

Louvain School of Management

How does the application of the Golden Circle contribute to shape the organizational identity of an international company?

Case study: La Marzocco.

Appendices

Author: Alizée Theys

Supervisor: Julie Hermans

Academic year 2023-2024

Management Sciences [120] - International Business

Declaration Regarding AI Tool Usage in Master's Thesis

During the preparation of this master's thesis, the author utilized ChatGPT and DeepL for the following purposes:

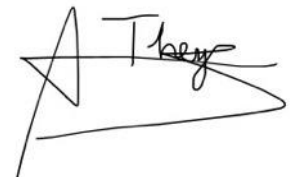
- Certain sections of this thesis were reviewed for syntax, spelling, and grammar, and some parts were reformulated with the assistance of AI. English is not the author's native language.
- Synonyms were occasionally sought to ensure the text was more suitable for academic writing.

After using ChatGPT and DeepL, the author diligently reviewed and edited the content produced by the tools. Full responsibility is taken by the author for the content presented in this thesis.

By signing this declaration, the author affirms that the content of this master's thesis reflects her original work, augmented by the responsible use of AI.

Tuesday, August 13, 2024

Alizée Theys,

A handwritten signature in black ink, appearing to read 'Alizée Theys', written over a horizontal line.

Acknowledgements

Before undertaking this thesis, I would like to express my deep gratitude to all the people who contributed to the preparation of this work. This project could not have been completed without their unwavering support.

I am particularly thankful to my supervisor, Mrs. Julie Hermans, whose guidance, constant availability, and thoughtful advice were essential in bringing this work to completion. I am also grateful to her for offering me the opportunity to explore this subject.

I would like to thank everyone who participated in my research. In particular, I would like to acknowledge Mr. Peter Docker for facilitating my connection with the company La Marzocco, as well as Mr. Guido Bernardinelli, Chief Executive Officer, and Mr. Chris Salierno, Chief Marketing Officer, who kindly allowed their company to be the focus of my case study.

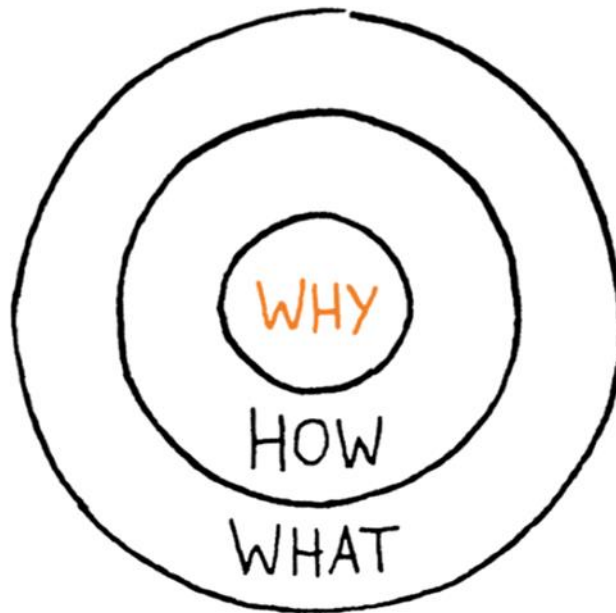
I would also like to express my appreciation to all the respondents who generously shared their valuable time and expertise with me. I am particularly grateful to Mrs. Giada Biondi, Mr. Borja Agramunt, Mrs. Josie Parden, Mr. Matt Lee, and Mr. David Bise, whose insights and perspectives greatly enriched my analysis.

Finally, I am deeply thankful to my family and friends for their continuous support.

List of Appendices

Appendix 1:	Simon Sinek’s Golden Circle.....	1
Appendix 2:	LinkedIn message with Peter Docker and Guido Bernardinelli.....	1
Appendix 3:	La Marzocco International.....	2
Appendix 4:	Misalignment between the "Why" and the "What" of La Marzocco.....	2
Appendix 5:	People & Culture Square.....	3
Appendix 6:	Summary of the five sessions of the People&Culture workshop	3
Appendix 7:	People&Culture workshop	5
	<i>7.1 Session 1: Introduction</i>	<i>5</i>
	<i>7.2 Session 2: La Marzocco Story.....</i>	<i>5</i>
	<i>7.3 Session 3: The Power of Why</i>	<i>5</i>
	<i>7.4 Session 4: What we value</i>	<i>5</i>
	<i>7.5 Session 5: Leadership Culture</i>	<i>5</i>
Appendix 8:	Culture presentation for Ruffino	5
Appendix 9:	Transparency Report 2023 La Marzocco	5
Appendix 10:	Organized corpus of data.....	6
	<i>10.1 In-depth interview.....</i>	<i>6</i>
	<i>10.2 Semi-structured interview</i>	<i>9</i>
Appendix 11:	Thematic content analysis.....	18
Appendix 12:	Interview guide	23
Appendix 13:	Interviews transcripts	24
	<i>13.1 Chris Salierno, Chief Marketing Officer, Italy</i>	<i>24</i>
	<i>13.2 Giada Biondi, Global Communications Manager, Italy.....</i>	<i>36</i>
	<i>13.3 Borja Agramunt, Sales Manager at La Marzocco Spain.....</i>	<i>44</i>
	<i>13.4 Josie Parden, Marketing Manager at La Marzocco New Zealand</i>	<i>55</i>
	<i>13.5 Matt Lee, Director at La Marzocco Korea & Matt Cafè</i>	<i>66</i>
	<i>13.6 Dave Bise Director of La Marzocco Home (USA)</i>	<i>75</i>

Appendix 1: Simon Sinek's Golden Circle

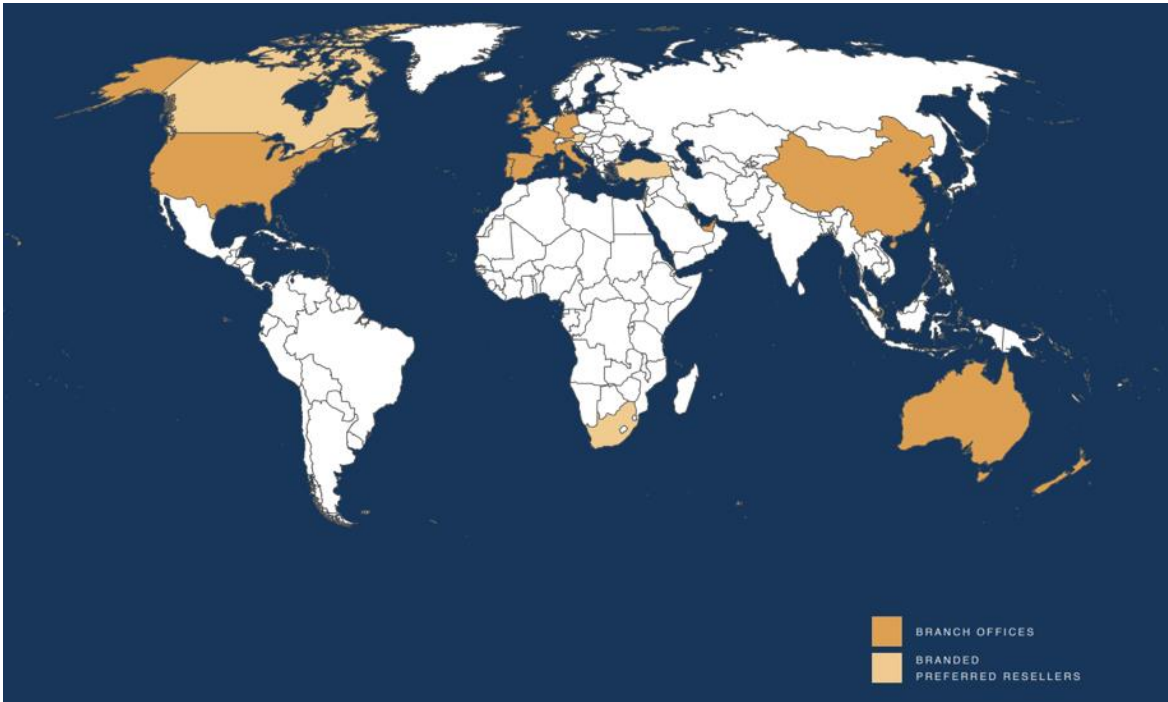


Source from "Start with Why" book (Sinek, 2009)

Appendix 2: LinkedIn message with Peter Docker and Guido Bernardinelli

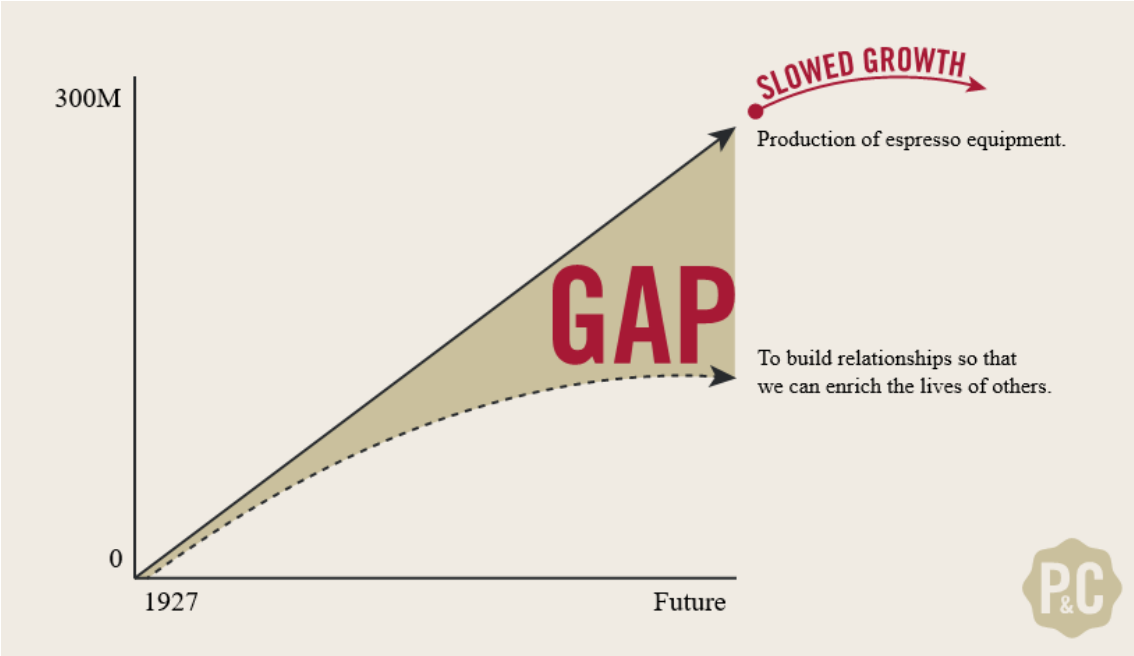
The image shows two overlapping screenshots of LinkedIn messages. The top-left message is from Peter Docker, dated 6:41 PM, addressed to Alizée. It discusses International Business and recommends La Marzocco, a company based near Florence, Italy, which follows the Simon Sinek Golden Circle philosophy. It provides contact information for CEO Guido Bernardinelli and CMO Chris Salierno. The bottom-right message is from Guido Bernardinelli, dated 8:32 PM, thanking Alizée and providing email addresses: guido@lamarzocco.com and chris@lamarzocco.com.

Appendix 3: La Marzocco International



Source from transparent report (La Marzocco, 2023)

Appendix 4: Misalignment between the "Why" and the "What" of La Marzocco



Source from session 1 People&Culture workshop (see Appendix X)

Appendix 5: People & Culture Square

WHY

La Marzocco builds relationships to enrich the lives of others.

MISSION

Persevere in the manufacturing of the finest in class specialty coffee equipment, while encompassing people, heritage, technology, design and a spirit of sustainability in business.

PEOPLE AT THE CENTER

a great workplace that holds people at the center?
We are a group of talented people in a gratifying environment where we can flourish and grow - where each person is empowered to become a motor of our growth and an ambassador to the brand.

VALUES

integrity

Do the right things for the right reasons.

VALUES

impact

Make a difference. Become a positive influence on your team, in our company and with our customers.

VALUES

curiosity

Ask genuinely curious questions that reveal different perspectives and that challenge the status quo. Search for the why, how and what in everything we do.

VALUES

courage

Have the courage to defend our culture. Embrace change, speak up, challenge yourself and your peers.

VALUES

celebration

Celebrate others with the same energy we use when celebrating ourselves.

Internal document provided by La Marzocco

Appendix 6: Summary of the five sessions of the People&Culture workshop

The first module introduces the Golden Circle, explaining its specific role within La Marzocco and the importance of understanding the company culture (see Appendix 7.1). Chris Salierno, the CMO of the company, emphasizes, “*We believe that if everyone understands the culture at La Marzocco, we will be more likely to keep it and strengthen it as we grow. We are intentional about teaching culture.*”

The second module explores the rich heritage of the company, highlighting key moments from its 96-year history as well as important discoveries in the coffee industry. This module helps stakeholders understand their place in this history and the origins of the company (see Appendix 7.2).

The third module, titled “The Power of Why,” focuses first on the importance of grasping the company’s mission and vision. Chris Salierno uses Peter Docker’s method to guide organization members in defining the organization’s “Why”, starting by examining the company’s contribution to the world, then identifying the essence of this contribution, and finally reflecting on the impact of this contribution on others (see Appendix 7.3). This reflection leads to the formulation of the organization’s “Why”: *“La Marzocco builds relationships to enrich the lives of others.”* Chris Salierno clarifies: *“La Marzocco is the collective personality of all of us in this room. Culture is our collective personality. And cultivating culture is investing in ourselves as a group”* (see Appendix 7.4).

The fourth module focuses on the organization’s values: integrity, impact, curiosity, courage, and celebration. It presents and defines each of these values through interactive activities and visual graphics, allowing stakeholders to connect with both their own values and those of the company (see Appendix 7.4). *“Culture is the way we think, act, and interact. Our values are the decision-making filters. Your values set a standard as to how you operate. If you see something that is below standard, and you do nothing, you just set a whole new standard. By developing an understanding of your values—as well as what your customer values—you can connect on a higher level.”* (see Appendix session 7.4).

The final module addresses the company’s leadership culture, emphasizing the importance of placing people at the center in two ways: through competence and care, to create influence (see Appendix 7.5). The goal of this module is to show that placing people at the center promotes the creation of ambassadors who generate a multiplier effect. *“At La Marzocco, it is competence and empathy that we care about. We’ve worked to build an environment where people can become ambassadors of the brand. When you create a culture that values connection and relationships—by placing the person at the center (CONNECT)—people feel engaged and great things happen (ENGAGE). They create brand love and share their experiences at La Marzocco (INSPIRE customers and attract talent). When you work with ambassadors, alignment enables autonomy. Autonomy means being free to make decisions that are in the best interest of La Marzocco. The multiplying effect ultimately creates legacy. It’s contagious.”* (see Appendix 7.5). The workshop concludes by emphasizing that employees and customers contribute to the

future legacy of La Marzocco, and that their actions today will influence the company’s history in the future. *“What we do today will be remembered tomorrow. We are all responsible for protecting & multiplying our culture.”* (see Appendix 7.5).

La Marzocco has truly invested in strengthening its corporate culture to ensure that every member of the organization fully understands and embodies it. As Chris Salierno explains: *“The company has decided to define the culture and hand it over to the employees so that they can own it. At the end of the day, it is what makes our company and brand invincible. You can copy a machine, a technology, an event, or a strategy, but you cannot imitate culture. The challenge is to take this culture viral in the organizations, live it out, extend it, and protect it.”* (see Appendix 7.5). Their approach to culture is inspired by a quote from Greg Cagle: *“Companies with strong cultures eat the competition for breakfast. They achieve over-the-top results by leaning into who they truly are—and living it out together in a radically authentic way that invites others to join them.”* (see Appendix 7.4).

Appendix 7: [People&Culture workshop](#)

We received all the materials from the "People&Culture" workshop, and for the sake of convenience, we decided to make them available online. Each slide is accompanied by the presenter’s comments, which were intended to be delivered orally, and we felt it was important for readers to have access to these explanations. Including just the slides in the thesis would not have conveyed these important insights.

[7.1 Session 1: Introduction](#)

[7.2 Session 2: La Marzocco Story](#)

[7.3 Session 3: The Power of Why](#)

[7.4 Session 4: What we value](#)

[7.5 Session 5: Leadership Culture](#)

Appendix 8: [Culture presentation for Ruffino](#)

Appendix 9: [Transparency Report 2023 La Marzocco](#)

Appendix 10: Organized corpus of data

10.1 In-depth interview

Themes	Categories	Interview 1: Chris Salierno	Interview 2: Giada Biondi
Internationalisation de la Marzocco	History evolution	<p>Our company is 97 years old. Today, we're 820 employees. When I started in 2009, we were 40 employees, so the company has been relatively small for many years. And the development in terms of size and organizations really happened over the past 15 years</p> <p>We're in our 4th generation leadership. We had the founding brothers then the company was run by the son of one of these brothers, Piero Bambi, then the company was bought by our distributor in the United States and then it was run by the management team, which I'm part of.</p> <p>We have offices now in United States, in Spain, in France and Paris and London and Germany, in Italy, of course, in Dubai, in China, in Singapore, in Australia and New Zealand. Then we have distributors that are not company owned, so they're not company offices, but they operate under our brand name like a car dealership.</p>	<p>Piero Bambi started working with an American Partner, who decided that La Marzocco would be the supplier for Starbucks. It was a new era when we became a little bit more international.</p> <p>The name of the company, the fact that it should stay in Florence, and the fact that it should keep all the employees were the conditions under which Piero Bambi decided to sell the majority of his quarters to this American partner.</p> <p>Over time, there was a new group coming in formed by our current C-level executives. These were Italians, they were traveling abroad and they started to develop and cultivate a strong relationship with our American partners. They started rebuying some of the shares and so there was a new balance which was very multi-generational and multicultural between USA and Italy. And they all had in common the fact that they were extremely passionate about coffee. They were extremely respectful about the values and the vision of Piero Bambi and the founding Fathers.</p>
	Challenges in maintaining alignment between members	<p>There was a moment where "what we did" and "why we did what we did" was on the same curve. Why is that the case? Because the company was managed by the founders. They had a founders mentality and they shared their why with the employees at the time. Over generations, and as the company grows, the why and the what separate. That's referred to the why and the what gap.</p> <p>Over these generations, there are people now that work here that have never met the founders members or the son of the founder who's no longer with us. And so it's very important to keep the "why" and the "what" aligned because if your "why" decreases it will drag down your "what".</p> <p>The challenge is really keeping this spirit of the founders, keeping the spirit of the philosophy alive in our company and having people that are becoming ambassadors versus simply being employed by the company</p>	<p>We've turned into a multinational company with over 800 people. We located over the five continents, so if we don't build a system and a structure to make sure that we pass on these values, these principles, these stories to motivate, to inspire everyone across the globe, then we might risk a gap between what we do "building espresso machines and selling them" to the reason why we wake up in the morning and show up at work.</p>
	Solutions for maintaining alignment between members	<p>You have to be generous with your time. And that's difficult.</p> <p>There was a moment where we could invest a lot of time. Unfortunately with the way we've grown, it's not often that there's one-on-one time. It's usually the manager with 10 people or with the department or with 50 people. And this, the newer employees don't have the one-on-one time with us.</p> <p>You have to hire well. It's easier to hire a motivated person than to motivate people. It's easier said than done. It's very difficult. The hiring process is very difficult. Our candidates go through many interviews before being hired.</p> <p>And so it's important to have positive people that want to contribute and commit themselves, you know, to the company and being part of a wonderful story. The risk when you don't have that is you have somebody, it takes only one person, to bring the whole morale of a group down</p>	<p>The objective is to keep the alignment between the why and the what and how do we do this? We do this through three key. First of all, coaching. So people and culture is about coaching. Coaching means teaching our people the notions of leadership, teaching them coffee culture which cannot be dissected from our company culture. The fact that we play a key role in the coffee industry and the coffee value chain, so all of us have to be very knowledgeable about coffee.</p> <p>Also teaching people. Our HR department has come up with a very rich catalog of classes. Some are mandatory for everybody and others are complementary at your choice. And so we train people on technical skills, but also on soft skills. So that they can be equipped and prepared to grow as the company grows. Second area is alignment. We created a lot of methods and means of communication to keep everybody up to date from the headquarters in Italy and around the globe. So there are many events that happen that bring people together physically. There are many virtual events. We have an intranet with our own blog to keep each other up to date. And we have what we call as a global staff meeting. Every month, all employees meet on site and virtually to hear one representative from each department to share the working progress and the key projects from their office.</p> <p>These are all ways to keep each other aligned and mindful about what it means to work within an organization that is more articulate today than it used to be, which is very global, very structured. Then the third pillar is well-being. We make a lot of investments to ensure that we can design and provide an office spaces that are pleasant and that are secure from a psychological and physical point of view.</p>

Themes	Categories	Interview 1: Chris Salierno	Interview 2: Giada Biondi
Implementation of the Golden Circle	Context	In 2014, we were introduced to Peter Docker. He came in and he hosted a workshop with the management team to help us “find our why” and articulate what our Why is. “if I look at our company throughout its 97 years history, the common link through the generations was our capability of building good positive relationships” From that, once we had our “why” it was about communicating it out, to our staff. And so around 2019 I began really creating a structured class where we sit down and we talk about our culture.	I wasn't part of the coaching retreat with Peter Docker, but I've been told in detail from Chris what was the reasoning behind this exercise and how they came to the realization of this claim. Because in over 90 years of history, the milestones and key moments throughout the decades were the encounter.
	Objective	The Golden Circle allowed us to find the common language to verbalize all what we were thinking about and doing very naturally. The book allowed us to create, to identify and articulate what we were doing, and then create a process that we could scale as the company grew. So we can replicate and teach this philosophy to this next generation of employees	They were inspired by the start with why from Simon Sinek and they came to the realization that they worked for a company that really valued people and considered every member as a fundamental asset of the organization.
Golden circle of La Marzocco	Why?	Why we do what we do” or “why” is building relationships that enrich the life of others.	La Marzocco builds relationships to enrich the lives of others.
	How?	How ? By keeping people in the centre We have this idea of creating a place where the person is in the centre, keeping people at the centre. It means creating a beautiful workplace environment where you can flourish and grow, where you're working with talented people, where you can participate in the company's growth and become an ambassador of the brand.	
	What?	What we do at La Marzocco? we manufacture espresso equipment.	We manufacture and we sell the espresso machine that ends up in a cafe in a restaurant. So the owners of that café, they can generate value and make a living out of our machine because it represents the core of their business.
La Marzocco philosophy	Bringing people together through community building	We wouldn't be where we are today if we didn't have fantastic coffee equipment, coffee machines. But I believe that over 97 years, what has helped really our growth was, you know, bringing people together, creating community. We build this community of young people that fall in love with the brand, that want to be part of our brand and that become ambassadors. Same as our employees. And the equipment is then secondary. In key markets around the world, we host events and invite the coffee community, so people who have small roasteries, cafes, baristas, technicians to come to our facility or our distributors facility. We host events that turn into social gatherings. This open-door policy is a long-standing characteristic of our company. We talk coffee and we have cocktails and maybe, there's food and music and we create a fun moment around the coffee that turns into a community, a social event, social gathering. We believe in the social component. We believe in bringing people together.	The espresso machine is a mean. It's a tool. It's an object, a product around which people come together, enjoy moments, share moments and the ritual of espresso drinking. This is the social dimension of La Marzocco. It's really a relationship-based company, even in our industry. The coffee industry is very much events driven. It's very sociable where you launch products over human interaction.
	Bringing people together through Accademia del Caffè espresso	Accademia is our historic factory, which is located right outside Florence where we basically talk about our why, bringing people together and enriching people's lives, and the coffee and coffee machines are the tool we use to do that, so, “what we do”. It's a beautiful location that explains in a very concrete way why we do what we do. Our doors have always been open to hosting people and the conversations have always been over a cup of coffee, but not necessarily the equipment. So this is very a characteristic of our company that was instilled in the DNA before I started. This idea of openness, accepting multicultural different ways and then enjoying coffee. This “open door policy” is something that existed much earlier than when I came.	Now we have a cultural centre since 2019. We open “Accademia del Caffè Espresso” which is our coffee culture centre. So we feel that is the best location to conduct this one day workshop. So many of these workshops have been conducted in academia in the past few years. Upon request, if external distributors are not preferred resellers or even our end customers and ask us what is our secret ingredient, we invite them to Accademia on their next trip and we sit down with them. And we're also generous in opening up and sharing our story and “People and Culture” material.
	Fundamental values of La Marzocco	The values are the lens, the decision making filters that help us think, act and interact. Our values are integrity, courage, curiosity, impact and celebration. Celebration is really a synonym for being generous, generous with your time, and generous with your ideas and celebrating the coffee community, celebrating our customers, celebrating our employees. Curiosity is about building relationships, being curious to getting to know other people's perspectives, investing in the relationship.	Document sharing (see appendix XX)

Themes	Categories	Interview 1: Chris Salierno	Interview 2: Giada Biondi
Leadership Culture	Competence and Care	<p>Leading means that you have to influence over somebody's decisions How ? By competence, by creating a growth environment where you can grow, where you're working with talented people. And by caring, where you're in a beautiful place, where you like to go to work in the morning and you enjoy the environment at work and you feel there's a fine line between your personal life and your work life. You have to be competent and you have to show care. Nobody wants to be led by somebody who doesn't know where they're going, so competence. And care, nobody wants to be led by somebody who doesn't have them in their best interest</p>	<p>If you want to be credible and you want people to follow you, you need to be able to influence them. And influence is not a positional thing. It's the capacity and ability to leave a mark and make an impact on those surrounding</p>
	Ambassadors Creation	<p>Creating ambassadors, it's about creating people that can influence. We tried to build an environment at La Marzocco where employees are our ambassadors. It means, ultimately, that people work at La Marzocco, they need to invest and commit themselves into growing their knowledge of coffee.</p>	<p>When people start in a company, they have to conform to certain rules and guidelines, right. So they come on board as followers because they have to follow procedures, processes and a system of a certain organization. But as we get to know them and these people get to know us, we also want to leverage their potential, their talent. So we equip them with tools and with classes so that they can upgrade their technical and their soft skills and they can flourish. And as we equip them, they become supportive of our company. Then we're generating a virtuous cycle where we give you, you give us because you feel that you can express your talent and your potential and we feed in your desire to manifest also your qualities at work. Giving you the office that is pleasant, that is an open space that is filled with people from diverse backgrounds and expertise. It means that you will gradually turn into an ambassador in a very organic way.</p>
	Multiplying effect	<p>When you create ambassadors, the ambassadors do your work for you. We hope that we can create a multiplying effect in people and inspire people so that they can go out and inspire others. I hope to do with the people that work with me and so on. It's dedicating time.</p>	<p>As you become an ambassador, you will spread the word because you developed a passion for the company you work for. You understand our values and express our culture. You're feeding into the interaction with your colleagues, with our suppliers, our customers that you will attract talent as you spread on the word to your social circle. We feel our employees are our best ambassadors, and if they feel good, they will reflect positivity when speaking to the market. It's a multiplying effect.</p>
Transmission of corporate culture	People & Culture workshop	<p>I host this class in our Accademia. And then I also travel and I visit our offices. I offer my time to all of these markets; by traveling, but also by hosting them when they come. They're spending time with me. And I have people now that help me. That's how we do it. I would host maybe in a year four or five classes every 2-3 months, for 15 people, it depends. Now, even sometimes with our customers because they're also going through generational change. They're very interested in. So we've created a method and what I talk about is about our history and how we became where we are through building relationships Then, I go through the same exercise Peter Docker took us ten years ago with our employees to articulate the why. I show them a series of slides and I get on the board and I say; "ok, what makes you most proud to work at la Marzocco" and by the end of the 30 minutes session, the outcome ultimately is always La Marzocco built relationships to enrich the life of others. Then we go through each of our values and I explained them the behaviours and the definition of what each of these words mean. Once we finished that, I talk about our leadership culture. It's a very complex industry. So they need to invest and commit themselves into growing their competence in coffee. Growing their knowledge of coffee, coffee equipment, what's happening in our industry, building relationships with people in our industry, having being aware of what's going on. I ultimately end by saying 20 years from now somebody else will be hosting this course. All of you will play a part in its history. Somebody in 20 years from now will be talking about the history of the company today, and it's all of you, everybody in this room. We're the collective personality of the company and we all have this amazing opportunity to contribute. I don't talk about our espresso machines at all, but what I do say is, you're here to do much more. You are to contribute to a common purpose. And in the meantime, you can play important role in this chapter of the company's history.</p>	<p>Many of these workshops have been conducted in accademia in the past few years. But Chris and I, we've also travelled abroad and visited the branch offices, we've exported the content and with the projector we've obviously displayed the presentations and walked local people, local colleagues through this project. Case per case we evaluate the best moment to conduct this also abroad. It was initially designed "People and Culture" for internal employees in Italy and abroad at the branch offices. Then we welcome preferred resellers because they have a preferential treatment, we have 120 distributors worldwide and nine preferred resellers. They're acting almost as if they were branch offices. Then we've seen that there's been interest and curiosity from the market from our end customers. So upon request and a conversation we were like, ok, let's make it happen, come to Accademia the next time.</p>
	Family day event	<p>People need to understand who they're working for, what they're part of. You have to give people a bigger vision for what they're part of. So they can become engaged mentally and emotionally. And so we bring people to Italy every two years and we host an event called "Family Days" where we talk about all of these things. But it becomes more challenging today with our growing group of 800 now. This year we have to find alternatives because we don't know how to host all these people. We don't have a location big enough or a budget big enough. It becomes also very expensive to do all those things. So you know, there are challenges when you become bigger, obviously.</p>	

