

TOUGH LOVE

Scripting the Drive, Drama
and Decline of Galaxy Coffee

screenplay by
JOHN MOORE

TOUGH LOVE: Scripting the Drive, Drama and Decline
of Galaxy Coffee

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Prologue

You are holding a business book masquerading as a screenplay. It will read like a standard Hollywood screenplay. However, through the two storylines and the dialogue between the characters, you'll learn valuable business and marketing lessons.

Because reading a screenplay is much different than reading a business book or a novel, a few pointers are necessary.

A screenplay consists of four elements: **Shot Headings, Direction, Dialogue, and Transitions.**

Shot Headings give basic information about a scene's location. In TOUGH LOVE, you will see a shot header like this:

INT. GALAXY COFFEE HQ — BOARDROOM — MONDAY MORNING

This tells you the scene is an interior scene set in the morning time inside a boardroom at Galaxy Headquarters. (An exterior scene will be noted with an EXT. abbreviation.)

Direction is a scene description and it immediately follows the Shot Heading. It's a short passage describing what is being seen and heard in a scene. You'll learn what is happening because the direction will create a clear image in your mind. For example:

Henry Olsen leads a meeting of the Galaxy Coffee executive team. Shelley sits to the right of Henry. Eight other Galaxy execs are seated. The boardroom table is messy with papers, dirty coffee mugs, and half-eaten pastries.

Dialogue tells you who is speaking. You'll see a character name centered on a page, followed by the actual words they are saying in a scene. Sometimes you will notice a word in parentheses under the character's name, this notes either the tone and or action in which a character is to say their dialogue. Sample dialogue reads like:

HENRY OLSEN
(concerned)
Is Investor Relations on top of this?

Transitions indicate how one scene changes to the next. This script contains the following transitions: “FADE IN,” “FADE OUT,” and “CUT TO.”

It will take a few pages to get used to the rhythm of a screenplay and to the cadence of the character dialogue. You’ll get the hang of it quickly.

“Marketer’s Notes”



Periodically throughout this screenplay you will see a clapper board next to a bolded line of dialogue. This clapper board indicates you can read “Marketer’s Notes” which share more business-related context and lessons related to the important line of dialogue. Simply click on the clapper board and you will jump to the snappy “Marketer’s Notes” business lesson at the end of the screenplay.

Characters

There are seven principal characters in TOUGH LOVE. Almost all of them work at Galaxy Coffee except for one character who is a television personality. You’ll learn a lot about each character from the Direction and the Dialogue.

However, to familiarize yourself with the cast of characters in TOUGH LOVE, read the short bios below:



David Pearl is a classic rags-to-riches business success story. Born with little, David fought his way out of poverty to becoming the driving force behind one of the most admired brands in the world, Galaxy Coffee. Known for his contagious charisma and competitive spirit, David Pearl reinvented the way to build an endearing and enduring brand.



Tim Slayer, born in a rough borough of New York City, made a fortune as a brash, fast-talking investment fund manager in the 1980s. He parlayed his success on Wall Street into becoming a best-selling author of investment strategy books. Tim is known today as the bombastic host of BEAT STREET, the most-watched program on the Business News Channel.



Henry Olsen made his mark in business as the chief operating officer and later, the chief executive officer of Galaxy Coffee. A long-time cohort of David Pearl, Henry worked tirelessly (and unceremoniously) behind the scenes to ensure Galaxy surpassed expectations of investors working on Wall Street and customers living on Main Street.



Shelley Day is a whip-smart workaholic who climbed up the corporate ranks at Galaxy Coffee from employee #10 to senior executive of global operations. Shelley is known for creating and championing Galaxy's most-popular beverage platform, the SnowLatte.



Vivian Kane has worked in the Galaxy marketing department for over a decade. She lives and breathes the Galaxy Coffee company culture. In the spare time she leaves for herself, Vivian plays tennis and volunteers for children's charities.



Denny Williams is a likeable and reliable Galaxy marketer known for his ability to spark creativity from others. Denny's upbeat and humorous personality is seen best when he and John Coffey work together on projects.



John Coffey is a thirtysomething Galaxy marketer who uses humor and his encyclopedic knowledge of business book wisdom to inspire others to think more strategically. Along with Denny Williams, John is known for making people laugh and think.

Drama

Turn the page to learn how the tough love story of Galaxy Coffee unfolds...

TOUGH LOVE

FADE IN:

INT. VIVIAN KANE'S CONDO — KITCHEN — BEFORE SUNRISE

VIVIAN KANE presses down on her plunger pot of coffee. As she pours the coffee into a mug, she takes pleasure in smelling the aroma of the just-brewed Ethiopian Harrar coffee.

Vivian holds the coffee cup with two hands, leans back on the kitchen countertop, sips her coffee, and gazes across the room.

Her mobile phone rings loudly, breaking the morning silence. Vivian reaches for her phone, spilling coffee on the kitchen countertop. She answers the call by speakerphone and smiles.

VIVIAN KANE

(into speaker)

Dad. What a surprise.

FATHER

(over speaker)

Honey, how could I not call? I wanted to be the first to wish you a happy anniversary.

VIVIAN KANE

(into speaker)

Thanks Dad. You're too thoughtful.

FATHER

(over speaker)

I'm so proud of you. Ten years at Galaxy Coffee. And, to think, your mother and I were so worried how you'd turn out. You've made us proud.

VIVIAN KANE

(into speaker)

Being a marketing director at Galaxy is a far cry from my days waiting tables at Taffy's, isn't it?

