

The Role of Barista and Customer Interpersonal Communication in Building Good Relationships Through Starbucks Reserve

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ABSTRACT

Starbucks in Indonesia has always been underestimated by other local coffee enthusiast and now Starbucks Indonesia have opened a new type of store called Starbucks Reserve, where selected high-quality beans are brewed perfectly with standardization and Starbucks Reserve also provides a bar so that an intimate conversation occurs between customers and the baristas of Starbucks Reserve. The research focuses on the interpersonal communication of the baristas in Starbucks Reserve Plus Plaza Indonesia. The store has provided extensive interpersonal communication that leads to customers coming back to the store. The purpose of the study is to analyze the role of interpersonal communication for the baristas and customer that includes the usage of Dyadic Communication as the main theory and focuses on figuring the barriers and solution in building a good relationship. The research method used for this research is qualitative. The findings of the research concluded that Starbucks Reserve Plaza Indonesia applied all the characteristics of dyadic communication in their daily basis on communicating with a customer and returning back customers or making a customer into a regular is an outcome of a good relationship and barriers are found in doing so, time and psychological factor is the main cause of the barrier.

Keywords: barista; interpersonal communication; dyadic communication; Starbucks; barrier

Peran Komunikasi Interpersonal Barista dan Pelanggan Dalam Membangun Hubungan Baik Melalui Starbucks Reserve

ABSTRAK

Starbucks di Indonesia memiliki tanggapan dengan konotasi negatif khususnya oleh penggemar kopi lokal. Namun Starbucks Indonesia telah membuka gerai dengan konsep baru yaitu Starbucks Reserve, dimana biji kopi pilihan disajikan dengan kualitas yang tinggi dan diseduh dengan sempurna dengan standarisasi yang berbeda-beda untuk setiap biji kopinya. Starbucks reserve menyediakan bar sehingga terjadinya komunikasi yang lebih intim antara barista Starbucks Reserve dan pengunjung. Penelitian ini memfokuskan pada komunikasi interpersonal antara para barista di Starbucks Reserve Plus Plaza Indonesia. Gerai tersebut telah menjalin komunikasi interpersonal yang lebih maksimal yang menghasilkan pengunjung kembali untuk berkunjung pada gerai tersebut. Tujuan dari penelitian ini ialah untuk menganalisis peran komunikasi interpersonal para barista pada Starbucks Reserve dengan pelanggan yang mencakup penggunaan komunikasi diadik sebagai teori utama dan berfokus pada mencari hambatan dan solusi utama membangun hubungan baik dengan pengunjung. Metode penelitian yang digunakan untuk penelitian ini adalah penelitian kualitatif. Peneliti menyimpulkan temuan penelitian ini menyatakan bahwa Starbucks Reserve Plus Plaza Indonesia menerapkan seluruh karakteristik dari komunikasi diadik dalam keseharian dengan pelanggan. Selain itu parameter untuk menentukan terbentuknya hubungan yang baik dengan pelanggan dapat dilihat dengan hasil dimana

pelanggan tersebut giat untuk kembali ke gerai tersebut dan menjadi regular customer. Peneliti juga menemukan 2 hambatan utama yang diantaranya adalah faktor waktu dan faktor psikologis.

Kata kunci: *barista; interpersonal communication; dyadic communication; Starbucks; barrier*

INTRODUCTION

People who do not have an addiction to Starbucks will usually underestimate a barista, according to the author of the article entitled "Never Underestimate The Power Of Your Starbucks Barista", the barista from Starbucks has a fairly influential role in someone's day from making a bad customer day to be more well, they are required to meet brewing standards so that customers will get a consistent taste every time (Crader, 2017, January 30).

Starbucks is a familiar name in the world of food and beverage, which relies on coffee as the product that is best known by people around the world. Apart from serving coffee, Starbucks also serves non-coffee products such as tea, smoothies, cakes and breads. Not only food and drinks, Starbucks also sells merchandise from glasses, accessories, drinking bottles to displays. In addition, Starbucks also provides coffee beans for buyers, especially for buyers who like coffee and don't have time to visit Starbucks and want to make their own coffee in their own way (Starbucks.co.id, n.d.)