10.2 Semi-structured interview

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
	General perception	<p>There is for me two fundamental values in the company that go further from just coffee machines. One of them is the sense of community, how everything evolves around community, how the community is the actual motor that makes us grow and make us move every day. The second is the sense of family. From the first day you are told that we are a family. We work like a family, we protect each other, we help each other like in a family</p>	<p>They're actually on the wall behind my desk, integrity, curiosity, courage and impact. These were gifted from La Marzocco international team, and so they're always sitting there right behind me, for me to see and think about.</p> <p>I think knowing our values is really important because it influences the decisions that I make as a leader every day, when considering an action that I want to take for my team or a project that I'm working on. I can always ask myself if it aligns with those values that are on the wall behind me.</p>	<p>The words that pop up in my mind basically would be people and innovation and quality and history</p>	<p>Piero Bambi said something as simple as you come as guests and you leave as friends. And I think that is a core value of who La Marzocco is. It could be something as simple as when you arrive at the factory, someone is making you an espresso. Or me as colleagues, we go and we gather around coffee.</p> <p>But it also goes further than that where it's, I don't care if you like coffee, I don't care if you want to buy an espresso machine, you know, we're here to have a conversation. We're here to build a community. We're here to accept you into our community. So I think there's that very simple quote that I think La Marzocco really embodies internationally quite well.</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
Fundamental values of the company	Resonance principle	<p>You really are part of something bigger than you. It's a very unique sensation.</p> <p>This is the first time that a company put their money where their mouth is. It's a privilege to be part of it</p> <p>I think that the corporate values, the way we communicate them, they're not true, because it goes further away than those values. But of course you cannot communicate certain things because they're not tangible. It's very hard to explain in like a sentence.</p> <p>If you ask me the values of La Marzocco, I might only mention two, like celebration and integrity, because those are my core values too. Our values are very aligned</p> <p>Our values are very aligned. We have this value that is celebration. It's very interesting that a company has this value and it's something I share totally. Life is not worth living if you're not going to be happy and if we are not going to celebrate every milestone and try to share with your peers. It doesn't matter if it's your coworkers or your family or friends, but just try to enjoy what you're doing.</p>	<p>I think curiosity and courage are really important for my team in marketing. Just being brave to innovate, to try to be leaders in our field, to be curious about what our customers think, what's going on in the market. I think those values are really important.</p> <p>I faced some personal health challenges during my time with La Marzocco. I was really unwell. And the way that they behaved was such integrity and support and understanding made me reciprocally behave with a lot of integrity and understanding for them. Because they were so kind, I wanted to be.</p> <p>During the workshop with Peter Docker, he told me "it sounds like something that you really stand for is curiosity". That's actually one of the values of La Marzocco, it just pointing out to me that those two things were quite similar. It's helpful to figure out what's driving our team, what resonates with them, and draw parallels.</p>	<p>What I do daily is purely based on all the values of myself. So what I believe in. To our customers, I am always very confident of selling this machine and in order to be able to be confident about selling what I'm selling now, you really need to know what the values are of this product and how it's born and where it comes from. When you get to know the real values of what this company is built upon and how the people are trying to spread that value, you can really feel and become confident in selling this specific machine to anyone. So I think that brings a big plus to what we're doing every day, and it's also very important for me because I want to do what I believe in.</p> <p>it's my 14th year this year and since then, I've seen all the products aligned with the same values. It's about innovation. It's about quality. We don't say yes to cheaper, to lower value just because it's cheaper.</p>	<p>I'm a big tattoo guy, you know, I have on the back of my arm two cups. For me, the idea is what we do is sharing espressos, so this was a team event where a lot of us got them on our bodies. So we've shared at La Marzocco itself and going back to that community part.</p> <p>During people and culture, because I would argue we're all here for roughly the same reason, or at least three of the same reasons out of all of them. I think we can look across the group and say that's my answer. I get it, you know. Individually, I think for me it's that idea that knowing that each individual player has the same type of passion and drive that I would argue the founders did, and our management team do. And so I think it's that idea of like resonating and showcasing the culture of what you feel is not wrong. You feel a sense of community, and that's because of who you are. Not because of who we are, right? And I think that the beautiful part about La Marzocco is that perspective. And I think Chris is trying to draw out because he sees it globally from everyone is, what you bring to the table each individual person is who La Marzocco is. And we're not trying to steal our culture into you. You're already here because your culture and what you love and your passion is what drives La Marzocco and what's always driven La Marzocco.</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
	Philosophy	<p>When I started at La Marzocco, one month before, we found out that my wife was pregnant. The best news ever. But I just accepted a job where I had to travel a lot, where I would be a lot of days, even weeks, out of home. And it was a new thing completely, totally out of my comfort zone. Obviously, we were pretty scared. On my first meeting with the CEO, we talk about who I am, what can I do for the company, what they expect me to do. And he asks me, do you have kids? And I told him, without even thinking about it, my wife is pregnant. And they were so happy, so so happy about that. I never felt that it would be an issue. Because they are themselves, super family oriented.</p>	<p>When I first visited La Marzocco as a new recruit, almost five years ago, I was left with such a strong impression of the spirit of La Marzocco. The hospitality and the care that I was greeted with when I got to Florence. It was just unmatched. I just felt like they had rolled out the red carpet for me. People took time to chat to me. The first time I met Piero Bambi, I had just started at La Marzocco and I know now that somebody had told him that I was coming. So he wasn't standing by the coffee machine by chance. Somebody had let him know that he had a visitor coming from New Zealand, so he just casually standing by the coffee machine when I came in. And we had a nice little chat and just the way he took time to talk to me and engage with me. It just made me feel like, from the beginning, they really care about people.</p> <p>I think La Marzocco is built on the people and its relationships with people. And that's why people trust La Marzocco and that's why they've been so loyal to this brand.</p>	<p>What we have in our minds always when we talk with our customers or anyone related to the business, it's how can we support the other person. That was the main thought that they would always have in their minds. When I see other companies in this business, a lot are based on numbers. They're just concentrating on how much machines they will be able to export to the other country. The goal at La Marzocco is always based on how they can support the other people on the other side.</p> <p>I had a few opportunities to talk in front of people and during those times, I felt that they were really listening and wanting to know about what I was talking about. Sometimes even people that I wouldn't even recognize because there's so many people now, come to me and present themselves to me and they give me feedback. They just wanted to come and say hi. So it's really nice to just have someone come intentionally meet you and say hi because that requires a lot of courage. I was really thankful for that, I really appreciated.</p>	<p>To me it's a dream job more than anything, but it's simply the fact that like, you can go anywhere in the world and you can have a cup of coffee of La Marzocco. For me, even as a barista, knowing the weight of the portafilter, knowing that the machine won't breakdown, knowing that I could serve 1000 cups of coffee in a day and make 1000 people happier that translates to our business today. For us, I would argue we're in a multiplying business where it's not just one coffee, it's around the world, really treating people well. And so it's millions and millions of cups, you know. And that idea really drives us.</p> <p>This is about meeting. If Piero never met Giovanna, then the GB 5 would never been created. Therefore, I would never have used the GB 5 as the machine that I used in coffee shops, which then made me fall in love with the legacy of La Marzocco. I wouldn't have maybe work at La Marzocco to help create La Marzocco home</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
Working at La Marzocco	Challenges encountered	<p>There's sometimes a bit of frustration. In the sense that some people were not doing a good job or just don't care and they are protected to the extreme, even though when they don't deserve it. So this family sensation is great, it makes you feel protected, but in the other hand, from a business point of view, it's a bit frustrating because you see that certain things don't get done and that has no consequences because of this culture.</p> <p>Every time that I've had the chance to speak about this, with my superiors, with people from Italy, they have been understanding. Nobody has never got angry because of the subject, but things have never changed. There's always been a promise of "we work on it" and I'm pretty sure that they are actually willing to work on it but, I'm also sure that nothing will change because of this culture.</p>	<p>But I definitely did notice the camaraderie of the colleagues who are geographically closer to each other, like the groups who are within Europe. They see each other often, they have a really good rapport. Although we make all these efforts to connect digitally across long distances, it doesn't really take the place of these in person interactions and they're really irreplaceable, making sure that we keep the rhythm of. We actually do need to meet face to face. Even though we can do a video call. That's not the same. Sometimes we need to just be in a room together.</p> <p>We're growing as a company and keeping our connections to each other alive is more important than ever. We started out like a small family company and we're growing quite rapidly. It's really important that we remember how important keeping our connections to each other alive is and keeping that clear flow of information.</p>	<p>In the past it would be more a one-on-one thing or a small group thing. But now the company has grown so big, it's more of a group thing. It's more of a systemized thing. Now you have to meet 100. So in that term, there's a little missing out on the people that I want to spend more time with. And I just think that in the future, since the words are all out now, we need to show it, put it more into action more often in order to show it really works.</p> <p>Maybe if we can have more occasions to meet each other in person that would be much better</p> <p>Ah, really? So everybody's feeling the pain, they want to meet each other more. That fact for me is very special because I do not feel that with other companies. I don't feel that: "Oh, I want to meet more with them, more daily, more and more". But with La Marzocco people, I feel that demand in myself. And as you said, other people have the same demand.</p>	<p>La Marzocco has been around 97 years, Home has been around 10. In the early stages of La Marzocco home, it wasn't shunned away but it was just a new concept. Like who would ever pay money for these machines? Why are we taking up valuable space in the factory to create these home machines that we really don't know why we're doing this? You know, it was really putting R&D and effort into this idea that we might not succeed? And even in the first year or two, it was very slow growth. We had very small sales.</p> <p>La Marzocco was able to adapt with our culture and who we are to what our legacy has been and what we've been telling ourselves. I think La Marzocco at the end of it has been really able to come out for the better.</p> <p>We are a commercial based company that sells home machines. We're not a home company that sells commercial.</p> <p>But I think also as the last five to 10 years, people also want experiences in their homes. There's this really obvious shift and so I think as people recognize the fact that we're not taking it away, we're only enhancing people's experience, giving more people the opportunity to make better coffee.</p> <p>La Marzocco has grown significantly in the last four years. Many new people haven't had this presentation or seen Chris. Repetition and consistency would improve understanding. We need to keep creating ambassadors</p>
	Communication top-down	<p>When you are with your big bosses with the CEO and so on, you feel like they actually know you. You're not just a number or a name for them, they know you. They know your family. They ask about your family with genuine interest. Because they care about you as a person. And that's unique</p>	<p>We have been having more global meetings where they paint the picture of what they're trying to do and the goals of La Marzocco as a group. They try to make that really clear to the leaders at branch level. So then we can trickle that message down to our teams. And in those meetings, it feels like they do care about clarity.</p> <p>Our CMO does a really great job of making sure all the leadership from around the globe know the global ideas, the strategy, the way that they're thinking so that we can share that with our teams. We also have regular catchups with different people from around the globe, whether that's USA, Australia and New Zealand, we meet a lot. Chat about things, but we also catch up with the Italian team and I think just having regular time to check in with each other is really important.</p>	<p>It's just a mutual trust as a fundamental thing. Mostly I understand everything. If I don't even understand, there's this trust that I have. And then whenever I ask, anything is very clear. So we don't have that doubt of anything.</p> <p>We just need to align with the values that we have and to make a decision, it's always based on the values of the company. And it doesn't matter how much money it's going to bring if it doesn't benefit the brand. It's always about making the brand stronger</p> <p>If there's a lack of trust or you trust the wrong person, what happens is everything just falls down.</p>	<p>The beautiful thing is that they trust their leaders to communicate and to be passionate and really dive into the ideas around, what we know, right? So I know La Marzocco home. So they trust me to not screw that up. And then also they have very deep knowledge of what we do because there is communication. So they often can offer different opinions, you know, and again, it's more a discussion based than anything else.</p> <p>It's pretty cool how the globalized team can easily communicate information and I would say again for home, it's a lot easier because we all have websites that are on the same type of platform. We all have the same type of customer, which I would argue, customers around the world are very similar, especially looking La Marzocco home.</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
	Cultural diversity	<p>I have to say that the people that I've known from further away countries share the same core values. I think we are all hired more or less the same way. I don't know if it's HR politics, but people in La Marzocco are pretty not similar because we are all unique, definitely, but we have the same way of thinking. I don't know if it's because of the culture or because they hire people with these values.</p>	<p>We have a lot of different cultures represented in our branch. We have Chinese, Indonesian, Korean, American, New Zealand of course, and some people who with backgrounds from the UK, so it's a really good mix of people.</p> <p>I think as an industry, there are a lot of men in coffee and I think just getting more women into the pipeline is important. I would like to see in our C-Suite one day more representation. I think we're doing well with having lots of people from different groups in the company, but a goal of mine for all of us is that we see a more diverse group in the executive management team as well.</p> <p>How we clarify the diversity equity messaging? Well, it started around that time that we did have that people and culture workshop. We noticed that this was a place where we could get some attention.</p> <p>And at La Marzocco in New Zealand, we realised: "we're a really small group and we all feel like we know what these values are and what our DEI (diversity, equity and inclusion) policies are but as we grow, we need to write them down". So we took that moment to actually join a network, a DEI network in New Zealand. In this organisation, they gave us a lot of support in kind of clarifying where we're at. We did an audit on ourselves and put our policies into writing. We made a handbook, and everyone signed it.</p>	<p>What I feel is, some companies insist their own format for everyone. Korea is Korea. It's not the US, it's not Europe, it's not anywhere else. Why do you want Koreans to think what you're thinking? And why do you think they should be accepting your thoughts through the material that you're making in the US or in a different country. It doesn't work. But La Marzocco is like: "you do what you're good at". We think globally, we do it locally. So they always respect what we think of the market because at the end, we need mutual trust.</p> <p>I put a name for the branch managers altogether, I said we are The Avengers of the Coffee Machine Company. For me it was like everybody had a different personality and different look, different nationality, but what they're doing in each country is trying to save the world of coffee.</p>	<p>As we turn into more of an international company, La Marzocco is seen all around the world. There is always the challenges of how do cultures meet. And I think the beautiful thing about La Marzocco is that there are not just two cultures, it's not Italian, American. There's American to German, they're German to Italian, there's Italian to Southeast Asia. We're an international company that has love and compassion for everyone. And so constantly trying to make sure that we understand that we have a perspective of: "hey, we need to meet because we have common ground here over coffee and what your needs and desires are", but also trying to understand Italian manufacturing which is pretty cool.</p> <p>I think if there's ever any issues, it's just misunderstanding. And I think we're all again trying to do the right thing, but as different perspectives prevail and different cultures prevail, it's that idea of like I have a salt shaker on my desk and you always need to put the salt back in the middle of the table, it's a concept from a book called setting the table</p>
	Induction week	<p>I spent a week in Florence, in the headquarters. There I met most of the team. They had small workshops, individual workshops. The product managers took me for explaining every model of machine, what's the difference, the market and so on. I had the same with the director of Accademia, and he talked about coffee. Because I had no idea about coffee. To be completely honest, I was a coffee geek, but had absolutely no idea whatsoever. So he gave me a master class on coffee. That one was amazing. And I had this workshop with Giada, about the people and culture, the ongoing program and the values of the company.</p>	<p>I went to visit La Marzocco in the very beginning, and it was when the Accademia was about to open. Accademia has been a cultural hub and a place to share that story and the culture and the values of La Marzocco. So I got to experience that first hand at the beginning, which was super valuable. I think the Accademia is a huge asset to La Marzocco for that and getting people to really understand and buy into what La Marzocco is all about.</p>	<p>At that time it was smaller. Even all the branch offices would gather up in one office in UK and everybody could be there. So we were like a very small family. How they would deliver their values to us? Of course, verbally. Is the easiest way. It was just about the feeling that we had, with the people. More than the words, it was just the feeling.</p>	<p>Most people, especially higher ups and especially if you're in Europe or if you're newly hired employee, you have the opportunity to go to Italy and actually see the culture in which we set. No other company that I know has a historical factory where we used to make machines for 30 years and be able to say, "hey, everyone, come back to what we call machine origin and learn about La Marzocco through all the projects we're doing at Accademia, through coffee and roasting but also through technological things like ConSenso". Even just seeing machines handmade in the way that they used, it gives not even just a cultural understanding but it gives a understanding of who the company is to people just now arriving. I understand La Marzocco significantly more every time I'm there. Being there, understanding the culture and literally living our history is one of the coolest, probably most unique things that we can offer. So doing global orientations at Accademia and bringing people over for a week is huge for our brand.</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
Transmission of corporate culture	People & Culture Workshop	<p>The workshop was amazing. I loved it. I had super good time and it helped us to understand better the values of the company. We understood them, but in a more theoretical way. We actually learned to do “why?” behind the things that we were doing. So there was one thing that stood out me. We had to design around the shield of La Marzocco, our own with things that we like, with our values, things that were related to us. I thought that was super interesting because it involved telling people stuff that we had never told before in public. Everybody was talking about really personal experiences and really personal values. It helped us also to connect with each other</p>	<p>I think all the history and heritage of the brand and really knowing who we are, where we come from, has been really come up .</p> <p>We attended that in a digital format in New Zealand. So we weren't physically there because we're so far away. It was good, but our team felt we needed more in-person interaction. Online doesn't land as well. So we got in touch with a New Zealand company and we did some workshops with our own team in person. We did unconscious bias and working with different cultures and different things like that in person. We all did together that built on the themes that were presented to us in that global digital format. For us, it was valuable to see the People & Culture workshop, to show us what the company as a whole was trying to achieve and then augment that locally. We did workshops with our own team in person</p>	<p>First, if you want to make numbers, you don't do these sessions. They never talk about numbers. We always talk about why we're doing it, how we do it and what we do and how they could support in order to make this happen. So during those sessions, the biggest feeling was these people trust us. So I think that's more important than the activities that were made. The activities help us structure and verbalize thoughts we already have in our hearts or minds, and make others understand easier with the right words and explanations. So these sessions were something that would bring guidelines to our minds in order for us to easier spread it out to our people here.</p>	<p>Both Chris and Giada travelled the world and gave presentations on it. People and culture, I think is trying take that 90 years of us saying “hey, we care about the barista, we design machines for the barista”. Then, I think it's that idea of focusing on how leaders and people of the company now build out the culture for the next 100 years. And I think that was a really crucial part that Chris really focused on, this is an important part of our legacy because it's not about the founding brothers, it's about you. Taking what happened 100 years ago and continue moving forward.</p> <p>Seeing Chris come to the United States to do a presentation, it was a particular moment. Like it wasn't an e-mail sent, it wasn't a phone call. It was let's gather together, to have a conversation around what the next 100 years looks like. And that to me is probably the most impactful thing because that is something that rarely happens, and when it does, you focus and you pay attention. And so I think aligning across the entire team around the world with one person speaking again the same presentation, that is so impactful and everyone noticed.</p> <p>it's beautiful to ask yourself in that moment why you are here and shows the culture driven by our own motivations. So it could be passion. It could be a love of coffee, it could be a cool place to work. It could be whatever. That is where we all line together to showcase that our culture of who we are and our own drive as human beings is also taken into account of culture within Marzocco. So again seeing other people's lives allowed me as a leader to motivate them to continue to move forward. But also for us to all recognize the fact that La Marzocco is wanting us to have that why and to move and use that energy to focus on La Marzocco so that we can make this a better place to work, but also better products for our own culture communities outside of that.</p>
	Family day event	<p>It was amazing. They took us all to Florence. We had a lot of workshops. We had a lot of very interesting talks about values, about why we do things, with our new products,.. We were able to spend some time with other branch offices and to get to know each other a bit better. It was a crazy event with so many people there, it was so fun. It was a corporate retreat for the whole company at the end of the day.</p> <p>We were able to see a couple of super interesting presentations and we came back home with the sense of having a lot of fun, but understanding better the company for which we work.</p>	<p>We went with a small group, people from the leadership team because we couldn't all go unfortunately. We did a lot of group activities. We did some groups, scavenger hunts. We had dinners together and celebrations. And it was a really nice way to feel included in that global group of people that we don't get to see in person quite often.</p> <p>The moment that I felt most connected and most part of the La Marzocco family was when the marketing teams from all over the world went to dinner together. It was just such a small thing and it was just our team, but from all the branches. And we talked and laughed and shared wine and food. But we also got a glimpse of what was going on in each other's markets and each other's day-to-day schedules, and how things were going in different parts of the world. I felt part of the group because we don't very often get to be all in a room together.</p>	<p>Everyone comes together every and we have small meetings about where the company is, how the company is growing, the status of the company and any special announcements that need to be made. Then there are activities for people to get together, to know each other more, just having fun. It's for getting to know each other.</p>	<p>It's usually over three days. Most of the time it's just for anyone invited to come and hang out so that the entire world can learn together, eat together, drink coffee together and so being together. It happens every two years and it's getting just to bring people together to showcase our community, showcase our culture, showcase who we are as individuals, as a broader team.</p> <p>I didn't know anyone you know, and I also will say that La Marzocco has a new concept that it wasn't fully accepted.</p> <p>And there was a moment which I sat on the bus going back to the hotels. And I had an open seat next to me because I didn't know many people. And Chris sat next to me and he just took the time to talk to me and to meet me on a 45-minute drive from the factory to Florence. I didn't know that he was the CMO, that he is this very prominent person that's built La Marzocco to where it is. That idea of him sitting down, being like I don't know who you are, but I'm going to give you my time. That's what family days is. Is all of us giving our time to people that we don't know or to connect with someone that we do know. I think that showcase the power of family days is that what Chris did to me.</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
Leadership	Perception	<p>During the family day, we had this presentation from a guy called Peter Docker. The presentation of jumpseat leadership, it's a book that he wrote. He gave us this presentation about how you have to let other people , let middle management make decisions and just sit back and see if you've taught them well and just be there to support. So not get into micromanagement and end up making other decisions and other costs. It was super interesting because that's exactly the place where I am. So I'm middle management and I want to make my own decisions and my decisions are used to be, if not respected, at least discussed. It was super interesting to be able to see a presentation about this, exactly where I am. Sometimes it's very difficult to put words to your feelings or to the things that are going on in your mind and having people, like this guy, who's an amazing communicator, explain what you have in your head. Crazy.</p>	<p>My work with Peter Docker was this buzzword that just kept coming up was passion, like the thing that keeps everybody together. Here is we're so passionate about what we do and we really care about it. There's like this sense of belonging and share goals there and we all care really deeply about what we're doing. Working with Peter Docker and looking at La Marzocco through this lens was amazing. How can we clarify what we're doing here for ourselves, so then we can clarify it for our team. I think that was really amazing work that he was doing because if the leadership isn't clear on it, then the rest of the team isn't clear on it. So let's get really clear on what we're trying to do.</p> <p>In order to become a good leader, you need to figure that out for yourself first. So you need to know your companies stand. You need to know your company's values and your own motivations. So we did a bit of work on that and I think linking those two together, the companies stands and values, and you as a person is really important. And that's one thing that I took away.</p> <p>So I try to listen to my team and find out well, what are the things that are really important to them and how can I bring that in to what we're trying to do and link it all together</p>	<p>I think we don't have like a structure about let's study this, let's do this, let's do that. But it's in our daily conversations. I think the people that work with us here have a huge amount of pride of what we are selling and how we are showing this brand in Korea. So they're very passionate about what they're doing and they have the trust that whatever happens, we fix this, we make it happen.</p> <p>When we hire people, we want to hire people who are oriented of our why. This is the basic question I always ask: "what is your dream?, What is your goal in your business or in your career or in your life?". Just tell me about your dream because that has to align with the companies values and the direction. That way, this person can grow here and I can help them grow. If their dream is different, then it's not worth being here. I think, on a daily basis, even when we hire people, we have that question.</p> <p>When they say about how they want to grow, it also includes why they want to grow.</p>	<p>I would argue my job is to do that exact thing.Let's say, we're launching a machine. For me, it's the idea of building up the strategy for that machine, getting approval from top management, the C-Suite, they say yes, and then for me to disseminate that information out to all branch office and preferred resellers and should greater that work.</p> <p>When people come and want to learn about La Marzocco we stop and ask them about themselves. We're part of this industry and we're, I would say, an active leader in this industry. So it's not people know our brand and so therefore you should buy because it's quality. No, people know our brand because we stop and go "hey, what are you doing? What kind of coffee shop are you opening up? Oh, you want something for your home? Amazing. What are you making? And how can we help?" You know, it's more than generous mentality than not.</p>
	Creating ambassadors	<p>There's no need to be an ambassador within other ambassadors.</p> <p>But I live on a basis of learning by doing. It doesn't really matter what you tell people. People have to see that you live by those values and they have to understand the why behind those values. There's no need to explain things 10 times. At least what I do, I try to integrate those values more in my daily professional life.</p>	<p>I believe as marketers, we are cultural ambassadors for this brand. People are paying attention to what we say and what we do. As marketers, we have the power to influence change and drive brand value through company culture. The way I do this personally is leading by example. So my team, my colleagues, are going to look at how I behave and how I react to situations. So making sure that I am embodying those values, I am walking the talk, I am actually doing what we say we want to do. Then being really clear and authentic with my team and the external stakeholders. So When others see your vision and join you, it inspires enthusiasm and buy-in for what you're trying to do.</p>	<p>When we have new people here, I think, this is why we have this workshop that is going on for a long time. It's like being contagious, the management. I give our people the cold so. We can't always have one person in Italy making this contagious. We have to be contagious together, spreading the DNA</p> <p>So someone, for example, wear color red, someone's blue, someone's purple, everybody's different when they come into the company and they start coming into the red little by little. Then, after a year, they're red, just naturally. So we're just trying to make that happen. It doesn't come from teaching, it doesn't come from training, it comes from daily respect and appreciation in your daily life.</p>	<p>We're all ambassadors of what we do. It's about building on the last 100 years of what people have offered us. I am a part of the legacy and this whole project is part of it, that's what I communicate to customers: we're part of this legacy For me, it's the idea of how do I communicate it. And we're doing something on behalf of our community. Yes, it's a whole new business thing, but our legacy is unbelievably important for all the work that everyone's done before us. And everyone after us right. We're setting up the foundation for something great.</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
Golden Circle	General understanding	<p>It's the why in the centre. Why you're doing something and not focusing on what or how you're doing stuff. That's not the important part and probably you will end up doing something in a very special way if you know why you're doing it.</p>	<p>That's a framework that explains leadership in these three concentric circles. It's the why, the how and the what. It's all about communicating from the inside out rather than the outside in. And clearly communicating that why to help create those emotional connections and inspire that loyalty within your team.</p>	<p>Many companies are always talking about what they're going to get as a result, what they're going to do. We're gonna become rich. We're gonna make money. We're gonna sell this. This circle is the other way around by showing why we're doing it. Then if we understand why, if we make other people understand why we're doing it, then they become a part of it. At the end, it goes to the results that all the companies are looking for. So at some point it's a very smart way to make a system in order to make more revenue. Of course, revenue comes last but revenue comes when you're ready but once we chase the revenue, revenue goes away.</p>	<p>No which one is it? I think for me it, I guess the position that I sit, it's always about the why. I think that's important for the leadership team as well as to understand why you're doing something for how and what those are all very subset ideas. So for me it's the idea of moving forward with just asking simplified questions because if you can't define it simply then you can't define it at all.</p>
	Tool application at La Marzocco	<p>What I tried to transmit to our customers is that we believe in what we do. We believe in better coffee and when somebody is investing in La Marzocco machine, they're getting a product that helps them serve better coffee and that lasts a lifetime. We know that this machine will make their life easier. I always tell everybody that buying a 20k machine is not going to change the quality if you are using bad coffee. You need the best beans available. The worst machine with the best beans you can at least have a decent coffee. But the best machine with the worst coffee won't deliver, and that's something that blows their mind. Once they hear that, they see that we speak genuinely. It's not going to change my life if I sell one or two more machines, but I know it's going to change somebody's life if you share an amazing coffee. I'm sorry because I don't have a stable connection so I cannot share my camera, but you should see my smile right now. It's something that I'm proud of. Super proud to be part of this. It's so special.</p> <p>As I said before, not everybody because not everybody really cares. But if you care a little, there's plenty of opportunities to be aware of this. The interesting thing is that it's not mandatory. I mean, it's not something that you wake up every morning and you have to recite this poem about it. No, it is not Big Brother. The thing is that it's very voluntary. And if you want to go the extra mile, you will go. The amazing thing about this company is that a big percentage of people are willing to go the extra mile. It's huge and it's because of the culture.</p>	<p>We just finished that local strategy day in New Zealand where we focused on defining that, why, how, what. The thing that kept coming up from the strategy day was our relationships. They are so important. The goal was painting the picture for ourselves first and then for our team. So we've been doing that at a local level. I think at a global level, they've been getting better at this as well. Actually, if I can be completely honest here, since Peter Docker started working with La Marzocco, I've seen the clarity and communication improve. So it's been a notable change and actually, everyone's getting better with painting that picture. Having that reminder of we need to be clear about this, really helped all the teams.</p> <p>La Marzocco is building relationships that enrich the lives of others. Even that's what came from the strategy day that we did with all of our leadership team like the thing that kept coming up was our relationships are so important. We're a company that makes a product, we make a product for people and people interact with us because they see us as real, authentic, good people. While we definitely are about like that, quality, consistency, great product like at the end of the day, we are about people and relationships.</p>	<p>In our mission statement, it already states why we're doing this. That specific thing was the same belief of the reasons that I am also working here today, every day, because I believe in the product. I believe in the company. That's the only reason making money.</p> <p>Our mission statement is about benefiting other people's lives by manufacturing specialty coffee machines. Through these state-of-the-art specialty coffee machines, we want to benefit other people's business and make their lives prosper.</p> <p>When students get into Harvard, some people come out really grown up, really advanced, really develop. Some people just get a degree, right? Just because you have a degree doesn't make you on the same level as all the graduates. Even the best tool won't work if the individual isn't willing to learn or understand the why and how. But with the right individuals, it's a complete success. So I can't ask the company how to make it more better because they're doing as much as they can anyway. Because the investment is humongous. I understand. It's already the intention that we feel. And if you have the right people, then those people are already thankful for the investment being made and they understand the why.</p> <p>And when you get to know the technology and the history behind this brand, you will and people will understand. So what we're trying to do is to deliver that knowledge and that experience. And all the branch managers are trying to do that. So we've had occasions for only the branch managers to meet up and spend time together and exchange ideas. I haven't seen any other coffee machine brand or even other brand that has international managers just really tight to each other.</p>	<p>I think it's integrated in our culture so much that I don't even think about the Golden Circle. I think about just our processes and culture in which how we communicate.</p> <p>Why is a very intense question, a very aggressive question if you're not used to it. That question can come off as very aggressive but at La Marzocco, that question is accepted already as the first question to ask.</p> <p>I just need to know the why before I say anything, I need to understand where that is and then I need to communicate that because everyone's gonna ask me. I'm accountable for that as much as Chris, just as much as the people I'm communicating to around the world</p>

