Variable	Finding	So What?
form	Tweets with text, videos, pictures and gifs	<ul style="list-style-type: none"> Internally produced content that often are humoristic and provide a Call to Action in order to promote products <p>Score: 7</p>
substance	Often use Call to Action and Humor; Product Promotion	
timing	Post once in the AM and once in the PM	
quantity	Post infrequently - varies month to month	
production	Mostly internally produced tweets and content	
intensity	344 most liked Tweet (from our data)	
misc.	Intense use of emojis and humor to connect with audience	



U. Dunkin' Donuts Yelp, LinkedIn, Google +

Strategy Per Platform 		
Platform	Finding	So What?
	<ul style="list-style-type: none"> 15 posts User generated content Comments/Opinions 	<ul style="list-style-type: none"> Does not have connection to store No replies
	<ul style="list-style-type: none"> Private LinkedIn profile; Unavailable to the general public 	<ul style="list-style-type: none"> Unable to collect data DD uses this platform for internal use only
	<ul style="list-style-type: none"> Used heavily in 2015; No posts in 2016 "Dead"/Abandoned Social Media Platform Used to post pictures with text via product promotion 	<ul style="list-style-type: none"> Both companies did not find Google + to be all that effective Both Starbucks and DD abandoned this platform around the same time

V. Dunkin' Donuts Responding to Complaints

In reply to D.A.Ellis

Dunkin' Donuts @DunkinDonuts · Nov 25

@EllisD69 Hi EllisD69! Very sorry to see this! Can you please message us so we can get more information? Thanks!

In reply to gcasper97

Dunkin' Donuts @DunkinDonuts · Nov 24

@gcasper97 Hi! Very sorry to hear this! Can you please DM us so we can get more information? Thanks!

In reply to Kelly

Dunkin' Donuts @DunkinDonuts · Nov 23

@auntTellTell We do apologize for any inconvenience! We hope you give us another chance! ^GS

In reply to Tina Marie

Dunkin' Donuts @DunkinDonuts · Nov 23

@LadyTi88 We do apologize for any inconvenience! We will be sure to notify the appropriate teams! ^GS

In reply to TheQueenHEEL

Dunkin' Donuts @DunkinDonuts · Nov 23

@TheQueenHEEL Very sorry to hear this! Can you please DM us so we

gcasper97 @gcasper97 · Nov 24

Little pieces of plastic floating in my hot chocolate 🙄 @DunkinDonuts

Dunkin' Donuts @DunkinDonuts

@gcasper97 Hi! Very sorry to hear this! Can you please DM us so we can get more information? Thanks!

