

■ Starbucks Closes Some Shops

Reading, Vocabulary & Grammar Worksheet — B2 (Upper Intermediate)

1. New Words & Phrasal Verbs

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

Word / Phrase	Meaning
unsettled	made someone feel worried or anxious
comb through	to search something very carefully and thoroughly
draw up	to prepare or write a plan, list, or document
underperforming	not doing as well as expected
purge	a sudden, large-scale removal of something unwanted
at the helm	in charge of leading an organization
bank on	to rely on something happening
turnaround	a change from a bad situation to a much better one
store up	to let problems build up for the future instead of dealing with them
address	to deal with or try to solve a problem

2. Read the Text

This text uses the 1st, 2nd, and 3rd conditionals.

Starbucks has confirmed that it will shut down around 250 stores across the US and Canada this week, a move that has unsettled many employees even though it affects only about one percent of its North American locations. If the closures go ahead as planned, most customers probably won't notice any difference at all. Still, workers at affected locations fear they could lose their jobs.

Chief operating officer Mike Grams has explained that managers combed through every store's performance before drawing up the list. 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. If Starbucks kept every underperforming store open, it would lose far more money in the long run. This isn't the company's first round of cuts — last September it carried out a similar purge, closing 627 stores in one go.

CEO Brian Niccol, who has been at the helm since 2024, is banking on his “Back to Starbucks” strategy to reverse the chain's fortunes. The company has also started to fix up many of its stores with comfortable chairs and a cozier atmosphere, hoping customers will sit and relax instead of just picking up a coffee and rushing out. If Niccol hadn't introduced this strategy, the chain would have kept losing loyal customers to smaller, cozier coffee shops.

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. If this trend continues, the company will easily cover the estimated \$300 million cost of the restructuring. Still, some analysts remain cautious, pointing out that turnarounds like this don't always last.

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. If the company ignored the shops that aren't working, it would only store up bigger problems for later. Whatever happens, most agree that if executives had waited even longer to address the problem, recovery would have been much harder to achieve.

3. Match the Word to the Meaning

Write the correct letter next to each word.

___ unsettled	A) to let problems build up for the future instead of dealing with them
___ comb through	B) not doing as well as expected
___ draw up	C) to search something very carefully and thoroughly
___ underperforming	D) a sudden, large-scale removal of something unwanted
___ purge	E) a change from a bad situation to a much better one
___ at the helm	F) made someone feel worried or anxious
___ bank on	G) to deal with or try to solve a problem
___ turnaround	H) to rely on something happening
___ store up	I) to prepare or write a plan, list, or document
___ address	J) in charge of leading an organization

4. Choose the Synonym (same meaning)

1. Which option means the same as "unsettled"?
 - A) reassured
 - B) worried
 - C) delighted
2. Which option means the same as "comb through"?
 - A) examine thoroughly
 - B) skim
 - C) ignore
3. Which option means the same as "underperforming"?
 - A) thriving
 - B) average
 - C) falling short
4. Which option means the same as "bank on"?
 - A) rely on
 - B) doubt
 - C) forget about
5. Which option means the same as "address"?
 - A) ignore
 - B) postpone
 - C) deal with

5. Choose the Antonym (opposite meaning)

1. Which word means the opposite of "unsettled"?
 - A) calm
 - B) worried
 - C) anxious
2. Which word means the opposite of "underperforming"?
 - A) struggling
 - B) excelling
 - C) lagging
3. Which word means the opposite of "purge"?
 - A) removal
 - B) clearout
 - C) expansion
4. Which word means the opposite of "turnaround"?
 - A) decline
 - B) improvement
 - C) recovery
5. Which word means the opposite of "store up"?
 - A) accumulate
 - B) resolve
 - C) stockpile

6. Which Conditional Is Used?

Read the sentence. Choose 1st, 2nd, or 3rd conditional.

1. "If the closures go ahead as planned, most customers probably won't notice any difference at all."
 - A) 3rd Conditional
 - B) 1st Conditional
 - C) 2nd Conditional
2. "If Starbucks kept every underperforming store open, it would lose far more money in the long run."
 - A) 2nd Conditional
 - B) 1st Conditional
 - C) 3rd Conditional
3. "If Niccol hadn't introduced this strategy, the chain would have kept losing loyal customers."
 - A) 1st Conditional
 - B) 2nd Conditional
 - C) 3rd Conditional
4. "If this trend continues, the company will easily cover the estimated \$300 million cost."

- A) 3rd Conditional
- B) 1st Conditional
- C) 2nd Conditional

5. "If the company ignored the shops that aren't working, it would only store up bigger problems for later."

- A) 1st Conditional
- B) 3rd Conditional
- C) 2nd Conditional

6. "If executives had waited even longer to address the problem, recovery would have been much harder to achieve."

