

■ Starbucks Closes Some Shops

Reading, Vocabulary & Grammar Worksheet — B1 (Intermediate)

1. New Words & Phrasal Verbs

Study these 10 words and phrasal verbs before you read the text.

Word / Phrase	Meaning
look into	to investigate or examine something carefully
shut down	to close a business or operation completely
consistently	in a way that stays the same over time; reliably
fix up	to repair or improve something
pick up	to collect or take something, often quickly
rush out	to leave a place quickly, often without stopping
quarter	a three-month period used for financial reporting
restructuring	the process of reorganizing a company, often to improve efficiency
turn around	to change a bad situation into a good one
carry on	to continue doing something

2. Read the Text

This text uses the Present Perfect, phrasal verbs and modal verbs.

Starbucks has announced that it will close around 250 stores in the US and Canada this week. This is only about one percent of its North American stores, so most customers might not notice any change. However, the news has worried some workers, who fear they could lose their jobs.

The company's chief operating officer, Mike Grams, has explained that managers have looked into every store carefully. They have shut down places where the company can't consistently offer a good experience, or where it doesn't see a way to make enough money. This isn't the first time it has done this. Last September, Starbucks closed 627 stores in a similar move.

CEO Brian Niccol has led the company since 2024, and he has been trying to bring back the feeling of a friendly neighborhood coffeehouse. His plan is called "Back to Starbucks." The company has also started to fix up many of its stores with comfortable chairs and a cozier atmosphere. It hopes to finish at least 1,500 redesigns by the end of the financial year, so customers can sit and relax instead of just picking up a coffee and rushing out.

So far, the results have been encouraging. Sales in stores open for at least a year have risen by almost 8 percent in the latest quarter. Still, the restructuring must be paid for, and the company has estimated that it will cost about \$300 million.

Some experts believe Starbucks should have acted sooner, while others think it could still turn things around if it carries on improving the customer experience. Whatever happens, the company can't afford to ignore the shops that aren't working.

3. Match the Word to the Meaning

Write the correct letter next to each word.

___ look into	A) the process of reorganizing a company, often to improve efficiency
___ shut down	B) to repair or improve something
___ consistently	C) in a way that stays the same over time; reliably
___ fix up	D) to change a bad situation into a good one
___ pick up	E) to leave a place quickly, often without stopping
___ rush out	F) a three-month period used for financial reporting
___ quarter	G) to continue doing something
___ restructuring	H) to collect or take something, often quickly
___ turn around	I) to investigate or examine something carefully
___ carry on	J) to close a business or operation completely

4. Choose the Synonym (same meaning)

1. Which option means the same as "look into"?

- A) investigate
- B) forget
- C) celebrate

2. Which option means the same as "shut down"?

- A) expand
- B) close
- C) repair

3. Which option means the same as "consistently"?

- A) rarely
- B) oddly
- C) reliably

4. Which option means the same as "restructuring"?

- A) ignoring
- B) reorganizing
- C) canceling

5. Which option means the same as "turn around"?

- A) worsen
- B) stop
- C) improve

5. Choose the Antonym (opposite meaning)

1. Which word means the opposite of "look into"?
 - A) ignore
 - B) investigate
 - C) examine
2. Which word means the opposite of "shut down"?
 - A) close
 - B) open
 - C) remove
3. Which word means the opposite of "consistently"?
 - A) reliably
 - B) steadily
 - C) randomly
4. Which word means the opposite of "rush out"?
 - A) linger
 - B) hurry
 - C) dash
5. Which word means the opposite of "carry on"?
 - A) continue
 - B) proceed
 - C) stop

6. Choose the Correct Verb Form

1. Starbucks ____ that it will close around 250 stores.
 - A) has announced
 - B) announces
 - C) announced
2. Managers ____ every store carefully.
 - A) look into
 - B) have looked into
 - C) are looking into
3. This ____ the first time it has done this.
 - A) wasn't
 - B) wouldn't be
 - C) isn't
4. Brian Niccol ____ the company since 2024.
 - A) has led

- B) leads
- C) led

5. The company ____ to fix up many of its stores.

- A) starts
- B) has started
- C) started

6. Sales ____ by almost 8 percent in the latest quarter.

- A) rise
- B) rose
- C) have risen

7. The company ____ that it will cost about \$300 million.

- A) has estimated
- B) estimates
- C) estimated

8. Whatever happens, the company ____ afford to ignore the shops that aren't working.

- A) mustn't
- B) can't
- C) shouldn't

7. What Does the Modal Verb Express?

Read the sentence. Choose what the modal verb means here.