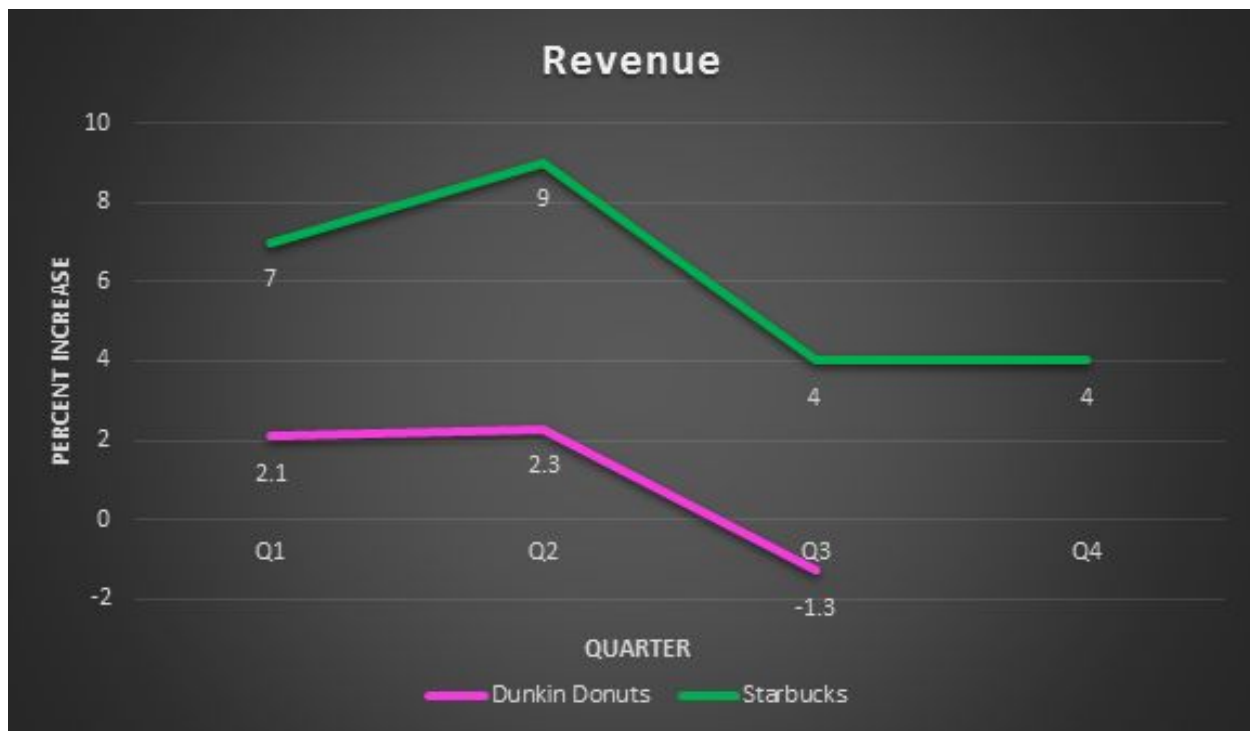
7:07 PM · 24 Nov 2016



W. Scorecard

Variable	Finding	Salience	Scale of 0-10
form	Is the form appropriate for the platform?	10	
substance	Does the content align with the goals (Biz/Comm)? Is content suitable for the audience?	5 5	
timing	Is there research and a strategy driving decisions of when to post?	10	
quantity	Does the quantity of posts fit the platform? Does the quantity of posts fit the audience desires?	5 5	
production	Are the production methods appropriate for the platform? Are the production methods meeting audience desires?	5 5	
intensity	Is it evident that the business learned from previous posts' successes & failures?	10	
connections	Do the nodes have appropriate links?	10	
TOTAL			/70

X. Revenue



Y. Dunkin' Donuts Correction Example



Z. Dunkin' Donut Type of Error Matrix



AB. Data Collection Charts (Separate Binder)



Group Meeting Agendas

11/21/16

Discuss 100 facts

Develop a plan for analyzing the social media platforms

11/27/16

Discuss our platforms

Develop scorecard

Score the platforms and score the companies

Divide up powerpoint

11/28/16

Finalize powerpoint

Practice and time

12/5/16

Edit paper

Print paper

100 Facts

Emily's Starbucks Facts

<https://www.starbucks.com>

- 1.) First opened in 1971
- 2.) Started as a single store in Seattle's Pike Place Market
- 3.) Howard Shultz is Starbucks' chairman and chief executive officer
- 4.) In 1983, Howard traveled to Italy and was inspired by Italian coffee bars
- 5.) Mission Statement: To inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time
- 6.) Starbucks offers coffee, teas, pastries, and treats
- 7.) They are a “neighborhood gathering place”
- 8.) Starbucks is named after the first mate in Herman Melville's Moby Dick
- 9.) Logo is inspired by the sea – featuring a twin-tailed siren from Greek mythology
- 10.) Currently have millions of customers each day
- 11.) Have more than 24,000 retail stores
- 12.) Located in 70 countries



