

Building Effective Partnerships to Advance Youth Microenterprise

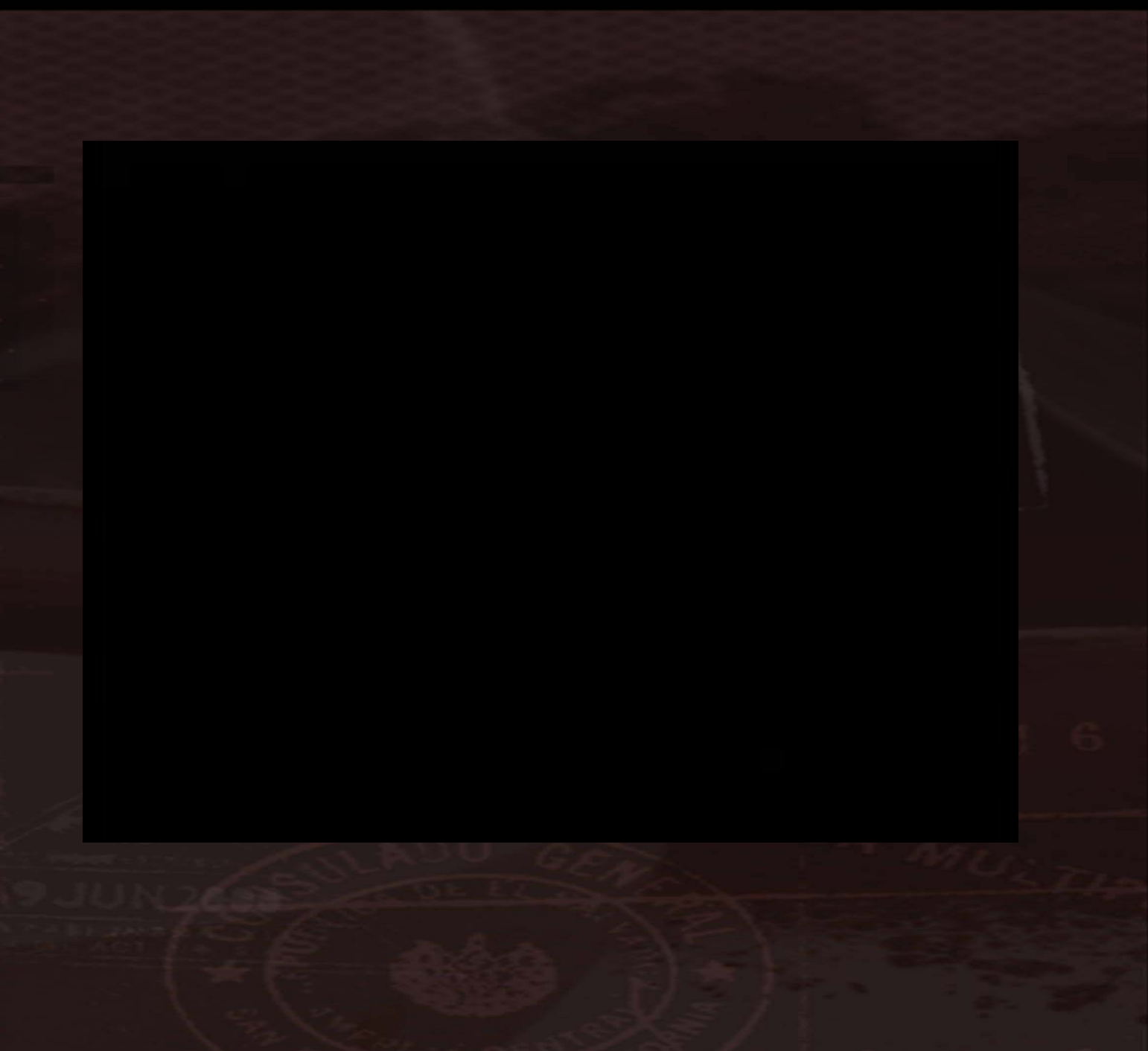
Stephen Krempf
vice president, Global Learning