Starbucks journey began in 1971 in Seattle, Washington, United States. After decades, Starbucks finally opened their first store in Indonesia on May 17, 2002, which is located at the Plaza Indonesia shopping center (Starbucks.co.id, n.d.). On the 15th anniversary of Starbucks in Indonesia, right on May 17, 2017, Starbucks Indonesia launched their exclusive outlet, Starbucks Reserve, where there is a significant difference, with Starbucks outlets in general in Indonesia. One example of the difference that distinguishes Starbucks Reserve from Starbucks outlets in general is that they serve several exclusive products that can only be obtained at the Starbucks Reserve outlet such as cold brew coffee, besides the use of the "Victoria Arduino Black Eagle" machine which is quite popular among lovers. because of the quality and price that reaches hundreds of millions.

At Starbucks Reserve, rare and special coffees are brewed differently. The barista who processes it, besides having to know how to serve coffee, the barista must also know and be able to explain the specialty of the coffee they serve to visitors. At Starbucks Reserve, there is a bar which is open with a large table where visitors can directly watch the barista prepare coffee with different brewing and serving methods. In addition, Starbucks Indonesia vice president Roger van Tongeren stated that visitors can ask questions, ask for advice and the barista on duty will be happy to explain (Wisnubrata, 2017, May 18).

Based on a survey of the top 1000 brands in Asia that was carried out by the *campaignasia.com* site, Starbucks was in 14th position in 2017 which in the previous year was in 12th position.

The survey was conducted on 13 countries that are members of countries in Asia Pacific including Indonesia, Singapore, Philippines and surrounding areas. The survey has been verified by the Nielsen company that participated in the survey (Top1000Brand, n.d.). The operator of Starbucks in Indonesia is PT. Mitra Adiperkasa based in Jakarta. Revenue at Mitra Adiperkasa rose 15% from 2017 to IDR 16.3 trillion, while its net profit jumped 61 percent to IDR 334.7 billion, the highest in five years. Starbucks sales are a major contributor to PT Mitra Adiperkasa's revenue according to company data (Dahruhand & Suhartono, 2018, April 5).

Basically a coffee shop has a fundamental that cannot be forgotten, namely the interaction between visitors and the barista itself, which has been forgotten by many other coffee shop entrepreneurs who have well-known brands. In addition, Starbucks is said to have a negative view, especially for coffee lovers, many think that Starbucks does not sell well-made coffee, so there are those who spread rumors that the coffee beans used by Starbucks can cause cancer which in fact does not. "An agency has proposed a rule declaring that not only does coffee pose no significant risk of cancer, it may actually have health benefits." According to a quote taken from (Hsu, 2018 Augustus) states that coffee is not harmful and causes cancer, on the contrary coffee has many benefits for health.

Barista is a front liner for the Starbucks company, where everything that happens within the scope of Starbucks will be faced first by the barista on duty and how the barista treats visitors can also be very crucial to maintaining the good name and image of Starbucks itself. "A barista is a person who prepares and (also, generally) serves espresso-based coffee drinks. In the United States, the term barista is also often applied to coffee shop employees who prepare both espresso and regular coffee drinks" (Goodwin, 2017). According to the spruce site, as described above, a barista is a person who serves almost any type of espresso-based coffee drink. In the United States, baristas are also considered coffee shop keepers who prepare and serve espresso-based drinks as well as other types of coffee drinks. Meanwhile, if you look back at its roots, Barista comes from Italian which means "bartender".

In terms of competitors, Starbucks has several competitors who are quite competitive in the Indonesian market, one of the biggest competitors at Starbucks is Maxx Coffee, which is part of the Lippo group. In 2016, Maxx coffee targets to build 180 outlets in all cities in Indonesia (Ali, 2016). Besides Maxx Coffee, Starbucks also has other competitors such as Coffee Bean, Excelso, DJOURNAL and local coffee shops such as Tanamera Coffee and Anomali Coffee. In carrying out their duties, Starbucks baristas must have strong interpersonal communication, especially in the field of interpersonal communication that leads to persuasion, where baristas must also be able to do upselling, where they must be able to persuade prospective buyers to offer their latest products.