FATHER

(over speaker)

Sure is. When are you visiting us again? Boston isn't a bad place. It's not Seattle, but it's still your home.

Vivian looks at the kitchen clock. It reads 5:45 AM. She reacts frantically.

VIVIAN KANE

(hurriedly)

Dad, I gotta go. Gonna be late to work on my anniversary day. Can't let that happen. Don't worry. I'll be home to watch a Red Sox game with you soon.

Vivian ends the call, hangs up the phone and dashes out of the kitchen to get ready for a busy workday.

FADE TO:

INT. GALAXY COFFEE HEADQUARTERS – VIVIAN KANE'S OFFICE

Vivian sits at her desk responding to emails. Her office is decorated with confetti, streamers, balloons, and an oversized "Happy Anniversary" greeting card.

Vivian diverts her attention to a manila file folder covered in confetti. Vivian swipes away the confetti, opens the file folder, and begins reviewing the papers inside. She hears a knock on her door and looks up.

MORGAN CASEY stands in the entryway of Vivian's office.

VIVIAN KANE

Come on in, Morgan. You're right on time.

Morgan walks in holding a stack of papers and carrying her laptop. She gazes at all the celebratory decoration.

MORGAN CASEY
(cheery voice)
Happy Anniversary, Viv!

VIVIAN KANE
(laughing)
You did this, didn't you?

Vivian collects a handful of confetti and tosses it up in the air.

MORGAN CASEY
Well... not entirely me. I had help.

VIVIAN KANE
Either way, very thoughtful. Thanks.
But, aren't you here for something?

Morgan hands Vivian a piece of paper and sits.

MORGAN CASEY
Viv, here's my status update. You'll notice I'm still waiting for legal's response to the revised field marketing direct mail creative.

VIVIAN KANE
That's great, but let's table the status update today. We have more important things to talk about.

Vivian readjusts herself in her chair and takes a long pause. Morgan looks on nervously.

VIVIAN KANE
As you know, I've been working through the budgeting process for next year. We have good news and bad news.

MORGAN CASEY
After all my wrangling with the legal department, give me the good news.

VIVIAN KANE

I've been given the approval for adding a marketing specialist on our team.

MORGAN CASEY

Wait. I'm your marketing specialist. You're getting another one?

VIVIAN KANE

Not another one. I'll still have just one marketing specialist on my team.

MORGAN CASEY

(puzzlingly)

Where does that leave me? I thought you said this was good news.

VIVIAN KANE

It is good news. You're getting promoted to marketing manager.

Morgan reacts with surprise. Her whole body perks up. She giggles softly under her breath.

MORGAN CASEY

Oh, dear God. Thanks. I thought you were about to tell me I was being reorg'd back to the License Concepts team.

VIVIAN KANE

Morgan, you know me. I wouldn't wish that upon anyone.

Vivian and Morgan both nod and roll their eyes in a subtle but deliberate way.

VIVIAN KANE

That's not all. With this promotion, you're getting a twenty-five percent salary increase and a five percent merit pay increase, all retro active to last month.

Morgan pauses with her mouth open. She gets slightly teary. Wipes her misty eyes.

MORGAN CASEY

I can't thank you enough, Viv. Thanks for believing in me. I've been a marketing specialist here for years. It's nice to be recognized.

VIVIAN KANE

Morgan, you have a bright future here at Galaxy. Just keep on doing what you've been doing and you'll be a marketing director here soon.

Loud laughter is heard outside Vivian's office. It briefly interrupts the conversation between Vivian and Morgan.

MORGAN CASEY

That's nice of you to say. So... what's the bad news?

VIVIAN KANE

The bad news is this promotion should have happened a long time ago.

Noises from outside Vivian's office again interrupt the conversation. Galaxy Coffee marketers DENNY WILLIAMS and JOHN COFFEY knock on Vivian's office door.

DENNY WILLIAMS

(loudly)

Knock. Knock.

JOHN COFFEY

(loudly)

Who's there?

DENNY WILLIAMS

(loudly)

Police.

JOHN COFFEY

(loudly)

Police who?

DENNY WILLIAMS

(loudly)

Police let us in, it's time for the
company-wide meeting.

Vivian gets up. Walks to the door while giving Morgan a funny
look. Vivian opens the door to her office and lets both Denny
and John walk into her office.

VIVIAN KANE

Company-wide meeting? Since when?

JOHN COFFEY

Since the email went out this morning.

VIVIAN KANE

Oh my, I've been so busy with other
things.

DENNY WILLIAMS

(interrupts)

... like your ten-year anniversary.

VIVIAN KANE

(laughingly)

Yes. And thanks guys for keeping it
so low-key. Could you have put more
confetti in here?

JOHN COFFEY

Wait until you open your desk drawers.

VIVIAN KANE

You didn't??!??

Vivian opens her desk drawers. Confetti goes everywhere.

VIVIAN KANE

Oh no, you did!

Everyone laughs.

DENNY WILLIAMS

This is dang funny, but the meeting is starting in a couple minutes. We need to get going. Who knows how many more of these we'll all attend.

John kicks Denny's leg, subtly shakes his head at Denny, and gives him a hand signal that conveys "not now."

JOHN COFFEY

You're coming too, right Morgan?

MORGAN CASEY

Ah... yes, I think I am.

VIVIAN KANE

Of course you are, Morgan. We can pick up our conversation later and finalize your promotion.

DENNY WILLIAMS

JOHN COFFEY

(in unison)

Promotion?

VIVIAN KANE

That's right. You're looking at the newest Galaxy marketing manager, Morgan Casey.