Themes	Categories	Interview 3 : Borja Agramunt	Interview 4 : Josie Parden	Interview 5 : Matt Lee	Interview 6 : David Bise
	Role in the company	<p>What I've understood always, it cannot be a golden circle if there's not a purpose. It's just a way to verbalize your purpose. It's not a tool, it's just a communication. If you don't have the purpose, there's no golden circle possible.</p> <p>I'm a salesman, so I go direct to the matter. That is the why. Because when you talk about the why, then you start to talk about the how. And then you talk about the what. That's the Golden Circle.</p>	<p>We shared that golden circle from the global team but we put it through the philtre of the New Zealand market. It's always a really big priority for us to tell our whole team this is what we're trying to do and every single person on this team, whether you're finance or after sales or marketing or whatever you're doing, it's all serving this big picture that we're all a part of. I think when we all realise what we do every day affects everybody else, we can help move this forward. If you know what you're trying to achieve, it's easier to do it.</p>	<p>When a company grows, it becomes a system. You need systems to be implemented within the company, otherwise it will not bear that number of people growing. So it was a good way to really structure, make it into a structure of how we were thinking in the past, of how we will be thinking in the future. So it was both. It's just a continuance. But just more structuralized continuance of what we had at the base already. Because that value and the feeling of the company never, never changed.</p> <p>Overall, I think it's an easier way trying to make it into the right words so more people can understand it more easily.</p>	<p>So I think for me going through Docker, through Sinek, through Greg Cagle, another person that has helped us, this whole idea around adapting common language and whatever. So as we pitch ideas, as ideas are pitched to us, if you don't know the why or the how or the what, by the time you get to these questions then you did something wrong, right? And so I think it's a very easy way to build culture.</p>

Appendix 11: Thematic content analysis

Themes	Categories	Subcategories	Interview Chris Salierno	Interview Giada Biondi	Interview Borja Agramant	Interview Josie Parden	Interview Matt Lee	Interview David Bise	HORIZONTAL SYNTHESIS
Golden Circle		Context	<p>There was a moment where "what we did" and "why we did what we did" was on the same curve. Why is that the case? Because the company was managed by the founders. They had a founders mentality and they shared their why with the employees at the time. Over generations, and as the company grows, the why and the what separate. That's referred to the why and the what gap.</p> <p>In 2014, we were introduced to Peter Docker.</p> <p>You have to be generous with your time. And that's difficult.</p> <p>There was a moment where we could invest a lot of time. Unfortunately with the way we've grown, it's not often that there's one-on-one time. It's usually the manager with 10 people or with the department or with 50 people. And this, the newer employees don't have the one-on-one time with us.</p> <p>You know, there are challenges when you become bigger, obviously.</p>	<p>We located over the five continents, so if we don't build a system and a structure to make sure that we pass on these values, these principles, these stories to motivate, to inspire everyone across the globe, then we might risk a gap between what we do "building espresso machines and selling them" to the reason why we wake up in the morning and show up at work.</p> <p>They were inspired by the start with why from Simon Sinek</p>			<p>When a company grows, it becomes a system. You need systems to be implemented within the company, otherwise it will not bear that number of people growing. So it was a good way to really structure, make it into a structure of how we were thinking in the past, of how we will be thinking in the future. So it was both. It's just a continuance. But just more structuralized continuance of what we had at the base already. Because that value and the feeling of the company never, never changed.</p>		<p>As La Marzocco internationalized, the company realized a gap between their daily activities, such as manufacturing and selling espresso machines, and the fundamental purpose of the organization. The leaders understood the importance of establishing a system and structure to convey values, principles, and stories to all its employees worldwide. Initially, the founders had a clear vision that they communicated directly to the employees. However, as the company internationalized and leadership generations changed, this connection between the initial vision and the company's activities became strained. In 2014, the leaders met Peter Docker, who introduced the Golden Circle model. This model was used to reestablish alignment between the "why" and the "what," in order to maintain the spirit and core values of La Marzocco while continuing to grow. Furthermore, the main challenge of internationalization is the difficulty of dedicating face-to-face and one-on-one time with employees, making the Golden Circle essential as a tool to effectively communicate values and vision to a larger number of people.</p>
		Implementation	<p>Over these generations, there are people now that work here that have never met the founders members or the son of the founder who's no longer with us. And so it's very important to keep the "why" and the "what" aligned because if your "why" decreases it will drag down your "what".</p> <p>The challenge is really keeping this spirit of the founders, keeping the spirit of the philosophy alive in our company and having people that are becoming ambassadors versus simply being employed by the company</p> <p>The Golden Circle allowed us to find the common language to verbalize all what we were thinking about and doing very naturally. The book allowed us to create, to identify and articulate what we were doing, and then create a process that we could scale as the company grew. So we can replicate and teach this philosophy to this next generation of employees.</p> <p>People need to understand who they're working for, what they're part of. You have to give people a bigger vision for what they're part of. So they can become engaged mentally and emotionally.</p>	<p>We just finished that local strategy day in New Zealand where we focused on defining that, why, how, what. The thing that kept coming up from the strategy day was our relationships. They are so important. The goal was painting the picture for ourselves first and then for our team. So we've been doing that at a local level. I think at a global level, they've been getting better at this as well. I've seen the clarity and communication improve. Everyone's getting better with painting that picture. Having that reminder of we need to be clear about this, really helped all the teams.</p> <p>So we shared that golden circle that we got from the global team. So when they share us, you know their big picture and things that they're working on, we share that. But we also put it through the philtre of the New Zealand market and what we're doing here.</p>	<p>What I've understood always, it cannot be a golden circle if there's not a purpose. It's just a way to verbalize your purpose. It's not a tool, it's just a communication. If you don't have the purpose, there's no golden circle possible.</p> <p>I'm a salesman, so I go direct to the matter. That is the why. Because when you talk about the why, then you start to talk about the how. And then you talk about the what. That's the Golden Circle.</p> <p>I don't talk about the Golden circle with those words, but I do talk a lot about the why. It's something that I talk about every day.</p> <p>It's the why in the centre. Why you're doing something and not focusing on what or how you're doing stuff. That's not the important part and probably you will end up doing something in a very special way if you know why you're doing it.</p>	<p>That's a framework that explains leadership in these three concentric circles. It's the why, the how and the what. It's all about communicating from the inside out rather than the outside in. And clearly communicating that why to help create those emotional connections and inspire that loyalty within your team.</p> <p>Many companies are always talking about what they're going to get as a result, what they're going to do. We're gonna make money. This circle is the other way around by showing why we're doing it. Then if we understand why, if we make other people understand why we're doing it, then they become a part of it. At the end, it goes to the results that all the companies are looking for. So at some point it's a very smart way to make a system in order to make more revenue. Of course, revenue comes last but revenue comes when you're ready but once we chase the revenue, revenue goes away.</p> <p>Overall, I think it's an easier way trying to make it into the right words so more people can understand it more easily.</p> <p>When we hire people, we want to hire people who are oriented of our why. This is the basic question I always ask: "what is your dream? What is your goal in your business or in your career or in your life?". Just tell me about your dream because that has to align with the companies values and the direction. That way, this person can grow here and I can help them grow. If their dream is different, then it's not worth being here. I think, on a daily basis, even when we hire people, we have that question.</p>	<p>I think for me it, I guess the position that I sit, it's always about the why. I think that's important for the leadership team as well as to understand why you're doing something for how and what those are all very subset ideas. So for me it's the idea of moving forward with just asking simplified questions because if you can't define it simply then you can't define it at all.</p> <p>It's integrated into our culture so much that I don't even think about the Golden Circle. I think about just our processes and culture in which how we communicate. Why is a very intense question, a very aggressive question if you're not used to it. But at La Marzocco, that question is accepted already as the first question to ask.</p> <p>I just need to know the why before I say anything, then I need to communicate that because everyone's gonna ask me. I'm accountable for that.</p> <p>I think it's a very easy way to build culture.</p>	<p>The objective of the Golden Circle is to maintain constant alignment between the "why" (the purpose) and the "what" (the company's actions and products) as the organization grows and internationalizes. It provides a structure that ensures every action and decision is aligned with the core values. This model aims to preserve the spirit and fundamental values of the founders, even in the absence of direct contact between new employees and the original creators. By clarifying and articulating the "why," the Golden Circle creates a common language within the company, thus facilitating communication and the transmission of values on a global scale. Moreover, it allows local teams to embrace and adapt this vision to the specific context of their region while maintaining a strong connection with the company's overall objective. Ultimately, the Golden Circle aligns values, facilitates recruitment and employee development processes by internalizing the company's philosophy. This creates a culture of engagement and loyalty, contributing to sustainable and consistent growth.</p>	
		Objective	<p>Today, we're 820 employees. When I started in 2009, we were 40 employees, so the company has been relatively small for many years.</p> <p>Family days: When you're asking me how it becomes more challenging, growing big as a group of 800 now, it's very hard. This year we have to find alternatives because we don't have a location or budget big enough.</p>			<p>But I definitely did notice the camaraderie of the colleagues who are geographically closer to each other, like the groups who are within Europe. Although we make all these efforts to connect digitally across long distances, it doesn't really take the place of these in person interactions which are irreplaceable. We need to meet face to face... We're growing as a company and keeping our connections alive is more important than ever. We started out like a small family company and we're growing quite rapidly. It's really important that we remember how important keeping our connections to each other alive is and keeping that clear flow of information.</p> <p>But I definitely did notice the camaraderie of the colleagues who are geographically closer to each other, like the groups who are within Europe. Although we make all these efforts to connect digitally across long distances, it doesn't really take the place of these in person interactions which are irreplaceable. We need to meet face to face... We're growing as a company and keeping our connections alive is more important than ever. We started out like a small family company and we're growing quite rapidly. It's really important that we remember how important keeping our connections to each other alive is and keeping that clear flow of information.</p> <p>Ah, really? So everybody's feeling the pain, they want to meet each other more. That fact for me is very special because I do not feel that with other companies. But with La Marzocco people, I feel that demand in myself. And as you said, other people have the same demand.</p> <p>Even the best tool won't work if the individual isn't willing to learn or understand the why and how. But with the right individuals, it's a complete success.</p>	<p>La Marzocco has grown significantly in the last four years. Many new people haven't had this presentation or seen Chris. Repetition and consistency would improve understanding. We need to keep creating ambassadors</p>	<p>The challenges faced by the Golden Circle involve maintaining an authentic human connection and a consistent understanding of the company's values as it grows. With rapid expansion, opportunities for individual and face-to-face interactions decrease, which can create a misalignment between the "bringing people together" philosophy and daily reality. While the Golden Circle is effective in conveying core values, it requires repeated and consistent communication to ensure that every employee, especially newcomers, understands and adheres to the company's "why." Additionally, its success depends on the commitment of individuals to understand and apply the model. It is essential to continue organizing in-person meetings whenever possible and to maintain a clear and regular flow of information to preserve the purpose and alignment with core values despite the organization's growth.</p>	
	Sustainability	Challenges							

Themes	Categories	Subcategories	Interview Chris Salierno	Interview Giada Biondi	Interview Borja Agramant	Interview Josie Parden	Interview Matt Lee	Interview David Bise	HORIZONTAL SYNTHESIS
Sensemaking process	Employees	Assimilate and revise the culture daily	<p>We build this community of young people that fall in love with the brand, that want to be part of our brand and that become ambassadors. Same as our employees.</p> <p>We tried to build an environment at La Marzocco where employees are our ambassadors. It means, ultimately, people that work at La Marzocco, they need to invest and commit themselves into growing their knowledge of coffee.</p> <p>I go through the same exercise Peter Docker took us ten years ago with our employees to articulate the why. I show them a series of slides and I get on the board and I say: "ok, what makes you most proud to work at La Marzocco" and by the end of the 30 minutes session, the outcome ultimately is always La Marzocco built relationships to enrich the life of others.</p>	<p>When people start in a company, ... they come on board as followers because they have to follow procedures, a system of a certain organization. But as we get to know them and these people get to know us, we also want to leverage their potential, their talent. So we equip them with tools and with classes so that they can upgrade their technical and their soft skills and they can flourish. And as we equip them, they become supportive of our company. Then we're generating a virtuous cycle where we give you, you give us because you feel that you can express your talent and your potential and we feed in your desire to manifest also your qualities at work. Giving you the office that is pleasant, that is an open space that is filled with people from diverse backgrounds and expertise. It means that you will gradually turn into an ambassador in a very organic way.</p>	<p>You really are part of something bigger than you. It's a very unique sensation.</p> <p>If you ask me the values of La Marzocco, I might only mention two, like celebration and integrity, because those are my core values too. Our values are very aligned</p> <p>There's sometimes a bit of frustration. In the sense that some people were not doing a good job or just don't care and they are protected to the extreme, even though when they don't deserve it. So this family sensation is great, it makes you feel protected, but in the other hand, from a business point of view, it's a bit frustrating because you see that certain things don't get done and that has no consequences because of this culture. I've had the chance to speak about this, with my superiors, with people from Italy, they have been understanding. Nobody has never got angry because of the subject, but things have never changed.</p> <p>There's no need to be an ambassador within other ambassadors. But I live on a basis of learning by doing. It doesn't really matter what you tell people. People have to see that you live by those values and they have to understand the why behind those values. There's no need to explain things 10 times. I try to integrate those values more in my daily professional life.</p> <p>I'm sorry because I don't have a stable connection so I cannot share my camera, but you should see my smile right now. It's something that I'm proud of. Super proud to be part of this. It's so special.</p> <p>The workshop was amazing. It helped us understand the company's values better. We had to designing our own shield with personal values and things that were related to us. It involved telling people stuff that we had never tell before in public. It helped us also to connect with each other.</p>	<p>I think knowing our values is really important because it influences the decisions that I make as a leader every day, when considering an action that I want to take for my team or a project that I'm working on. I can always ask myself if it aligns with those values that are on the wall behind me.</p> <p>I faced some personal health challenges during my time with La Marzocco. I was really unwell. And the way that they behaved was such integrity and support and understanding made me reciprocally behave with a lot of integrity and understanding for them. Because they were so kind, I wanted to be.</p> <p>During the workshop with Peter Docker, he told me "it sounds like something that you really stand for is curiosity". That's actually one of the values of La Marzocco, it just pointing out to me that those two things were quite similar. It's helpful to figure out what's driving our team, what resonates with them, and draw parallels.</p> <p>Working with Peter Docker and looking at La Marzocco through this lens was amazing. How can we clarify what we're doing here for ourselves, so then we can clarify it for our team. I think that was really amazing work that he was doing because if the leadership isn't clear on it, then the rest of the team isn't clear on it.</p> <p>You need to know your company's values and your own motivations. So we did a bit of work on that and I think linking those two together, the companies stands and values, and you as a person is really important. And that's one thing that I took away. So I try to listen to my team and find out well, what are the things that are really important to them and how can I bring that in to what we're trying to do and link it all together.</p>	<p>What I do daily is purely based on all the values of myself. So what I believe in. To sell a machine, you really need to know what the values are of this product and how it's born and where it comes from. When you get to know the real values of what this company is built upon and how the people are trying to spread that value, you can really feel and become confident in selling this specific machine to anyone. It's also very important for me because I want to do what I believe in.</p> <p>It's just a mutual trust as a fundamental thing. We just need to align with the values that we have and to make a decision, it's always based on the values of the company. And it doesn't matter how much money it's going to bring if it doesn't benefit the brand. It's always about making the brand stronger. If there's a lack of trust or you trust the wrong person, what happens is everything just falls down.</p>	<p>I have on the back of my arm two cups. For me, the idea is what we do is sharing espressos, so this was a team event where a lot of us got them on our bodies. So we've shared at La Marzocco itself</p> <p>During people and culture, showcasing our own core values in an exercise was a cool moment to bring individual ideas to a collective idea. Knowing that each individual player has the same type of passion and drive that I would argue the founders did, and our management team do. And so I think it's resonating and showcasing the culture of what you feel is not wrong. You feel a sense of community, and that's because of who you are. Not because of who we are, right? The beautiful part about La Marzocco is that perspective. We're not trying to steal our culture into you. You're already here because your culture into what you love and your passion is what drives La Marzocco and what's always driven La Marzocco.</p> <p>The beautiful thing is that they trust their leaders to communicate and to be passionate and really dive into the ideas around, what we know, right? So I know La Marzocco home. So they trust me to not screw that up. And then also they have very deep knowledge of what we do because there is communication. So they often can offer different opinions, you know, and again, it's more a discussion based than anything else.</p> <p>it's beautiful to ask yourself in that moment (People & Culture workshop) why you are here and shows the culture driven by our own motivations. So it could be passion. It could be a love of coffee, it could be a cool place to work. It could be whatever. That is where we all line together to showcase that our culture of who we are and our own drive as human beings is also taken into account of culture within Marzocco</p>	<p>At La Marzocco, the sensemaking process for employees involves a deep integration of the company's values with the personal values of individuals. Employees, initially followers of procedures, become brand ambassadors by developing their skills and knowledge about the organization, which organically transforms them into active supporters of the company. The "People & Culture" workshops play an important role in this process by allowing employees to discover their own values and align them with those of the organization. This approach helps create a community where shared values are lived daily, reinforcing a sense of belonging.</p> <p>However, challenges exist, particularly when the company's family culture can lead to frustration and misalignment, as leaders listen to feedback but make limited changes. Instilling the corporate culture so that employees become ambassadors of the "why" can create a trusting, engaged, and aligned environment between leaders and branch offices. This also allows for making informed decisions that are always aligned with the values to strengthen the organization in the long term.</p>
	Leaders	Develop the vision, mission and values	<p>Peter Docker hosted a workshop with the management team to help us "find our why" and articulate what our Why is: "if I look at our company throughout its 97 years history, the common link through the generations was our capability of building good positive relationships"</p>	<p>They came to the realization that they worked for a company that really valued people and considered every member as a fundamental asset of the organization.</p>	<p>La Marzocco is building relationships that enrich the lives of others. Even that's what came from the strategy day that we did with all of our leadership team like the thing that kept coming up was our relationships are so important. We're a company that makes a product, we make a product for people and people interact with us because they see us as real, authentic, good people.</p>				<p>For the leaders of La Marzocco, sensemaking manifests through a thorough exploration of the company's identity and "why." During the workshops led by Peter Docker, the leaders examine the company's century-old history to identify a common thread: the creation of positive relationships. This reflection allows the leaders to understand that placing people at the center of their concerns has always been at the heart of La Marzocco's mission. By defining and articulating this "why," the leaders strengthen their understanding of the organization's purpose, which helps them align their actions and decisions with this central objective and consolidate a coherent and shared culture within the company.</p>
	Employees	Transmit the identity outside the organization	<p>We hope that we can create a multiplying effect in people and inspire people so that they can go out and inspire others.</p>	<p>As you become an ambassador, you will spread the word because you developed a passion for the company you work for. You understand our values and express our culture. You're feeding into the interaction with your colleagues, with our suppliers, our customers that you will attract talent as you spread on the word to your social circle. We feel our employees are our best ambassadors, and if they feel good, they will reflect positivity when speaking to the market. It's a multiplying effect.</p>	<p>What I tried to transmit to our customers is that we believe in what we do. We believe in better coffee and when somebody is investing in La Marzocco machine, they're getting a product that helps them serve better coffee and that lasts a lifetime. We know that this machine will make their life easier. I always tell everybody that buying a 20k machine is not going to change the quality if you are using bad coffee. You need the best beans available. The worst machine with the best beans you can at least have a decent coffee. But the best machine with the worst coffee won't deliver, and that's something that blows their mind. Once they hear that, they see that we speak genuinely. It's not going to change my life if I sell one or two more machines, but I know it's going to change somebody's life if you share an amazing coffee.</p>	<p>I believe as marketers, we are cultural ambassadors for this brand. People are paying attention to what we say and what we do. As marketers, we have the power to influence change and drive brand value through company culture. The way I do this personally is leading by example. So my team, my colleagues, are going to look at how I behave and how I react to situations. So making sure that I am embodying those values, I am walking the talk. I am actually doing what we say we want to do. Then being really clear and authentic with my team and the external stakeholders. So when others see your vision and join you, it inspires enthusiasm and buy-in for what you're trying to do.</p>	<p>What we have in our minds always when we talk with our customers or anyone related to the business, it's how can we support the other person. That was the main thought that they would always have in their minds. When I see other companies in this business, a lot are based on numbers. They're just concentrating on how much machines they will be able to export to the other country. The goal at La Marzocco is always based on how they can support the other people on the other side.</p>	<p>To me it's a dream job more than anything, but it's simply the fact that like, you can go anywhere in the world and you can have a cup of coffee of La Marzocco.</p> <p>we're in a multiplying business where it's not just one coffee, it's around the world, really treating people well. And so it's millions and millions of cups, you know. And that idea really drives us.</p> <p>We're all ambassadors of what we do. It's about building on the last 100 years of what people have offered us. I am a part of the legacy and this whole project is part of it, that's what I communicate to customers: we're part of this legacy. It's a whole new business thing, but our legacy is unbelievably important for all the work that everyone's done before us. And everyone after us right. We're setting up the foundation for something great.</p>	<p>By creating genuine ambassadors inspired by the "why" and the heritage of the organization, La Marzocco generates a multiplying effect. The employees, deeply passionate and inspired by the brand, authentically convey the company's identity externally, thereby establishing a strong emotional connection with the customers.</p>

Themes	Categories	Subcategories	Interview Chris Salierano	Interview Giada Biondi	Interview Borja Agramunt	Interview Josie Parden	Interview Matt Lee	Interview David Bise	HORIZONTAL SYNTHESIS
Sensegiving process	Leaders	Transmit the identity to everyone	<p>Once we had our "why" it was about communicating it out, to our staff. And so around 2019 I began really creating a structured class where we sit down and we talk about our culture.</p> <p>Golden Circle allows us to create a process that we could scale as the company grew to becoming a company of over 800 people. So we can replicate and teach this philosophy to this next generation of employees or younger generation of employees.</p> <p>Leading means that you have to influence over somebody's decisions. How? By competence, by creating a growth environment where you can grow, where you're working with talented people. And by caring, where you're in a beautiful place, where you like to go to work in the morning and you enjoy the environment at work and you feel there's a fine line between your personal life and your work life.</p> <p>we've created a method, the People & Culture workshop and what I talk about is about our history and how we became where we are through building relationships. ...Then we go through each of our values and I explained them the behaviours and the definition of what each of these words mean.</p>	<p>The objective is to keep the alignment between the why and the what and how do we do this?</p> <p>So people and culture is about coaching. Coaching means teaching our people the notions of leadership, teaching them coffee culture which cannot be dissected from our company culture. The fact that we play a key role in the coffee industry and the coffee value chain, so all of us have to be very knowledgeable about coffee. We train people on technical skills, but also on soft skills. So that they can be equipped and prepared to grow as the company grows.</p> <p>We created a lot of methods and means of communication to keep everybody up to date from the headquarters in Italy and around the globe. So there are many events that happen that bring people together physically. There are many virtual events. We have an intranet with our own blog to keep each other up to date. And we have what we call as a global staff meeting. Every month, all employees meet on site and virtually to hear one representative from each department to share the working progress and the key projects from their office.</p> <p>If external distributors are not preferred resellers or even our end customers and ask us what is our secret ingredient, we invite them to Accademia ... and sharing our story and "People and Culture" material.</p> <p>If you want to be credible and you want people to follow you, you need to be able to influence them. And influence is not a positional thing. It's the capacity and ability to leave a mark and make an impact on those surrounding</p>	<p>When you are with your big bosses with the CEO and so on, you feel like they actually know you. You're not just a number or a name for them, they know you. They know your family. They ask about your family with genuine interest. Because they care about you as a person. And that's unique.</p> <p>I spent a week in Florence, in the headquarters. There I met most of the team. They had small workshops, individual workshops. The product managers took me for explaining every model of machine, what's the difference, the market and so on. I had the same with the director of Accademia, and he talked about coffee. Because I had no idea about coffee. To be completely honest, I was a coffee geek, but had absolutely no idea whatsoever. So he gave me a master class on coffee. That one was amazing. And I had this workshop with Giada, about the people and culture, the ongoing program and the values of the company.</p> <p>During Family Days, we were able to see a couple of super interesting presentations and we came back home with the sense of having a lot of fun, but understanding better the company for which we work.</p>	<p>We have been having more global meetings where they paint the picture of what they're trying to do and the goals of La Marzocco as a group. They try to make that really clear to the leaders at branch level. And in those meetings, it feels like they do care about clarity.</p> <p>Our CMO does a really great job of making sure all the leadership from around the globe know the global ideas, the strategy, the way that they're thinking so that we can share that with our teams. We also have regular catchups with different people from around the globe.</p> <p>We shared that golden circle from the global team but we put it through the philtre of the New Zealand market. It's always a really big priority for us to tell our whole team this is what we're trying to do...</p> <p>it's all serving this big picture that we're all a part of. I think when we all realise what we do every day affects everybody else, we can help move this forward. If you know what you're trying to achieve, it's easier to do it.</p>	<p>When we have new people here, I think, this is why we have this workshop that is going on for a long time. It's like being contagious, the management. I give our people the cold so. We can't always have one person in Italy making this contagious. We have to be contagious together, spreading the DNA.</p> <p>So someone, for example, wear color red, someone's blue, someone's purple, everybody's different when they come into the company and they start coming into the red little by little. Then, after a year, they're red, just naturally. So we're just trying to make that happen.</p> <p>When you get to know the technology and the history behind this brand, you will and people will understand. So what we're trying to do is to deliver that knowledge and that experience. And all the branch managers are trying to do that.</p>	<p>Both Chris and Giada travelled the world and gave presentations on it. People and culture, I think it's that idea of focusing on how leaders and people of the company now build out the culture for the next 100 years.</p>	<p>The leaders of La Marzocco use several approaches to effectively disseminate their culture and values to maintain alignment among members worldwide. They have implemented the People & Culture workshop based on the Golden Circle, allowing them to pass on their philosophy to new generations of employees. They offer training that includes coaching programs on leadership, technical skills, and coffee culture, while using various means of communication such as physical events, virtual events, and an intranet. The People & Culture workshop and Family Days integrate employees into the company's culture. During global meetings, the leaders clarify the company's goals and strategy to local leaders, who adapt them to their market's specific context. These initiatives ensure that every employee understands and promotes La Marzocco's values, thereby contributing to building a lasting legacy.</p>
		Unite around common goals	<p>The Golden Circle allowed us to find the common language.</p> <p>I ultimately end the workshop by saying 20 years from now somebody else will be hosting this course. All of you will play a part in its history. Somebody in 20 years from now will be talking about the history of the company today, and it's all of you, everybody in this room. We're the collective personality of the company and we all have this amazing opportunity to contribute. I don't talk about our espresso machines at all, but what I do say is, you're here to do much more. You are to contribute to a common purpose. And in the meantime, you can play important role in this chapter of the company's history.</p>	<p>C-level executives ... had in common the fact that they were extremely passionate about coffee. They were extremely respectful about the values and the vision of Piero Bambi and the founding Fathers.</p>	<p>We have been having more global meetings where they paint the picture of what they're trying to do and the goals of La Marzocco as a group. They try to make that really clear to the leaders at branch level. And in those meetings, it feels like they do care about clarity. Our CMO does a really great job of making sure all the leadership from around the globe know the global ideas, the strategy, the way that they're thinking so that we can share that with our teams.</p> <p>We also have regular catchups with different people from around the globe, ... we meet a lot...just having regular time to check in with each other is really important.</p> <p>For us, it was valuable to see the People & Culture workshop, to show us what the company as a whole was trying to achieve and then augment that locally. We did workshops with our own team in person</p> <p>Here is we're so passionate about what we do and we really care about it. There's like this sense of belonging and share goals there and we all care really deeply about what we're doing.</p>	<p>Our mission statement is about benefiting other people's lives by manufacturing specialty coffee machines. Through these state-of-the-art specialty coffee machines, we want to benefit other people's business and make their lives prosper.</p>	<p>I would argue we're all here for roughly the same reason, or at least three of the same reasons out of all of them.</p> <p>We're an international company that has love and compassion for everyone. And so constantly trying to make sure that we understand that we have a perspective of: "hey, we need to meet because we have common ground here over coffee and what your needs and desires are", but also trying to understand Italian manufacturing which is pretty cool.</p> <p>And so I think aligning across the entire team around the world with one person (Chris) speaking again the same presentation, that is so impactful and everyone noticed.</p>	<p>La Marzocco's culture unites employees around common goals through several key elements. The Golden Circle establishes a common language, emphasizing that each person contributes to a goal greater than merely selling coffee machines, by participating in the construction of the company's legacy. The unified vision of the leaders, blending their passion for coffee with respect for the founding values, has consolidated the organizational culture. Global meetings and "People & Culture" workshops facilitate understanding of the objectives and strategy on a global scale, strengthening the employees' sense of belonging and alignment around common goals. These regular exchanges, combined with a clear and inspiring mission, align individual efforts with the company's objectives, thereby fostering a strong connection among international teams.</p>	
Robust and uniform culture	Transcend cultural diversity	<p>I have to say that the people that I've known from further away countries share the same core values. I think we are all hired more or less the same way. I don't know if it's HR politics, but people in La Marzocco are pretty not similar because we are all unique, definitely, but we have the same way of thinking. I don't know if it's because of the culture or because they hire people with these values.</p>	<p>How we clarify the diversity equity messaging? Well, it started around that time that we did have that people and culture workshop. We noticed that this was a place where we could get some attention. And at La Marzocco in New Zealand, we realised, "we're a really small group and we all feel like we know what these values are and what our DEI (diversity, equity and inclusion) policies are but as we grow, we need to write them down". So we took that moment to actually join a DEI network in New Zealand. In this organisation, they gave us a lot of support in kind of clarifying where we're at. We did an audit on ourselves and put our policies into writing. We made a handbook, and everyone signed it</p>	<p>What I feel is, some companies insist their own format for everyone. Korea is Korea. It's not the US, it's not Europe, it's not anywhere else. Why do you want Koreans to think what you're thinking? And why do you think they should be accepting your thoughts through the material that you're making in the US or in a different country. It doesn't work. But La Marzocco is like: "you do what you're good at". We think globally, we do it locally. So they always respect what we think of the market because at the end, we need mutual trust.</p> <p>I put a name for the branch managers altogether, I said we are The Avengers of the Coffee Machine Company. For me it was like everybody had a different personality and different look, different nationality, but what they're doing in each country is trying to save the world of coffee.</p>	<p>La Marzocco is seen all around the world. There is always the challenges of how do cultures meet. And I think the beautiful thing about La Marzocco is that there are not just two cultures, it's not Italian, American. There's American to German, they're German to Italian, there's Italian to Southeast Asia. I think if there's ever any issues, it's just misunderstanding. And I think we're all again trying to do the right thing, but as different perspectives prevail and different cultures prevail, it's that idea of like I have a salt shaker on my desk and you always need to put the salt back in the middle of the table, it's a concept from a book called setting the table</p>	<p>La Marzocco creates common ground based on shared core values among its employees, regardless of their cultural backgrounds. Instead of imposing a uniform format, the company values local skills while maintaining a global vision, which allows for the integration of diverse cultural perspectives while preserving overall coherence. For example, the New Zealand branch formalized its diversity, equity, and inclusion (DEI) policies to align its members on common goals after receiving an overview during a People & Culture workshop. The metaphor of the salt shaker illustrates the importance of regularly adjusting intercultural expectations to avoid misunderstandings, thus ensuring that all parties remain aligned with a shared vision.</p>			

