

### PERSISTENCE BREWS SUCCESS

An athletic scholarship was the ticket out of a Brooklyn, New York housing project for Howard Schultz, the first in his family to attend college. After graduation, he landed a good sales job with Xerox but found printers boring.

Several sales jobs later, he met one of the three founders of a Seattle client—Jerry Baldwin—and was blown away by the passion he had for coffee. Schultz was determined to find a way to work for their company, which had a few stores selling coffee beans and supplies. He met with Baldwin several times over the next year. Each time, he shared ideas on how the little company could become a nationwide success.



After dinner with all the founders one night, Schultz was sure he'd won the job. He was crushed when he got the bad news the next day—the founders just weren't ready for that much change. He refused to give up. He called Baldwin back and they finally offered him a job two days later. But, it would be a big step-down in title and salary from his current position. He said yes and joined Starbucks anyway.

Three years later, the founders refused to back Schultz's vision of bringing the coffee shop concept so popular in Italy home to the U.S. Over the next year, he asked 242 people to invest in his new company—217 people said no. But the ones that said yes provided the money he needed.

In 1986, the first location of Il Giornale opened. **“Even then I had a dream of building the largest coffee company in North America, with stores in every major city,”** Schultz said. Less than a year later, the Starbucks' founders sold him their business. Schultz took over the company, renamed his coffee shops ... and the rest is history.