Morgan blushes slightly.

DENNY WILLIAMS

'Bout time you promoted her, Vivian. She's been making you look good for way too long to not get promoted.

JOHN COFFEY

That's great news, Morgan, but we need to get a move on to make the meeting.

VIVIAN KANE

What's the story here? What are we announcing?

DENNY WILLIAMS

I don't know, but our experience tells us something big is going down.

CUT TO:

INT. GALAXY COFFEE HEADQUARTERS – COMMONS AREA

It's standing room only in a large gathering spot inside Galaxy Coffee Headquarters. A small stage with a lone microphone is set up in the middle of the commons area. Galaxy employees are chatting with each other. Most everyone has a coffee cup in their hands. The room is at capacity with lots of chatter.

TATOED EMPLOYEE

I hear Galaxy Coffee is buying Melted Bliss.

BUZZ CUT EMPLOYEE

(interrupts)

Melted Bliss? Huh?

TATOED EMPLOYEE

Dude, they make gourmet grilled cheese sandwiches. People are saying Melted Bliss is the next Galaxy. Our bean stock is gonna go up after this, I know it will. And then, time for me to sell my vested shares.

Small talk conversations happen between more employees.

FEMALE EMPLOYEE

I can't believe what GalaxyGossip posted online today.

MALE EMPLOYEE

You read that trashy blog?

FEMALE EMPLOYEE

Everyday. It's how I keep in touch with what's really going on here. My boss tells me nothing.

From a corner entryway, Galaxy's chief executive officer DAVID PEARL walks in. HENRY OLSEN, Galaxy's chief operating officer, follows, as does SHELLEY DAY, Galaxy's senior executive of global operations. The sea of Galaxy employees parts to let David, Henry, and Shelley through. David walks up to the microphone.

DAVID PEARL

Good morning, partners. Today is a milestone day in the history of Galaxy Coffee. It wasn't that long ago when I stood before you and announced I was the new owner and CEO of Galaxy Coffee. There were maybe sixty-five people huddled together that day. Today, there are hundreds.

David looks across the standing room crowd of Galaxy employees.

DAVID PEARL

Wow. I can't believe how many people we crammed in here. No one tell the fire marshal.

Employees laugh.

DAVID PEARL

Before I go any further, I must recognize the great work of Shelley Day. Shelley is a new addition to the executive team at Galaxy Coffee.

Most of you know Shelley well. She was Galaxy Coffee employee number ten. She has been instrumental in rolling out the SnowLatte blended beverage lineup. Without SnowLattes, Galaxy would be half the company it is today. And the just launched Cookie Crumble SnowLatte is selling like hot cakes.

SHELLEY DAY
(interjects, jokingly)
David. Selling like snow flakes, not hot
cakes.

Sympathetic laughter erupts fast, and subsides faster, from the
sea of employees.

DAVID PEARL
Yes, Shelley, selling like snow flakes.

HENRY OLSEN
(while nudging Shelley)
That's a good one, Shelley.

DAVID PEARL
And Henry Olsen. What more can I say
about Henry? He's been my long time
cohort, my confidant, my rock at Galaxy.

Henry is the one who instilled the
importance of how **every employee is
actually a member of the marketing
department.** I've said time and time
again, Galaxy doesn't orbit around me.
It orbits around Henry. Without Henry,
Galaxy would be one giant hairball.



David pauses. He turns, looks at Henry with resolute admira-
tion. David fights back tears.

DAVID PEARL
The story of Galaxy is about leading
with our hearts and nurturing the soul
one cup at a time. We're in the early
chapters of this story, and the best is
truly yet to come.

David takes the handkerchief from his suit pocket and wipes a
tear from his eye.

DAVID PEARL

(choked-up voice)

I feel the time has come for Henry Olsen to lead the Galaxy Coffee story into its next chapters. Starting today, Henry Olsen is your new CEO. I will remain as chairman of the board, but the day-to-day management of Galaxy is in the capable hands of Henry Olsen.

David turns. Henry approaches and gives David an affectionate, manly hug. Each gives resounding hand thumps on the back.

The sea of Galaxy employees are awkwardly silent and nervously clap at the announcement.

Henry approaches the microphone. Clears phlegm from his throat and adjusts his out-of-style eyeglasses.

HENRY OLSEN

I am honored. Truly honored. The role of CEO is one I will not take lightly. As David mentioned, we are in the early chapters of a very long story. Galaxy is a growth company with ambitious goals. We need everyone focused on the smallest of details to produce the growth this company is capable of achieving.

Business growth at Galaxy is simply a by-product of doing everything else right.



David looks on as Henry continues to address the employees. David's thoughts are elsewhere. He pays absolutely no attention to the words Henry is saying. David longingly stares into the swarm of Galaxy employees.

CUT TO:

INT. SEATTLE ARENA — BASKETBALL GAME — EVENING

The Seattle Reign are playing the Memphis Sounds. The near sellout crowd cheers wildly for a thunderous slam-dunk at the end of the third quarter.

ARENA ANNOUNCER

Let's hear it for your Seattle Reign.

The crowd continues to cheer with approval. The broadcast team prepares an interview segment during the timeout.

SAM PLAY-BY-PLAY GUY

With the Reign up by ten points, we go to sideline reporter Kristi Wilkins, who is with a special guest.

KRISTI WILKINS

Thanks Sam. I'm with Seattle Reign owner David Pearl. It's been a busy day for you.

DAVID PEARL

Yes it has. I stepped down as the CEO of Galaxy Coffee today. But I am not stepping down from my ownership of the Reign.