- 13.) Goal is for all coffee to be grown under the highest standards of quality using ethical sourcing practices
- 14.) Coffee buyers personally travel to coffee farms in Latin America, Africa, and Asia
- 15.) Total stores: 22,519 (as of June 28, 2015)
- 16.) Offer two landmark programs for their partners: comprehensive health coverage for eligible full and part time partners and equity in the company through Bean Stock
- 17.) Starbucks offers a range of products that customers can purchase in stores, at home, and use on the go
- 18.) Offer more than 30 blends and single-origin premium coffees
- 19.) Handcrafted beverages offered include coffee, hot and iced espresso, Frappuccino coffee, smoothies, and teas
- 20.) Merchandise offered include coffee and tea-brewing equipment, Verismo System by Starbucks, mugs and accessories, packaged goods, books and gifts
- 21.) Fresh food offered include baked pastries, sandwiches, salads, salad and grain bowls, oatmeal, yogurt parfaits, and fruit cups
- 22.) Brands that Starbucks works with are Seattle's Best Coffee, Teavana, Tazo, Evolution Fresh, La Boulange, Ethos Water, and Torrefazione Italia Coffee
- 23.) Starbucks went public on June 26, 1992 at a price of \$17 per share
- 24.) Starbucks closed trading their first day on the market at \$21.50 per share
- 25.) Starbucks was incorporated under the laws of the State of Washington, in Olympia, Washington, on November 4, 1985
- 26.) Starbucks Corporation's common stock is listed on NASDAQ, under the trading symbol SBUX
- 27.) Starbucks believes in the importance of building a great, enduring company that strikes a balance between profitability and a social conscience
- 28.) Starbucks takes a holistic approach to ethically sourcing high quality coffee
- 29.) Ethical sourcing includes responsible purchasing practices, supporting farmer loans, and forest conservation programs
- 30.) Starbucks has been roasting and packing fresh coffee and beans for more than 40 years
- 31.) Starbucks shares a commitment to the environment
- 32.) Starbucks is working on reducing its environmental footprint through energy and water conservation, recycling and green construction
- 33.) "From the neighborhoods where stores are located to the ones where our coffee is grown – we believe in fostering thriving communities"
- 34.) **Recognition:** One of the "Most Admired Companies in America", Fortune – 2003 – 2015
- 35.) **Recognition:** "World's Most Ethical Companies", Ethisphere – 2007 - 2015



Anita's Starbucks Facts

SOURCE:

<http://www.businessinsider.com/rags-to-riches-howard-schultz-raises-starbucks-wages-2016-7>

Howard Schultz:

1. “But Schultz isn't singularly focused on the traditional bottom line. He's a dynamic model of a progressive CEO who's as animated by social issues and employee welfare as he is profit margins.”
2. “In fact, in a letter to employees on Monday, Schultz announced wage raises ranging from 5% to 15% for all US employees, effective October 3. The wage hike reinforces Schultz's longstanding commitment to investing in his employees' success, and it positions Starbucks as a key player in the biggest economic story in America today.”
3. Came from a "working poor" family in the Brooklyn projects
4. He experienced poverty at an early age. When Schultz was seven years old, his father broke his ankle while working as a truck driver picking up and delivering diapers. At the time, his father had no health insurance or worker's compensation, and the family was left with no income.
5. In high school, Schultz played football and earned an athletic scholarship to Northern Michigan University. But by the time he started college, he decided he wasn't going to play football after all.
6. To pay for school, the communications major took out student loans and took up various jobs, including working as a bartender and even occasionally selling his blood.
7. After graduation in 1975, Schultz spent a year working at a ski lodge in Michigan waiting for inspiration. He finally landed a job in the sales training program at Xerox, where he got experience cold-calling and pitching word processors in New York.
8. The work didn't fulfill him, so after three years he left to take a job at Hammarplast, a housewares business owned by a Swedish company called Perstorp. There, Schultz ascended the ranks to vice president and general manager, leading a team of salespeople out of the US office in New York.
9. It was at Hammarplast that he first encountered Starbucks. The coffee shop had a few stores in Seattle and caught his attention when it ordered an unusually large number of drip coffeemakers.