Interpersonal communication is one of the important aspects in the field of relationships between individuals, especially in the world of work that offers services and buying and selling.

Quoting from the bizfluent site about the importance of interpersonal communication in the world of customer service says: “Areas of interpersonal communication important to customer service include marketing and customer retention. Marketing helps to attract new customers. Once you obtain a new customer, the challenge turns to making that customer a regular, you obtain a new customer” (Fenell, 2017). According to the article on the site, interpersonal communication is very important in the world of customer service because to get and turn a customer into a regular customer, good interpersonal communication is needed.

By forming interpersonal relationships with customers and employees, humans can recognize the feelings of others and convey respect, while also being able to focus on positive outcomes from various perspectives while demonstrating professionalism, especially in the world of work (Bees, 2017). In this study, researchers will try to examine the role of Starbucks baristas in building relationships and improving a good image through interpersonal communication. from other outlets. Actually Starbucks has 3 types of outlets, namely regular outlets, Starbucks Reserve outlets and coffee forward outlets. The difference between ordinary outlets and coffee forwards is that coffee forwards also offer manual brewing techniques such as at Starbucks Reserve outlets, but what distinguishes them is the limited selection of coffee beans that are traded only at Starbucks Reserve outlets.

Based on the description of the background of the problem, several problems were identified including, how is the role of interpersonal communication in building good relations between baristas and customers/visitors and also justifying the image of Starbucks Indonesia. The purpose of this study is to analyze the role of barista interpersonal communication in building good relationships with customers, besides that the researchers also want to analyze what obstacles are and also how to overcome these obstacles. Researchers also want to know the views of customers after the establishment of a good relationship.

To broaden knowledge in the field of communication regarding the role of Starbucks baristas in building good relationships and image through interpersonal communication, and also to help create a customer engagement module for Starbucks Indonesia. To add to the collection of research results in the field of interpersonal communication used by baristas in creating a good image and relationship.

In carrying out this research, there are many journals that have previously been done by other researchers who are related to this research. The research that previously had a connection was the research conducted by (Blake, Bucholz, Pan & Kelly, 2005), which had the finding that “baristas are the bartenders of caffeine, they are often confided in and hear sensitive information.” Where baristas are bartenders in the coffee world, where they often hear sensitive information. From the research they also quoted an interview from one of the baristas who said "people start telling more as they know you more and you have to listen". Which means when a customer is familiar with the barista, they will be given information by the customer and are required to listen.

Furthermore, according to research carried out (Chua & Banarjee, 2013), explained that Starbucks deploys a number of former baristas and baristas who are still actively working for Starbucks to offer fast responses to customers such as punctuality making customers feel that they are valued, which ultimately serves as a motivation to continue their participation. According to (Maharani & Siahaya, 2016), the research states that there are two types of strategies used by Starbucks to build the image of Indonesian coffee, the first is through baristas, baristas are required to master the characteristics of coffee which will then be an answer to explain to customers about coffee. In addition, there is also a way of selling whole coffee beans that adheres to Starbucks regular coffee beans and seasonal coffee beans that follow the five seasons.

According to research conducted by (Samianto, & Kuntjara, 2016), Baristas tend to use positive politeness strategies because when they welcome customers, baristas indirectly satisfy customers by being aware of conditions and paying attention to customers when they come to Starbucks outlets and also minimizing distance between baristas and customers. The results of the study indicate that baristas tend to use positive politeness strategies to offer Starbucks products, and baristas exert their efforts to minimize distance to their customers. Research work (Koehn, McNamara, Khan & Legris 2014), states that Starbucks' way of deepening Starbucks' emotional attachment to customers is more abstract. Its execution depends on bringing exciting product innovations to consumers as well as enhancing their Starbucks experience. The latter is at the heart of the company's offering, and what sets it apart from other specialty coffee retailers and fast food companies. From personal relationships with baristas, to featured seasonal offerings, to store scents, the Starbucks experience is integral to attracting new customers and retaining loyalty.