Themes	Categories	Subcategories	Interview Chris Salierno	Interview Giada Biondi	Interview Borja Agramant	Interview Josie Parden	Interview Matt Lee	Interview David Bise	HORIZONTAL SYNTHESIS
Organizational culture	Artifacts	<p>Accademia is our historic factory, which is located right outside Florence where we basically talk about our why, bringing people together and enriching people's lives, and the coffee and coffee machines are the tool we use to do that, so "what we do". It's a beautiful location that explains in a very concrete way why we do what we do.</p> <p>You have to give people a bigger vision for what they're part of. So they can become engaged mentally and emotionally. We bring people to Italy every two years and we host an event called "Family Days" where we talk about all of these things.</p>	<p>We make a lot of investments to ensure that we can design and provide an office spaces that are pleasant and that are secure from a psychological and physical point of view.</p> <p>We open "Accademia del Caffè Espresso" which is our coffee culture centre. So we feel that is the best location to conduct this one day workshop.</p> <p>It was initially designed "People and Culture" for internal employees in Italy and abroad at the branch offices. Then we've seen that there's been interest and curiosity from the market from our end customers. So upon request and a conversation we were like, ok, let's make it happen, come to Accademia the next time.</p>	<p>Family Days was amazing. They took us all to Florence. We had a lot of workshops. We had a lot of very interesting talks about values, about why we do things, with our new products... We were able to spend some time with other branch offices and to get to know each other a bit better.</p> <p>We had this presentation from a guy called Peter Docker. The presentation of jumpseat leadership. Sometimes it's very difficult to put words to your feelings or to the things that are going on in your mind and having people, like this guy, who's an amazing communicator, explain what you have in your head. Crazy.</p> <p>He gave us this presentation about how you have to let other people... let middle management make decisions and just sit back and see if you've taught them well and just be there to support. So not get into micromanagement and end up making other decisions and other costs. It was super interesting because that's exactly the place where I am.</p>	<p>Accademia has been a cultural hub and a place to share that story and the culture and the values of La Marzocco. So I got to experience that first hand at the beginning, which was super valuable. I think the Accademia is a huge asset to La Marzocco for that and getting people to really understand and buy into what La Marzocco is all about.</p> <p>During People&Culture, I think all the history and heritage of the brand and really knowing who we are, where we come from, has been really come up. We attended that in a digital format in New Zealand. So we weren't physically there because we're so far away. It was good, but our team felt we needed more in-person interaction. Online doesn't land as well. So we got in touch with a New Zealand company and we did some workshops with our own team in person. We all did together that built on the themes that were presented to us in that global digital format.</p> <p>Family Days was a really nice way to feel included in that global group of people that we don't get to see in person quite often.</p>	<p>We always talk about why we're doing it, how we do it and what we do and how they could support in order to make this happen (People & Culture workshops). The activities help us structure and verbalize thoughts we already have in our hearts or minds, and make others understand easier with the right words and explanations. So these sessions were something that would bring guidelines to our minds in order for us to easier spread it out to our people here.</p> <p>Everyone comes together (Family Days) every and we have small meetings about where the company is, how the company is growing, the status of the company and any special announcements that need to be made. Then there are activities for people to get together, to know each other more, just having fun. It's for getting to know each other.</p>	<p>Most people, especially higher ups and especially if you're in Europe or if you're newly hired employee, you have the opportunity to go to Italy and actually see the culture in which we set. Even just seeing machines handmade in the way that they used, it gives not even just a cultural understanding but it gives an understanding of who the company is to people just now arriving. I understand La Marzocco significantly more every time I'm there. Being there, understanding the culture and literally living our history is one of the coolest, probably most unique things that we can offer. So doing global orientations at Accademia and bringing people over for a week is huge for our brand.</p> <p>Family Days happens every two years and it's getting just to bring people together to showcase our community, showcase our culture, showcase who we are as individuals, as a broader team.</p>	<p>La Marzocco primarily uses cultural artifacts embodying the organization's values to convey its identity. Accademia, the cultural center formerly the factory, represents a physical artifact that concretely illustrates La Marzocco's values and history. Visitors can observe the handcrafted machines and immerse themselves in the company's cultural environment. This place is essential for understanding the company's identity, making its purpose and heritage tangible. The offices and open spaces also reflect physical artifacts, materializing the company's commitment to employee well-being. The Family Days, a biannual event, constitute both a behavioral and verbal artifact. It gathers employees for discussions about the company's values and strengthens relationships between different branches, fostering a sense of community and belonging. The speeches and presentations during this event transmit and concretize La Marzocco's values and management practices. The People & Culture Workshops can be considered both behavioral and verbal artifacts. The purpose of these workshops is to transmit the organization's culture and identity through interactive activities, discussions, and presentations. They allow employees to interact directly with the company's values and traditions. By participating, they adopt behaviors aligned with La Marzocco's cultural objectives, thereby reinforcing the organizational culture. These workshops also help structure and verbalize employees' thoughts on the company's values and goals.</p>	
		Components of culture	<p>We have this idea of creating a place where the person is in the centre, keeping people at the centre. It means creating a beautiful workplace environment where you can flourish and grow, where you're working with talented people, where you can participate in the company's growth and become an ambassador of the brand.</p> <p>I believe that over 97 years, what has helped really our growth was, you know, bringing people together, creating community.</p> <p>We host events that turn into social gatherings. We create a fun moment around the coffee that turns into a community, a social event, social gathering This open-door policy is a long-standing characteristic of our company. This is very a characteristic of our company that was instilled in the DNA.</p> <p>You have to be generous with your time.</p> <p>The values are the lens, the decision making filters that help us think, act and interact. Our values are integrity, courage, curiosity, impact and celebration.</p>	<p>Because in over 90 years of history, the milestones and key moments throughout the decades were the encounter.</p>	<p>There is for me two fundamental values in the company that go further from just coffee machines. One of them is the sense of community, how everything evolves around community, how the community is the actual motor that makes us grow and make us move every day. The second is the sense of family. From the first day you are told that we are a family. We work, we protect each other, we help each other like in a family</p> <p>This is the first time that a company put their money where their mouth is. I don't know if things will continue like this for much long because it's pretty unique, but anyway it's a privilege to be part of something that is biggest. The thing is when you are with your big bosses with the CEO and so on, you feel like they actually know you. You're not just a number or a name for them, they know you. They know your family. They ask about your family with genuine interest. Because they care about you as a person.</p>	<p>They're actually on the wall behind my desk, integrity, curiosity, courage and impact.</p> <p>When I first visited La Marzocco as a new recruit, almost five years ago, I was left with such a strong impression of the spirit of La Marzocco. The hospitality and the care that I was greeted with when I got to Florence. It was just unmatched. I just felt like they had rolled out the red carpet for me. People took time to chat to me.</p> <p>I think La Marzocco is built on the people and its relationships with people. And that's why people trust La Marzocco and that's why they've been so loyal to this brand.</p> <p>The moment that I felt most connected and most part of the La Marzocco family was when the marketing teams from all over the world went to dinner together during Family Days. It was just such a small thing and it was just our team, but from all the branches. And we talked and laughed and shared wine and food. But we also got a glimpse of what was going on in each other's markets and each other's day-to-day schedules, and how things were going in different parts of the world. I felt part of the group because we don't very often get to be all in a room together.</p>	<p>The words that pop up in my mind basically would be people and innovation and quality and history</p> <p>it's really nice to just have someone come intentionally meet you and say hi because that requires a lot of courage. I was really thankful for that</p> <p>Sometimes even people that I wouldn't even recognize because there's so many people now, come to me and present themselves to me and they give me feedback</p> <p>It's just a mutual trust as a fundamental thing.</p>	<p>Piero Bambi said something as simple as you come as guests and you leave as friends. And I think that is a core value of who La Marzocco is. We're here to build a community. We're here to accept you into our community. So I think there's that very simple quote that I think La Marzocco really embodies internationally quite well.</p> <p>This is about meeting. If Piero never met Giovanna, then the GB 5 would never be created. Therefore, I would never have used the GB 5 as the machine that I used in coffee shops, which then made me fall in love with the legacy of La Marzocco.</p> <p>Seeing Chris come to the United States to do a presentation, it was a particular moment. Like it wasn't an e-mail sent, it wasn't a phone call. It was let's gather together, to have a conversation around what the next 100 years looks like.</p> <p>I didn't know many people. And Chris sat next to me and he took the time to talk to me and to meet me on a 45-minute drive from the factory to Florence. That idea of him sitting down, being like I don't know who you are, but I'm going to give you my time. I think that showcase the power of family days is that what Chris did to me.</p> <p>I am a part of the legacy and this whole project is part of it, so what I communicate to customers to branch offices, it's we're part of this and we're integrated into our legacy.</p>	<p>The values of La Marzocco are integrity, courage, impact, curiosity, and celebration. They are considered as the lens, the decision-making filters that help us think, act, and interact. However, the testimonies of the participants reveal other essential values, widely shared and experienced daily. First, the value of community is central. The company places great importance on creating an environment where social interactions are encouraged. Its purpose is to bring people together and welcome them, as demonstrated by organizing events such as Family Days. This support for the community is also embodied by their open-door policy. Another fundamental value is the family spirit. Employees are welcomed as family members, with particular attention to their well-being and integration into the company culture. Personal interactions and mutual support are at the heart of this value, illustrated by gestures such as taking time to meet and talk with team members around the world. Moreover, the value of meeting underpins many aspects of La Marzocco's culture. Meetings, whether during events or through personal interactions, are seen as a way to strengthen relationships, share experiences, and foster better mutual understanding. These meetings also create trust that guides interactions between members of the organization. Finally, innovation and quality are important values for the development and growth of La Marzocco. The company's heritage, inspired by the founders' spirit, forms the foundation on which the company's culture has been built and continues to develop for future generations.</p>

Themes	Categories	Subcategories	Interview Chris Salierano	Interview Giada Biondi	Interview Borja Agramant	Interview Josie Parden	Interview Matt Lee	Interview David Bise	HORIZONTAL SYNTHESIS
			<p>The objective of the Golden Circle is to preserve the alignment between the "why" and the "what" as the company grows. Over time, with many employees having never met the founders, a gap can occur between the original values and daily actions. The Golden Circle aims to keep the company's philosophy alive and transform employees into engaged ambassadors. This model helps verbalize and articulate the company's values and actions, creating a common language that is transmitted to all members. In this way, La Marzocco can teach its philosophy to the new generation of employees, providing them with a vision so that they fully commit to their work.</p> <p>The leaders of La Marzocco practice sensemaking during workshops with Peter Docker, helping team members define and articulate the company's "why" by examining its 97-year history. They seek to identify the common thread through generations, such as the ability to build positive relationships. They also practice sensegiving, as since 2019, they have created a workshop based on the Golden Circle philosophy to transmit the company's culture and philosophy to new generations of employees. The leaders explain the company's history, relationships, and core values during the People & Culture workshops, helping employees fully integrate the culture and values into their daily work (sensemaking).</p> <p>Simultaneously, employees who become inspired ambassadors of the "why" can, in turn, inspire others and transmit the organization's identity, creating a multiplier effect. The Golden Circle also creates a common language within La Marzocco. At the end of each People & Culture workshop, the leaders remind employees that each one plays a role in the company's future story, contributing to a collective good greater than simply selling coffee machines. This reinforces cohesion and a sense of collective responsibility by uniting employees around a shared mission.</p> <p>La Marzocco has also developed other initiatives to transmit its identity. Accademia, the historical factory, concretely represents the company's values, heritage, and goals. The People & Culture workshops and the biannual Family Days in Italy embody the company's values and traditions, facilitating discussion and the sharing of cultural goals among employees. These events gather employees, strengthening the sense of community and understanding of the company's culture.</p> <p>La Marzocco's values focus on people, community, and openness. The company promotes a work environment centered on individual fulfillment, community, and social interactions. Its open-door policy and core values such as integrity, courage, curiosity, impact, and celebration guide decisions and interactions.</p>	<p>La Marzocco, with its global presence on five continents, has understood the importance of establishing a structured system to transmit its values, principles, and stories to all its employees. Without this structure, there is a risk of a gap between daily activities (what), such as manufacturing and selling espresso machines, and the fundamental reason why employees get up every morning (why). To address this issue, La Marzocco adopted the Golden Circle model during a workshop with Peter Docker to reestablish clear alignment between the "why" and the "what" despite international expansion. The leaders realized that the essence of the organization is to place people at the center, bringing them together. The organization was built through meeting others, highlighting the importance of relationships in building its identity and culture.</p> <p>To align the "why" with the "what" and the "how," the leaders implement coaching programs that teach not only technical and leadership skills but also the culture of coffee, which is closely linked to that of the company. They use various communication methods to maintain cohesion and transparency, such as physical and virtual events, an intranet with an internal blog, and monthly global meetings. The company's strategy to maintain alignment is to create brand ambassadors. According to Giada, new employees, upon arrival, follow procedures without necessarily understanding the essence of the company. Over time, by becoming familiar with the company through tools and training, they develop their skills and gradually become ambassadors who have internalized the company's "why." If employees feel good, they will reflect the positive aspects of the organization and spread the values externally, creating a multiplier effect.</p> <p>The offices and workspaces reflect the company's values regarding well-being and show how the company materializes its cultural priorities. Accademia del Caffè Espresso, a center dedicated to coffee culture, serves as a tangible place for workshops and events, illustrating the company's commitment to spreading its culture and values. The People & Culture workshops aim to transmit values and reinforce cultural engagement, involving both employees and customers in activities related to the company's culture. The "People and Culture" material is also shared with external stakeholders upon request to show how the company builds and transmits its culture.</p>	<p>The objective of La Marzocco's Golden Circle is to verbalize and communicate the company's "why," its purpose. For the Golden Circle to be effective, it is essential to have a clear objective. Borja feels proud and privileged to be part of La Marzocco. He is particularly aligned with the company's values, such as celebration and integrity, which resonate with his own. However, he expresses some frustration with the company's family culture, which can lead to overprotection of underperforming employees. Although the leaders listen to his feedback, the changes made are limited. For Borja, being a true ambassador involves living and demonstrating the company's values daily to set an example and help others understand and integrate these values. In his interactions with customers, Borja implicitly applies the Golden Circle model. He first emphasizes La Marzocco's purpose and highlights the importance of using exceptional ingredients. By pointing out that buying a high-quality machine is not enough without quality coffee beans, he educates customers on La Marzocco's true purpose: creating enriching relationships through an unparalleled coffee experience. This "why"-centered approach reinforces the company's credibility and establishes an emotional connection with customers, showing the company's commitment to coffee quality.</p> <p>La Marzocco's leaders cultivate a culture where each employee is valued and recognized. They transmit the organization's identity through various initiatives to help employees better understand and appreciate La Marzocco's culture. Integration stays include personalized workshops on products and coffee culture, reinforcing employees' engagement and passion. Events like Family Days offer presentations that increase understanding of the culture and goals and enthusiasm for the company. These moments bring employees together to strengthen relationships between members of different branches of the company.</p> <p>Despite the cultural and individual differences of employees, uniformity in core values creates common ground. This cohesion is facilitated by the company's culture and recruitment criteria, fostering a community united around common values. These fundamental values are community and family. The former reflects the importance of community in the company's development and growth, considering it the driving force behind its daily success. The value of family underscores the sense of solidarity and mutual support, where each member is treated as a family member.</p>	<p>The Golden Circle aims to communicate from the inside out to create emotional connections and inspire loyalty within a team. This framework helps to clearly define the "why" (purpose), the "how" (methods), and the "what" (actions), and to convey this vision coherently. The global vision from the leaders is adopted by the local teams to their specific context. Indeed, the challenge with the company's growth is that despite digital efforts, nothing replaces in-person interactions essential for strengthening relationships within the company. This risks creating a gap between reality and the "why" communicated by the Golden Circle, which is about bringing people together and meeting them.</p> <p>Knowing the organization's values is essential as they act as a filter for daily decisions. This is why the People & Culture workshop is important. Josie discovered that curiosity, one of her personal values, is also a value of the organization. These workshops help employees identify their values and personal motivations and connect them to those of the company. La Marzocco's values are integrity, curiosity, courage, and impact. But what strikes Josie is the importance given to human relationships and caring for others.</p> <p>Josie considers marketers as cultural ambassadors, embodying the values and clarifying the vision to inspire colleagues and stakeholders. Top management organizes global meetings to clarify and transmit the company's objectives and strategy to local leaders, who adapt the global vision to the local context, maintaining alignment with the global vision. Regular exchanges and People & Culture workshops develop a sense of belonging and alignment around common goals. After the People & Culture workshop, the New Zealand branch participated in local workshops that helped clarify and draft their DEI policies. This approach helped align all branch members on common goals, ensuring shared understanding and commitment to DEI principles.</p> <p>La Marzocco has developed initiatives like the Accademia to share its culture and values. This center is essential for understanding and adhering to the company's identity. The People & Culture workshops reinforce values and objectives, facilitating the connection between employees and the company's culture. The Family Days event gathers employees, reinforcing the sense of belonging to a larger community.</p> <p>La Marzocco's values include integrity, curiosity, courage, and impact, but the importance of human relationships and caring for others is particularly emphasized. Trust and loyalty to the brand are nurtured by the attention given to people and relationships, highlighting the value of family. This value is showcased during Family Days, where global teams come together to share convivial moments and strengthen their sense of belonging.</p>	<p>When a company grows, it becomes a complex system requiring appropriate structures. The Golden Circle allows La Marzocco to maintain its core values while structuring its growth; the tool gathers the past to look towards the future. By integrating the "why" into recruitment and development, each employee is encouraged to share the values and goals, promoting personal and professional growth while ensuring overall alignment. The more systematized structure of the company reduces face-to-face interactions. For the Golden Circle to work, it is necessary to multiply meeting opportunities and ensure that employees are active participants in the model by understanding and applying the company's vision.</p> <p>Matt emphasizes the importance of integrating personal values into professional practices. Understanding the values of the product and the company makes employees more confident and effective. Decisions must always be aligned with these values to strengthen the organization in the long term. Unlike other companies focused on numbers, La Marzocco prioritizes supporting its stakeholders, placing human relationships at the heart of its interactions.</p> <p>To actively spread the company's culture and values, the leaders created the People & Culture workshops to make the culture "contagious" and help new employees better understand and integrate this culture. By highlighting a clear and inspiring mission, La Marzocco motivates and unites its members around a common goal. Unlike other companies that impose a uniform format on all their subsidiaries, La Marzocco values local specificities while maintaining a global vision. By encouraging each branch to leverage its own skills and understand local markets, the company ensures that different cultural perspectives are integrated rather than suppressed. Referring to managers as "Avengers of the Coffee Machine Company" illustrates this approach: each person, with their own personality and nationality, plays a unique but complementary role in the company's overall mission. Thus, La Marzocco succeeds in harmonizing its cultural diversities around a common vision, valuing local contributions while building global coherence.</p> <p>The People & Culture Workshops help members structure and verbalize their thoughts, facilitating the dissemination of values and goals. The Family Days bring employees together for informative meetings and social activities, strengthening the bonds between them. Finally, La Marzocco's core values include people and their interactions, innovation, quality, and history. Mutual trust is at the heart of relationships, and courage is valued, especially in taking initiatives to establish connections.</p>	<p>The objective of the Golden Circle is to clarify the "why" of the company, guiding communication and processes. This model helps simplify and articulate the company's purpose. David explains that the Golden Circle is deeply embedded in the company's culture. Rather than just using the tool, he integrates and utilizes the philosophy it conveys. The main challenge lies in maintaining message consistency as the company grows. Each new member must fully understand the company's values and vision, which involves creating engaged ambassadors through regular communication.</p> <p>David, deeply imbued with La Marzocco's values, illustrated his passion by tattooing espresso cups on his body.</p> <p>The leaders convey La Marzocco's culture and values through the People & Culture workshop. The goal is to ensure that every team member embodies and propagates these values for future generations. During these workshops, each individual shares their values and passions, thereby creating a community. By linking these personal values to the company's philosophy, employees feel aligned and integrated. Managers, fully understanding La Marzocco's values and heritage, develop mutual trust with leaders, allowing them to make autonomous decisions.</p> <p>David Bise conveys the company's heritage and his passion for coffee externally. As an ambassador, he aims to inspire a deep connection with customers, highlighting their role in building the company's future.</p> <p>By placing people at the center around coffee, La Marzocco creates a common ground that connects the international team members. La Marzocco's ability to harmonize cultural diversity on a global scale is manifested through constant adjustments to clarify understandings and expectations between the company's different cultures, symbolized by the concept of the salt shaker. Another way to discover the company's culture is by visiting Accademia. This cultural center offers an immersion into La Marzocco's values and history. Additionally, the Family Days, organized every two years, bring employees together to celebrate the company's culture and community.</p> <p>La Marzocco's values focus on human relationships, community, innovation, and the importance of meetings. Piero Bambi said: "You come as guests and leave as friends." This quote illustrates the desire to build a community and accept others. By taking the time to meet with teams around the world, Chris strengthens personal bonds and embodies the values of mutual support.</p>	
	VERTICAL SYNTHESIS								

Appendix 12: Interview guide

Introduction

1. Can you introduce yourself? What is your role in the company? How long have you been working at La Marzocco? Branch office or preferred resellers?

Values

2. In your opinion, what are the fundamental values of La Marzocco?
3. Tell me a story that, in your opinion, perfectly illustrates the spirit of La Marzocco.
4. To what extent is it important *for you* to know about the values of La Marzocco ?
5. Can you share me a story where you felt your actions were perfectly aligned with La Marzocco's values?
6. Can you share a moment when you faced a challenge or crisis at La Marzocco?
 - a. To what extent did the company's values help you overcome this situation?
7. As La Marzocco is a multinational company, do you feel that the management considers cultural diversity? If so, how?
8. When you joined the company, how did La Marzocco communicate its corporate culture to you?
 - b. How does La Marzocco ensure that its 800 employees are aligned with the company's values and culture? What actions does the company take?

Corporate culture

9. La Marzocco created the People & Culture workshop in 2020. Can you explain how you experienced this workshop?
10. Can you describe an experience at the People & Culture workshop that stood out in your experience of La Marzocco team culture (positive or negative)?
 - c. Why was it important for you as a La Marzocco employee (about your own values)?
11. How does the "Family Day" event unfold?
12. During the Family Day, can you tell me about a particular moment that made you feel part of the La Marzocco "family"?
13. And now, do you have a moment that made you feel like you were not part of the La Marzocco "family"?
14. How do these events influence your perception of the company culture and your daily work?

15. Do you see yourself as an ambassador for promoting the company culture to your team, colleagues, or customers? If so, how do you approach this responsibility?
16. How do you pass on the company's values to a newcomer in the company ? And to your customers?

A deeper understanding of corporate culture

17. Have you heard of Simon Sinek's "Golden Circle" concept? If so, can you explain it to me?
18. (showing the canvas of the Golden Circle) What can you say about La Marzocco when using the golden circle?
19. If you worked before 2014, did you notice a difference after the introduction of the Golden Circle and the discovery of the “why” in the communication of corporate company?
20. Can you tell me about the way it was used during the People & Culture workshop ? To what extent did it help you grasp the culture of La Marzocco ?
21. Since then, did you mention the “why” or the golden circle in your work at La Marzocco? If yes, can you tell me more about it?

Conclusion

22. What advice would you tell to La Marzocco team to make the People and culture workshop better? What advice would you tell La Marzocco team to make a better use of the golden circle?
23. We are nearing the end of the interviews, Do you have any other elements that you would like to share about your journey at La Marzocco?

Appendix 13: Interviews transcripts

Below are the transcripts from the interviews with six members of La Marzocco. Please note that text in italics represents the interviewer's questions and comments.

13.1 Chris Salierno, Chief Marketing Officer, Italy

[Google Meet call, 20th May 2024]

Firstly, I would like to say, thank you very much for your time and for agreeing to be interviewed.

Let me introduce myself. My name is Alizée Theys, I'm 24 and I'm studying International Business in Belgium. For the moment, I'm writing my thesis on Simon Sinek's philosophy in an

international company. It's a very inspiring and interesting subject because studying the implementation and creation of Simon Sinek's philosophy in a start-up is already very interesting. But my professor really wanted to think bigger. And studying this philosophy in an international company as La Marzocco is even more interesting.