KRISTI WILKINS

What changes can we expect now that you will be more focused on the Reign?

DAVID PEARL

My focus has always been on making the Reign a vibrant part of the Seattle community and bringing a championship to the great city of Seattle.

KRISTI WILKINS

Any update on the negotiations with the city of Seattle on improvements to the arena?

DAVID PEARL

When I bought the Reign two years ago, it was always my hope to keep the team playing in Seattle Arena. The Reign have had too much history here to leave. We are continuing to work with the city to make this arena a better experience for the fans. After all, it's the fans who make it rain.

KRISTI WILKINS

Nice, David. Thanks. Back to you, Sam.

SAM PLAY-BY-PLAY GUY

You can hear it in his voice. David is passionate about his Seattle Reign team. I'm sure his success from Galaxy Coffee will continue to transfer to the Reign. Let's go to commercial break with the Reign leading the Sounds by four points at the end of the third quarter.

CUT TO:

INT. BUSINESS NEWS CHANNEL STUDIOS — BEAT STREET SET

The production crew busily prepares for BEAT STREET to go on the air at two o'clock in the afternoon. A production assistant hands BEAT STREET host TIM SLAYER a stack of index cards as a make-up artist applies last second pancake powder to his face. The show's director barks out final orders to the crew. The crew scurries about finishing last second duties. Then, silence.

TIM SLAYER

Geez, lady, that's enough pancake. It's not like I'm Bill Maher. Damn he's one ugly dude. He needs the pancake powder.

Tim rolls up his sleeves. Rearranges his index cards. Looks around his messy desk for something. Doesn't find it.

Looks off the right of the set at a PRODUCTION ASSISTANT (P.A.) and motions for her to come.

TIM SLAYER

Where's my coffee, P.A.? You know I need my Galaxy Viennese Roast. Go get it. Now!

The P.A. scurries off the set to get Tim his coffee. Tim mumbles cuss words and other indecipherable sayings as he nervously awaits the director to cue the start of the episode.

ON-SET DIRECTOR

Everybody, we are live in five, four, three...

The On-Set director pauses for two seconds.

ON-SET DIRECTOR

Cue Tim... now.

TIM SLAYER

(loudly)

We are live! Episode #2675 of BEAT STREET is on the air.

Tim pauses as the fast-paced, music heavy video intro to the show plays for the viewers watching on television. The intro closes with a chorus of voices reciting Tim's signature line, "BEAT STREET is a lesson too, because you can't let The Street beat you."

The on-floor technical director signals to Tim to begin talking again.

TIM SLAYER

Lots to talk about today. First up, Galaxy Coffee. A favorite target of mine. Never owned the stock, never will. Too over-hyped. P/E ratio is too gaudy. Can't recommend anyone own it. But we need to talk about former Galaxy CEO David Pearl.

(MORE)

TIM SLAYER (CONT'D)

Yes, I said former Chief Executive Officer. David stepped down yesterday and handed the reins of the company to the dowdy and downright boring Henry Olsen. Let's get the scoop on the story from Karen Bryson York of BusinessNow magazine. Welcome to BEAT STREET, Karen.

Tim Slayer and KAREN BRYSON YORK share equal space on the split-screen television monitor.

KAREN BRYSON YORK

Thanks, Tim. Nice to be back.

TIM SLAYER

Karen, what happened?

KAREN BRYSON YORK

Henry Olsen, a 15-year veteran of Galaxy Coffee is now responsible for day-to-day management of the Galaxy business and brand. David will remain chairman of the board and seemingly will still be involved in Galaxy's business decisions. Just not on a day-to-day basis.

TIM SLAYER

Who knew what? And when? This was surprising news, right?

KAREN BRYSON YORK

Obviously the board know, but this was a well-kept secret both inside the company and out.

TIM SLAYER

Give us a snapshot picture of Henry Olsen.

KAREN BRYSON YORK

Prior to Galaxy, Henry was the CFO at Burgerville. He is known as a details man with an ability to cut costs and squeeze profits without hampering customer service.

TIM SLAYER

I hear Henry was the main driver of Galaxy getting in the drive-thru business.

KAREN BRYSON YORK

That's correct. About forty percent of new Galaxy Coffee locations are drive-thrus and Henry is credited with convincing David Pearl that drive-thrus will drive growth at Galaxy.

TIM SLAYER

Do you think David will let Henry manage Galaxy? Galaxy is, after all, David's company.

KAREN BRYSON YORK

We'll see, Tim. Since David has a toy in the Seattle Reign basketball franchise, he might dedicate his time to that and not to looking after Galaxy.

TIM SLAYER

Good insight, Karen. We'll circle back in a few months to check-up on Galaxy.

Tim sips from his coffee cup. Looks at the monitor. Pauses. Then continues with some off-the-cuff comments.

TIM SLAYER

Wait. I'm not done here. BEAT STREET viewers know I've had my issues with David.

Tim begins meandering around the studio. He becomes animated and starts talking fast.

TIM SLAYER

Most of you don't know that David and I went to the same high school. No one would confuse us as friends. David was the quarterback of the football team and I was captain of the chess club. He was the stud, I was the dork. We didn't mingle then and don't mingle today.

I've never told anyone this, but when I was at Rochester Capital, David approached me to invest in his coffee shop some 20 years ago. When I took the call, I knew exactly who he was. David didn't remember me. I didn't prod him otherwise. I just laughed. There was no way I was investing in his company. The financials weren't there. No profits to be found at the time. The business plan had so many holes in it. I wasn't buying it. Still not buying it.

