

# MANAGEMENT

PROJET ESS DB 06 OCTOBRE 2018 23H04

## MANAGEMENT BY A. FERRARI

### MANAGEMENT PRESENTATION

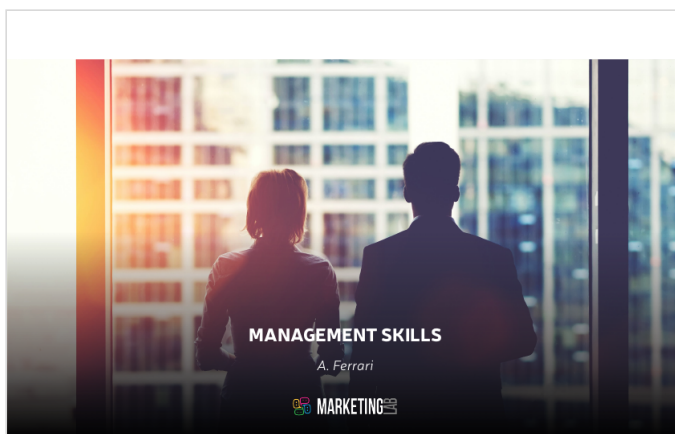


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### MANAGEMENT SKILLS

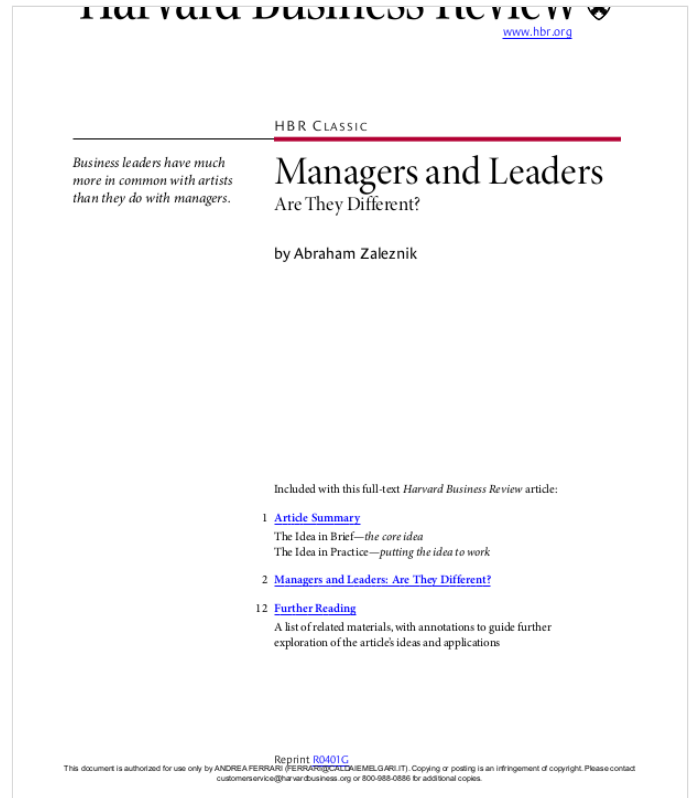


#### 10a\_management skill

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### MANAGEMENT AND LEADERS



#### 10b\_manager and leaders

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## STRATEGY BY A. FERRARI

### THE CONCEPT OF STRATEGY

## The Concept of Strategy

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## CASE STUDY

### Case 2 Starbucks Corporation, May 2015

Howard Schultz, chairman and CEO of Starbucks Corporation, opened the company's annual shareholders meeting in Seattle on March 18, 2015 with the following words:

2014 was a remarkable year: record revenue, record profit, record stock price. But, I must say, when I think about the year and what we've accomplished, what I'm most proud of is our consistent ability to balance profitability and social impact.<sup>1</sup>

Schultz went on to elaborate some of Starbucks' accomplishments in relation to both financial and social performance and, in doing so, noted that a \$10,000 investment in Starbucks' stock at the time of its 1992 IPO would currently be worth almost \$2 million.

Starbucks' rise from a single Seattle coffee store to a global chain of over 22,000 coffee shops employing almost 200,000 people and generating revenues that would top \$18 billion in 2015 was one of the wonders of American entrepreneurial capitalism. Its founder, Howard Schultz, was a legend among US business leaders, his heroic status enhanced by the fact that, having built a hugely successful corporation and relinquishing the CEO position in 2000, he returned in 2008 to restore Starbucks' flagging performance. Within two years, profits and share price had set new records (Table 1 and Figure 1).

For many observers, including the owners of the Milanese cafés that had provided the inspiration for Schultz, the Starbucks story was little short of miraculous. America's first coffeehouse had opened in Boston in 1676. How could brewing a better cup of coffee in the 1980s produce a company with a market value of \$78 billion? Given the ubiquity of good coffee, could Starbucks possibly sustain its success?

#### The Starbucks Story

Starbucks Coffee, Tea and Spice had been founded by college buddies Gerald Baldwin and Gordon Bowker. In 1981, Howard Schultz, a coffee filter salesman, visited their store. The coffee he sampled was a revelation: "I realized the coffee I had been drinking was swill." Captivated by the business potential that Starbucks offered, Schultz encouraged the founders to hire him as head of marketing. Shortly afterwards, Schultz experienced a second revelation. On a

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## STARBUCKS' STRATEGY

## GROUPS' ASSIGNMENT

#### GROUP TASK:

CREATE A PRESENTATION (KEYNOTE/POWERPOINT)

ANSWERING THE FOLLOWING QUESTIONS

1. What is Starbucks' strategy?
2. Assess Starbucks' strategy in relation to:
  1. Starbucks' financial performance
  2. The overall coherence of Starbucks' strategy in terms of its fit with the company's external and internal environments and the internal consistency of the strategy
3. Does Starbucks operate in the interests of its shareholders or its stakeholders?
4. What threats does Starbucks face; how should it counter these threats?

Please, upload your presentation to Google Drive and share the link here.

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### 10e\_questions starbucks

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## GROUPS' PRESENTATIONS

### GROUP 2



### GRUPPO2

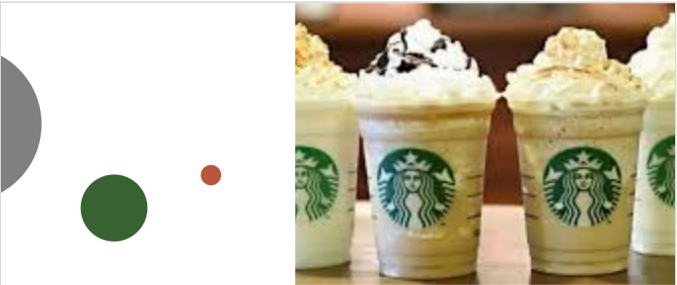
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### GROUP 3



**GRUPPO3**  
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**Starbucks**

- Emilia
- Margherita
- Janek
- Kostis
- Diana
- Nicole

**gruppo5**  
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**GROUP 4**



**GRUPPO4**  
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**GROUP 6**



**STARBUCKS**

- Fama Mbengue
- Viola Bosini
- Carolina Mazzoni
- Mirko Fiorelli
- Lorjana Tahiraj
- Eliina Ahlroth

**gruppo6**  
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**GROUP 5**