So, I contacted Peter Docker on LinkedIn and he directly highly recommended choosing La Marzocco as a case study, and so, I was really happy when you answered that you will be able to answer to my questions because it brings a lot to my thesis. My aim is to understand how it works for the moment, about the philosophy, to see if there are any challenges or difficulties in transmitting the philosophy and to think about how we can improve and facilitate communication of the golden circle throughout the company, so, really in an internal way.

That's for me. I don't know if you have a question about this introduction.

OK, so it's about the concept of the golden circle, right?

Yes, exactly.

The Golden Circle is, you're starting with why, how and then what. In my opinion it's could be similar to saying, you're having like a founder mentality or founder philosophy. I remember there was a moment I believe, in the book, they talk about "what you do" and "why you do what you do". So, what we do at La Marzocco, we manufacture espresso equipment. "Why we do what we do" or "why" is building relationships that enrich the life of others. Our company is 97 years old and if I look at our company throughout its 97 years history, the common link through the generations was our capability of building good positive relationships. What I believe is, there was a moment in our history where "what we did" and "why we did what we did", if you put it on a graph, it was the same line. So I teach and I manage our communications and our marketing, but I also manage our corporate culture. So, we've created a course to teach corporate culture to our new employees. Today, we're 820 employees. When I started in 2009, we were 40 employees, so the company has been relatively small for many years. And the development in terms of size and organizations really happened over the past 15 years, quite a bit. What I believed is that there was a moment where "what we did" and "why we did what we did" was on the same curve. If you look at time and if you look at sales, we made in 1927 zero coffee machines. It was our first year. As we grew a long time, our business grew, the why and the what grew very close to each other. Why is that the case? Because the company was managed by the founders. They had a founders mentality and they shared their why with the employees at the time. Over generations, and as the company grows, the why and the what

separate. That's referred to the why and the what gap. So over generations and we're, let's say, in our 4th generation leadership. We had the founding brothers then the company was run by the son of one of these brothers, Peter Bambi, then the company was bought by our distributor in the United States, came back and then it was run by the management team, which I'm part of. Now our fifth generation, we just sold the company into the DeLonghi Group and so there's a new generation of ownership. So there will be a new generation of leadership. Let's say in terms of our leadership, there was been 4 generations. And over these generations, there are people now that work here that have never met the founders members or the son of the founder who's no longer with us. And so it's very important to keep the “why” and the “what” aligned because if your “why” decreases it will drag down your “what”. I believe it will drag down your sales. What I'm saying if I had to put this on the graph, is really keeping this spirit of the founders, keeping the spirit of the philosophy alive in our company and having people that are becoming ambassadors versus simply being employed by the company.

That's what we try to do at La Marzocco. We have this philosophy of keeping people in the centre. And what does that mean? It means, well, I'll take a step back. When I talk to people, I said, we have a leadership culture. What does leadership mean? What does it mean to lead? Leading means that you have to influence over somebody's decisions. So if I want to have influence over you or somebody, you need to have two main characteristics. You have to be competent and you have to show care because nobody wants to be led by somebody who doesn't know where they're going, so competence. And care, nobody wants to be led by somebody who doesn't have them in their best interest. So at La Marzocco we have this idea of creating a place where the person is in the centre, keeping people at the centre. What does that mean? It means creating a beautiful workplace environment where you can flourish and grow, where you're working with talented people, where you can participate in the company's growth and become a motor of the growth and an ambassador of the brand.

That is basically saying the same thing. You know, it's creating ambassadors, it's about creating people that can influence. How ? By competence, by creating a growth environment where you can grow, where you're working with talented people. And by caring, where you're in a beautiful place, where you like to go to work in the morning and you enjoy the environment at work and you feel, you know, there's a fine line between your personal life and your work life. So we work hard at La Marzocco with these two components so that we can create ambassadors versus creating just employees. When you create ambassadors, the ambassadors do your work for you. If you talk about, you know, marketing, for example, they become your best marketers.

Of course.

And if you go back to Simon's book, there's very little difference. He uses the example of Apple. There's very little difference between an Apple employee and an Apple customer. And so if you create a company that has employees that are very similar to your customers, your employees do your marketing and they're your best representative.

That's been the premise. I don't know if I answered your question, but that has been the premise of the way we've really created and built our company.

We've created a lot around community, building a community around our coffee machines. How do we do that? You know by talking and by working directly with engaging people that use our machines who aren't necessarily the barista who are not necessarily the customer of the machines. They're employed by the customers of our machines. So we create this pool, this desire of people that want to work with us. We have done that over the years by developing events which we host in key markets around the world. In Belgium, we have an importer. We have importers in every major country around the world. We have, I think, now, 11 branch offices where we sell directly. And in these markets, we host events and invite the coffee community, so people who have small roasteries, cafes, baristas, technicians to come to our facility or in the case, our distributors facility. We talk coffee and we have cocktails and maybe, there's food and music and we create a fun moment around the coffee that turns into a community, a social event, social gathering. We believe in the social component. We believe in bringing people together. We believe in using our company, our expertise, our competence in these markets that are growing in specialty coffee. So we build the market and we help to build the market because we share our experience from around the world. I can give you some examples of that where we build this community of young people that fall in love with the brand, that want to be part of our brand and that become ambassadors. Same as our employees. And the equipment is then secondary. We wouldn't be where we are today if we didn't have fantastic coffee equipment, coffee machines. I believe we make the most wonderful coffee machines in the industry, technologically. I can talk about how our espresso machines, technologically or much, are the most advanced coffee machines in the industry. But I believe that over 97 years, what has helped really our growth was, you know, bringing people together, creating community.

Yeah, I really felt what you are just talking about in the website. I think that I really feel the identity and the philosophy in the website. And my question was also, when did you decide to

implement this philosophy in your company? Because you spoke about the fact that there is a gap between the what and the why. This is a normal thing when the company is growing.

Well, let me see. It started before I started in our company. So they were these two brothers. As they got old, they passed away. One of the brothers had a son, Piero, who was the designer and he ran the company. Piero had no children and when he was around 55 years old, he sold the company to his US distributor, in Seattle. The US distributor at that time was young and he didn't have the money to buy the company and Piero didn't need to sell the company but he sold the company because he didn't have a vision for the next generation. Kent, his name is Kent, created a kind of a crowdfunding amongst his friends and a group of people in Seattle. They invested in the company. We had this scenario where you have an Italian company, a very old traditional industry. It would be like having a vineyard that makes champagne in France. You know, you have coffee and espresso, it is very traditional to Italy. It was owned by a group of 5, or 6, 7, I don't remember how many Americans, namely this Kent, who would travel to Italy. We're talking before Internet, without speaking any Italian. So the language barrier was big, the communication barrier was big and he was traveling to Italy. He would, you know, open the factory doors up and host his customers and have people in them. And it was very unusual for the coffee industry, which is again, a very old traditional industry. So where we're unique in that part of our history for many years, for almost 30 years, the company was run and managed and owned by our customers. And so as a spirit, as part of our DNA, we've always been very open. Our doors are open.

In other words, you don't need to be a customer of La Marzocco, so you don't need to be a distributor of La Marzocco to come in and see our factory. For many years we hosted, you know. Maybe you have a restaurant in Thailand and Bangkok and you're in Florence on vacation and you say "I would love to see where espresso machines are made". Our doors have always been open to hosting people and the conversations have always been over a cup of coffee, but not necessarily the equipment. So this is very a characteristic of our company that was instilled in the DNA before I started. This idea of openness, accepting multicultural different ways and then enjoying coffee. We are different in the United States than in Northern Europe than in Australia, Middle East. Being just open to hosting hospitality; this "open door policy" is something that existed much earlier than when I came. When I joined in 2009, and I'm working with our CEO, as people, we are both very social. We were hosting a lot of events in our industry and inviting baristas and capitalizing and creating a format of what Kent and the generation before us, was part of our DNA and was just kind of very natural. We built a format around it

and we began, as we saw coffee communities growing around the world in different countries, to host events. So we were doing a lot of community building and what we saw was, because the coffee community is built with people that are your age, you know that are in their 20s and in the 30s. And so there was a lot of community gathering, a lot of talk around the coffee in many areas around the world. It was something very new because our industry is very deep, you know. If you look at it, there are so many facets of the coffee industry, from where coffee is grown to how it's shipped to how it's preserved to how it's sold, roasted, blended... And then served. In each of those, it goes from, you know, some of the poorest countries of the world, to the major cities of the world. So, you know, it's even more dynamic than if you think of wine industry, for example.

So there's a lot of components in bringing people together and it's multifaceted, it's fascinating if you think about it, our industry. And we play the major role in bringing people together around coffee. So we have our academia, *accademia del Caffè espresso* in our historic factory, which is located right outside Florence. It is basically talks about our why “bringing people together and reaching people's lives” and the coffee and coffee machines are the tool we use to do that, so, “what we do”. As we were hosting these events and bringing people together, we were gifted the book “Start with why” by one of our customers. And we were on vacation together because we're close friends. We were on vacation together in Greece one summer, and I'm on the beach reading and I said; “this is exactly what our marketing is all about”. We start with why. So we contacted Simon Sinek. And Simon Sinek was writing his second book. And he said, listen, I don't do company events because I'm busy writing a book. If you want to engage somebody to come and talk about starting with why, I'll introduce you to Peter Docker. So in 2014, we were introduced to Peter Docker and he came in and he hosted a workshop with the management team to help us “find our why” and articulate what our Why is. It was articulated as La Marzocco built relationships that ritualize lives of others. Because if you think about it again, our 97 years, is a story of the art of good relationships. From that, once we had our “why” it was about communicating it out, to our staff. And so around 2019 I began really creating a structured class where I sit down and I talk about our culture.

With everyone in the company, you mean?

Well, now, there are a lot of us. So I would host maybe in a year four or five classes every 2-3 months, for 15 people, 10, 15, 20 people, depends. Now, even sometimes with our customers because they're also going through generational change. They're very interested in. So we've created a method around this idea and what I talk about is about our history of our company. I

tell the story of our history, but through the relational aspect of our history. You know, and how we became where we are and through the building relationships and building these wonderful friendships over decades. And then, I go through the same exercise Peter Docker took us through ten years ago with our employees to articulate the why. So I tell them, you know, our why is building relationships to enrich the life of others. Then I show them a series of slides and I get on the board and I say; “ok, what makes you most proud to work at la Marzocco” and by the end of the 30 minutes session, the outcome ultimately is always La Marzocco built relationships to enrich the life of others. Let me talk about our values because when I talk about what culture is, the organizational culture is the way we think, act and interact. So we talk about, you know, our culture and this idea of values being the lens, the decision making filters that help us think, act and interact. So what are our values? And we go through each of our values. We have five at La Marzocco”. So our values are integrity, courage, curiosity, impact and celebration . And I explained them the behaviours and the definition of what each of these words mean. Because celebration may mean something to you, but it has a different meaning to me or to the company. So celebrating in my mind, for the company, means celebrating others with the same intensity you do when you celebrate yourself. Celebration is really a synonym for being generous, generous with your time, and generous with your ideas and celebrating the coffee community, celebrating our customers celebrating our employees. So, I explain what celebrating means and I explain what integrity means and impact. And curiosity is about building relationships, being curious to getting to know other people's perspectives, investing in the relationship. So, once we finished that, I talk about our leadership culture. And the elements of our leadership and I go back to saying leadership is competence and care. And we tried to build an environment at La Marzocco where employees are our ambassadors. It means, ultimately, that people work at La Marzocco, they need to invest and commit themselves into growing their competence in coffee. It's not that easy, it's a very complex industry. So growing their knowledge of coffee, coffee equipment, what's happening in our industry, building relationships with people in our industry, having being aware of what's going on. So we talked about all of that and I ultimately end by saying, you know, 20 years from now somebody else will be hosting this course. All of you will play a part in its history. Somebody in 20 years from now will be talking about the history of the company today, and it's all of you, everybody in this room. We're the collective personality of the company and we all have this amazing opportunity to contribute. Again, starting with why, I don't talk about our espresso machines at all, but what I do say is, you're here to do much more. You are not here only to work in the sales department or in the marketing department or in the administration department, you're here

because you're here, obviously, to contribute to a common purpose. And in the meantime, you can play important role in this chapter of the company's history.

Wow. So interesting and so inspiring.

Our whole company is really founded on this book.

OK. So I'm wondering if the Golden Circle philosophy allows you really to put words on all your vision, your mission, your community values and it really brings you the possibility to communicate these words to everyone, right?

The Golden Circle made it and allowed us to find the common language to verbalize all what we were thinking about and doing very naturally. The book allowed us to create, to identify and articulate what we were doing, and then create a process that we could scale as the company grew to becoming a company of over 800 people. So we can replicate and teach this philosophy to this next generation of employees or younger generation of employees.

And during this class, it was essentially people from Milan? I mean employees and managers from Milan because now you have extended in the world. How can you transmit this philosophy to everyone from La Marzocco in the world?

So I live in Milan, but our company and factories are outside Florence.

OK. Yes. Florence, sorry.

And I go to Florence and I host this class in our academia. And then I also travel and I visit our offices. We have offices in United States, in Spain, in France and Paris and London and Germany, in Italy, of course, in Dubai, in China, in Singapore, in Australia and New Zealand. Then we have distributors that are not company owned, so they're not company offices, but they operate under our brand name like a car dealership. If you were to buy a BMW, you don't buy from BMW, buy from the dealer that does this BMW outside. So we have a few of those around the world: "La Marzocco" Canada, Austria, Turkey, Cyprus, which is also Greece, South Africa, Qatar, Korea. So we have about 90% of our business, that we conduct around the world, is done either from the factory, from a branch office or from what we call a licensed or preferred reseller. So the customers should be getting the same experience of the brand La Marzocco when they buy something, 95% of the time or 90% of the time. I offer my time to all of these markets; by traveling, but also by hosting them when they come and by hosting their staff when they send their staff. They're spending time with me. And I have people now that help me. That's how we do it.

And what do you use, in each country, to maintain the cohesion and the alignment with the values of the Golden Circle? How do you do that? Because it's so huge, there are so many people. How do you act to really transmit this philosophy?

First, you have to hire well. It's easier. Then, you have to be generous with your time. And that's a little more difficult. I have the answer for you, but I have people that have been working with me for 10 years. And there was a time where I spent a lot of time with these people because there were just the two of us, Guido, our CEO and myself. Guido invested a lot of time in me because we've been working together for 16 years. We've been friends for over 20 years. There was a moment where he could invest a lot of time. Unfortunately with the way we've grown, it's not often that there's one-on-one time. It's usually the manager with 10 people or with the department or with 50 people. And this, the newer employees don't have the one-on-one time with us. So to your question, in my department, for example, there's a person I work with, her name is Giada, and she's been working with me for 10 years. She started as an intern, out of school now, she's on their 30s, she's a manager. And I hope that I would create multiplying effects that I spent my time with her and she can now do the same. So it's like, you hope that you can create a multiplying effect in people and inspire people so that they can go out and inspire others. Just as Kent did with Guido, Guido did with me and a handful of other people, and I hope to do with the people that work with me and so on. That's how we do it. It's, you know, dedicating time.

Yes, of course. I have now a more practical question. What stage of development did you consider La Marzocco to be in?

I don't understand what do you mean?

I mean, is it in a big growing stage or is it in more maturity stage?

OK, well, this is 100 year old company almost you know. But coffee is definitely growing. We doubled in growth since COVID. For example, because we've also now entered into the home market, we sell high end home machines and that area is growing. So, this is a difficult time, I think, last year and early this year. The industry is showing some signs of slowing down because the cost of money is high. So interest rates are high, people think twice before investing, making investments in new cafes and restaurants and new equipment. So the industry, I think, is going through a correction. That said, we're holding on our position. Home is growing. I think with the bar machines or the commercial machines going into restaurants, cafes, bars, we're holding our position, but the increase is in a difficult time.

OK, It's very clear. Thank you.

Because if I think of what I hear in the industry, many of our competitors are losing territory. We're holding on and we're fortunate I think in our home business that's still growing tremendously. But the reason I'm telling you this is that it's a moment. It's not a synonym for a company that's maturing. I don't see that at all. Coffee is still growing. The opportunities are immense and La Marzocco is still very much a growing company.

I don't know if you already told me but when did you implement the "why" in the company? When did you start your class?

Yeah, we read the book in 2013. We contacted Peter Docker in 2014. We began a class in 2019.

OK. Perfect.

In 2019, we had this idea for a class, and I began studying organizational culture and it took me a year really to develop what then became a class that we began giving in 2020. With COVID we were doing things online. I would say since 2020.

OK, nice. Then, I would like to know if you saw a "before" and an "after" the Golden Circle? I mean about the employee satisfaction, the engagement, the awareness, did you see a change on that after the implementation of the Golden Circle?

Again, I didn't. I think this is something that has been just naturally part of our company's DNA before I started. So it wasn't something that we implemented, you know. We just tried to create a method around it explaining our philosophy, but I think we've always had this philosophy at La Marzocco; bringing people together for enriching relationships.

OK, makes sense. I understand. Then, maybe another question, is you said "we need to hire the good people in our company", how do you choose your new employees? Do you have a special method or something like this?

No, unfortunately no. It's easier to hire a motivated person than to motivate people. It's easier said than done. It's very difficult. The hiring process is very difficult. Our candidates go through many interviews before being hired. I involve many of my colleagues to get their points of view before bringing somebody on. And I'm very slow to grow our team. We have a pretty big marketing department. If I think of it, these young managers always thought of somebody's success being measured by the number of people that report to them, but they're on their team. As an older manager, I prefer a smaller team. I prefer having the right people on the team.

Of course, yeah.

And so it's important to have positive people that want to contribute and commit themselves, you know, to the company and being part of a wonderful story. The risk when you don't have that is you have somebody, it takes only one person, to bring the whole morale of a group down. And so I really take care our people very seriously. I take hiring very seriously and I prefer to go slow when we talk about bringing people up.

OK, ok. I just have this question in my mind. But when you did your class, you clearly put a collective identity all together and then all these people, did they do other classes with other departments or other employees or how they transfer it after your class?

Again, I think you get people speaking a common language and they're able to identify and understand our values. And if you are able to identify and understand our values then, you have a better chance of working well and thriving in our company. People are promoted, people are reviewed, the year-end reviews performance is evaluated not only on tasks, but also on the way people work. And if people have an understanding of what it means to work in an integrated way, what it means to create impact and build relationship. Then they can thrive and look better in the company. I think you provide a tool so that people understand what's expected of them. People understand what the company expects from them, in that sense.

OK, this makes very clear and it's very interesting. I'm just looking if I have more questions. I think we spoke about almost everything about the Simon Sinek philosophy. I can see that it's a huge challenge because it's international.

It's not easy. It's because there are many of us around the world. We have little offices around the world. I have another example of what we do also. We have, you know our office in Singapore. There are like 5 people in the office in Singapore. You know they need to understand who they're working for, what they're part of. You have to give people a bigger vision for what they're part of. So they can become engaged mentally and emotionally. And so we bring people to Italy once a year, every two years, we bring everybody to Italy and we host an event called "Family Days" where we talk about all of these things. We have the BBQ all together, we eat together, we go on, we're in Tuscany, so we go on walks or we do a 5 kilometre run. We share a moment together that lasts a few days. So when you're asking me how it becomes more challenging, growing big as a group of 800 now, it's very hard. This year we have to find alternatives because we don't know how to host all these people. We don't have a location big enough or a budget big enough. It becomes also very expensive to do all those things. So you

know, there are challenges when you become bigger, obviously. It becomes much more challenging. But again it's an intentionality. It's in creating, replicating the relationship that I have with the person I spoke to you earlier. Jada, she needs to have the same relationships with the people that work for her. That's what you tried to build, I think.

OK, OK. It's perfect. So I think that we cover all the subject. I don't know if you have any other idea about events, about transmitting the philosophy. You spoke about some tools during the class. Is it possible to have access at maybe documents of these sessions or I don't know somethings about that that I can see and that I can work on?

Yes, if you send me an e-mail, I'll put you in touch with this person, Giada who can send you some materials.

OK, perfect. So nice. OK

And if you are in Italy and you want to come to the academia which is in Florence. If you let me know, I can have you a tour. Because that is La Marzocco's why. Physically, it explains our why as a museum. It's a place that is made to engage, inspire, educate, entertain. And it's a two hour train ride from Milan.

It would be so interesting to be honest. The problem is that I'm in Indonesia right now until the end of my internship. Yeah, that's a big opportunity because it could bring so much. But anyway, it's not possible, but thank you so much for suggesting this.

It's a beautiful location that explains in a very concrete way why we do what we do. But anyway, I can have Giada send you some information.

Thank you. I will check all your materials and I think also, if I want to contact some, I don't know, some employees, some maybe manager. Who can I contact?

Write to me and I'll place you in touch with Giada and she will help you and put you back with whoever you need, OK?

OK. OK, it's perfect. Thank you so much for your time and for all your explanation. Thank you.

Thank you, Alizée. Have a nice evening. Bye

You too. Bye!

13.2 Giada Biondi, Global Communications Manager, Italy

[Google Meet call, 18th June 2024]

Thank you very much for the material you sent me. It was very useful. For the moment, I'm writing my thesis on Simon Sinek's philosophy in an international company. So, I contacted Peter Docker on LinkedIn and he directly recommended choosing La Marzocco as a case study to understand how you implemented the philosophy of the golden circle in your company. My first question, the PowerPoints you gave me are part of the workshop "People and culture" or it's the one you used with Peter Docker to find the why?

So first of all, I can tell you that I've joined the company in 2014. This was a year after the newly formed management team went on an off-site coaching retreat with Peter Docker and try to verbalize the why statement of La Marzocco. So they did that exercise. I wasn't part of it, but I've been told in detail from Chris what was the reasoning behind this exercise and how they came to the realization of this claim. So basically, wait, let me try and share with you.

You can see my screen right? So the new refund management team went on this off-site retreat and during that time they were self-teaching themselves about organizational culture and leadership. So they were reading a lot of books. They were inspired by the start with why from Simon Sinek and they came to the realization that they worked for a company that really valued people and considered every member as a fundamental asset of the organization. They came to develop the claim that: La Marzocco builds relationships to enrich the lives of others. And why? Why have they come to that realization? Because first of all, the espresso machine is a mean. It's a tool. It's an object, a product around which people come together, enjoy moments, share moments and the ritual of espresso drinking. This is one thing, so it's more like the social dimension of La Marzocco and the La Marzocco product. Secondly, why do we enrich the lives of others? Because we are traditionally a B2B company, so we manufacture and we sell the espresso machine that ends up in a cafe in a restaurant. So the owners of that cafe in the restaurant, they can generate value and make a living out of our machine. Because it represents the core of their business you know, if they run a cafe or if the coffee shop inside a boutique hotel or a restaurant, the concept store becomes kind of the highlight of their activity. And so obviously the five managers at the time, they were like: "OK, we really enjoy it here, we feel this is a great place to work. We love the idea of working with Piero Bambi, who's the son of the founders of the company, and we really can see how much he is the embodiment and the personification of all these great values and principles. But what it means to run a successful

company today and why it matters to understand our purpose. So they built this chart and this exercise was done mentally then Peter Docker helped them articulate their why statement. These are the slides that Chris and I have developed and what we tried to explain to the new employees is that you know back in the day 1927, the company was run by two people that conduct small workshop, building machines and throughout the years, a company grew to include also another new place of workers and artisans. They were still a very united team and it was easy for everybody to share the culture, share the knowledge, the expertise and the passion for what they were doing. Over the years as a company grew and over time, we have a generational change. So you have the first moment in history where the company was run by the founding fathers, then you have the son of one of the founding Father, Piero Bambi who came in. He was the continuity of that vision of the company. Then later on, throughout the years, he started working with an american partner, who decided that La Marzocco would be the supplier for Starbucks. So that was a new era when we became a little bit more international. And because Piero Bambi, at that time, didn't have any children and he had a heart attack, he decided to sell the company to his American partner/distributor. So he said: "I'll sell you over 90% of the shares. I don't have family. I see in you, our American partner, the respect for our legacy that you can bring the business forward. But you have to commit to three things. First of all, the company name will continue to remain La Marzocco. Secondly, that you will keep all of the existing employees within the company. And thirdly, you will never relocate the manufacturing site outside of Florence". So the name of the company, the fact that it should stay with Florence, and the fact that it should keep all the employees were the conditions under which Piero Bambi decided to sell the majority of his quarters to an American partner.

And overtime, this American partner, who now is 70 years old, formed a group of managers and leaders in the company that were more based in the USA. But over time, there was a new group coming in formed by our current C-level executives, so our current CEO, our current marketing director, Chris, the CFO, CEO and the Chief Sales Officer. These were Italians, they were traveling abroad and they started to develop and cultivate a strong relationship with our American partners. They started rebuying some of the shares and so there was a new Balance which was very multi-generational and multicultural between USA and Italy. And they all had in common the fact that they were extremely passionate about coffee. They were extremely respectful about the values and the vision of Piero Bambi and the founding Fathers. They knew that they wanted to come to work and feel there was a why on that. That's how they came to decide on this phrase. So what does La Marzocco do? La Marzocco builds relationships to

enrich the lives of others. Because in over 90 years of history, the milestones and key moments throughout the decades were the encounter. First, Bruno and Giuseppe Bambi, the early founders were approached by a Florentine entrepreneur who wanted to commission to them the creation of incredible espresso machines. This was in the early 20s because at that time, our founding fathers were building carriages for the railway. Then Piero Bambi came on board and he really continued on the legacy of his father. Then he built a group of artisans that were building the machine and every tool, even every little detail component by hand. Then after that, they had the opportunity to meet Kent, who was American, who in the late 70s travelled to Italy but saw closed doors from other companies because he was a hippie and didn't show up in a suit. But when he came to Florence and met with Piero Bambi, Piero Bambi treated him with open arms. So it's really a relationship-based company, even in our industry. The coffee industry is very much events driven. It's very sociable where you launch products over human interaction. So the workshop "people and culture" which has become a collaborative area between marketing and HR. It's more like internal marketing.

Today we're not a group of small artisans. Today we've turned into a multinational company with over 800 people. We located over the five continents, so if we don't build a system and a structure to make sure that we pass on these values, these principles, these stories to motivate, to inspire everyone across the globe, then we might risk a gap between what we "do building espresso machines and selling them" to the reason why we wake up in the morning and show up at work. And so the objective is to keep the alignment between the why and the what and how do we do this? We do this through three key. First of all, coaching. So people and culture is about coaching. Coaching means teaching our people the notions of leadership, teaching them coffee culture which cannot be dissected from our company culture. The fact that we play a key role in the coffee industry and the coffee value chain, so all of us have to be very knowledgeable about coffee. That's why we run a plantation in Tanzanian and that's why we teach people to make coffee. You don't see vending machines at La Marzocco. Everybody from the employee and administration to back office, to marketing, to sales will know how to serve a coffee and espresso machine. It seems silly to say this, but it's not because most of our executive managers come from the competition from other companies that produce espresso machines here in Italy. They were telling us that at that time, although, they were manufacturing commercial machines, people had to pay \$0.30 on the vending machine to get a not so good coffee plastic cup. So coaching means teaching people our passion for coffee, about the coffee industry, about our company's history. Also teaching people soft skills. Our HR department has come up with a

very rich catalogue of classes that you can choose from. Some are mandatory for everybody. It doesn't matter the role that you play and others are complementary at your choice. And so we train people on technical skills, but also on soft skills. So they have the opportunity to sign up in like, assertive communication classes, public speaking, crucial conversations classes, project management, time and team management and so on. So that's one pillar coaching, like teaching and being generous and sharing with new employees soft and technical skills so that they can be equipped and prepared to grow as the company grows. Second area is alignment and by alignment, we mean we create a lot of methods and means of communication to keep everybody up to date from HQ, from the headquarters in Italy and around the globe. So there are many events that happen that bring people together physically. There are many virtual events. We have an intranet with our own blog to keep each other up to date. And we have what we call as a global staff meeting. Every month, all employees meet on site and virtually to hear one representative from each department kind of share the working progress and the key projects from their office. That way, me from marketing, I know what's happening in after sales or in the digital department. And I know what's happening in the purchasing department. These are all ways to keep each other aligned and mindful about what it means to work within an organization that is more articulate today than it used to be, which is very global, very structured. Then the third pillar is well-being. So that's the welfare of the company. We make a lot of investments to ensure that we can design and provide an office spaces that are pleasant and that are secure from a psychological physical point of view. So for five years now in a row, we've always been acknowledged with the award "Great place to work" and this is the result of an anonymous survey that we distribute to our employees and also to the workers from the factory floor. Thanks to the scoring that we've received, we've obtained certification because it's clear that we try to be very mindful and attentive to placing people at the centre of our business. I have a bunch of material but I don't have much time.

Thank you for all these precious information. Do you know exactly who participated to Peter Docker workshop?

Yeah, the five managers. So let me tell you it's a CEO, Chief Executive Officer, Chief Marketing Officer, Chief Sales Officer, Chief Operating Officer and Chief Financial Officer. So you can say the C level executives, these are the people who manage the strategic functions of the company.

