



Starbucks Coffee Company
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Edge Learning Institute
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Last year the Northwest Zone introduced Increasing Human Effectiveness (IHE) to their partners and the company. As a result of the profound impact the program had on our partners and our business, the rest of the retail group of North America participated in the program earlier this year.

Because of its focus on the individual, the Increasing Human Effectiveness program really has hit home for Starbucks partners. I've heard from people from throughout North America thanking me for assisting with their "human development" vs. simply focusing on the development of their business skills.

We have taken 4000 partners through the IHE process, and 3000 of them in a one-month period at our zone conferences this last April. Your associates, Eric Boles and Allen Jones were indispensable in helping us pull all of this together. The expertise, experience and "yes we can" attitude they brought to the table contributed significantly to success of the IHE experience. Their involvement with the Zone leadership in the planning, execution and follow up has been invaluable.

Growing our people is at the foundation of Starbucks success and I'm pleased we've been able to introduce our retail partners to the concepts of IHE. In the long run, who we are as people, how we feel about ourselves and the actions we take because of it are the deciding factors in the impact each of us makes in our daily lives.

Starbucks has enjoyed one of the best years in the history of our company and IHE has clearly been a catalyst in that process, and played a significant role in our success. IHE has been absorbed into our culture and will be part of our future. Because of the impact IHE has made, and continues to make, we have incorporated IHE as an ongoing part of our core partner development at Starbucks.

Thank you for your wonderful program and your commitment to those you serve.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard", written in a cursive style.

Howard Behar
President
Retail North America