10. Intrigued, Schultz traveled to Seattle to meet the company's then owners, Gerald Baldwin and Gordon Bowker. He was struck by the partners' passion and their courage in selling a product that would appeal only to a niche of gourmet coffee enthusiasts.
11. A year later, the then 29-year-old finally persuaded Baldwin to hire him as the director of retail operations and marketing. At the time, Starbucks had three stores, but it was selling pounds of coffee for home use, Schultz said.
12. Schultz's career — and Starbucks' fate — changed forever when the company sent him to an international housewares show in Milan.
13. While walking around the city, he encountered several espresso bars where owners knew their customers by name and served them drinks like cappuccinos and caffè lattes. Schultz had an "epiphany" the moment he understood the personal relationship that people could have with coffee.
14. In 1985, Schultz left Starbucks after his ideas to cultivate an Italian-like experience for coffee lovers was rejected by the founders. He soon started his own coffee company: Il Giornale (Italian for "the daily").
15. In order to get Il Giornale off the ground, Schultz had to raise more than \$1.6 million.
16. "In the course of the year I spent trying to raise money, I spoke to 242 people, and 217 of them said no. Try to imagine how disheartening it can be to hear that many times why your idea is not worth investing in. ... It was a very humbling time."
17. Schultz spent two years away from Starbucks, wholly focused on opening Il Giornale stores that replicated the coffee culture he'd seen in Italy. In August 1987, Il Giornale bought Starbucks for \$3.8 million, and Schultz became CEO of Starbucks Corporation. At the time, there were six stores.
18. America swiftly took a liking to Starbucks. In 1992, the company went public on the Nasdaq; its 165 stores pulled in \$93 million in revenue that year.
19. The world eventually caught on, and by 2000 Starbucks had grown into a global operation of more than 3,500 stores and \$2.2 billion in annual revenue.
20. Starbucks' success made Schultz rich, and in 2001 he demonstrated his growing love for Seattle when he bought the NBA's SuperSonics for \$200 million.



21. But the investment turned sour as the team struggled and Schultz feuded with players. In 2006, he sold the SuperSonics to a group of investors that moved the team to Oklahoma City, severely damaging his popularity in Seattle. He later called owning the team "a nightmare."
22. Running Starbucks came with setbacks, too. When Schultz returned as the company's CEO in 2008 (he stepped back to serve as chairman during an eight-year hiatus) he spent a few years leading Starbucks' massive turnaround, tripling profits from \$315 million to \$945 million by 2010.
23. Schultz's sea change included temporarily closing 7,100 US stores in order to retrain baristas on how to make the perfect espresso.
24. During that period, Starbucks also doubled its purchase of fair trade coffee to 40 million pounds (about 65% of its total product) to restore its commitment to sustainability. As of 2015, 99% of all Starbucks coffee is ethically sourced.
25. Throughout his career at Starbucks, Schultz has always prioritized his employees, whom he calls "partners." Last year, the company announced it would pay employees' full four-year college tuition through Arizona State University's online degree program.
26. Largely because of Schultz's father's experience when he was injured, Starbucks became one of the first retail corporations to offer every employee (including part-time workers) complete healthcare coverage as well as stock options.
27. In July 2016, Schultz went even further in enhancing employee benefits by raising wages by at least 5% for more than 150,000 US employees. The move again positions Starbucks as a leader among corporate giants, specifically in the services economy, where the competition for labor is increasing.
28. The company is already more than halfway to its goal of hiring 10,000 military veterans and their spouses by 2018. And as part of the "100,000 Opportunities Initiative" — an employer-led alliance helping launch the careers of underprivileged youth — the company will hire 10,000 16- to 24-year-olds over the next three years.
29. Schultz has wielded his influence to decry open carry gun laws, declare the importance of social diversity and inclusivity, and start a national conversation about race (even though that one backfired).
30. Recently, Starbucks launched FoodShare, a program to donate the stores' leftover ready-to-eat meals to food banks across the US. The coffee chain plans to donate nearly 50 million meals by 2021.



31. In the last 28 years, Schultz has grown the company to include more than 22,500 stores in 70 countries bringing in an annual revenue of \$19.2 billion.

32. In his 2015 letter to shareholders, Schultz said he hopes Starbucks is "showing the world what's possible when for-profit public companies go beyond what is expected and also do what is right — and what is in their hearts."