Ok great. Then in your power point on the leadership culture, there is like a graph about the multiplying effects, and I know that the first one no, not this one. Did you base yourself on a theoretical model or you invented it?

Yeah, we took inspiration from many leadership books, among which the books from John Maxwell. Basically he says that if you want to be credible and you want people to follow you, you need to be able to influence them. And influence is not a positional thing. It's the capacity and ability to leave a mark and make an impact on those surrounding. So we took inspiration in the idea that leadership is care and competent. From his books and his teachings. But this chart right here is something that we came up with, and I'll try to give you our interpretation. When we explained this, we say that when people start in a company, they come on board, they fall into the framework of a new organization and they have to conform to certain rules and guidelines, right. So they come on board as followers because they have to follow procedures, processes and a system of a certain organization. But as we get to know them and these people get to know us, we also want to leverage their potential, their talent. So we equip them with tools and with classes so that they can upgrade their technical and their soft skills. So we support them. We equip them with classes and with the tools and the instruments that they need so that they can flourish. And as we equip them, they become supportive of our company. And as you follow along that path, you know if you were to imagine an arrow going upwards straight. Then we're generating a virtuous cycle where we give you, you give us because you feel that you can express your talent and your potential and we feed in your desire to manifest also your qualities at work, and we're investing in well-being and welfare. Giving you the office that is pleasant, that is an open space that is filled with people from diverse backgrounds and expertise. So diversity for us is also an added value and then gradually we feel that we will naturally enable you to feel welcome at ease in our company and that means that you will gradually turn into an ambassador in a very like, organic way. And as you become an ambassador, you will probably spread the word because you developed a passion for the company that you work for. You understand our values, you embrace it and you are an expression of our culture and the decisions that you make and the way you interact with your colleagues, with our suppliers, our customers. You're feeding into that and you will attract talent as you spread on the word to your family, to your friends, to your social circle. So that's kind of the idea from followers to supporters to ambassadors, and we feel our employees are our best ambassadors and if they feel good, they will reflect the sense of positivity when they speak to the market. It's a multiplying effect.

OK, perfect. Thank you so much. I have also a question about the reports. I need a clear timeline of La Marzocco history and in particular about the changes in leadership.

There are like 4 defining moments which you need to know. So in 1927, these are founding fathers. they create the business La Marzocco. Then what happened, in the 50s, Piero Bambi who is the son of Giuseppe comes in and lead company. Then what happens is that in the 1970s, 1978, there's a group of American people that want to run cafes in Seattle, so they come to Italy to look for suppliers espresso machine manufacturers. And they start a relationship with Piero Bambi. So this is a time where Piero Bambi finally, a bit internationalized La Marzocco because he found an American customer. The probably the only foreign customer that time and he will start to export machines to Kent Bakke who, towards the 80s meets with Howard Schultz, who is one of the founders of Starbucks. And so through the 80s and 90s until the early 2000s, we were the suppliers of Starbucks. Then what happens is that Piero, after a heart attack, he's getting growing old, he will sell the majority of the company to Kent Bakke here on the left in 1994. Over 90% of the company to Kent. Then what happens is that Kent, in the meantime, he also get old and he starts to think about a succession plan. So Kent with American partners and leaders because at the time he did crowdfunding, he couldn't buy the company all by himself when Piero Bambi sold it to him in 1994. So he will bring along some friends and after that, as Kent and the Americans, they start to think about retirement and succession planning. They will resell some of the shares to the five executives. Here is Piero Bambi, who unfortunately passed away during the pandemic but up until the age of 87, he was very much active and was our designer of the company. So this is in 2009, a new management team of Italian leaders and entrepreneur take a partial ownership of the company. Some quarters still remain within the American investors, but there's more a mixed group and international group of Italian/American managers. Then in 2018, the company was approached by the DeLonghi family. So this is the family business and not the holding company. So the family business want to invest in La Marzocco and they buy a certain amount of shares in 2018. After that, at the end of 2023, so at the end of last year, the holding company bought the majority of the shares of La Marzocco, which is a great new chapter. With the new Italian management team, they all came from other companies from the industry and they were all sales people. So in order to survive the financial crisis of 2008, 2009, they were all salespeople, they had to sell machines abroad because Italy was a very hard market at the time. There's a lot of competition. There are over 30 coffee machine manufacturers here. They started to really build a network of international distributors and they were building relationships. To this day, these are not only our partners, but they

become almost best friends of our managers. Our managers are invited to their weddings. So this is why it's really true when we say that we build relationships to enrich the lives of others.

OK, nice. Thank you. I see that you conducted the workshop over 150 employees across the globe. So how many times a year do you do these workshops? Where exactly? Only in the branch offices or also in the branded preferred resellers?

OK, now we have a cultural centre since 2019. We open “Accademia del Caffè Espresso” which is our coffee culture centre. So we feel that is the best location to conduct this one day workshop. So many of these workshops have been conducted in academia in the past few years. And as Chris and I, we've also travelled abroad and visited the branch offices, we've exported the content and with the projector we've obviously displayed the presentations and walked local people, local colleagues through this project. Case per case we evaluate the best moment to conduct this also abroad. This is the decision that comes up from a conversation between our team, our marketing team, Chris Salerno and the general managers of the branch offices.

OK. So you would say more than once a year? For the workshops.

I would say at least five times a year. I conducted one personally by myself last year. Chris conducted one by himself in march and I'm conducting another one in a couple of days. So that's only already three in a few months. I envision a couple more. So let's say 5 throughout the year.

And only in the branch offices or also for the branded preferred resellers?

Branch offices and preferred resellers, too. Because preferred resellers act almost as branch offices, so they have like more services because they sign an agreement with us to benefit from more services and content. We have 9 preferred resellers around the world. So upon request, if external distributors are not labelled preferred resellers or even with our end customers like a famous roastery and cafe in London, it's called ozone because they are going through a restructuring phase. They've asked us what is your secret ingredient? How can you explain us what we should do to be able to grow in a sustainable manner? What has happened with la Marzocco? So then we invite them to Accademia on their next trip and we sit down with them. And we're also generous in opening up and sharing our story and “People and Culture” material. So let's say, it was initially designed “People and Culture” for internal employees in Italy and abroad at the branch offices. Then we welcome preferred resellers because they have a preferential treatment, we have 120 distributors worldwide and nine preferred resellers. They're

acting almost as if they were branch offices, and then we've seen that there's been interest and curiosity from the market from our end customers at cafes. So upon request and a conversation we were like, ok, let's make it happen, come to Accademia the next time we go to London, we'll help by the roster before it opens and we create a little, you know, round table. Recently we delivered it also to a wine brand that used Accademia as a location for their team building moment. Ruffino is like a luxury wine brand, they came to academia, choosing it as a location for their marketing convention or retreat. And they asked for us, for me and Chris, to give them some insights into people and culture. What is it that makes us successful and stand out from the crowd and the competition? How do we really elevate the experience for internal and external stakeholders.

OK, it means that you are welcoming all different types of profiles, customers, employees, manager, distributors. OK. It's amazing.

Recently we delivered it also to a wine brand that used Accademia as a location for their team building moment. Ruffino is a luxury wine brand and they came to Accademia, choosing it as a location for their marketing convention or retreat. And they asked to give them some insights into people and culture. What is it that makes us successful and stand out from the crowd and the competition? How do we really elevate the experience for internal and external customers?

Can you share me the results you got from Great Place to Work?

Nothing is quite open, but like I can show you the results it's anonymous obviously. And I would invite you to come up with your own analysis and interpretation. I wouldn't like copy and paste the codes that people put in the open box to answer certain questions. Obviously the trends and the areas where we did better in terms of scoring is the area of camaraderie because you know great place to work evaluates 5 areas, respect, equity, reputation.

Thank you so much for your help and for the material. It was so interesting.

Thank you. All right. So I'll send you an e-mail with all the materials. Bye and good luck with everything.

Thank you so much, bye and have a nice day!

13.3 Borja Agramunt, Sales Manager at La Marzocco Spain

[Google Meet call, 1st July 2024]

Firstly, I would like to say, thank you very much for your time and for agreeing to be interviewed. Let me introduce myself to you. I'm a student in International Business in Belgium and I'm currently in internship in Indonesia. What I'm studying in this thesis is how La Marzocco manages to pass on a strong corporate culture despite four different generations of managers and in a company that is expanding internationally. I'd like to talk to you about how you perceive the company's culture through storytelling. This means I will ask open questions to discuss anecdotes and stories you may have to share. Can you introduce yourself? What is your role in the company? How long have you been working at La Marzocco?

Yeah, of course. So I'm the sales manager for Spain and Portugal. I've been working for La Marzocco for five and a half years in this role. I'm in charge of developing the market in Spain.

So you are working in a branch office or a preferred resellers ?

Exactly, we are a branch office of eight people, pretty small. We have two offices, one in Barcelona, and one in Madrid and I'm based in Madrid. When I started here, we only had a branch office in Barcelona. And I had to fight my way to be able to work from Madrid. So now I have my own office, I'm really happy.

Nice. My first question about the content of this interview is, in your opinion, what are the fundamental values of la Marzocco?

So, talking totally out of the book, because obviously, I'm not going to tell you things that you already know. There is for me two fundamental values in the company that go further from just coffee machines. One of them is the sense of community, how everything evolves around community, how the community is the actual motor that makes us grow and make us move every day. The second is the sense of family. From the first day you are told that we are a family. We work like a family, we protect each other, we help each other like in a family. And obviously, it's something that you don't buy because everybody tells you that but in this case it is true. You really are part of something bigger than you. It's a very unique sensation. I've worked for big corporations before, for bigger corporations actually. I've worked in startups, I've worked in many different places. This is the first time that a company put their money where their mouth is. I don't know if things will continue like this for much long because it's pretty unique, but anyway it's a privilege to be part of something that is biggest. The thing is

when you are with your big bosses with the CEO and so on, you feel like they actually know you. You're not just a number or a name for them, they know you. They know your family. They ask about your family with genuine interest. Because they care about you as a person. And that's unique, let's say. So yeah, two core values, community and family completely.

Thank you! Can you tell me a story that, in your opinion, perfectly illustrates the spirit of La Marzocco?

I have a ton of stories actually. Something really interesting. You, as a woman. You know that getting pregnant when you are starting in your career can be a problem, right? It can be an issue. Well, not starting, but in pretty much any stage of your career. So when I started in La Marzocco, one month before, we found out that my wife was pregnant. The best news ever. But I just accepted a job where I had to travel a lot, where I would be a lot of days, even weeks, out of home. And it was a new thing completely, totally out of my comfort zone. Obviously, we were pretty scared. So I had no legal obligation to talk about this. I could just shut up about it and one day say “ok, tomorrow my wife is giving birth, so I'll disappear for a few weeks. Good luck now”. Obviously I didn't do that but I went in Italy for my induction week. On my first meeting with the CEO, Guido, I sat down with him for like 10 minutes to talk about who I am, what can I do for the company, what they expect me to do. And they ask me, do you have kids? You have family? And I told them, without even thinking about it, my wife is pregnant. And they were so happy, so so happy about that. I never felt that it would be an issue. Because they are like, themselves, super family oriented. They all have kids and I felt like super relieved. I mean, I didn't even have the sense of worry before that, but afterwards, I feel like “wow, it could of gone south. Like someone could have thought: “hey, you just accepted the job offer but you are going to work really hard for a big period of time, you're going to spend time away from home and you didn't tell us in the interview that you were having a baby. You are a bad professional”. No, I never had that sensation. They were super, super, super, super happy. And every time I've had any kind of thing with my family, like, everything has stopped completely, they told me to focus on what's important. So yeah, that makes me value not the company, at least the work but the people that work at the company, that at the end of the day, is exactly the same. Because companies are made by people who work in. I think that the corporate values, the way we communicate them, they're not true, because it goes further away than those values. But of course you cannot communicate certain things because they're not tangible. It's very hard to explain in like a sentence.

Yeah, what you just said is perfectly aligned with my researches. Now, can you share with me a moment when you faced a challenge or a crisis about the corporate values?

This is a tough one.

OK, so you never had some difficulties or some questions about the corporate culture. Everything was perfectly communicated?

Ok let's see. There's sometimes a bit of frustration because of the sense of family makes things be less professional that they should. In the sense that some people were not doing a good job or that just don't care and they are protected to the extreme, even though when they don't deserve it, let's say. So this family sensation is great, it makes you feel protected, but in the other hand, from a business point of view, it's a bit frustrating because you get things. You see that certain things don't get done and that has no consequences because of this culture.

I can understand that it creates frustration. Did you already speak about that with someone in the company or it's too delicate?

At the beginning, it was pretty tricky. Now I'm more vocal about it because it's been a few years and when you see things that should be changing and not changing, you get tired, of course. And I have to say that every time that I've had the chance to speak about this, with my superiors, with people from Italy, they have been understanding. Nobody has never got angry because of the subject, but things have never changed. There's always been a promise of "we work on it" and I'm pretty sure that they are actually willing to work on it but, I'm also sure that nothing will change because of this culture. You cannot tell someone who's been 10 years in the company: "you are lazy and you should just leave what you're doing or do something else because it's not worth it and you're getting people frustrated". I'm sorry because I prefer not to elaborate more than that because it's a pretty delicate situation. But yes, I have communicated it but actually, last week I was speaking about this. I've told him like five times before and nothing has changed. So I'm not willing to talk about this anymore because I know the outcome. It's not good. I mean, it's not bad. It's not going to be bad for me. There's not going to be backlash, I know that, but nothing's going to change. So why spend more time on this and get more frustration?.

Of course, Thank you for your transparency, it's important for this research. Now it's a multinational company. Do you feel that the management considers the cultural diversity?

Actually I don't because what I can say is that all the people I know from the other branches or the distributors far away, because the culture in Spain and Italy is very similar, have very good relationship. Also with my colleagues in France that share the same values. The UK and Germany might be a bit different because of the culture in these countries, but it's basically the same kind of people. I have to say that the people that I've known from further away countries as Australia for instance, also share the same core values. I think it is really interesting how a person can change completely from a country to another. I think that's beautiful and that's super respectable. But yeah, basically I think we are all hired more or less the same way. I don't know if it's HR politics, but people in La Marzocco are pretty not similar because we are all unique, definitely, but we have the same way of thinking. I don't know if it's because of the culture or because they hire people with these values.

During the job interview, you were asked what your values were, to see if they matched those of Marzocco?

No, that's the amazing thing. When I was doing the interview process, I was hired five years ago when we weren't so big. So the process was a bit different, but I didn't speak to anyone from HR until I got to the headquarters in Florence. I only spoke to two people that were Phillip, my former boss and the director of sales, and those were the only two people to whom I talked from La Marzocco. That's the thing that shocked me. They are the ones choosing the values we could say. I didn't answer any question about my personal values. I would say it was super elegant. They were extracting information without me knowing.

And when you joined the company five years ago, how did La Marzocco communicates its corporate culture to you? What happened exactly?

I spent a week in Florence, in the headquarters. There I met most of the team. They had small workshops, individual workshops. The product managers took me for an hour and a half and he just explained every model of machine, what's the difference, was it kind of market and so on. I had the same with Massimo Batalia, who's the director of academia, and he talked about coffee. Because I had no idea about coffee. To be completely honest, I was a coffee geek, but had absolutely no idea whatsoever. So he gave me a master class on coffee. That one was amazing and the same with every other department. And I had this workshop with Giada, about the people and culture, the ongoing program and the values of the company.

Super, I would like to speak more about the workshop "people and culture". How did you experience this workshop?

OK, so first. When I did the induction week, the “people and culture” was a project. They were starting to work on that. And I think I was one of the first people to talk about this project because I started in 2019. So I remember that “people and culture” was already there, but I also know that it wasn't like a finalized program. And afterwards when they started doing the “people and culture” workshop with the branch offices, Spain was one of the first. So I've seen the product to grow. I think it was in 2020. It was just one week before the COVID lockdown. We had the workshop with the German branch office and a couple of the Danish or Swedish distributors. They came to Barcelona, to the workshop and some of the members of the German office were coming too. Actually, the people from the German office couldn't make the workshop because one of them got COVID, so they just locked down themselves. And we did this with the two Scandinavians, super nice people. It was very funny because we discovered, this cultural differences, it was super interesting. And we did this workshop with Giada and Chris.

Nice, thanks. Can you describe an experience at the workshop that stood out in your experience of La Marzocco team culture?

So first of all, let me say that the workshop was amazing. I loved it. I had super good time and it helped us to understand better the values of the company. We understood them, but in a more theoretical way. So with this workshop we actually learned to do “why?” behind the things that we were doing. So there was one thing that stood out me. We had to design around a kind of shield, I don't remember the name. Like the shield of La Marzocco. So we had to design our own with things that we like, with our values, things that were related to us and I thought that was super interesting. I don't know if it was like the shield or whatever the name. It was like an animal that had to talk about you. I don't remember exactly, but it was super interesting because it involved telling people stuff that we had never told before in public. So it was super interesting because it was done in a very subtle way and it got us. Everybody was talking about really personal experiences and really personal values that helped us also to connect with each other. That was amazing. We were drawing what would be kind of your spirit animal, let's say. But it's been a long time so.

And why was it important for you as an employee of La Marzocco to do this exercise?

Because it really helped me. I was waiting for La Marzocco for a year, more or less when this happened. OK, so I didn't have so much contact with people from other branches and it really helped me to understand that I was working globally with people like me. Let's say.

And how do La Marzocco values resonate with your own values as an individual?

Yeah, pretty aligned. I feel in home here because I'm very family oriented as you have already seen. And I'm super oriented to quality like I never buy stuff for the sake of buying. I only buy things when I know they are first of all, what I need and second, that they're going to last a lifetime. That's the way that we do machines. Before I started working for La Marzocco, I already had decided that I was going to buy a linea mini for my home. That's the thing that values of the company and the way that the company does things are basically the same way that I do things. I'm not going to say that we are one obviously, but our values are very aligned. We have this other value that is celebration. That is very interesting that a company has this as a value and it's something I share totally. I'm not this super party guy, but I like to celebrate and I try to be positive and happy all the time. I think it's worth it, right? Life is not worth living if you're not going to be happy and if we are not going to celebrate every milestone and try to share with your peers. It doesn't matter if it's your coworkers or your family or friends, but just try to enjoy what you're doing.

OK, super. Then you have the “Family Day” event each two years. My question is, how does this event unfold exactly?

I was unlucky enough to be hired a few months later the family days of 2018. The family days of 2020, were because of covid, very cold by zoom. It was a disaster. In 2022 we had a real family days. It was amazing. They took us all to Florence. We had a lot of workshops. We had a lot of very interesting talks about values, about why we do things, with our new products... We were able to spend some time with other branch offices and to get to know each other a bit better. It was a crazy event with so many people there, it was so fun. It was a corporate retreat for the whole company at the end of the day. Absolutely wild. Something that you've heard that happened in startups but you don't believe that it's going to happen in a traditional company. I worked for a big start up like let's say Uber, but with taxis. It is huge, a great company. And I remember that we had one of those events in Hamburg where the headquarters were when I started the company. It was crazy because there's a ton of German app developers and so, it was like a fresh party all the time with tons of beers, Jägermeister, like crazy. I don't even remember we talked about work at any moment. There wasn't even a presentation. So it was just a huge party. We could say that the Family Days had that same vibe of this huge party, but at the end of the day, we had a lot of work done. We were able to see a couple of super interesting presentations and we came back home with the sense of having a lot of fun, but understanding better the company for which we work.

Thank you. Can you tell me about a particular moment that made you feel part of the La Marzocco "family"?

We had this presentation from a guy called Peter Docker. The presentation of jumpseat leadership, it's a book that he wrote. He gave us this presentation about how you have to let other people, let middle management make decisions and just sit back and see if you've taught them well and just be there to support. So not get into micromanagement and end up making other decisions and other costs. It was super interesting because that's exactly the place where I am. So I'm middle management and I want to make my own decisions and my decisions are used to be, if not respected, at least discussed. It's something that happens. I'm pretty happy with that, I have a lot of freedom. It was super interesting to be able to see a presentation about this, exactly where I am. Sometimes it's very difficult to put words to your feelings or to the things that are going on in your mind and having people, like this guy, who's an amazing communicator, explain what you have in your head. Crazy.

Yes, it's actually Peter Docker that put me in contact with Mr Salierno. Then, maybe in an opposite way, do you have a moment that made you feel like you were not part of the La Marzocco family?

No. The only thing that I can say is, I think, we spent too much money on this event. It's something that is completely uncontrollable. But there were a lot of people there who didn't care, who weren't extracting all the good stuff from the event. They just wanted to go to Florence for a couple days and not work, sleep in nice hotel and party. That's the only thing. But it's very difficult because you cannot exclude people, but for instance, from the Spanish branch, everybody went and actually we saw that nobody, no other branch took all the employees. They took a few key employees or people who were rewarded with the branch office, so maybe our team didn't value it so much because, yeah, we took it for granted, let's say. I think it was too big.

And how they can manage to improve that?

Maybe, make a well thought selection of people and take only people who are really going to bring something to the table. Because I'm not to be rude, but I also saw people from the headquarters, people that have been working at La Marzocco for a lot of years just because they live in the same town and they really don't care what they're doing. So you could feel that some people were extremely bored during the talks and they were with the phone, just checking out Instagram, stuff. Don't come if you don't have that kind of attitude. I understand that it was the

first big event after COVID and they wanted to involve everybody and make everybody feel part of something bigger. But there's people who just don't care about that. And that's ok, totally ok but there's limited resources. As you've seen, I'm not politically correct at all, I guess. And if somebody is offended, let them get offended by this issue.

Yes but I'm happy, I don't want you to be politically correct.

No, I'd never be. I think they gave you my contact because of that.

OK, nice. So the next question is, do you see yourself as an ambassador for promoting the company culture to your team as you are sales manager? And if so, how do you approach this responsibility?

Yes, definitely. We are a very small team and everybody shares, more or less, or at least the key players in our team share the same values. So there's nothing extra we can do biggest. Everybody's in the same boat. If you ask me the same question in three or five years when we've grown and we are double the team, I'll give you a different answer, 100%. Right now, there's no need to be an ambassador within other ambassadors.

Ok and let's imagine, how will you pass on the company's values to a newcomer in the company? Or with your customers?

With the customers, it's a different game. But for instance, if we're hiring someone new they will get the presentation from the team of people & culture in Italy with the induction week and so on. But I live on a basis of learning by doing. It doesn't really matter what you tell people. People have to see that you live by those values and they have to understand the why behind those values. There's no need to explain things 10 times. At least what I do, I try to integrate those values more in my daily professional life. As I said before, I also integrated them in my personal life, but that's another story. So with the customers, it's basically the same, just lead by example.

I understand your point, but as we just said before, sometimes it's also very important to verbalize the things to be sure that everybody can share the same values, the same practices in the company. That's why I now turn to the central subject of my thesis, namely the Golden Circle concept by Simon Sinek. Have you heard of Simon Sinek's "Golden Circle" concept? If so, can you explain it to me?

I perfectly remember that because I saw this video on YouTube, I don't know, 20 years ago when I was in the uni and I was like: "wow, this guy has a point". It's the why in the centre.

Why you're doing something and not focusing on what or how you're doing stuff. That's not the important part and probably you will end up doing something in a very special way if you know why you're doing it. My family is in the fashion business for like 50 years. My grandfather launched a brand that at a certain moment was big, now it's not, but they're still going with that. So in the fashion business, you see this a lot that when somebody launches a product, everybody's copying it. But at the end of the day, the owner of the idea is the one who's thriving the most. And we saw this, in our family, when the company was more in a copycat-based strategy, they were failing. And when they started doing like genuine things, like they did 50 years ago, they started thriving again. So it's not that you are selling a trouser or this trouser is made of organic cotton. It's "Why" you're selling a trouser and made it with organic cotton.

Thank you, you know perfectly the Golden Circle. What can you say about La Marzocco when you're using the Golden Circle? What's the Golden circle of la Marzocco in your opinion ?

I know that our why is we build relationships that fulfil or enrich the life of others. It is completely true. That's it's something that I'm not able to verbalize because I'm super bad at remembering literal phrases. I should have studied more poetry when I was a kid. If you ask me the values of La Marzocco, I probably won't get more than two to be completely honest, like probably celebration that I said before and integrity. Because that those are my core values also. Integrity is something super important for me. The thing is that, all what we do is to enrich the life of others. I live by that, it's totally myself. Nothing makes sense if you're not going to help someone be better. You know what I mean? Like brings something to the table that is useful. When I try to communicate these values or this golden circle to my customers, I was going to say to my employees but I have no employees, the thing is that they are my distributors. They also have to be able to pass this. When they asked me about our competition, I try not to speak about my competition. It's not relevant. I'm not going to say we do this better than X or Y because it's not relevant. If they really want to know it, we can have like a more technical conversation about why we are doing stuff from a technical level and why is it different from the others. But that's not the goal. A customer doesn't have to choose between me and another one. They have to choose me because they believe in what I do and what I do is supply them with all the equipment that will help them thrive, that will give them very little issues. At the end of the day, it's a machine that will be very stable extraction of coffee every time and it's also a machine that is in a statement at La Marzocco. You tell everybody that you have amazing coffee. Because everybody knows why we do things and we do things because we love coffee. We want everybody to get to know, and there's something better. It's not about selling more.

It's about selling better and choosing with whom we want to work. We only want to work with people who share this vision. That coffee is an amazing beverage and it makes life better. We want good coffee. Good coffee makes your day 10 times better. So we want to help get that amazing coffee.

What I tried to transmit to our customers and to our distributors is that we do what we do because we believe in what we do. We believe in better coffee and we know that when somebody is investing in a La Marzocco machine, they're getting a product that will help them serve better coffee and that will last a lifetime. If they take care of the machine. We know that this machine will make their life easier at the end of the day. We'll deliver them a much better coffee than if they weren't working with us. Something I think that my customers value a lot is that I always tell everybody that at the end of the day, buying a 20k machine is not going to change the quality if you are using bad coffee. You need to work with the best beans available. The worst machine with the best beans you can at least have a decent coffee. But the best machine with the worst coffee won't deliver, and that's something that I blows their mind. Like, wow, this guy isn't pushing his agenda. They really care about what they do, and they prefer invest first in coffee and then we'll talk about the machine. It's not relevant. It's not important. The important thing is that you are growing the best possible coffee for your customers. Once they hear that, they see that we speak genuinely. It's not going to change my life if I sell one or two more machines, but I know it's going to change somebody's life if you share an amazing coffee. I've seen the impact that great coffee has in people and I've seen how people's faces have changed when they had a sip of really good coffee and it's amazing. I'm sorry because I don't have a stable connection so I cannot share my camera, but you should see my smile right now. It's something that I'm proud of. Super proud to be part of this. It's so special.

Yes I can imagine. It's so nice to hear that and it gives me the willingness to work for La Marzocco.

Definitely you should. You should try 100%. Couple years ago, we did this kind of program with a design university in Madrid where they came to our showroom and decorated it and they were painting graffiti and doing super cool stuff. And I had conversation with the kids, they knew nothing about coffee. Most of them never had a coffee before. I had, like, one hour conversation with them about this, about the values, about why we do stuff, so that they could understand the company. In my experience, at uni, when you're working for a company, it's never real, nobody really cares about it. So I wanted them to see that I really wanted them

helping us have a better space.. After that, they were so happy, they did such an amazing job. Then a couple of the girls came to the office to tell me that they wanted to be baristas. This is being an ambassador at the end.

Yes exactly. Then do you really think that the Golden Circle helped to verbalize the corporate culture?

Yes, 100%. I think it helps us a lot, on the purpose. What I've understood always, it cannot be a golden circle if there's not a purpose. It's just a way to verbalize your purpose. It's not a tool, it's just a communication. If you don't have the purpose, there's no golden circle possible.

And did you already mention the why and the Golden Circle in your work at La Marzocco? Did you already use it in your daily work ?

I don't talk about the Golden circle with those words, but I do talk a lot about the why. It's something that I talk about every day. Not everybody knows the golden circle. The TED talk has been seen by millions of people, and if you start the conversation like, hey, did you see that talk 20 years ago with this guy Simon? Everybody has seen it but I don't want to do such an introduction. I'm a salesman, so I go direct to the matter. That is the why. Because when you talk about the why, then you start to talk about the how. And then you talk about the what. That's the Golden Circle.

My last question is, what advice would you tell to La Marzocco team to make the people and Culture Workshop better? Or to make a better use of the Golden Circle?

I just advise people to, I don't know the word in English, I'm sorry. "Interiorizar" in Spanish. To understand it, but not just understand. There's another word in Spanish "Aprehender". This is with an "h" in the middle. That means like we really understand it. It's not just learning, it's like understanding it and using it. In my my experience, when people really understand why they're doing stuff, there's a click in their heads and they suddenly understand everything. Everything you've done and the reasons why you've done it. So it's more important to transmit an attitude. We are animals and we are based in chemicals, right? So we are wired to be able to trust or distrust people and it's automatic. When someone really honest comes and starts talking you, you buy whatever. Because you know, they want to help you. And when they're dishonest, you can also tell super-fast.

Thank you a lot for your sharing. Do you have any other elements that you would like to share about your journey at La Marzocco?