Tim goes behind his studio desk. Ruffles a stack of notes. Sips his coffee. Pauses.

TIM SLAYER

Oh my, I'm worked up here. And it's just the beginning of the show. Next, after the commercial break, it's our Quick Fire Buy or Sell segment.

The on-floor technical director stands, motions to Tim, and signals to everyone for a commercial break.

TIM SLAYER

(yelling)

Fuck. I held back too much. That bastard Pearl is going to make me look smart. I've always said "short the shit out of Galaxy."

CUT TO:

INT. GALAXY COFFEE HEADQUARTERS — TIAZZI SANDWICH SHOP

Galaxy's in-house eatery is crowded with employees ordering and eating lunch. The smell of melted cheese wafts throughout the corner café. Galaxy Coffee marketers John Coffey and Denny Williams, with lunch trays in hand, join Vivian Kane for lunch conversation.

VIVIAN KANE

Have you seen the SnowLatte art comps?
They're posted for review.

DENNY WILLIAMS

Yeah, I commented.

JOHN COFFEY

Bet you did your usual, "Make the logo
bigger" comment. Right?

DENNY WILLIAMS

Righty-O.

VIVIAN KANE

Seriously fellas. Haven't we dipped
into the indulgence bag with the Snow-
Latte brand positioning one too many
times? There are only so many ways to
convey "Treat Occasion."

Denny looks to John. John nods. Denny and John set their Tiazzì Panini sandwiches down and begin a slow gaze at Vivian.

VIVIAN KANE

(self-consciously nervous)

What?

DENNY WILLIAMS

This is as good an occasion as any.

JOHN COFFEY

It's been five years, hasn't it?

DENNY WILLIAMS

Five years, but with all we've been through, we're talking dog years.

JOHN COFFEY

Yeah. We've had three CMOs. Six different bosses. And I've lost track of all the re-orgs we've gone through.

VIVIAN KANE

Don't remind me. I'm still recovering from the 6-months I spent as the marketing liaison with Licensed Concepts. What a mess.

DENNY WILLIAMS

We're about to go through another re-org.

VIVIAN KANE

What? Where'd you hear this?

JOHN COFFEY

This is a different re-org. Denny and I are leaving Galaxy Coffee.

Vivian looks surprised. She gasps slightly. Then sips some water. Her mind races with thoughts of "this can't be true."

DENNY WILLIAMS

I've been talking with Falcon Advertising and they've offered me a position as their in-house innovation guy.

JOHN COFFEY

I'm leaving for Sunshine Natural Grocer.

Vivian's mind wanders off, still processing the news. Denny and John each take a bite of their Panini sandwiches. Vivian slumps in her chair.

VIVIAN KANE

Whoa. That's a lot to take in. When did all this go down?

JOHN COFFEY

I've been looking for the past couple months, ever since Pablo was re-org'd out of the Retail Marketing department.

DENNY WILLIAMS

This just came up after spending time with the folks from Falcon on the Snow-Latte project.

JOHN COFFEY

We haven't told Shelley this yet. No one else knows. Just you.

VIVIAN KANE

Oh my. Things will be so different here. You don't realize how much fun the last five years have been. I've enjoyed my job so much more since you two came in from the field.

JOHN COFFEY

I have, too.

DENNY WILLIAMS

We have something for you, Viv. It's a keychain.

JOHN COFFEY

Not just any keychain.

Denny opens a teal colored box and reveals a necklace with a key trinket. Denny hands the box to Vivian.

VIVIAN KANE

This is interesting. And beautiful. What's the significance of the key?

DENNY WILLIAMS

Viv, we see you as one of the last remaining "Culture Keepers" at Galaxy.

JOHN COFFEY

You've lived and breathed Galaxy for 10 years. Through all the changes in the marketing department, you've remained.

The tribal knowledge you have about Galaxy is unmatched. You've been through so many battles, yet...

DENNY WILLIAMS

(interrupting)

...you kept your cool. And upheld the purity and integrity of the Galaxy company culture. There aren't many like you left at Galaxy.

Vivian sheds a few tears. Looks longingly at the Culture Keeper Necklace.

VIVIAN KANE

Culture Keeper. I like that. I like that a lot. That is so sweet of you two. But damn, life at Galaxy isn't going to be same. I'm happy for you two, but also sad.

Vivian places the Culture Keeper necklace around her neck and gazes at the key trinket.

VIVIAN KANE

Culture Keeper. That's a lot to live up to. I'm going to so miss you two.

Vivian stands and hugs Denny and John.

SLOW DISSOVLE TO:

**INT. GALAXY COFFEE HEADQUARTERS — BOARDROOM — MONDAY MORN-
ING**

SUPERIMPOSE:

"ONE YEAR LATER"

Henry Olsen leads a meeting of the Galaxy Coffee executive team. Shelley sits to the right of Henry. Eight other Galaxy execs are seated. The boardroom table is messy with papers, dirty coffee mugs, and half-eaten pastries. The ubiquitous conference call phone is centered in the middle of the table.

SHELLEY DAY

Our baseline comps are below forecasts. Profit is down. Dairy and coffee futures aren't helping. The trend analysis isn't promising.

HENRY OLSEN

We told Wall Street we'd hit forty-five cents per share for the quarter. Where do we stand, Shelley?

SHELLEY DAY

The best we can do is 39-cents.

Henry places his eyeglasses on the desk. Rubs his temples. Sighs.

HENRY OLSEN

(exasperated)

Is Investor Relations on top of this?