A Company Snapshot

- 1971 Starbucks opens its first location in Seattle's Pike Place Market
- 1982 Howard Schultz joins Starbucks as director of retail operations and marketing
- 1985 Schultz founds Il Giornale
- 1987 Il Giornale acquires Starbucks assets; changes its name to Starbucks Corporation
- 1991 Starbucks offers a stock option plan that includes part-time employees
- 1996 Starbucks Coffee International opens coffeehouses abroad
- 1999 Acquires Tazo LLC, a tea company based in Portland, OR, and Hear Music™, a San Francisco-based music company
- 2000 Enters licensing agreement to market and sell Fair Trade Certified™ coffee
- 2001 Begins offering the Starbucks Card and high-speed internet access in stores
- 2002 Publishes its first Corporate Social Responsibility Report
- 2003 Acquires Seattle Coffee Company
- 2004 Opens Starbucks Farmers Support Center in San Jose, Costa Rica
- 2005 Acquires Ethos Water
- 2006 Announces innovative model for marketing new films, starting with *Akeelah and The Bee*





Starbucks Guiding Principles

- Provide a great work environment and treat each other with respect and dignity
- Embrace diversity as an essential component of the way we do business
- Apply the highest standards of excellence to the purchasing, roasting and fresh delivery of our coffee
- Develop enthusiastically satisfied customers all of the time
- Contribute positively to our communities and our environment
- Recognize that profitability is essential to our future success