All Starbucks employees are called "Partners". When a partner works at Starbucks, that person will undergo two types of training. The first is training that focuses on skills such as how to use a cash register and how to mix drinks. The second type of training is soft skills training where partners will be explicitly taught to welcome visitors enthusiastically, make eye contact, smile, and try to remember their names and orders if they are regular visitors and partners are also accustomed to making conversations with customers using questions that require more than yes or no answers (Moon & Quelch, 2006). According to a journal written by (Gulati, Huffman & Neilson, 2008) states "A key factor contributing to this success has been Starbucks's acknowledgment of the critical importance of its relationships, particularly with its employees", which means the key factors that contribute to Starbucks success is the importance of relationships, especially with its employees, by considering its employees as communicators of its brand, Starbucks is actually taking a different path to brand management than the market in general is usually following.

One of the ways in which Starbucks has always distinguished itself from its competitors (Larson, 2008), is through the emotional connection it forms with its customers. This

connection is formed significantly by creating a store atmosphere that suits the local setting and also training the baristas to enhance the personal relationship between them and their customers. In particular, Starbucks encourages feedback from customers like it feels like family. Starbucks also instructs all baristas to greet each customer with a question like how are you today. Starbucks strategy in targeting its customers is to position itself as the "third" place in the lifestyle of its customers. Starbucks customers will spend time at home, at work and at Starbucks. To encourage this idea the Starbucks location is equipped with comfortable seating and provides outlets for electronic equipment. This policy ensures that all customers feel comfortable in the Starbucks environment, namely its outlets (Paryani, 2011).

Meanwhile, according to (Tu, Wang & Chang, 2012), specifically for Starbucks in Taiwan, corporate brand image significantly affects customer satisfaction and loyalty from customers to come back to the Starbucks outlets, these factors are a way to build long-term and mutually beneficial relationships. benefits with customers and creates Starbucks loyalty and competitive advantage. The relationship between the research and several journals that have been mentioned above is that all of them analyze interpersonal communication and also the obstacles that occur in interpersonal communication, besides that the relationship with existing research is also about the importance of closeness between baristas and customers, where communication is needed that can make customers satisfied.

Interpersonal Communication

According to DeVito, "Interpersonal Communication is the verbal and non-verbal interaction between two (or sometimes more than two) interdependent people" (DeVito, 2013 p.5). Which means Interpersonal communication is verbal and non-verbal interaction between 2 beings who are mutually dependent. Meanwhile, according to (Mulyana, 2005, p.73), Interpersonal Communication is communication between people face to face, which allows each participant to capture the reactions of others directly both verbally and non-verbally.

Interpersonal communication has five main goals according to DeVito (2013), which include:

1. For Learning, where interpersonal communication helps communicators to learn and understand the external world, objects, events and other people.
2. To Connect, interpersonal communication helps communicators to relate and communicate friendship.
3. To Influence, Interpersonal Communication also allows communicators to influence the attitudes and behavior of others.
4. To Play and Interact, Interpersonal Communication also helps people to interact and play in relationships such as getting to know other people through interpersonal communication.
5. To Help, Interpersonal Communication can also help people, such as in therapy and professional assistance.

The relationship of the purpose of interpersonal communication with this research, seen from several objectives such as to influence, where the barista gives a new offer and explains about

the new thing to the customer and they will be indirectly influenced by the barista to try the new offer.