SHELLEY DAY

Yes. Cindy and her team are preparing the release and preparing for the fallout.

HENRY OLSEN

Fallout is right.

The other executives at the table look concerned. A voice from the conference call phone jars attendees.

V.P., NORTHEAST REGION
(static-sounding voice)
Henry, should the field prepare for
fourth quarter cuts?

HENRY OLSEN
Yes. Including labor cuts.

Henry grabs his eyeglasses and his papers. He stands.

HENRY OLSEN
It's going to be a late night. Expect
a voicemail from me first thing in the
morning with follow-up thoughts. Shel-
ley, wrap up the meeting and assign
next steps.

Henry leaves the meeting. Shelley takes command. The executives in the meeting respond positively to Shelley's orders.

SHELLEY DAY
Let it be known, we will work to arrest
the sales decline by first implementing
quick-fix marketing programs. The field
must prioritize upselling. We need to
get our Baristas to sell more Grande
and Venti sized drinks. That's the
quickest way to improve our average
ticket sales.

FADE TO:

INT. DAVID PEARL'S HOUSE — HOME GYM — TUESDAY AFTERNOON

David Pearl exercises on his elliptical machine. The television is tuned to the Business New Channel. David has one eye on the stock market ticker scrolling across the screen. His other eye is gazing at the choppy waters on Lake Washington. David sips from a water bottle. Notices the Galaxy logo on the television screen. Sees Tim Slayer is ranting and raving.

DAVID PEARL

(reaching for the TV remote)

Oh boy. I know what's coming.

David turns the TV off mute. Turns the volume up. Tim Slayer is talking.

TIM SLAYER

(on television screen)

Galaxy got spanked today. They released unimpressive financials. Profits down. Comp sales down. Comp traffic down. Average ticket is down. And the stock is down twenty-five percent in after hours trading.

David stops exercising. Steps off the elliptical machine. Wipes face with a towel. Paces around the room. He zones out, paying little attention to Tim Slayer's ranting. David looks outside at Lake Washington.

TIM SLAYER

(on television screen)

Henry Olsen has to be cursing David Pearl. David left him a wounded company to manage. And the sad part is, Galaxy's downfall can't be blamed on Henry.

No! **Companies do not crumble overnight.** Underneath the rubble of a fallen company, you'll always find a series of bad decisions that create the tremors that destroy companies.



David, without looking back at the TV, swings the remote and turns off the television. SANDY PEARL, David's wife, is standing in the archway of the door.

SANDY PEARL

David, he's a jerk. Pay no attention to Tim Slayer.

DAVID PEARL

Sandy. This isn't turning out how I pictured it. Galaxy Coffee is still in the beginning chapters of a very long story. No company is perfect, but I created Galaxy to be better than this.

SANDY PEARL

So, David, what are you going to do?

David turns. Looks at Sandy with a determined face. He wipes his brow, drops the towel, and walks to Sandy.

DAVID PEARL

You know I love you. But I have to do this.

CUT TO:

INT. GALAXY HEADQUARTERS — EXECUTIVE OFFICES — WEDNESDAY MORNING — 6:30 AM

David enters a darkened hallway on a very early Wednesday morning. He peers into office after office. Finds no one. He flips on the light switch to his office. Plugs his laptop into the docking station.

Vivian Kane arrives to work and sees the light on in David's office. She curiously approaches David's office.

VIVIAN KANE

David? What brings you here?

DAVID PEARL

Work does. We have lots to do to return the glory back to the Galaxy Coffee brand. I believe I can count on you and the rest of the marketing team to help right this ship and get us back to true north.

VIVIAN KANE

We'll do our best, David.

Vivian begins to walk away, but stops. She takes a few steps into David's office.

VIVIAN KANE

You've been missed, David. Nice to have you back.

DAVID PEARL

It feels good to be back, but we each have work to do.

David motions for Shelley to leave. Shelley gets the hint and walks away. David returns his attention to his computer. He downloads and reads the daily workbench of sales figures from the day before.

DAVID PEARL

(to himself)

What? How can food sales be so soft?

CUT TO :

INT. GALAXY HEADQUARTERS — HENRY OLSEN'S OFFICE — WEDNESDAY MORNING — 8:30 AM

David walks by Henry's office. Closes the door. Takes a seat. Henry looks up from his computer.

DAVID PEARL

I'll cut to the chase. I'm back.

HENRY OLSEN

What exactly do you mean, David?

DAVID PEARL

It's not working. You as CEO. My stock is down thirty-five percent from when I left. The company is crumbling.

HENRY OLSEN

So, by being back, does that mean you're the CEO again?

DAVID PEARL

Sure does.

HENRY OLSEN

Where does that leave me?

DAVID PEARL

It's time for you to look for your next adventure. Your Galaxy journey ends today.

HENRY OLSEN

So that's how it ends, David? After all these years?"

DAVID PEARL

Nothing personal, Henry. This is a business decision. I expect you to be packed up and gone by noon.

David slides out of his chair. He quickly leaves. Henry sits. Emotionless. Tired. Befuddled. Henry sighs.

CUT TO:

INT. GALAXY HEADQUARTERS — BOARDROOM — WEDNESDAY — 9:30 AM

David leads a meeting of the Galaxy Coffee executive team. Shelley sits to the right of David. Seven other Galaxy execs are seated. Each exec sips coffee from a porcelain mug and each has a pen and paper in front of them.

DAVID PEARL

I have said since the early days that our success is not an entitlement. And now, that's proving to be a reality.

David sips from his coffee cup.