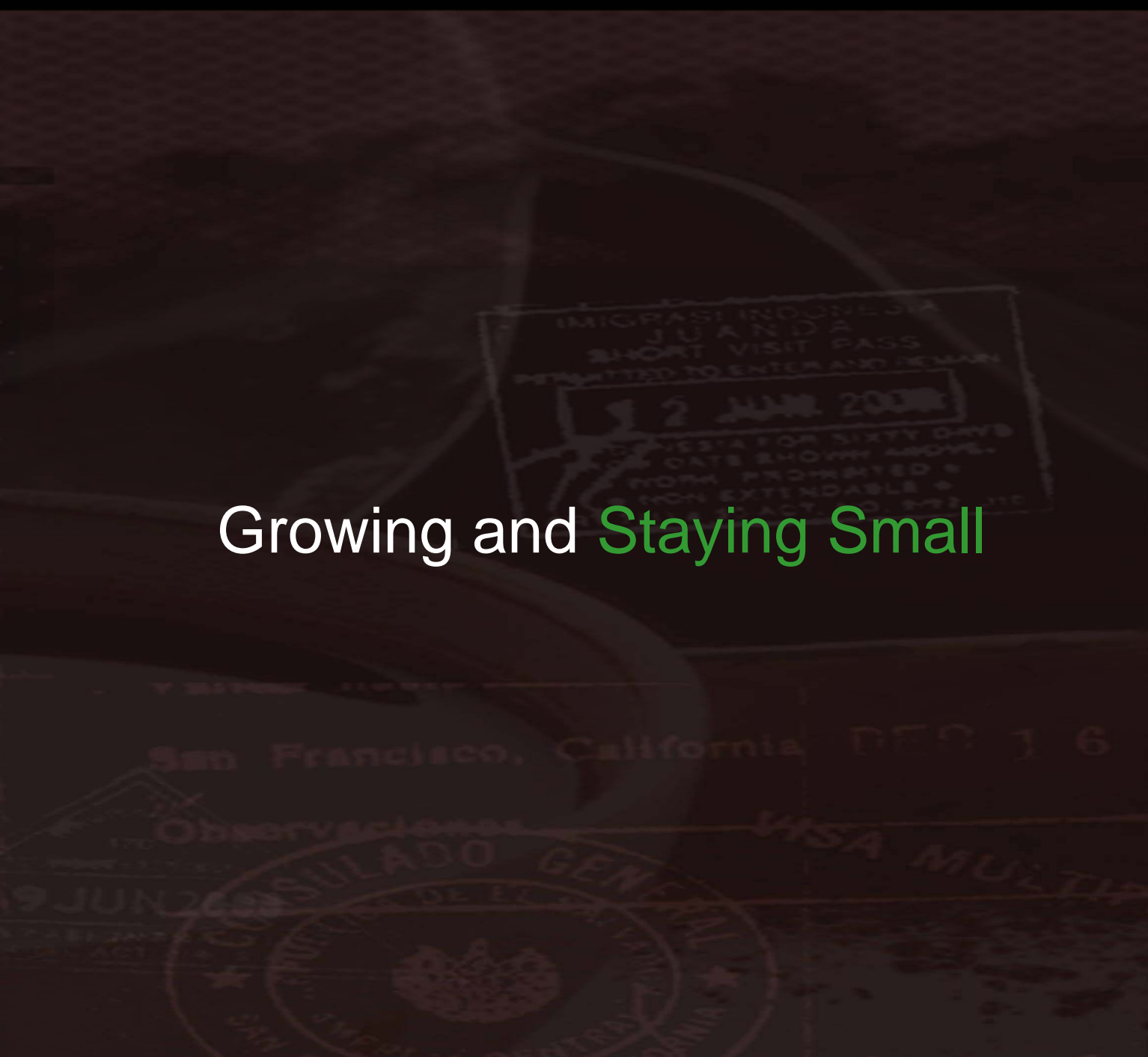


Green Apron Behaviors

- **Be Welcoming**
Offer everyone a sense of belonging.
- **Be Genuine**
Connect, discover, respond.
- **Be Knowledgeable**
Love what you do. Share it with others.
- **Be Considerate**
Take care of yourself, each other and our environment.
- **Be Involved**
In the store, in the company, in your community.



Growing and Staying Small





What are we looking for

- Culture & Work Environment Fit
- Attendance and Availability
- Following Policies & Procedures
- Composure
- Ethics & Integrity
- Customer Focus
- Interpersonal Savvy
- Personal Learning
- Results Oriented and Decision Making

Competencies Comparison

Barista

- Culture & Work Env. Fit
- Attendance and Availability
- Following Policies & Procedures.
- Ethics & Integrity
- Composure
- Customer Focus
- Interpersonal Savvy
- Personal Learning
- Results Oriented and Decision Making

Shift Supervisor

- Results Oriented & Coaching
- Composure
- Dealing with Ambiguity
- Decision Making
- Customer Focus
- Interpersonal Savvy
- Personal Learning
- Reliability
- Ethics & Integrity





Effective Indicators

- Culture & Work Environment Fit

Expresses an understanding and appreciation towards Starbucks organizational Values

Interested in being part of the Starbucks org.
Supports mission, products and partners
excited about working at Starbucks

Has realistic perceptions regarding the challenges of the position and nature of the work environment

A vertical photograph on the left side of the slide shows coffee preparation. At the top, a brown paper bag is partially visible. Below it, a metal tray is filled with dark coffee beans. In the foreground, there are two white ceramic coffee cups filled with coffee. The background of the slide is dark with faint, circular patterns.

Effective Indicators

- Attendance and Availability

Meets attendance & punctuality expectations, is the floor ready to work at the time he/she is scheduled

Notifies manager when unable to work a schedule shift: assists with finding a replacement if relevant

Willing to adapt his/her schedule to meet demands of the job.

A vertical photograph on the left side of the slide shows coffee preparation. At the top is a brown paper bag with some handwritten text. Below it is a metal scoop filled with dark coffee beans. In the foreground, there are two white ceramic cups filled with coffee. The background is dark and out of focus.