1. "...most customers might not notice any change."
A) Ability
B) Obligation
C) Possibility
2. "...workers fear they could lose their jobs."
A) Possibility
B) Obligation
C) Ability
3. "...the company can't afford to ignore the shops that aren't working."
A) Ability
B) Obligation
C) Possibility
4. "...it could still turn things around..."
A) Obligation
B) Possibility
C) Ability
5. "...Starbucks should have acted sooner."
A) Possibility
B) Ability
C) Obligation

8. Put the Words in the Correct Order

Rewrite each sentence from the text in the correct word order.

1. that / will / announced / it / has / 250 / around / Starbucks / close / stores.

2. looked / store / Managers / into / carefully. / have / every

3. company / has / 2024. / led / Niccol / Brian / since / the

4. almost / the / in / quarter. / percent / latest / Sales / have / 8 / by / risen

5. ignore / aren't / the / can't / to / working. / afford / company / that / shops / The

9. Nina and Sam Talk About Starbucks

Nina: Have you heard the news about Starbucks?

Sam: Yes, the company ____ (1) ____ that it will close 250 stores.

Nina: I read that managers ____ (2) ____ every store carefully before deciding.

Sam: Right. Some workers ____ (3) ____ they could lose their jobs.

Nina: But Brian Niccol ____ (4) ____ the company since 2024, and sales are improving.

Sam: True. Sales ____ (5) ____ by almost 8 percent in the latest quarter.

Nina: The company ____ (6) ____ to fix up many of its stores too.

Sam: I hope they ____ (7) ____ carry on improving things for customers.

Nina: The company ____ (8) ____ afford to ignore the shops that aren't working.

Complete the Dialogue

1. (1) the company ____ that it will close 250 stores.
A) has announced
B) announces
C) announced
2. (2) Managers ____ every store carefully before deciding.
A) look into
B) have looked into
C) are looking into
3. (3) Some workers ____ they could lose their jobs.
A) will fear
B) have feared
C) feared
4. (4) Brian Niccol ____ the company since 2024.
A) has led
B) leads
C) led
5. (5) Sales ____ by almost 8 percent in the latest quarter.
A) rose
B) have risen
C) rise
6. (6) The company ____ to fix up many of its stores too.
A) starts
B) started

C) has started

7. (7) I hope they ____ carry on improving things for customers.

A) can

B) must

C) might

8. (8) The company ____ afford to ignore the shops that aren't working.

A) mustn't

B) can't

C) shouldn't

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CEO Brian Niccol has led the company since 2024, and he has been trying to bring back the feeling of a friendly neighborhood coffeehouse. His plan is called "Back to Starbucks." The company has also started to fix up many of its stores with comfortable chairs and a cozier atmosphere. It hopes to finish at least 1,500 redesigns by the end of the financial year, so customers can sit and relax instead of just picking up a coffee and rushing out.

So far, the results have been encouraging. Sales in stores open for at least a year have risen by almost 8 percent in the latest quarter. Still, the restructuring must be paid for, and the company has estimated that it will cost about \$300 million.

Some experts believe Starbucks should have acted sooner, while others think it could still turn things around if it carries on improving the customer experience. Whatever happens, the company can't afford to ignore the shops that aren't working.

3. Match the Word to the Meaning

Write the correct letter next to each word.