Nothing more. I think I've told you a lot. There's a lot of information here. Maybe too much.

Not at all. It's perfect, really. Finally I have a last question. Do you think that all the employees of La Marzocco understand its why?

As I said before, not everybody because not everybody really cares. But if you care a little, there's plenty of opportunities to be aware of this. The interesting thing is that it's not mandatory. I mean, it's not something that you wake up every morning and you have to recite this poem about it. No, it is not Big Brother. The thing is that it's very voluntary. And if you want to go the extra mile, you will go. The amazing thing about this company is that a big percentage of people are willing to go the extra mile. It's huge and it's because of the culture.

Thank you a lot for this interview. You just gave me so precious information about the culture of the company. Thank you for your time.

Actually, I have a meeting now so I have to go, I'm really sorry.

Oh of course, no problem! Thank you so much and have a very good day!

It was a pleasure. Cheers!

13.4 Josie Parden, Marketing Manager at La Marzocco New Zealand

[Google Meet call, 3rd July 2024]

First thing, I would like to say, thank you very much for your time and for agreeing to be interviewed. So let me introduce myself. I'm a student in international business in Belgium. Right now, I'm in Indonesia for my internship where I'm writing my thesis. As I told you by email, what I'm studying in this thesis is how La Marzocco manages to pass on a strong corporate culture despite four different generations of managers and in a company that is expanding internationally. I'd like to talk to you about how you perceive the company's culture through storytelling. This means I will ask open questions to discuss anecdotes and stories you may have to share.

My first question is, can you introduce yourself? What is your role in the company and how long have you been at La Marzocco?

So, my name is Josie Parden. I am the marketing manager at La Marzocco New Zealand, the branch office and I have been with La Marzocco nearly five years. I believe it'll be five years this September.

Perfect. Thank you. My first question about the content of this interview is, in your opinion, what are the fundamental values of La Marzocco?

They're actually on the wall behind my desk, integrity, curiosity, courage and impact. These were gifted from La Marzocco international team, and so they're always sitting there right behind me, for me to see and think about.

And can you maybe share me a story that, in your opinion, perfectly illustrates the spirit of La Marzocco?

Yeah, I think La Marzocco is built on the people and its relationships with people. And that's why people trust La Marzocco and that's why they've been so loyal to this brand. When I first visited La Marzocco as a new recruit, almost five years ago, I was left with such a strong impression of the spirit of La Marzocco. The hospitality and the care that I was greeted with when I got to Florence. It was just unmatched. I just felt like they had rolled out the red carpet for me. People took time to chat to me. The first time I met Piero Bambi, I had just started at La Marzocco and I know now that somebody had told him that I was coming. So he wasn't standing by the coffee machine by chance. Somebody had let him know that he had a visitor coming from New Zealand, so he just casually standing by the coffee machine when I came in. He's like: "oh, good morning". And we had a nice little chat and just the way he took time to talk to me and engage with me. It just made me feel like, from the beginning, they really care about people. They want to make people feel welcome and that's really important. To everybody there and I kind of got that energy from every person that I interacted with in those first few weeks.

Wow, thank you. And to what extent is it important for you to know about the values of La Marzocco ? How it resonates with your own values?

I think knowing our values is really important because it influences the decisions that I make as a leader every day, when considering an action that I want to take for my team or a project that I'm working on. I can always ask myself if it aligns with those values that are on the wall behind me. I think it's almost impossible to strategize and to set goals without really understanding and considering the company's values to be able to make those decisions. You have to have the values first.

So for you, when you are leading your team, which values are the most important in your team in New Zealand ?

They're important, and I feel like they all kind of linked together. One that comes back to me, because there's the integrity, curiosity, courage, and impact, I think curiosity and courage are really important for my team in marketing. Just being brave to innovate, to try to be leaders in our field, to be curious about what our customers think, what's going on in the market. I think those values are really important.

Great, thank you. Now could you share me a moment when you faced a challenge or a crisis at La Marzocco? Did you already have some difficulties or some misunderstandings about the corporate culture?

I faced some personal health challenges during my time with La Marzocco. I was really unwell. That was a time where I feel like La Marzocco as a whole, La Marzocco New Zealand really displayed a lot of integrity and how they handled that, how they supported me and made me feel like they cared for me as a person as well as just someone who works there. And the way that they behaved was such integrity and support and understanding made me reciprocally behave with a lot of integrity and understanding for them. Because they were so kind, I wanted to be. They were so supportive. Just that reciprocity and the way that you treat people and relationships you know, it is fundamentally. It is beneficial to the company long term to treat people well because then they're gonna remember that.

OK, thanks for your sharing. About the top management, when they give you directions to follow from Italy, do you have the possibility to discuss all these instructions and give your opinion about it?

Yeah, we have been having more global meetings of all the different branches with the international team, where they do kind of paint the picture of what they're trying to do and the goals of La Marzocco as a group. They try to make that really clear to the leaders at branch level. So then we can trickle that message down to our teams. And in those meetings, it feels like they do care about clarity and they're trying to be really authentic with the team members and I feel like they're improving with that, as time goes by. I think over the years that I've been with La Marzocco, they've been doing better and better with telling people what's going on and connecting and sharing.

OK, great. Thank you. Now I'm wondering, as La Marzocco is a multinational company, do you feel that the management considers cultural diversity?

I think with diversity in the whole group or within New Zealand. Within New Zealand, I'll start with us first. When I first started in New Zealand, five years ago, I was the only woman. We were a really small team and we were only six at the time. I was the first woman on our team. Now nearly half our team are women, so that's a great achievement, I think for us locally. We have a lot of different cultures represented in our branch. We have Chinese, Indonesian, Korean, American, New Zealand of course, and some people who with backgrounds from the UK, so it's a really good mix of people. I think we are part of the Safe Space Alliance. We have multiple members of our team who are members of the LGBTQ A+ community. And we just want to make sure that there's a sign on our door saying this is a safe space where we're supportive. A safe place for all people. That's New Zealand and we're just like a tiny group of 14 people. So it's really easy to have a really strong, diverse and inclusive culture in a small scale. I think globally we're getting better. I think as an industry, there are a lot of men in coffee and I think just getting more women into the pipeline is important. With succession management and lifting up people in the business, it is really important that we focus on those diverse groups of people. I would like to see in our C-Suite one day more representation. I think we're doing well with having lots of people from different groups in the company, but a goal of mine for all of us is that we see a more diverse group in the executive management team as well.

OK. Thank you. The challenge with the diversity culture is that it can sometimes bring some misunderstandings. People don't have the same beliefs or practices depending on their culture. Did you already face this challenge? If yes, how do you overcome this problem?

How we clarify the diversity equity messaging? Well, it started around that time that we did have that people and culture workshop. We noticed that this was a place where we could get some attention. It was a moment internationally with the whole world where people were kind of being reflective and looking at themselves based on things that were happening in the news. And we just thought: "OK, what's going on at La Marzocco? How can we grow? How can we do better? And at La Marzocco in New Zealand, we realised: "OK, we're a really small group and we all feel like we know what these values are and what our DEI (diversity, equity and inclusion) policies are but as we grow, we need to write them down". So we took that moment to actually join a network, a DEI network in New Zealand. I can send you the exact name of the group later. It's kind of lost me at this moment. In this organisation, they gave us a lot of support in kind of clarifying where we're at. We did like an audit on ourselves and we formed a DEI committing. We put our policies into writing, so we all know, what our stance is on this, but we need to put it into writing. So we took that moment and we made a handbook and we

wrote it all down and we shared it with everyone. Everyone signed it. We formed a committee where we started talking about these things and it was just little changes that we made here. We put the indigenous languages on the door. So we speak today on Maori and English in New Zealand, but we only had English on the door, so we're like more Italian company. We need English today and Italian. So just to be a bit more inclusive, we changed the signage on the bathroom doors to be all inclusive and just little things, it's just the community of our group tells us what they think that we could do better.

Thank you so much. Then, when you joined the company, how did La Marzocco communicate its corporate culture to you?

I went to visit La Marzocco in the very beginning, and it was right when the Accademia was about to open. Accademia has been a cultural hub and a place to share that story and the culture and the values of La Marzocco. So I got to experience that first hand at the beginning, which was super valuable. I think the Accademia del caffè espresso is a huge asset to La Marzocco for that and getting people to really understand and buy into what La Marzocco is all about. Since then, it's been People & Culture workshops, the great new chapter of work that we've done with Peter Docker. I think all the history and heritage of the brand and really knowing who we are, where we come from, has been really come up .

Really nice. Thank you. And yes, now you are 800 employees in La Marzocco, how does the company ensure that all its employees are aligned with the company's values and culture? What actions does the company take?

Things that I've seen from where I sit in the marketing department, Chris Salierno has meetings with all of us where he paints the picture of what's going on as far as the strategy, the goals and even the culture. We have conversations about things like this because I believe as marketers, we are cultural ambassadors for this brand. So our CMO does a really great job of making sure all the leadership from around the globe know the global ideas, the strategy, the way that they're thinking so that we can share that with our teams. We also have regular catchups with different people from around the globe, whether that's USA, Australia and New Zealand, we meet a lot. Chat about things, but we also catch up with the Italian team and I think just having regular time to check in with each other is really important. Also when they redesigned the website they made this whole page all about diversity, equity and inclusion on the website. And then there's another really big section where they talk about everything that they do on our internal

Internet. So that was an addition that they made where they were sharing like our values, our mission and things like that all on that internal space.

Great, so now I'm going to speak more concretely about the People & Culture workshop that you took part in. Can you explain how you experienced this workshop?

We attended that in a digital format in New Zealand. So we weren't physically there because we're so far away. So we just kind of tuned in online. And so it was really good. But from our team thought, we actually would like to do a little bit more that in person because sometimes that online stuff just doesn't land as well. So we got in touch with this company, it's called diversity works. I just don't remember the name of it, and they're a New Zealand company and we did some workshops with our own team in person. We did unconscious bias and working with different cultures and different things like that in person. We all did together that built on the themes that were presented to us in that global digital format. So I think for us, it was really valuable to show us the People & Culture workshop, to show us what the company as a whole was trying to achieve and then we could augment that on our little island on the other side of the world a little bit more in person.

Yeah, of course. And you also participated to the workshop with Peter Docker no? Can you share me a moment that stood out in your experience at La Marzocco team culture?

One of the things that came out through my work with Peter Docker was this buzzword that just kept coming up was passion, like the thing that keeps everybody together. Here is we're so passionate about what we do and we really care about it. There's like this sense of belonging and share goals there and we all care really deeply about what we're doing. And just working with him and kind of looking at La Marzocco under lens and be like, how can we show up as better leaders? How can we clarify what we're doing here for ourselves, so then we can clarify it for our team. I think that was really amazing work that he was doing because there are some things are like, well, if the leadership isn't clear on it, then the rest of the team isn't clear on it. So let's get really clear on what we're trying to do.

Of course, and is there a particular moment, a particular discussion that stood out in your experience with this workshop? Did you discover things about yourself or about the company?

Yeah, we did a lot of work in the beginning where we were working with the life cycle of a product and saying where the branch might be part of it based on the R&D department in Italy. But towards the end of it, we shifted a little bit. Peter and Ashley did a workshop towards the

end of the sessions that was focused not just our own personal values, like what our stands are because he talked about positions and stands in his book. So we talked a lot about that and he said, in order to become a good leader, you need to figure that out for yourself first. So you need to know your companies stand. You need to know your company's value, but you also need to know your own as a person and what motivates you. So we did a bit of work on that and I think linking those two together, the companies stands and values, and you as a person is really important. And that's one thing that I took away.

OK, thank you. And thanks to this workshop, you felt that your own values was aligned with those of the company?

Yeah. And one of the things I found out in the workshop is because Peter was asking me all these questions and he's like: "oh, it sounds like something that you really stand for is curiosity". It seems like one of the most important things that comes up in everything that you're saying. That's actually one of the values of La Marzocco, it just pointing out to me that those two things were quite similar. And I think that's really helpful for all of us to figure out well what's driving the people on our team, what have they really care about, what's resonating with them and then drawing those parallels. This is actually also what as a company we're trying to do too. So we're all on the same team, working towards the same goal.

Yeah, it is amazing. Thank you so much for your sharing. Then I would like to ask you, how does the Family Day event unfold? I know you are in New Zealand, so I don't know if you took part at this event.

I was there at the last one. We flew in from New Zealand all the way to Italy. We went with a small group, people from the leadership team because we couldn't all go unfortunately. Because it's been a very long trip. And we went with another group from Australia and we went to Florence and it was really fun. We did a lot of group activities. We did like cultural walk around city. We did some groups, scavenger hunts. We had dinners together and celebrations. And barbecues. And it was a really nice way to feel included in that global group of people that we don't get to see in person quite often. Peter Docker was there as well, at the last family days. And he introduced that whole theme of jumpseat leadership and positions and stands. For me, that was really important because it showed me that, just the idea of succession planning and the idea that La Marzocco does want to lift up people internally by sharing this information with them and educating them and giving them access to these things is really important.

OK. And during this event, can you tell me about a particular moment that made you feel part of the La Marzocco "family"?

I would say, I really enjoyed the work with Peter Docker, but I think the moment that I felt most connected and most part of the La Marzocco family was a smaller moment. It was when the marketing teams from all over the world went to dinner together. It was just such a small thing and it was just our team, but from all the branches. And we talked and laughed and shared wine and food. But we also got a glimpse of what was going on in each other's markets and each other's day-to-day schedules, and how things were going in different parts of the world. Kind of feel more like a group than we had a long time because we don't very often get to be all in a room together.

Oh nice, thanks. Then in the other side, did you have a moment that made you feel like you were not part of the family?

I think it's really similar like I can't pinpoint an exact moment. I can't say: "oh I didn't feel part of the family". But I definitely did notice the camaraderie of the colleagues who are geographically closer to each other, like the groups who are within Europe. They are all really close. They see each other, they have a really good rapport which naturally they would because they're physically near each other more often. And that just reminded me like although we make all these efforts to connect digitally across long distances, it doesn't really take the place of these in person interactions and they're really irreplaceable, making sure that we keep the rhythm of. We actually do need to meet face to face. Even though we can do a video call. That's not the same. Sometimes we need to just be in a room together.

Yeah, of course. And did you already think about a solution to overcome this problem?

It's tricky. Because things like the distance and the cost of travel, we just have to prioritise it. And I think maybe using Accademia as a cultural hub, maybe it's sending different groups at different times to be together. Using different places across the world that may be easier for some people to get to than others. So maybe sometimes we're all going to meet in Seattle. Maybe sometimes we'll try to meet in Australia, sometimes we'll meet in Italy and different people can go. Just getting that rotation of people moving around and spending time with each other. Sometimes, just a phone call from someone to just chat and see how you're doing, like having Giada or others. Just calls as I want to know what's going, don't have any real agenda for this call, but just wanted to know how you are.

Yeah, thank you for your idea. Then do you see yourself as a real ambassador for promoting the company culture to your team? How do you approach this responsibility?

So I really feel as a marketer, part of the marketing team, that we are ambassadors for this brand and this company culture always. People are paying attention to what we say and what we do. And as marketers, we have a lot of influence, a power to influence change and the power to drive that brand value through company culture. So I guess from that influencing at a macro level from the ground up and the way I do this personally is leading by example. So my team, my colleagues, are going to look at how I behave and how I react to situations. So making sure that I am embodying those values, I am walking the talk, I am actually doing what we say we want to do because people are looking at their managers. Then being really clear and authentic with my team and the external stakeholders. So when other people can see your vision and you can take them along with you on that journey, it does a lot to inspire that enthusiasm and the buy in for what you're trying to do. And then, again, coming back to that concept of reciprocity. And I like to think about how La Marzocco's goals and values can align with my teams. Like when I was saying how Peter Docker pointed out to me that: "oh from everything in this conversation, curiosity is very important to you. And kind of echoing that back to me is to listen to my team and find out well, what are the things that are really important to them and how can I bring that in to what we're trying to do and link it all together. So we can all feel really good about what we're trying to achieve.

I like the idea about the reciprocity. It's really important in a team. You spoke about having a really clear and authentic communication with your team. Concretely, how do you communicate clearly with your team? Do you use some tools, some particular practices?

Let's see, we recently did a strategy day where we got really clear within our leadership team on what we were doing. And from that, we convinced like a day's work of ideas and thoughts and things and we want to put it into like a strategy on 32:31. So I feel like the clear concise support message is really, really great to share with the team and also like simple explanation and taking the jargon and all the other things out of it and saying this clear and simple is what we're trying to do. So then everybody can get a grasp of it and then you bring people in as the more detail that they need depending on their role. So everybody has the big picture to begin with.

Ok great. Now I would like to speak about one particular concept. Have you heard of Simon Sinek Golden Circle concept? I mean in a general way?

Yes, that's a framework that explains leadership in these three concentric circles. It's the why, the how and the what. It's all about communicating from the inside out rather than the outside in. And clearly communicating that why to help create those emotional connections and inspire that loyalty within your team. It's also the way the brain processes decision making. Like we emphasise those emotions, sometimes even more than logic. So getting people to care and to understand the why. I think those organisations that clearly communicate that why, they're going to build stronger relationships. That's a really great way that we can try to differentiate ourselves as looking at that why first and then expanding out to the: "this is why, now how and then what?". But the why is always at the centre.

Yes you know the concept perfectly! Thank you. And what can you say about La Marzocco Golden Circle?

I think since I've joined the team, La Marzocco has gotten better at this. We just finished that local strategy day in New Zealand where we focused on defining that, why, how, what. The goal was painting the picture and that's the words that Peter Ducker uses in his Jumpseat leadership course. Painting that picture for ourselves first and then for our team. So we've been doing that at a local level. I think at a global level, they've been getting better at this as well. Actually, if I can be completely honest here, since Peter Docker started working with La Marzocco, I've seen the clarity and communication improve. So it's been a notable change and actually, everyone's getting better with painting that picture. Having that reminder of we need to be clear about this, really helped all the teams.

And for you, what's the why of La Marzocco?

The Why? La Marzocco is building relationships that enrich the lives of others. Even that's what came from the strategy day that we did with all of our leadership team like the thing that kept coming up was like our relationships, our relationships, our relationships are so important. We're a company that makes a product, we make a product for people and people interact with us because they see us as real, authentic, good people. While we definitely are about like that, quality, consistency, great product like at the end of the day, we are about people and relationships.

And during the workshops you did at La Marzocco, did you discover your own why?

Yeah. We did a bit of work and I can share a little bit about it. I think for me, I love learning. I've done a lot of international travel and moved around a bit. I'm really curious about like new

technologies and new ideas. I think for me, just listening to everything and wanting to understand and soak up ideas that may be new to me. It's like trying to articulate this, I guess that curiosity is reflected in what I've chosen to do as a marketer, as an artist, as a storyteller. Wanting to listen to the world and be curious about the world and then feed that back out into the work that I do. And I think that's really important to La Marzocco as well. Because listening to the people who are behind the machines, listening to the people who are out there in the field and then coming back and innovating products and services that actually answer the questions, the problems that real people are presenting to us. Instead of just making things that we think that somebody might want, it's like actually, we've listened and this is what we come up with.

Thank you so much for sharing your “Why” with me. As a leader in your team, did you mention the “Why” or the golden circle in your work at La Marzocco? If yes, can you tell me more about it?

Yeah, absolutely. So we shared that golden circle that we got from the global team. So when they share us, you know their big picture and things that they're working on, we share that. But we also put it through the philtre of the New Zealand market and what we're doing here. I feel like it's always a really big priority for us to tell our whole team this is what we're trying to do and every single person on this team, whether you're finance or after sales or marketing or whatever you're doing, it's all serving this big picture that we're all a part of. I think when we all realise what we do every day affects everybody else, we can help move this forward. If you know what you're trying to achieve, it's easier to do it.

Thank you for all your information. I have a last question. What advices would you tell to the team to make a better use of the golden circle or to improve the People & Culture workshop?

I would say to lean into that clarity. You can always be more clear. Cultivate our internal relationships. We're growing as a company and keeping our connections to each other alive is more important than ever. We started out like a small family company and we're growing quite rapidly. With that, I think it's really important that we remember how important keeping our connections to each other alive is and keeping that clear flow of information.

Ok great! You gave me precious information. I don't have question anymore but do you have something to add about your journey at La Marzocco?

Let me think if there's anything else. I think I've said it all.

Ok, super. Thank you so much for your time, for your transparency. You shared with me really nice anecdotes and information that will enrich a lot my thesis.

OK. You're welcome, thank you. Bye.

Thank you. Bye bye and have a nice day!

13.5 Matt Lee, Director at La Marzocco Korea & Matt Cafè

[Google Meet call, 5th July 2024]

Firstly, I would like to say, thank you very much for your time and for agreeing to be interviewed. Let me introduce myself. I'm Alizée and I'm a student in International Business in Belgium. Currently, I'm doing an internship in Indonesia. I'm also writing me thesis here. So what I'm studying in this thesis is how La Marzocco manages to pass on a strong corporate culture despite four different generations of managers and in a company that is expanding internationally. I'd like to talk to you about how you perceive the company's culture through storytelling. This means I will ask open questions to discuss anecdotes and stories you may have to share.

My first question is, can you introduce yourself? What is your role in the company? How long have you been working at La Marzocco? Branch office or preferred resellers?

So my name is Matt Lee and I've been working with La Marzocco since 2012. And basically what I did was set up the company with Mira Song, the CEO of La Marzocco Korea. Our roles are quite similar to each other. So we started off with everything, distributing, marketing, everything, setting up the whole system. And that's what we do now.

So it's a branch office, right?

Yes.

OK, thank you. For you, what are the fundamental values of La Marzocco for you?

The fundamental values of La Marzocco? Well, when someone asked me that question the words that pop up in my mind basically would be people and innovation and quality and history. Those words.

OK, great. Thanks. And can you share me a story that illustrates the spirit of La Marzocco?

There are many stories. I mean, for me, it's just the daily interactions that we have with the people of this company. I don't think I have a specific story. Maybe a specific story for each

other question that you might have later on but how to perfectly illustrate the spirit of La Marzocco? I don't know. I think it's just in the daily thing because what we have in our minds always when we talk with our customers or anyone related to the business, the mind that people have, that I felt, was how can we support the other person. That was the main thought that they would always have in their minds. Whereas when I see other companies in this business, a lot of companies are based on numbers. Of course everybody has to be based on numbers, but they're very concentrated on the numbers regardless of how their partner would be in the condition to sell the machines or how to represent the machines regardless of all that. They're just concentrating on how much machines they will be able to export to the other country. But apart from that, the goal at La Marzocco is always based on how they can support the other people on the other side.

OK, great, perfect. And can you share me a story where you felt your actions were perfectly aligned with La Marzocco values. And to what extent it is important for you as an individual to know about those values?

Well, for me, what I do in this company or what I do daily is purely based on all the values of myself. So what I believe in. So whatever the business I'm in, whatever thing we are selling here is purely based on the belief that this is what I would want. To our customers, I am always very confident of selling this machine and in order to be able to be confident about selling what I'm selling now, you really need to know what the values are of this product and how it's born and where it comes from. When you get to know the real values of what this company is built upon and how the people are trying to spread that value, you can really feel and become confident in selling this specific machine to anyone. So I think that brings a big plus to what we're doing every day, and it's also very important for me because I want to do what I believe in.

And in what do you believe so, as an individual?

I mean for the business, I believe in this product, I believe in every single product that they developed in this company. I think it's my 14th year this year and since then, I've seen all the products aligned with the same values. It's about innovation. It's about quality. We don't say yes to cheaper, to lower value just because it's cheaper. We have certain criteria that we want to fulfil.

Thank you for your sharing. Now, can you share a moment when you faced a challenge or crisis at La Marzocco? I mean, did you face already faced challenges to understand or to transmit the corporate culture?

No. I never had that.

So the communication top-down is always super clear? And the communication between the brands?

I mean, communication wise, you know, nobody's perfect. But for us, it's just a mutual trust as a fundamental thing. It's my background of the cell phone of trust. So whatever they do, sometimes, I mean, mostly I understand everything. If I don't even understand, there's this trust that I have. There should be a reason for this. Maybe, I don't know, maybe I should ask. And then whenever I ask, anything is very clear. So we don't have that doubt of anything.

So how the leader explains you concretely the objectives, what need to be achieved and why? I mean, do you have the autonomy to decide how to work?

In Korea, I guess we have a lot of authority regarding all the actions that we take in Korea. We just need to align with the values that we have and whenever we have to make a decision in this company, it's always based on the values of the company. This is the first question. Any decision that we take is always asked again "is this going to benefit the brand?". And it doesn't matter how much money it's going to bring if it doesn't benefit the brand. If it's just short time money, we don't do it. If it requires a lot of investment, but at the end, it's going to benefit the brand in the long term perspective, we do it. So for us, it's very easy to make any decision because we don't need to be obsessed with a small amount of money that's going to be a plus. It's always just about how to make the brand stronger in this country.

OK, great. Thank you. And as La Marzocco is a multinational company, do you feel that the top management considers the cultural diversity? If yes, how they manage it?

Yes, yes. So I've worked with other companies before. I mean not working like La Marzocco, but have been collaborating with other brands too before. What I feel is some companies in this world insist their own format for everyone, insist their thoughts for Korea. Korea is Korea. It's not the US, it's not Europe, it's not anywhere else. Why do you want Koreans to think what you're thinking? And why do you think they should be accepting your thoughts through the material that you're making in the US or in a different country. It doesn't work. But La Marzocco is like: "you do what you're good at". We think globally, we do it locally. So they always respect

what we think of the market because at the end, they need our trust. We need their trust. So it's like we trust them, they trust us. It's got to be vice versa. They let us do what we're good at and they trust what we're doing will benefit the company and the brand later on, whatever it is. So we feel that trust a lot.

OK. Super. Thank you. So when you joined the company, how did La Marzocco communicates its corporate culture to you?

At that time it was smaller, much smaller than now, so. So at that time, even all the branch offices would gather up in one office in UK and everybody could be there. So it wasn't as big as it's now. So we were like a very small family, family-oriented at that time. How they would deliver their values to us? Of course, verbally. Is the easiest way. They would have some sentences, but as you see now, how the mission statement is, it was really kind of picked out later on and at that time it was just about the feeling that we had, with the people. More than the words, it was just the feeling, the hear that we felt. So that was the mission statement. That was the direction. That was what we're gonna be doing.

I'm really happy because you are the first one I interviewed that worked in La Marzocco before Peter Docker came in 2014. So my question, did you notice a difference after his coming in La Marzocco?

So when a company grows, it becomes a system. You need systems to be implemented within the company, otherwise it will not bear that number of people growing, right. After we met Peter, it was a good way to really structure, make it into a structure of how we were thinking in the past, of how we will be thinking too. So it was both. It was an opportunity to structure how we were thinking and also something that we didn't know, but probably it would really benefit the company for the future. So that was both a mix up together from that point on, I think. It's just a continuance. But just more structuralized continuance of what we had at the base already. Because that value and the feeling of the company never, never changed. It's still there, but now it's just so many people. And how we get in contact, it would be a little bit less than before because there are so many people in the middle now. Overall, whenever I meet the management or even the small individuals, it's all the same, the feeling that we have.

So you would say that the coming of Peter Docker allows to verbalize the culture?

Yes, completely.

I know that La Marzocco created the People and Culture workshop in 2020. Then you, you participated at the work with Peter Docker. Can you describe an experience at these workshops that stood out in your experience of La Marzocco team culture?

I've been in many of these sessions. So, to be honest, I don't remember them well. I just remember the feelings that I had and headquarters invested in these sessions for us. It was a big investment and I really felt why they were doing this. Because if you want to make numbers, you don't do these sessions. You just push on the numbers, but they never talk about numbers. We always talk about why we're doing it, how we do it and what we do and how they could support in order to make this happen. So in some point, they were getting really smart. When you look back at human history, that's the key to success. It just takes time, patience, money and a lot of trust to the other person. Of course if it doesn't happen, if there's a lack of trust or you trust the wrong person, what happens is everything just falls down. So it was a big risk to them, but I guess they also had the confidence in the people that were there during that time. So it was the right investment. So during those sessions, the biggest feeling was these people trust us. So I think that's more important than the activities that were made. When we do the activities, what we learn is how to structure, make the structure and verbalize the thoughts that we already have in our hearts or minds perhaps and how we can make others understand easier with the right words and the right explanations. That's the goal I think of these books and these sessions. I'm a business major and when we read business books, it's like: "Yeah, I understand. Everybody knows this. Everybody knows". But when someone asks you, can you just write out a certain theme of the business, then it's really hard to write out. But that's why these business books are present for us. So these sessions were something that would bring guidelines to our minds in order for us to easier spread it out to our people here.

OK, great. Thank you. And did you discover your own why during these workshops? How the values of the company resonate with your own values?

I guess that opportunity was another confirmation for me of identifying what the company wants, and also what I wanted for myself. It was a chance to look back at myself and also the company officially to confirm that: "Oh it's aligning". This is why I'm still here and this is why I felt so good when I started this brand. So I guess that was the opportunity to officially confirm that we are aligned.