33. **SOURCE:** <http://www.forbes.com/profile/howard-schultz/>

Howard Schultz, Overview of Basic Facts:

1. Age 63 (as of 2016)
2. Lives in Seattle, WA
3. Married with 2 children
4. Bachelor of Arts/ Science, Northern MI University
5. Net Worth - \$2.9 billion
6. Interest in promoting better race relations
7. Interest in promoting better youth workplace preparedness
8. Gives employees a chance to earn a college degree
9. His Dad was a cloth-diaper delivery driver
10. Was the first of his family to graduate from college
11. Purchased Starbucks in 1987
12. Returned as CEO in 2008 after an 8-year hiatus

Elisabeth's Starbucks Facts

<https://www.facebook.com/Starbucks/?fref=ts>

FACEBOOK:

1. 36,509,659 likes on Facebook
2. Posted 5 times this month so far (November)
3. Posted 8 times in october
However: Comments on their posts often
4. Handle is @starbucks Username: Starbucks
5. Connected to: Pinterest
6. Shows job opportunities



823,929 People Talking About This

31,461,138 People Checked In Here

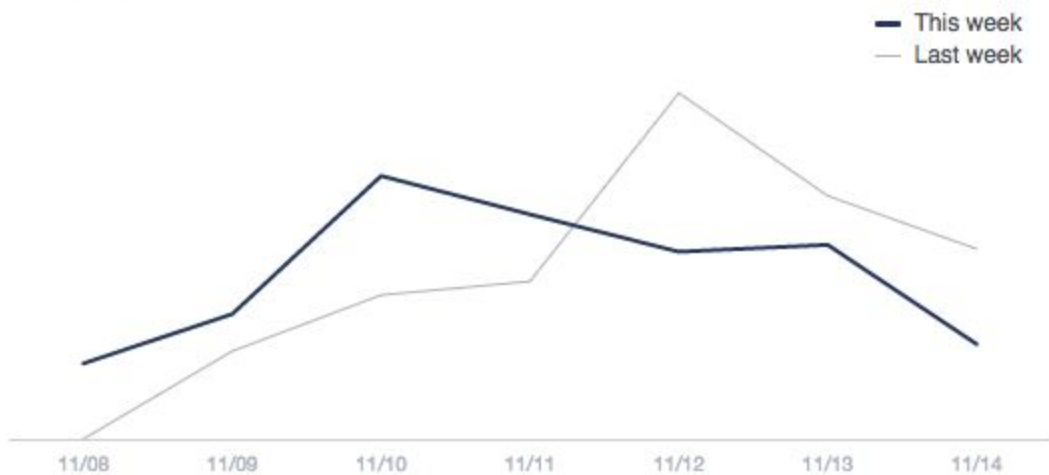
36,510,818 Total Page Likes

▲ 0.2% from last week

65,627

New Page Likes

▼ 0.4%



7.

8. 35 milestones posted

9. Starbucks is all over the world, and Facebook keeps them connected

10. All of the posts this month included a picture or video of their cup

11. “Frappula Frappuccino” for halloween promotion

12. On 11/5 they had a teaser about what the holiday cups would be

13. Green cup with people shows that we are all connected.

14. Holiday cups were created by customers from last year... there are 12 different designs.

15. Utilize the hashtag... #RedCups

16. Most of their posts are in the morning between 7am and noon

TWITTER:

<https://twitter.com/Starbucks>

17. 82.2K tweets

18. 99.4K following

19. 11.8M followers

20. 10.2K likes

21. Joined: November 2006

22. Handle: @Starbucks



23. Username: Starbucks Coffee
24. 1,409 pictures and videos
25. #RedCups, #starbucks, #ShareEvent,
26. Does a lot of retweeting
27. 18 tweets this month (November) -Not including retweets
28. Similar posts as Facebook
29. Conducts surveys on twitter:



30. Quote on the page: “Inspiring and nurturing the human spirit—one person, one cup, one neighborhood at a time.”

PINTEREST

<https://www.pinterest.com/starbucks/?etslf=3657&eq=starbucks>

31. 23 boards
32. 3.3K pins
33. 335 likes
34. 281.7K followers
35. 1.4K following
36. Boards

Ex: Art of espresso
 Coffee Recipes
 Tea Recipes
 Coffee at Home
 How To's
 Shop Starbucks

YOUTUBE

https://www.youtube.com/results?search_query=starbucks

37. Name: Starbucks Coffee
38. 113,344 subscribers



- 39. 41,908,351 views
- 40. Joined November 30, 2005
- 41. 488 videos

LinkedIn

<https://www.Linkedin.com/company-beta/2271?pathWildcard=2271>

- 42. 79,522 employees
- 43. 634 recent job posts
- 44. 194 updates
- 45. 738,264 followers