Dyadic Communication

According to Wayne Pace in (Canggara, 2004, p.32) Dyadic Communication is defined as a communication process that takes place between two people in a face-to-face situation. Meanwhile, according to (Effendy, 2002, p.63), mentions dyadic communication is communication whose communication behavior is influenced by more intense communication behavior. According to William Wilmot in the book (Ruben & Stewart, 2006, p. 246) there are several characteristics of dyadic communication which include:

1. Dyadic communication is carried out between two or three people.
2. Dyadic communication is done face-to-face or sometimes using other media such as telephone.
3. The communicator can change his status to communicant and vice versa during communication takes place.
4. In dyadic communication, each dyadic relationship fulfills a specific purpose. These functions are served by, for example, the relationship of a teacher and pupil, quite different from that of husband and wife.
5. In dyadic communication, every communicant and communicator involves various aspects of the individuals who participate in it.
6. In dyadic communication, each number, unique language pattern and communication pattern develop that distinguishes that relationship from other relationships.

Social Exchange Theory

Social Exchange Theory or social exchange theory is a theory discovered by Homans (1961). Quoting from (Baxter & Braithwaite, 2008, p.377). "In social exchange, decisions are based on projections of the rewards and cost of a particular course of action." In terms of social exchange, decisions are based on the projected rewards and costs of certain actions. The purpose of this social exchange theory is to predict and explain the behavior of the interlocutor through the factors that influence the actions of the person (Baxter & Braithwaite, 2008, p.378). This theory states that one's contribution in a relationship where the relationship affects one's contribution. In the theory of social exchange, social relationships that occur in each person have behavior that affects the relationship in which there are two elements, namely cost and reward.

Social exchange is based on the giving and receiving of resources. These resources are rewarded when they provide pleasure and costs when they provoke pain, anxiety, shame or mental and physical effort (Baxter & Braithwaite, 2008, p.381). Cost can be defined as the effort required to get added satisfaction. Cost is not always in the form of money, cost does not mean money, it can also be interpreted as effort and time (Baxter & Braithwaite, 2008, p.381).

Reward or reward is defined as a form of reward received by an individual for having incurred costs. Rewards or rewards can be in the form of money, social acceptance and support for the values held. (Baxter & Braithwaite, 2008, p.381). In the theory of social exchange, there is a return / profit, which is a calculation between rewards minus costs. This is an understanding where in a relationship if it does not benefit, an individual will look for another relationship that brings results.

METHODS

The research method used for this research is qualitative research methods. Creswell (2009, p.4) which states "Qualitative research is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem." According to the quote above, it can be understood that qualitative research is a way to understand the views of individuals or groups on phenomena such as social or humanitarian phenomena starting from the subjective view of an individual or group so that it can be accepted by the general public.

According to Sugiyono (2009, p.1) Qualitative research methods are research methods used in natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive and the results of qualitative research emphasize meaning rather than generalizations. In addition, according to Denzin & Lincoln (2009, p.140), states that the purpose of constructivism research is to understand and reconstruct various constructs previously held by others and have an openness to new interpretations along with the development of information and sophistication.

In this study, the researcher found a phenomenon where baristas from Starbucks Indonesia carry out daily interpersonal communication with customers and build good relationships with customers and also improve the image of Starbucks Indonesia. This study uses data collection techniques in the form of interviews and non-participatory observations. The researcher uses the Miles & Huberman model to analyze the data that has been obtained and also uses source triangulation as a trust check technique.

RESULT AND DISCUSSION

Starbucks is an American company engaged in selling coffee and retail coffee shops. Starbucks was originally founded by three students at the University of Francisco named Jerry Baldwin, Zev Siegl and Gordon Bowker. In 1981, Siegl was replaced by Howard Schultz who has now served as CEO of Starbucks until early 2018. Schultz is a key factor in Starbucks' success. March 1987 is an important date for the history of Starbucks where Jerry Baldwin and Gordon Bawker as starbucks franchise owners agreed to sell the Starbucks they had made to Howard Schultz for 3,800,000 dollars, and after that, Schultz merged the two coffee shop companies that he owned. and agreed to name the coffee shop as Starbucks. Starbucks reserve is a complete and total commitment to the immersive experience of the craft of coffee and the ongoing pursuit of the world's rarest, most abandoned and most sought after small coffees. They claim that this recognition, magic and intuition to know everything customers feel, smell,

see, touch is the result of a strong pursuit of new definitions of quality, craftsmanship and innovation.