OK, super great. Thank you. And now that the company is global, how La Marzocco ensure that its 800 employees are aligned with the company's values and culture? How it works in a daily basis?

I guess in the past it would be more a one-on-one thing or a small group thing. But now the company has grown so big, it's more of a group thing. It's more of a systemized thing. So there would be a little bit less of what we called in Korea "skin shoot". I don't know if that's the right word. So it's on a one to one base, you meet people in front of you. This opportunity diminishes these days because there's so many people anyway. In the past it was only 10 people to meet. Now you have to meet 100. So in that term, there's a little missing out on the people that I want to spend more time with. Overall, I think it's an easier way trying to make it into the right words so more people can understand it more easily. And I just think that in the future, since the words are all out now, we need to show it, put it more into action more often in order to show it really works.

OK. And on a daily basis, how do you promote the company culture to your team, colleagues, or customers in Korea?

I think we don't have like a structure about let's study this, let's do this, let's do that. But it's in our daily conversations. I think the people that work with us here have a huge amount of pride of what we are selling and how we are showing this brand in Korea. So they're very passionate about what they're doing and they have the trust that whatever happens, we fix this, we make it happen. And we will let you benefit from this machine and we'll help you support. We'll support your business. That's the thing we want to show because all the conversations made with our customers, on a daily basis, it's all based on that.

OK, super great. Thank you. Then how does the Family Day event unfold?

Yeah, everyone comes together every and we have small meetings about where the company is, how the company is growing, the status of the company and any special announcements that need to be made. Then there are activities for people to get together, to know each other more, just having fun. It's for getting to know each other.

OK, great. And can you share me about a particular moment that made you feel part of the La Marzocco "family"?

I had a few opportunities to talk in front of people and during those times, I felt that they were really listening and wanting to know about what I was talking about. And even after sometimes

people would come and really give me feedback about what I said. And how they felt. So those kind of interactions felt that I am really accepted. Not only like an official speaker to talk about the status of Korea, but they were really feeling it. I was also trying to show my feelings because I thought that was more important than the numbers that we were making. Sometimes even people that I wouldn't even recognize because there's so many people now, and randomly, these people come to me and present themselves to and they give me feedback. They just wanted to come and say hi. So it's really nice to just have someone come intentionally meet you and say hi because that requires a lot of courage. You got to be brave and you can't be shy. So it wasn't just a pass by, it was intentional walk up coming to say hi. I was really thankful for that, I really appreciated.

Ok, thank you. And do you have a moment that made you feel like you were not part of the La Marzocco "family"? Did you face some challenges?

No challenges. For me, it's always how do you feel it. When you start to take things for granted, when you get used to things, then you start seeing the small particles that are missing. And then you talk about what's not there or what should be there but when we have the feeling of always appreciating feelings from the start, if you're always thankful for what you are getting now, you don't feel the holes. You just feel the stuff that you're getting. It's always just be thankful for the opportunity to be there, for all the hard work that the people have been doing, the staff has been doing. When we do our local stuff, I know how our staff is doing. So we know how the staff would be hardly working over there just to make this happen for all these people to come, to manage all of this. We know how stressful that is. Just the thing that they did it, just the fact that they did it is already on the faithful side. So we just want to make them happy too. Because we're already happy to be there and be a part of it. There's nothing to complain or feel difficult about it. It's just happiness.

Thank you for your sharing. Do you send all the newcomers of your branch in Italy to have the induction week at Accademia? If no, how do you pass on the company's values to a newcomer in Korea ?

When we have new people here, I think, this is why we have this workshop that is going on for a long time. It's like being contagious, the management. I give our people the cold so. We can't always have one person in the company in Italy making this contagious. We have to be contagious all together. So it's like spread out in the DNA. So someone, for example, wear colour red, someone's blue, someone's purple, everybody's different when they come into the

company and they start coming into the red little by little. Then, after a year, they're red, just naturally. So we're just trying to make that happen. It doesn't come from teaching, it doesn't come from training, it comes from daily respect and appreciation in your daily life. We try to teach, that we try to feel that.

So did you already conduct the People and Culture workshop by yourself?

We took some people to but our barrier is always the language. Because not all are comfortable with the language. They still feel the language, they don't speak it, but they feel the moment. So that's what worth it.

Yeah, of course. Then I would like to speak about the Golden Circle. Have you heard of Simon Sinek's Golden Circle concept? And if so, can you explain it to me, in a general way?

In a general way, I would say many companies are always talking about what they're going to get as a result, what they're going to do. We're gonna become rich. We're gonna make money. We're gonna sell this. This circle is the other way around by showing why we're doing it. Then if we understand why, if we make other people understand why we're doing it, then they become a part of it. At the end, it goes to the results that all the companies are looking for. So at some point it's a very smart way to make a system in order to make more revenue. Of course, revenue comes last and you cannot take the revenue. Revenue comes when you're ready but once we chase the revenue, revenue goes away.

Yeah, exactly. And then what can you say about La Marzocco when using the Golden Circle?

In our mission statement, it already states why we're doing this. That specific thing was the same belief of the reasons that I am also working here today, every day, because I believe in the product. I believe in the company. That's the only reason making money. Our mission statement is about benefiting other people's lives by manufacturing specialty coffee machines. Through these state-of-the-art specialty coffee machines, we want to benefit other people's business and make their lives prosper.

Great, thanks. Do you mention the “why” or the golden circle in your work at La Marzocco? If yes, can you tell me more about it?

On a one-on-one basis. Also in the interviews that we do. When we hire people, we want to hire people who are oriented of our why. This is the basic question I always ask: “what is your dream?, what is your dream goal? what is your goal in your business or in your career or in your life?”. Just tell me about your dream because that has to align with the companies values

and the direction. That way, this person can grow here and I can help them grow. If their dream is different, then it's not worth being here. I think, on a daily basis, even when we hire people, we have that question. Even when we're just, you know, hanging out together, we talk about hobbies and then we talk about our beliefs and our dreams of what we want to do, what they think of the company, what they want to grow in the company, how they want to grow? That's always important for me. So and when they say about how they want to grow, it also includes why they want to grow.

OK, really nice. And, what advice would you tell to La Marzocco team to make the People and Culture Workshop better or to make a better use of the golden circle?

The tool itself? I can say in a different way. You know, when students get into Harvard, some people come out really grown up, really advanced, really develop. Some people just get a degree, right? Just because you have a degree doesn't make you on the same level as all the graduates. So even how good this tool is, if the individual is not willing to learn or willing to think about the why and how the structure works, then it actually doesn't work. But if you have the right individuals that are willing to develop, then it's a complete success. So I can't ask the company how to make it more better because they're doing as much as they can anyway. Because the investment is humongous. I understand. It's already the intention that we feel. And if you have the right people, then those people are already thankful for the investment being made and they understand the why. So yeah, for me, I don't have any words to to say how they can do better. But maybe if we can have more occasions to meet each other in person that would be much better, because when we have to push them then we need to really have the humanity going on and then it just works out.

Yeah. You are not the first one that speaks about the need to meet each other more often.

Ah, really? So everybody's feeling the pain, they want to meet each other more. That fact for me is very special because I do not feel that with other companies. I don't feel that: "Oh, I want to meet more with them, more daily, more and more". But with La Marzocco people, I feel that demand in myself. And as you said, other people have the same demand.

Yeah, you're right. But do you have a lot of contact with other branches?

Yeah. I called ourselves in the past few years ago, I put a name for the branch managers altogether, I said we are The Avengers of the Coffee Machine Company. For me it was like everybody had a different personality and different look, different nationality, but what they're

doing in each country is trying to save the world of coffee. So I believe this is the only product in the world that you need to buy, to have the right coffee or even the right coffee culture at home. So I believe this is the only brand, not one of the brands, the only brand. And when you get to know the technology and the history behind this brand, you will and people will understand. So what we're trying to do is to deliver that knowledge and that experience. And all the branch managers are trying to do that. So we've had occasions for only the branch managers to meet up and spend time together and exchange ideas. Few years ago, it was in Tuscany. We had our branch manager retreat, something like that, and only the managers were there and we had like two or three days together. We would hang out, spend time, talk and do sessions. That was really nice. So those kind of things really brought us together, so we have that connection going on. I also travel a lot to all the coffee events regardless if it's related to Korea or not. But there's always things to learn when you get there and all the communications that you make is where you develop more. You become bigger every time you get there. Those kind of feelings are very strong between the managers in La Marzocco. I haven't seen any other coffee machine brand or even other brand that has international managers just really tight to each other.

Wow it's impressive. Thank you for your sharing. I don't have any other question but maybe, do you have another element that you would like to share about your journey at La Marzocco?

OK, no, I'm good too.

OK. So thank you very much for your time. It was very useful and very interesting. I will transcript the interview that I will send you after. You gave me a lot of valuable information for my thesis.

Thank you. Bye bye.

13.6 Dave Bise Director of La Marzocco Home (USA)

[Google Meet call, 5th July 2024]

Firstly, I would like to say, thank you very much for your time and for agreeing to be interviewed. Let me introduce myself. I'm Alizée and I'm a student in International Business in Belgium. Currently, I'm doing an internship in Indonesia. I'm also writing me thesis here. So what I'm studying in this thesis is how La Marzocco manages to pass on a strong corporate culture despite four different generations of managers and in a company that is expanding internationally. I'd like to talk to you about how you perceive the company's culture through

storytelling. This means I will ask open questions to discuss anecdotes and stories you may have to share. My first question is, can you introduce yourself? What is your role in the company? How long have you been working at La Marzocco?

Yes of course. My name is Dave Bise. I've been with La Marzocco a little over eight years now, going on 9 years. I have the distinct privilege of working for La Marzocco home, and I have always worked for La Marzocco home since the beginning. I would say the very early stage of La Marzocco home when it was introduced to La Marzocco. Currently my title is global director of La Marzocco home. So I get to oversee a lot the beautiful aspects of that part of the business in a very distinct way and I'm very proud of that.

Thank you! Now, in your opinion, what are the fundamental values of La Marzocco?

I mean we obviously have poor values that I can easily quote for you, but I think that's boring. I gave recently a presentation and there's a quote at the very end that, Piero Bambi, the son of the two brothers. He said something as simple as you come as guests and you leave as friends. And I think that is a core value of who La Marzocco is. It could be something as simple as when you arrive at the factory, someone is making you an espresso. Or me as colleagues, we go and we gather around coffee. And that's kind of our industry, that's our niche. But it also goes further than that where it's, I don't care if you like coffee, I don't care if you want to buy an espresso machine, you know, we're here to have a conversation. We're here to build a community. We're here to accept you into our community. So I think there's that very simple quote that I think La Marzocco really embodies internationally quite well.

OK, super great. Then, can you share me a story that, in your opinion, perfectly illustrates the spirit of La Marzocco.

Yeah, of course. I mean there's countless stories. I think everyone has a, a serendipity moment that has got them to where they are. You know, I think for me it's always based around coffee itself. For me, I came from the coffee industry and now I work for La Marzocco. To me it's a dream job more than anything, but it's simply the fact that like, you can go anywhere in the world and you can have a cup of coffee of La Marzocco. For me, even as a barista, knowing the weight of the portafilter, knowing that the machine won't breakdown, knowing that I could serve 1000 cups of coffee in a day and make 1000 people happier that translates to our business today. We all still know the weight of the portafilter, we still all want those thousand cups of coffee to go out to make someone a great day. But for us, I would argue we're in a multiplying business where it's not just one cafe, it's around the world, really treating people well. And so

it's millions and millions of cups, you know. And that idea really drives us. I think too it's something that we share together. I said this in a meeting once where the idea is like, if Piero never met Giovanna, then the GB five would never been created. Therefore, I would never have used the GB 5 as the machine that I used in coffee shops, which then made me fall in love with the legacy of La Marzocco. Then, I wouldn't have maybe work at La Marzocco to help create La Marzocco home, which then move forward now overseeing and being such a huge part of our legacy as La Marzocco. So I think everyone has that, there's so many of those moments. I'm a big tattoo guy, you know, I have on the back of my arm two cups. For me, the idea is what we do is sharing espressos, so this was a team event where a lot of us got them on our bodies. So we've shared at La Marzocco itself and going back to that community part. 15 000 espressos of each other, it's an idea of it's not a one thing, it's not a two thing, it's a habitual thing. And that's what La Marzocco brings out more and more. As we dive into the culture and what makes it special, there's every day, four times a day, those moments of “hey, let's catch up” and then that creates serendipity from there for everyone.

Thank you for your sharing. It's really nice. Can you share me now moments when you face a challenge or crisis at La Marzocco to understand the values, to understand the corporate culture?

Yeah, of course. I think you know, as we grow, obviously we're in Italian company based in Italy. Obviously I'm not Italian. As we turn into more of an international company, La Marzocco is seen all around the world. There is always the challenges of how do cultures meet. And I think the beautiful thing about La Marzocco is that there are not just two cultures, it's not Italian, American. There's American to German, they're German to Italian, there's Italian to Southeast Asia. We're an international company that has love and compassion for everyone. And so constantly trying to make sure that we understand that we have a perspective of: “hey, we need to meet because we have common ground here over coffee and what your needs and desires are”, but also trying to understand Italian manufacturing which is pretty cool. La Marzocco has been around 97 years, Home has been around 10. In the early stages of La Marzocco home, I wouldn't say welcome it wasn't shunned away but it was just a new concept. Like who would ever pay money for these machines? Why are we taking up valuable space in the factory to create these home machines that we really don't know why we're doing this? You know, it was really putting R&D and effort into this idea that we might not succeed? And even in the first year or two, it was very slow growth. We had very small sales. So again culturally at that point was 90 years of commercial espresso machines only, right? And then we were kind of there as

this like subset of like we can create something we think this could be big for us and how fast for 10 years we make more machines and commercial sitting all that stuff where there's a value that I think the leadership team saw. But I would say to a huge culture shift for La Marzocco in the early days where it wasn't fully accepted, the idea wasn't fully understood, right. And that's the pretty cool moment where again, La Marzocco was able to adapt with our culture and who we are to what our legacy has been and what we've been telling ourselves. I think La Marzocco at the end of it has been really able to come out for the better. La Marzocco home is still absolutely part of the legacy of La Marzocco.

What was the solution finally to boost the sales?

The cool thing, it's across the board. I think there's still people that are still kind of confused on it. So it's ever evolving. I think people had to recognize the fact that most consumers, most people in their homes or people who are drinking coffee in major coffee markets, they want that experience in their home, right? So for me it's always the balance of commercial-home, home-commercial. We are a commercial based company that sells home machines. We're not a home company that sells commercial. And so I think for me, it's the idea of the culture is people want to go to coffee shops, people want to say: "Hey, Fred. Come get a coffee with me or let's go somewhere and do something". That is a crucial part of La Marzocco in our culture, watching and seeing a La Marzocco bar machine and saying "can I get a flat white or something?" But I think also as the last five to 10 years, people also want experiences in their homes. There's this really obvious shift that I think a lot of people saw and they were like, this is why a home will exist. And so I think as people recognize the fact that we're not taking it away, we're only enhancing people's experience, giving more people the opportunity to make better coffee. That's what made people start to shift their mindset, so obviously not every market will have a market for high end espresso machines for their home, but I think as people recognize the fact that there is an audience that would want that has allowed for that growth to happen.

OK, thank you. And now as La Marzocco is a multinational company, do you feel that the management considers cultural diversity? If so, how?

Yeah, I think the beautiful thing is that our cultural centre is in Italy. And so I would argue that most people, especially higher ups and especially if you're in Europe or if you're newly hired employee, you have the opportunity to go to Italy and actually see the culture in which we set. No other company that I know has a historical factory where we used to make machines for 30 years and be able to say, "hey, everyone, come back to what we call machine origin and learn

about La Marzocco through all the projects we're doing at Accademia, through coffee and roasting but also through technological things like ConSenso". Even just seeing machines handmade in the way that they used to be right like this gives a not even just a cultural understanding but it gives a understanding of who you are as a company to people just now arriving. And I think that's unlike anything, you know for me I understand La Marzocco significantly more, even though in Italy. Every time I'm there, I'm like, "oh, I understand this a little bit more now". I understand why Piero said this long time ago, where I read that the brothers did this or why Guido is saying this to me now. Being there, understanding the culture and literally living our history is one of the coolest, probably most unique things that we can offer. So doing global orientations and Accademia and bringing people over for a week is huge for our brand. And I let people know about us.

Yeah. OK, great. And how the leader explains you the objectives, what needs to be achieved and why? Then do you have the autonomy to decide how to work ?

Yeah, it's a great question. I would argue my job is to do that exact thing. Let's say, we're launching a machine. For me, it's the idea of building up the strategy for that machine, getting approval from top management, the C-Suite, they say yes, and then for me to disseminate that information out to all branch office and preferred resellers and should greater that work. So I think they're doing a great job. If they have a priority or they have an idea, bringing it to the top level management to say like "yeah, we can easily do this, I understand". Case in point, Christmas deal last year, bundle deal with the Pico grinder that came from top management, right and it was a hybrid success across most branch offices. And then there's the opposite. You know, us informing top management what we want to do and then kind of trickle it out from there so. The beautiful thing is that they trust their leaders to communicate and to be passionate and really dive into the ideas around, what we know, right? So I know La Marzocco home. So they trust me to not screw that up. And then also they have very deep knowledge of what we do because there is communication. So they often can offer different opinions, you know, and again, it's more a discussion based than anything else. And again, I get that point where I'm at the discussion based and not the "do this, Dave" phase. I think it's pretty cool how the globalized team can easily communicate information and I would say again for home, it's a lot easier because we all have websites that are on the same type of platform. We all have the same type of customer, which I would argue, customers around the world are very similar, especially looking La Marzocco. So for me it's a lot more simplified of like, here are some lifestyle photos, here the marketing plan websites have been updated, you know your products will be arriving

here,.. versus the commercial side where construction is very different around the world. So how do you build out a cafe bar and do you have funds for that? And how are they being funded? What's your timelines? That gets significantly harder. And so I resonate with that, there's probably multiple different answers here for me, but I feel like for home, it's very simplified of how leadership views it because our customer is very straightforward.

OK, great. Thank you. Then you spoke about your induction week. La Marzocco created the People and Culture Workshop in 2020. Can you explain me how you experienced this workshop?

Honestly, both Chris and Giada travelled the world and gave presentations on it. I think, you know, for us, it's always been about the people. That's why I say you come as guests and you leave as friends. That's a staple in which we always have lived. And it's something as simple as having coffee with people as well. So people and culture, I think is trying take that at that point 90 years of us saying “hey, we care about the barista, we design machines for the barista”. When people come and want to learn about La Marzocco we stop and ask them about themselves, right? There's the people side and the culture side and which we are part of tremendously right. We're part of this industry and we're, I would say, an active leader in this industry. So don't just be like people know our brand and so therefore you should buy because it's quality. No, people know our brand because we stop and go “hey, what are you doing? What kind of coffee shop are you opening up? Oh, you want something for your home? Amazing. What are you making? And how can we help?” You know, it's more than generous mentality than not. So the people culture, I think was one of those interesting points where we never really, not that we didn't focus on it because our entire legacy has been pretty amazing and people really love it, but I think it's that idea of focusing on how do leaders and people the company now build out the culture for the next 100 years. And I think that was a really crucial part that Chris really focused in on was this is an important part of our legacy because it's not about the founding brothers, it's about you. Taking what happened 100 years ago and continue moving forward.

Yeah, it's very interesting. Can you share me a specific moment that stood out during this experience of People and Culture workshop?

I don't know if it's a specific moment, but I would argue seeing Chris come to the United States to do a presentation. One presentation over something, is that important for me, it's every detail in that thing in that presentation was a moment. Like it wasn't an e-mail sent, it wasn't a phone call. It was let's gather together, to have a conversation around what the next 100 years looks

like. And that to me is probably the most impactful thing because that is something that rarely happens, and when it does, you focus and you pay attention, right? And so I think aligning across the entire team around the world with one person speaking again the same presentation, that is so impactful and everyone noticed. So I think that is probably the coolest, most important thing.

OK, great. Why was it important for you as a La Marzocco employee to participate at this workshop? How do La Marzocco's values resonate with your own values as an individual?

Yeah, there was an exercise. I mean, this was back in 2020, so I don't remember every detail, but I do remember an exercise "What you type in your phone" and you showcase your own core values on the company. So it could just be like, why are you here? And you're like brand, legacy, coffee, whatever it is. I think that was a cool moment to bring all individual ideas to one collective idea, because I would argue we're all here for roughly the same reason, or at least three of the same reasons out of all of them. I think we can look across the group and say that's my answer. I get it, you know. Individually, though, I think for me it's that idea that knowing that each individual player has the same type of passion and drive that I would argue the founders did, and our management team do. And so I think it's that idea of like resonating and showcasing the culture of what you feel is not wrong. You feel a sense of community, and that's because of who you are. Not because of who we are, right? And I think that's the beautiful part about La Marzocco is that perspective. And I think Chris is trying to draw out because he sees it globally from everyone is, what you bring to the table each individual person is who La Marzocco is. And we're not trying to steal our culture into you. You're already here because your culture and what you love and your passion is what drives La Marzocco and what's always driven La Marzocco. So I think that's like to me as an individual, one of the coolest things to recommend is, is that fact that La Marzocco was not trying to force their culture on us, they're using our culture, our passion and what we've already known about La Marzocco and using that to move us forward.

OK. Perfect. Thank you. Then my next question is about the Family Day event. How does this event unfold ?

Yeah, it's usually over three days, I think. I don't know. Most of the time it's just for anyone invited to come and hang out so that the entire world can learn together, eat together, drink coffee together and so being together. For those moments in which it happens every two years

and it's getting just to bring people together to showcase our community, showcase our culture, showcase who we are as individuals, as a broader team.

OK, great. And can you share a moment when you feel that you are part of La Marzocco family during this event?

Yeah, my first family days, when I first got hired and La Marzocco home was a very new concept. I didn't know anyone you know, and I also will say that La Marzocco has a new concept that it wasn't fully accepted. Is that idea around like, what is this thing? I'm confused by it. So for me to introduce myself saying hi, I'm Dave from La Marzocco home, they're like, I don't understand. You know, we sell bar machines, right? And at that time, it was 98% bar machine. So I fully get it. And there was a moment which I sat on the bus going back to the hotels. And I had an open seat next to me because I didn't know a lot of people. And Chris sat next to me and he goes: "hey, I don't know who you are. I'm Chris." And I'm like: "oh, hi, Chris. I'm Dave. I'm an American, I work for La Marzocco home". He goes: "oh great, I love that you're here. You know? What are you doing this weekend? Is this your first time in Italy? And he just really talked to me from the factory back up to Florence, which is about 45 minute drive. For me, that moment I didn't recognize at the time that he was the CMO that he is this very prominent person that's built La Marzocco to where it is, but he took the time, just talked to me. I would argue at that point I wasn't know nobody and no one should have talked to me. That idea of him sitting down, being like I don't know who you are, but I'm going to give you my time. That's what family days is. Is all of us giving our time to people that we don't know or to connect with someone that we do know. I think that showcase the power of family days is that what Chris did to me and that very personalized story.

Wow, thank you. It's a really nice story. And can you share me a story in the opposite side, when you feel not part of La Marzocco family?

I think if there's ever any issues, it's just misunderstanding. And I think we're all again trying to do the right thing, but as different perspectives prevail and different cultures prevail, it's that idea of like I have a salt shaker on my desk and that was given to me by Chris two of his global team being like you always need to reset this salt on the table, right. So as people are cooking food, you're eating it around, you're passing the salt, it's a concept from a book called setting the table. And you know, for me it's the idea of like, as you get to the point of disagreement or moving into that moment of, like, are we not in line here? The simple concept of resetting the salt shaker is quite essential, right? That's built into who we are and it could be culturally. It

could be whatever. So I think for me it's the idea of if it's family days or not. You know, I think as cultures collide, it's really hard to know everything. It's inviting cultures who don't eat pork to an Italian BBQ, where there's porchetta right. Whoops, sorry. You know, like that was not intentional and try to offend anyone, but it happens, you know? And the those kind of things now as the company is growing so much. That cultural moments will obviously happen, and that's OK. Yeah, like that's not a bad thing.

How the corporate culture helps to avoid these misunderstandings?

Yeah, of course. And I think that's the core of it, we drink coffee, right. I think it's very simplified. We make espresso machines for the coffee community, so we're not really trying to diversify ourselves. We don't make juicers and then coffee machines and then ice cream machines. I think for us, we're so focused that if you come to us, we make the best espresso machines in the world and we're going to allow you to be a part of our community and for you to understand why we're the best at making this espresso machines.

OK. Have you heard of Simon Sinek's "Golden Circle" concept? If so, can you explain it to me?

No which one is it?

The Golden Circle of Simon Sinek. You know, it's a concept of three circles that emphasizes starting with "Why" , then "How", and finally "What" (outcome), to inspire and motivate stakeholders. Do you know this concept?

Yeah. For sure.

How did you learn this concept?

Yeah. I've read all these books, so it's probably why and I think La Marzocco was in that book. So it's not like it wasn't core value from all of us. I think for me it, I guess the position that I sit, it's always about the why. I think that's important for the leadership team as well as to understand why you're doing something for how and what those are all very subset ideas. So for me it's the idea of moving forward with just asking simplified questions because if you can't define it simply then you can't define it at all.

OK, but do you use this concept in a daily basis? I mean what's the role of the Golden Circle philosophy in your work?

I think it's integrated in our culture so much that I don't even think about the Golden Circle. I think about just our processes and culture in which how we communicate. So I think for me

going through Docker, through Sinek, through Greg Cagle, another person that has helped us, this whole idea around adapting common language and whatever. So as we pitch ideas, as ideas are pitched to us, if you don't know the why or the how or the what, by the time you get to these questions then you did something wrong, right? And so I think it's a very easy way to build culture. But also why is a very intense question, a very aggressive question if you're not used to it. So it's like I want to do this, why the fuck do you want to do that? That question can come off as very aggressive but at La Marzocco, that question is accepted already as the first question to ask. So if you're not going to tell me that right off the bat, then for me, it's like “great, what's the why? Thanks for asking because we're used to that question”. I think that's just again built into our culture. So it's that idea around like it's not necessarily “I must use the golden circle”. No, I just need to know the why before I say anything, I need to understand where that is and then I need to communicate that because everyone's gonna ask me. I'm accountable for that as much as Chris, just as much as the people I'm communicating to around the world.

OK, great. During the workshop people and culture, did you think about your own why?

Yeah, I think that's the beautiful part. If you have or have not, it's beautiful to ask yourself in that moment why you are here. And that's why I say the culture of our own drive. So it could be passion. It could be a love of coffee, it could be a cool place to work. It could be whatever. That is where we all line together to showcase that our culture of who we are and our own drive as human beings is also taken into account of culture within Marzocco. So again seeing other people's lives allowed me as a leader to motivate them to continue to move forward. But also for us to all recognize the fact that La Marzocco is wanting us to have that why and to move and use that energy to focus on La Marzocco so that we can make this a better place to work, but also better products for our own culture communities outside of that.

OK, great. Do you see yourself as an ambassador for promoting the company culture to your team? And if so, how do you approach this responsibility?

Yeah. I would argue that we're all home ambassadors of what we do, building out that culture and legacy of a part of La Marzocco legacy is ultra important for us. It's not saying we're doing something new and letting you go get involved, but rather we're building upon this last 100 years of what people have offered us. You know, I have no one. I am a part of the legacy and this whole project is part of it, so I think as I communicate to customers to branch offices to even leadership, it's: we're part of this and we're integrated into our legacy and we will never shy away from that. So I think for me, it's the idea of how do I communicate it. And we're doing

something on behalf of our community. Yes, it's a whole new business thing, but our legacy is unbelievably important for all the work that everyone's done before us. And everyone after us right. We're setting up the foundation for something great.

OK, great. Thank you. I just have a last question, what advice would you tell to La Marzocco team to make the People and Culture workshop better or to communicate better the culture in the global company?

Have it more often. I think you know it was 2020 that the whole interview process happened, right? It's 2024 now. And so I think for me, it's the idea of it is an important aspect of what we do. But again, La Marzocco has grown significantly in the last four years. So I think for me it's the idea of always readdressing. There's so many new people that haven't had this presentation, that hasn't seen Chris. We're gotta really giving it right. And so I would just say repetition and consistency of an equal basis would potentially improve overall understanding what it is. In another words, keep going to create ambassadors.

OK, great, perfect. I don't know if you want to add something about your journey at La Marzocco?

No, I'm going to have about another meeting, but I appreciate your time and being so flexible with me. If there's anything, just let me know.

Yeah. OK. It was a big pleasure to meet you, thank you so much for your time and have a nice day. Bye!

You too. See you soon. Bye.

UNIVERSITÉ CATHOLIQUE DE LOUVAIN
Louvain School of Management

Place des Doyens, 1 bte L2.01.01, 1348 Louvain-la-Neuve
Boulevard Emile Devreux 6, 6000 Charleroi, Belgique
Chaussée de Binche 151, 7000 Mons, Belgique

www.uclouvain.be/lsm