INSTAGRAM

<https://www.instagram.com/starbucks/>

- 46. 1,250 Posts
- 47. 12.1M Followers
- 48. 1,984 Following

Emily's Dunkin' Donuts Facts

<https://www.dunkindonuts.com/dunkindonuts/en.html>

<http://www.dunkinbrands.com/foundation>

- 1.) Over 3,100 stores
- 2.) Located in 30 countries outside of the United States
- 3.) Been serving for over 40 years
- 4.) Offer coffee, espresso, Coolattas, frozen beverages, donuts, sandwiches, and more
- 5.) In 1950, Bill Rosenberg opened the first Dunkin' Donuts shop in Quincy, Massachusetts
- 6.) Licensed the first of many franchises in 1955
- 7.) "World's leading baked goods and coffee chain"
- 8.) Serve more than 3 million customers per day
- 9.) Sells 52 varieties of donuts
- 10.) Offer a variety of more than a dozen coffee beverages
- 11.) Today, there are more than 11,300 Dunkin' Donuts restaurants
- 12.) Located in 41 states in the U.S. plus the District of Columbia
- 13.) More than 3,200 international restaurants in 36 countries
- 14.) Dunkin' Donuts is a subsidiary of Dunkin' Brands, Inc.
- 15.) Dunkin' Donuts strives to be recognized as a company that responsibly serves its guests, franchisees, employees, communities, business partners, and the interests of the planet



- 16.) “We are passionate about offering our guests delicious products they will enjoy, giving them plenty of menu options, and providing accurate nutrition information”
- 17.) “We recognize that everything we do has an impact on the environment”
- 18.) “From the materials we use, to the way we construct and operate our stores, we are committed to adopting better, more sustainable approaches whenever possible”
- 19.) “From our employees and franchisees to the farmers who grow our coffee, we believe in treating everyone with respect and fairness so they are empowered to reach their goals”
- 20.) “In partnerships with the Dunkin’ Donuts and Baskin-Robbins Community Foundation, our franchisees, and our employees, are dedicated to serving the basic needs of our local communities by combating childhood hunger, improving children’s health and ensuring our neighborhoods are safe and secure”
- 21.) Dunkin’ Brands publishes Corporate Social Responsibility reports on a biannual basis
- 22.) Have been a member of Ceres, a nonprofit organization that mobilizes investors, companies, and public interest groups to expand the adoption of sustainable business practices
- 23.) Participate in multi-stakeholder calls convened by Ceres on a biannual basis to review material issues, evaluate priorities, and identify emerging issues
- 24.) Employ a range of mechanisms to ensure they are communicating regularly and transparently on issues that matter most to stakeholders
- 25.) Dunkin’ Brands: more than 19,000 points of distribution
- 26.) Dunkin’ Brands: in nearly 60 countries worldwide
- 27.) Dunkin’ Brands: Dunkin’ Brands Group, Inc. is DNKN in NASDAQ
- 28.) Dunkin’ Brands: one of the world’s leading franchisors of quick service restaurants
- 29.) Dunkin’ Brands: Serve hot and cold coffee, baked goods, and hard-serve ice cream
- 30.) Dunkin’ Brands: at the end of the third quarter of 2015, nearly 100 percent franchised business model included more than 11,500 Dunkin’ Donuts restaurants and more than 7,600 Baskin-Robbins restaurants
- 31.) Dunkin’ Brands: headquartered in Canton, Massachusetts
- 32.) Dunkin’ Brands: apart of the Joy in Childhood Foundation
- 33.) Dunkin’ Brands: since 2006, the Joy in Childhood Foundation has been deeply embedded in communities across the country
- 34.) Dunkin’ Brands: The Joy in Childhood Foundation was formerly The Dunkin’ Donuts and Baskin-Robbins Community Foundation
- 35.) Dunkin’ Brands: The Joy in Childhood Foundation has donated over \$11 million to hundreds of national and local charities