DAVID PEARL

We must get smarter about how we spend our time, money and resources. Failure? Not an option. I've invested far too much to see Galaxy fail. Important decisions must be made.

Shelley nods in agreement

DAVID PEARL

Henry and I talked, and we agreed it is best for the company if I return as CEO. Henry's absence from this meeting is no accident. He's not part of Galaxy's future.

The Galaxy executives look around the boardroom table. No one says anything but the silence in the room says everything.

DAVID PEARL

Changes are coming. We must differentiate Galaxy from all others. I read Shelley's recap from yesterday's meeting.

Shelley interrupts David.

SHELLEY DAY

David, that was only an initial straw man. First brush attempt.

DAVID PEARL

I don't care if it was the first draft, the ideas were all off-brand.

David is frustrated. His face turns a shade of red. He paces. His voice rises.

DAVID PEARL

We have built the most trusted coffee brand in the world.

(MORE)

DAVID PEARL (CONT'D)

Don't you realize we have an enormous responsibility to both the people who have come before us and to our 180,000 partners and their families who are relying on our stewardship?

Shelley ruffles her papers and starts taking notes.

DAVID PEARL

We can't throw it all away with ideas like \$1 coffee promotions. Dollar coffee? One of the brand guardrails I set forth years ago was Galaxy would never communicate like a fast food company. We will never do a Dollar Menu. That is not the Galaxy way. Maybe we need a refresher course as to what "The Galaxy Way" is.

David walks to the easel setup in the corner of the room. Grabs a thick blue marker. Flips over the first page of the oversized easel pad of paper. He writes and talks about the Galaxy Brand Guardrails.

DAVID PEARL

"The Galaxy Way" is to **1) Always be Authentic; 2) Always Connect to the Employee; and 3) Always Remain Anchored to our Roots.**



David tears off the page of paper he just wrote on and affixes it on the side wall of the boardroom. He continues writing and talking.

DAVID PEARL

The Galaxy Way **4) Never Violates the Trust of Customers or Employees; 5) Never Allows a Tactic to Override Our Heritage; and 6) Never Communicate Like a Fast Food Company.**

David again tears off the written page and posts it next to the other page. He walks back to the easel. Pauses.

DAVID PEARL

In everything we do, the Galaxy brand will always be genuine, welcoming, respectful, upbeat, open, honest, real, and human.

David sits down. Looks around at the other executives. Shelley responds for the entire executive team.

SHELLEY DAY

David, we will get to work on a new plan.

DAVID PEARL

That's great, Shelley. I'll give you more direction later today. Expect an email. Onward everyone, onward.

David leaves the room. The other executives, including Shelley, silently linger for a few seconds. Then, they all stand and depart in unison.

CUT TO:

**INT. GALAXY HEADQUARTERS — DAVID'S OFFICE — WEDNESDAY —
1:30 PM**

David busily types an email to his executive team. His desk is messy. Galaxy marketing materials are scattered throughout his office. A meeting message pops up on his screen, it reads "P.R. Meeting | Tim Slayer/BNC."

The GALAXY PUBLIC RELATIONS EXEC knocks on David's door. David waves her in.

GALAXY PUBLIC RELATIONS EXEC

You heard my voicemail right?

DAVID PEARL

Yes. Can't we do this via satellite?

GALAXY PUBLIC RELATIONS EXEC

We could, but it will be more powerful to be in the studio with Tim.

His bullying tactics will be less effective with you in the studio.

DAVID PEARL

You're right.

GALAXY PUBLIC RELATIONS EXEC

Here is a list of talking points and questions to expect from Tim. He'll be difficult. Just be you. Stay on message. All will be fine.

DAVID PEARL

Is this really the right thing to do?

GALAXY PUBLIC RELATIONS EXEC

David, every other time we've faced the doubters on Wall Street, this approach has worked. We must control the conversation. Just as we have always done.

DAVID PEARL

But this is different. Galaxy has never been in a position when it needed to address poor sales.

GALAXY PUBLIC RELATIONS EXEC

Trust me. Just bridge back to the talking points. You'll do great.

David returns to computer. Scrolls up to the beginning of the typed memo. He reads the first paragraph out loud.

DAVID PEARL

(slight whisper)

Over the past ten years, in order to achieve the scale necessary to expand to 15,000 stores and beyond, we have had to make a series of decisions that, in retrospect, have lead to the watering down of the Galaxy experience and what some might call the commoditization of the Galaxy brand.

David nods approvingly and sends the email to his executive team.

CUT TO:

INT. GALAXY CORPORATE JET — WEDNESDAY AFTERNOON — 4:30 PM

A tired David sits in a plush leather recliner chair on the company jet flying to New York City. A copy of Jim Collins' latest book, HOW THE MIGHTY FALL, sits on a desk along with an empty coffee cup. David watches basketball highlights on a large-screen HDTV.

The flight attendant walks up to David with a press pot of just-brewed coffee.

FLIGHT ATTENDANT

More Sumatra?

DAVID PEARL

No. I'm coffee'd out.

CUT TO:

INT. BUSINESS NEWS CHANNEL STUDIOS — GREEN ROOM — THURSDAY LATE MORNING

David sits, calmly waiting to appear on Tim Slayer's BEAT STREET show. The in-room TV is tuned to BEAT STREET but the volume is down. David checks his Blackberry and texts a message back.

A BEAT STREET producer knocks on the door and enters.

PRODUCER

David, you're on in three. Need anything?

DAVID PEARL

I'm good.

The Producer leaves. David turns to the TV, reaches for the remote, turns up the volume. David watches Tim Slayer.