The Role of Interpersonal Communication in Baristas and Customers

The importance of interpersonal communication as long as they carry out their duties as baristas, they consider it very necessary because at first Starbucks has had guidelines, namely to establish better relationships with customers and must be able to prioritize customers in order to make them regular customers. Starbucks Reserve Plaza Indonesia baristas have special public speaking and bar training provided for baristas to serve customers and can share experiences and knowledge about whatever is discussed with both parties.

Views After a Good Relationship

The barista carries out its function as a frontliner in creating good relationships with customers, indirectly the barista carries the name of the brand he represents. In this study, the researchers found that Starbucks in Indonesia has a fairly negative prejudice, especially in the view of coffee lovers and local coffee shop owners, a factor that affects not only the market competition factor but also the view that Starbucks is not a coffee shop that focuses on business and does not focus on business. provide the experience of exploring the world of coffee to its customers. However, after the existence of Starbucks Reserve Starbucks now has a view that does not tend to be negative, especially in the view of coffee lovers, because Starbucks has also shown facts about what they can do such as participating in barista competitions throughout Indonesia and becoming champions at the event and also Starbucks Reserve has provide good education to customers who have visited.

Characteristics of Dyadic Communication

The results of the analysis of this study found that the communication carried out by the barista at Starbucks Reserve Plaza Indonesia has fulfilled most of the characteristics of dyadic communication which include communication that is carried out directly face to face, communication also occurs 2 or more people, communicators can change the status of being a communicant and also in communicating baristas and customers pay attention to all aspects that participate in their communication, both according to the barista's own point of view and also from the point of view of regular customers or regular customers.

Cost & Reward Starbucks Reserve Plaza Indonesia

After analyzing the data obtained for research, researchers can see the application of cost & reward applied to the daily life of baristas at Starbucks Reserve Plaza Indonesia, where the barista will do everything such as making a more intimate approach with customers and also going through a more intensive education process by Starbucks. in order to be able to carry out good communication with customers with the aim of getting rewards in the form of good relations with customers who have visited.

CONCLUSION

Starbucks, which has now shown a new face by releasing Starbucks Reserve in several places in Jakarta, hopes to be able to build closer and more kinship with visitors. Baristas also have an important role here as communicators to visitors and establish interpersonal communication with visitors, researchers focused this research on examining the role of interpersonal communication in building good relationships with visitors. With Starbucks Reserve, baristas feel more able to establish a more intimate relationship with customers with the aim of establishing good relationships through education about the world of coffee. This education is usually done in a session called coffee tasting / coffee talk where the barista on duty invites several customers to taste hand-processed coffee from Starbucks and provide them with experiences and education about the coffee they are enjoying. In addition, the baristas at Starbucks Reserve Plaza Indonesia must receive special training to serve customers because this is what makes the difference between Starbucks Reserve Plus outlets and core and coffee-forward outlets.

In addition, the characteristics of dyadic communication have mostly been applied to communications established at Starbucks Reserve Plaza Indonesia, for example, such communication is a 2-way communication involving baristas and customers who are directly face-to-face and involve all aspects. The obstacle found by the researcher is the time factor for communication, where when the peak transaction occurs, the barista at the bar cannot communicate effectively because the quantity of drinks that must be produced increases. In addition, there are psychological factors that already exist from the customers themselves that make customers close themselves and show an attitude that they don't want to communicate. The response of most people, especially among coffee lovers, the good name of Starbucks itself has changed, which previously had a prejudice that had a negative connotation, has now become positive because of the evidence carried out by internal Starbucks parties.

Starbucks Reserve Plaza Indonesia baristas have fees that they will use to get rewards in the form of good relations with customers, these costs are in the form of applying public speaking education, establishing more intense conversations and getting closer to customers. Based on the results of the research that has been found, the researcher can suggest for further research related to using quantitative methods to get more data to represent the majority of customers, the study also discusses starbucks strategies to build and maintain good relationships with customers through starbucks reserve and also create a communication strategy that introduces more about Starbucks Reserve to the general public, because Starbucks only uses social media as their promotional material at this time.

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