- A) 3rd Conditional
- B) 1st Conditional
- C) 2nd Conditional

7. Choose the Correct Verb Form

1. If the closures ____ ahead as planned, most customers probably won't notice any difference.
A) go
B) went
C) had gone
2. If Starbucks ____ every underperforming store open, it would lose far more money.
A) keeps
B) kept
C) had kept
3. If Niccol ____ this strategy, the chain would have kept losing loyal customers.
A) doesn't introduce
B) didn't introduce
C) hadn't introduced
4. If this trend continues, the company ____ easily cover the estimated cost.
A) will
B) would
C) would have
5. If the company ____ the shops that aren't working, it would only store up bigger problems.
A) ignores
B) ignored
C) had ignored
6. If executives ____ even longer to address the problem, recovery would have been much harder.
A) waits
B) waited
C) had waited
7. Sales ____ by almost 8 percent in the latest quarter.
A) have risen
B) rose
C) rise
8. Mike Grams has explained that managers ____ every store's performance.
A) comb through
B) combed through
C) combing through

8. Change the Conditional

1. Change to 2nd Conditional: "If the closures go ahead, most customers won't notice."
A) If the closures went ahead, most customers wouldn't notice.

- B) If the closures had gone ahead, most customers wouldn't have noticed.
 - C) If the closures go ahead, most customers wouldn't notice.
2. Change to 3rd Conditional: "If Starbucks keeps stores open, it loses money."
- A) If Starbucks had kept stores open, it would lose money.
 - B) If Starbucks kept stores open, it would have lost money.
 - C) If Starbucks had kept stores open, it would have lost money.
3. Change to 1st Conditional: "If Niccol hadn't introduced this strategy, the chain would have kept losing customers."
- A) If Niccol didn't introduce this strategy, the chain would keep losing customers.
 - B) If Niccol doesn't introduce this strategy, the chain will keep losing customers.
 - C) If Niccol introduces this strategy, the chain would have kept losing customers.
4. Change to 3rd Conditional: "If this trend continues, the company will cover the cost."
- A) If this trend continued, the company would cover the cost.
 - B) If this trend had continued, the company would have covered the cost.
 - C) If this trend continues, the company would have covered the cost.
5. Change to 2nd Conditional: "If the company ignores the shops, it will store up problems."
- A) If the company had ignored the shops, it would have stored up problems.
 - B) If the company ignores the shops, it would store up problems.
 - C) If the company ignored the shops, it would store up problems.

9. Put the Words in the Correct Order

These sentences are long and complex. Rewrite each one from the text in the correct word order.

1. confirmed / will / it / down / stores. / shut / 250 / has / Starbucks / that / around

2. drawing / up / through / list. / store's / before / performance / every / combed / the / Managers

3. since / helm / the / has / Niccol / at / 2024. / been / Brian

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

5. would / up / the / problems. / store / the / only / shops / that / working, / aren't / ignored / bigger / If / it / company

10. Maya and Tom Discuss Starbucks

Maya: Have you heard Starbucks is closing hundreds of stores?

Tom: Yes, the company ____ (1) ____ that it will shut down around 250 stores.

Maya: I read that managers ____ (2) ____ every store's performance carefully.

Tom: If a store ____ (3) ____ consistently offer a good experience, it gets closed.

Maya: Brian Niccol ____ (4) ____ the company since 2024, right?

Tom: Right, and sales ____ (5) ____ by almost 8 percent in the latest quarter.

Maya: If the company ____ (6) ____ the underperforming shops, it would store up bigger problems.

Tom: True. If executives ____ (7) ____ even longer to address this, recovery would have been much harder.

Maya: Let's hope Starbucks ____ (8) ____ improving the customer experience.

Complete the Dialogue

1. (1) The company ____ that it will shut down around 250 stores.

- A) has confirmed
- B) confirms
- C) confirmed

2. (2) Managers ____ every store's performance carefully.

- A) comb through
- B) combed through
- C) are combing through

3. (3) If a store ____ consistently offer a good experience, it gets closed.

- A) doesn't
- B) won't
- C) can't

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) If the company ____ the underperforming shops, it would store up bigger problems.

- A) ignores
- B) had ignored

C) ignored

7. (7) If executives ____ even longer to address this, recovery would have been much harder.

A) had waited

B) waited

C) wait

8. (8) Let's hope Starbucks ____ improving the customer experience.

A) carries on

B) carry on

C) carrying on

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Write the correct letter next to each word.

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A) to let problems build up for the future instead of dealing with them

(C) **comb through**

B) not doing as well as expected

(I) **draw up**

C) to search something very carefully and thoroughly

(B) **underperforming**

D) a sudden, large-scale removal of something unwanted

(D) **purge**

E) a change from a bad situation to a much better one

(J) **at the helm**

F) made someone feel worried or anxious

(H) **bank on**

G) to deal with or try to solve a problem

(E) **turnaround**

H) to rely on something happening

(A) **store up**

I) to prepare or write a plan, list, or document

(G) **address**

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Managers combed through every store's performance before drawing up the list.

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

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C) ignored ✓

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A) had waited ✓

B) waited

C) wait

8. (8) Let's hope Starbucks ____ improving the customer experience.

A) carries on

B) carry on ✓

C) carrying on