



# Coffee Roasting Start-ups

Starbucks Coffee Company

Carson Valley Roasting Plant, Minden, Nevada

Amsterdam Roasting Plant, the Netherlands

## The Company

Starbucks Coffee Company is a high growth, high profile retailer of specialty coffee. In the late 90's they experienced exponential growth as they launched new markets in Europe and Asia while continuing to grow in the US. To support growing coffee volumes, they needed additional roasting capacity. In 2000, planning began on two new roasting, packaging and warehouse facilities, one in the US and the other in Europe.

## Issue

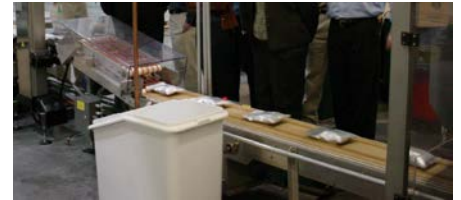
Sites were located and construction began on both plants in parallel. Two teams were assembled to support the openings.

Both projects relied on aggressive timelines to meet a growing demand. Innovative, state-of-the-art equipment, new to the industry and Starbucks would be utilized. A learning strategy needed to accommodate new equipment, new technology and new skills.

An entire leadership team would need to be hired and developed without sacrificing current operations. This team would then hire, on-board and train hundreds of staff, most of which had never been to a Starbucks store. At the time, most in Europe had never even heard of Starbucks.

Starbucks prides itself on creating a culture of engagement with highly motivated staff. The challenge would be to create that in a new place with new people. Leaders set the tone and build the culture. They needed to select and develop leaders who could make it happen with the right resources and

support.



## Solution

A select group of staff were identified to be trained on the new equipment. This group was then used to train other staff. This approach prioritized immediate needs, tailored training to specific needs, and met both short and long term goals.

As point person for training and development on this team, I led the learning strategy. This included:

- Orchestrate staff from Engineering, Human Resources, Information Technology and vendors to support all start-up training
- Partner with site leaders on approach and delivery
- Organize frontline managers to deliver learning and on board new staff
- Engage all levels in building the Starbucks culture at these new locations

Both facilities opened on time with a