Anita's Dunkin' Donuts Facts

SOURCE: <https://www.dunkindonuts.com/dunkindonuts/en/company/founder.html>

Bill Rosenberg:

1. By 1954, Mr. Rosenberg had opened a total of five Dunkin' Donuts shops, and had been featured as a young entrepreneur in national publications such as The Saturday Evening Post and Coronet magazine.
2. In 1960, Mr. Rosenberg founded The International Franchise Association (IFA).
3. Today, the IFA encompasses more than 800 franchisors and over 30,000 franchisee members. The group continues to play a key role in franchising, which accounts for almost fifty percent of all retail business done in America.
4. In 1968, Mr. Rosenberg purchased New Hampshire-based Wilrose Farm, which quickly became the number-one stable in New England and one of the premier Standard bred racing stables in the country. At its peak, Wilrose Farm had two hundred horses, including thirty racehorses.
5. In 1980, Mr. Rosenberg donated Wilrose Farm, valued at two million dollars, to the University of New Hampshire.
6. Fourteen years later, the university sold the farm and endowed the William Rosenberg Chair in Franchising and Entrepreneurship, the first such faculty position in the university world.
7. In 1983, Mr. Rosenberg founded the International Horse Racing Association, and was honored in 1988 with the first-ever Achievement Award by Harness Horsemen International.
8. Mr. Rosenberg donated millions of dollars to a variety of causes.
9. In 1986, he established the William Rosenberg Chair in Medicine at Harvard Medical School through the Dana Farber Cancer Institute.
10. In 1989, Mr. Rosenberg became the first honorary trustee at Dana Farber.
11. In 1999 he assisted in funding the Vector Laboratory at the Harvard Institute of Human Genetics in Boston.
12. Mr. Rosenberg was an entrepreneur whose positive attitude, personal intuition and customer focus helped change the business landscape.



13. He has been hailed as a "visionary" by Success magazine, and as "the father of franchising as we know it today," by Nation's Restaurant News, whose publisher Alan Gould in 2001 called Mr. Rosenberg, "one of the most influential and innovative individuals the foodservice industry has ever known."

14. Mr. Rosenberg embodied the American spirit of hard work and passion.

15. He came of age during the depression and despite a limited education, his hard work and spirit brought wealth and fame enabling him to become a philanthropist in his senior years.

16. On September 22, 2002, Mr. Rosenberg passed away at the age of 86 at his home on Cape Cod. Mr. Rosenberg is survived by his wife, two sons, daughter, stepdaughter, as well as nine grandchildren and five great-grandchildren.

SOURCE: http://www.ltbn.com/hall_of_fame/Rosenberg.html

17. It all started in 1946 when William founded Industrial Luncheon Services, a company that delivered meals and coffee break snacks to factory workers in the outskirts of Boston, Massachusetts.

18. The success of Industrial Luncheon Services led Rosenberg to open his first coffee and donut shop, the "Open Kettle". Then, in 1950, Rosenberg opened the first store known as Dunkin' Donuts in Quincy, Massachusetts.

19. In 1959, at a "Start Your Own Business" show, it occurred to Bill that he and others in the fledging industry called franchising needed to have an association.

20. To meet that need, he and a group of exhibitors founded the International Franchise Association (IFA). The IFA sets standards for the franchise industry as an "industry". Franchising in the U.S. represents about 42% of retail sales or close to 1 trillion dollars. It employs about 8 million people and a new franchise outlet opens about every 6 minutes.

21. "Always provide your customers with the finest quality, service, cleanliness and value."

22. "Show me a person who never made a mistake and I will show you a person who never did anything"

23. "In unity there is strength. Consider the fragile snowflake that flutters slowly to earth and disintegrates; however, if enough of them stick together they can paralyze an entire city"

24. "A Leader must possess credibility, imagination, enthusiasm, vision, foresight, a sense of timing, a passion for excellence and be willing to share."



25. "They must also possess empathy, common sense, devotion dedication, persistence the ability to communicate, teach and pass on to others, and always remember the customer is the boss for they have the discretion where to spend their money amongst the multitude of competitors vying for it"

26. William Rosenberg was born in Boston, Massachusetts and educated in public schools. He had a financially challenging childhood. He was forced to leave school and work for Western Union in the eighth grade to help support his family during the Great Depression.