Effective Indicators

- Customer Focus

Picks up subtle cues that indicate levels of satisfaction and dissatisfaction

Shows interest in customer opinions

Recognize new customers and takes actions to make them feel welcome

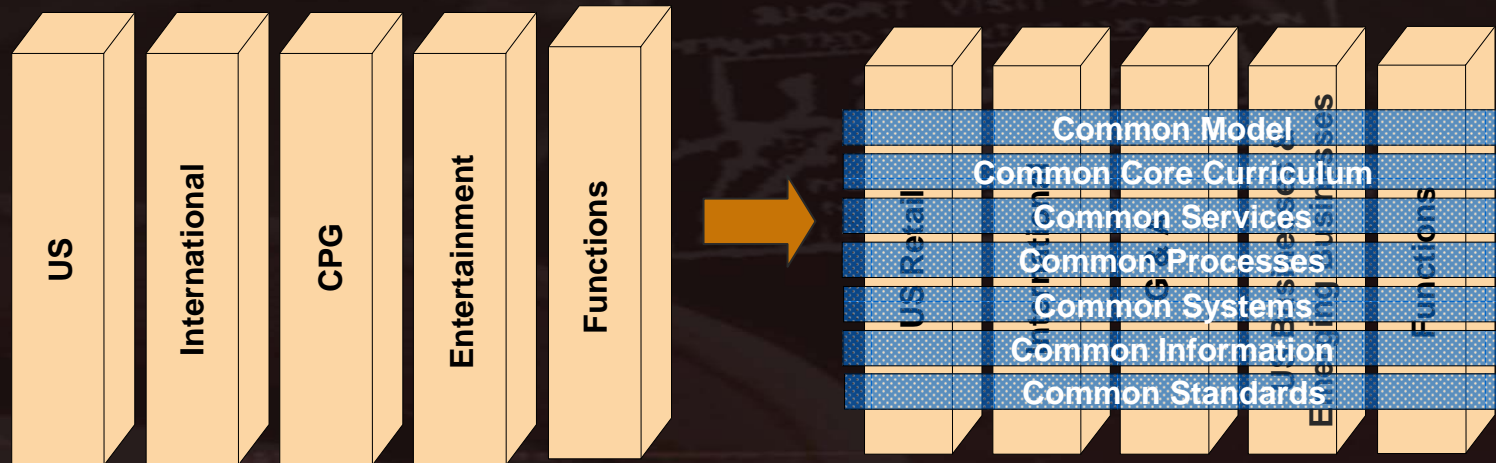
Makes customers feel appreciated

Greet customers by name remembers previous orders and feel welcome

Starts conversation with customer when time allows; creates a dialogue with customers

Global Learning Objectives

“One System” for all partners



Enabling consistency, effectiveness and scalability
for our programs, tools and assessments
by using a Common Learning Framework

Global Learning Curriculum

Starbucks University provides a global learning curriculum built on common curriculum for the enterprise supporting the five (5) core areas of partner development: functional, leadership, personal, culture and customers

Development Programs Core Content Areas

(A)
Leadership

(B)
Functional

(C)
Personal
Development

(D)
Starbucks
Culture

(E)
Customer Focus

US

International

CPG

Entertainment

Functions



- We tell our partners what we stand for...proudly and often
- We walk the talk of our Guiding Principles
- We reward those who contribute to our culture and share the wealth when we're successful
- We hold each other accountable
- We measure how we're doing





Why is building a more customer-focused culture important?

“No service organization can anticipate the many different things its customers will do, ask for, and expect. Therefore, the power of the culture to guide and direct employees to do the “right thing” for the customer becomes vital. Good managers know that the values, beliefs, and norms of behavior taught to employees by the culture become critical in ensuring that each front-line employee does what the organization wants done in unanticipated situations.”

*California Management Review VOL. 44, NO.1
Fall 2001*



INVOLVED

Connect with one another,
with the company,
with your community.

Thank you!



Starbucks Coffee Company