(I) look into

(J) shut down

(C) consistently

(B) fix up

(H) pick up

(E) rush out

(F) quarter

(A) restructuring

(D) turn around

(G) carry on

A) the process of reorganizing a company, often to improve efficiency

B) to repair or improve something

C) in a way that stays the same over time; reliably

D) to change a bad situation into a good one

E) to leave a place quickly, often without stopping

F) a three-month period used for financial reporting

G) to continue doing something

H) to collect or take something, often quickly

I) to investigate or examine something carefully

J) to close a business or operation completely

4. Choose the Synonym (same meaning)

1. Which option means the same as "look into"?

A) investigate ✓

B) forget

C) celebrate

2. Which option means the same as "shut down"?

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C) reliably ✓

4. Which option means the same as "restructuring"?

A) ignoring

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A) worsen

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5. Choose the Antonym (opposite meaning)

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C) remove
3. Which word means the opposite of "consistently"?
A) reliably
B) steadily
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4. Which word means the opposite of "rush out"?
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6. Choose the Correct Verb Form

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3. This ____ the first time it has done this.
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B) wouldn't be
C) isn't ✓
4. Brian Niccol ____ the company since 2024.
A) has led ✓

- B) leads
- C) led

5. The company ____ to fix up many of its stores.

- A) starts
- B) has started ✓**
- C) started

6. Sales ____ by almost 8 percent in the latest quarter.

- A) rise
- B) rose
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7. The company ____ that it will cost about \$300 million.

- A) has estimated ✓**
- B) estimates
- C) estimated

8. Whatever happens, the company ____ afford to ignore the shops that aren't working.

- A) mustn't
- B) can't ✓**
- C) shouldn't

7. What Does the Modal Verb Express?

Read the sentence. Choose what the modal verb means here.

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A) Ability
B) Obligation
C) Possibility ✓
2. "...workers fear they could lose their jobs."
A) Possibility ✓
B) Obligation
C) Ability
3. "...the company can't afford to ignore the shops that aren't working."
A) Ability
B) Obligation ✓
C) Possibility
4. "...it could still turn things around..."
A) Obligation
B) Possibility ✓
C) Ability
5. "...Starbucks should have acted sooner."
A) Possibility
B) Ability
C) Obligation ✓

8. Put the Words in the Correct Order

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1. that / will / announced / it / has / 250 / around / Starbucks / close / stores.
Starbucks has announced that it will close around 250 stores.
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Managers have looked into every store carefully.
3. company / has / 2024. / led / Niccol / Brian / since / the
Brian Niccol has led the company since 2024.
4. almost / the / in / quarter. / percent / latest / Sales / have / 8 / by / risen
Sales have risen by almost 8 percent in the latest quarter.
5. ignore / aren't / the / can't / to / working. / afford / company / that / shops / The
The company can't afford to ignore the shops that aren't working.

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Nina: Have you heard the news about Starbucks?

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Nina: I read that managers ____ (2) ____ every store carefully before deciding.

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Nina: But Brian Niccol ____ (4) ____ the company since 2024, and sales are improving.

Sam: True. Sales ____ (5) ____ by almost 8 percent in the latest quarter.

Nina: The company ____ (6) ____ to fix up many of its stores too.

Sam: I hope they ____ (7) ____ carry on improving things for customers.

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Complete the Dialogue

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A) has announced ✓

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2. (2) Managers ____ every store carefully before deciding.

A) look into

B) have looked into ✓

C) are looking into

3. (3) Some workers ____ they could lose their jobs.

A) will fear

B) have feared

C) feared ✓

4. (4) Brian Niccol ____ the company since 2024.

A) has led ✓

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C) led

5. (5) Sales ____ by almost 8 percent in the latest quarter.

A) rose

B) have risen ✓

C) rise

6. (6) The company ____ to fix up many of its stores too.

A) starts

B) started

C) has started ✓

7. (7) I hope they ____ carry on improving things for customers.

A) can ✓

B) must

C) might

8. (8) The company ____ afford to ignore the shops that aren't working.

A) mustn't

B) can't ✓

C) shouldn't