27. At seventeen, he worked for a company that distributed ice cream from refrigerated trucks. By age 20, his hard work was rewarded. He was promoted to Assistant Manager, then Manager, and by age 21 he was the Branch Manager and finally, National Sales Manager.

28. At the start of World War II, he joined the Bethlehem Steel Company in Hingham, MA. There he would become the Union Delegate and later the Contract Coordinator.

29. After World War II, William Rosenberg borrowed \$1000 to add to his \$1500 in war bonds and used his knowledge of food distribution to open his first company. He started a mobile industrial catering business. Within a short time, he had 140 catering trucks, 25 in-plant outlets and a vending operation.

30. As any entrepreneur capitalizes on opportunity, he noticed that 40% of his revenues came from coffee and doughnuts. He started a retail shop that specialized in those products and Dunkin Donuts was born.

31. Upon opening his sixth shop, he decided on the concept of franchising his business as a mean of distribution and expansion. The rest is history.

32. In 1996, William Rosenberg wrote the following excerpts about building a successful organization. He was asked many times how he built such successful businesses. He has always maintained that a person does not build a business - "a person builds an organization" These are words and thoughts for the foundation of any business.

- a. 1. You seek out the best people.
2. You compensate them the best.
3. You share your profits and equity with them.
4. You treat them with respect.
5. You share your goals and strategies with them. Create a family atmosphere, a sense of belonging, and give recognition for accomplishments.
6. You make certain your credibility is unquestionable.



7. You set the highest possible standards.
8. You enthusiastically instill in them your passion to achieve excellence in all your combined endeavors.
9. You give the responsibility and authority to achieve.
10. You periodically check and follow through that your standards and philosophies are adhered to.

SOURCE: <http://www.anb.org/articles/10/10-02283.html>

33. Growing up in one of only a few Jewish families in the tough, working-class district, as a child Rosenberg was sometimes the target of anti-Semitic verbal abuse and physical attacks.

Elisabeth's Dunkin Donuts Facts

FACEBOOK:

<https://www.facebook.com/DunkinDonutsUS/>

1. 14,015,447 people liked the page
2. 2,006,234 people have been here
3. Handle: @DunkinDonutsUS
- 4.



5. 35,847 pictures
6. Fan of the week: However, would not load for me
7. Providence page (Shows calendars of what is coming)
8. 5 posts this month (November)
9. 18 post in October
10. A lot of posts do not relate to the business ex: Pumpkin carvings and painting
11. This is the donut they post a lot of pictures with



TWITTER

<https://twitter.com/DunkinDonuts>

12. Tweeting to you from the DD mothership. America runs on Dunkin'. Download our exciting iOS 10 iMessage stickers here!<http://bit.ly/DunkinStickers> (Posted on the side of the page)
13. 60.4K tweets



- 14. 57.8 following
- 15. 1.12M followers
- 16. 6,290 likes
- 17. Joined September 2007
- 18. Retweets a bit, but not often
- 19. 5 tweets this month not including retweets
- 20. 17 tweets in October not including retweets

PINTEREST

<https://www.pinterest.com/DunkinDonuts/?etslf=2601&eq=dunk>

- 21. 24 boards

- Ex: Cooking W/ Dunkin
 - Keeps Us Running
 - Our WorlDD of Donuts
 - Creativity Runs On Dunkin'

- 22. 1.3K pins
- 23. 207 likes
- 24. 11.6K Followers
- 25. 3.2K Following

YOUTUBE

<https://www.youtube.com/user/dunkindonuts/about>

- 26. 226 videos
- 27. Jan, 31 2006 created an account
- 28. 30,836 subscribers
- 29. 28,795,323 views

LinkedIn

<https://www.Linkedin.com/groups/8114304/profile>

- 30. Dunkin' Donuts Franchising
 - Must ask to join
 - 178 members

INSTAGRAM

<https://www.instagram.com/dunkindonuts/>

- 31. 899 Posts
- 32. 996K Followers
- 33. 6,799 Following



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