TIM SLAYER

(on television screen)

What's our motto?

The BEAT STREET STUDIO AUDIENCE responds.

BEAT STREET STUDIO AUDIENCE

(in unison)

BEAT STREET is a lesson too, because you can't let The Street beat you.

TIM SLAYER

Damn that's nice. I'll never tire of that.

Tim is seen grabbing a bag of Galaxy Coffee. He holds it up to the camera and teases the next segment.

TIM SLAYER

You've heard me rant for years about Galaxy Coffee. Not a big fan of the stock. Good coffee. Bad stock.

Tim is seen tossing the bag of Galaxy Coffee off-camera. He continues the tease.

TIM SLAYER

Galaxy's CEO, David Pearl, joins us next to discuss Galaxy's demise, its slouch towards commoditization. This'll be fun. Stay tuned.

CUT: TO

INT. BUSINESS NEWS CHANNEL STUDIOS – BEAT STREET SET

The on-set director motions to Tim the commercial break has begun. Tim walks off the set. Production Assistants dress the set for the interview segment with David Pearl. Hustle and bustle abound as everyone preps for the next segment.

David Pearl stands to the side of the set. The on-set director approaches David.

ON-SET DIRECTOR

Welcome, David. We have you scheduled for one segment, roughly seven minutes. Are you mic'd?

DAVID PEARL

No.

ON-SET DIRECTOR

(yelling)

Someone get this guy mic'd up. Now!
Geez!

The on-set director shakes his head. He refocuses back on David.

ON-SET DIRECTOR

You know, Tim has been waiting for this moment to come for years.

DAVID PEARL

Probably so.

A BEAT STREET staffer mics up David and in the process unpretties David's perfectly knotted tie. David now sports a crooked tie.

ON-SET DIRECTOR

You need some coffee?

DAVID PEARL

No.

The On-Set Director escorts David to the set. A staffer applies a last-second dusting of pancake make-up to David's face. Tim walks onto the set. David tries to make eye contact with Tim. Purposely, Tim fails to acknowledge David.

Tim and David share the same space but neither one talks or makes eye contact.

The On-Set Director takes his place next to the main camera. He listens to his headphones. Motions to a camera operator. Steps forward for everyone on set to see him. Raises his hand, signaling silence. After a few seconds he drops his hand, cueing Tim.

TIM SLAYER

Welcome back to BEAT STREET. We have a special guest, David Pearl, CEO and founder of Galaxy Coffee.

DAVID PEARL

(softly spoken)

Technically, I'm not the founder.

TIM SLAYER

That's neither here nor there, David. But you're here. Where do I start?

Tim re-adjusts himself in the chair. He sips his glass of water.

TIM SLAYER

You've just returned as CEO. Galaxy's stock dropped thirty-five percent in your absence. You announced dismal earnings yesterday. Not a good way to begin your second go-round.

DAVID PEARL

First, it's nice to finally be here on set. We go back many years. Good to see you again. Second, you're right. This isn't the ideal time for my return. But it's the right time.

TIM SLAYER

Right time? We're seeing economic conditions similar to the Great Depression. Right time?

DAVID PEARL

By any statistical measure, the weakening pace in the global economic environment has accelerated. Every business, every retailer, is facing an unprecedented economic headwind. The U.S. unemployment rate is expected to reach ten-percent by summer. Home foreclosure rates have doubled in the past ten-months. Consumer confidence is at an all-time low. Despite the strong economic headwinds we're up against, the fundamentals of the Galaxy Coffee business are as sound as they have ever been.

TIM SLAYER

Wait. How can you say that? Comp sales at Galaxy are trending negative. A far cry from the days of high single digit comps. New store openings have slowed. Rumors of store closings are out there. Consumers can't afford to trade up to Galaxy and are instead trading down to fast fooders selling gourmet coffee at cheaper prices.

DAVID PEARL

Tim, our cash flow is good. We have the liquidity needed to not only support our current operations, but also fuel future growth opportunities. We have one of the most respected and admired brands in the world, with loyalty from customers that other companies just do not enjoy.

(MORE)

DAVID PEARL (CONT'D)

We have the cash position and proper fundamentals to not only ride out the economic storm, but also execute strategic business decisions to grow the Galaxy brand and business.

TIM SLAYER

Interesting, David, really interesting.

Tim sips from his water glass, sighs, and reaches for a stack of papers.

TIM SLAYER

Sounds like you're telling me a different story from what you're telling your executive team.

DAVID PEARL

How so?

TIM SLAYER

GalaxyGossip.com just posted an internal email written by you to your executive team outlining what is wrong with Galaxy. You sent this email yesterday afternoon. Allow me to read the other side of the story.

Tim begins reading the email. David reacts surprised and speechless.

TIM SLAYER

(reading from the memo)

Over the past ten years, in order to achieve the scale necessary to expand to 15,000 stores and beyond, we have had to make a series of decisions that, in retrospect, have lead to the watering down of the Galaxy experience and what some might call the commoditization of the Galaxy brand.

(MORE)

TIM SLAYER (CONT'D)

Many of these decisions were probably right at the time, and on their own merit would not have created the dilution of the experience; but in this case, the sum is much greater and, unfortunately, much more damaging than the individual pieces.

Tim pauses, looks at David.

TIM SLAYER

Shall I continue? Hell yes I shall.

Tim continues to read from the leaked internal memo.

TIM SLAYER

(reading from the memo)

For example, the decision to use the faster and more efficient automated espresso machine removed much of the romance and theatrics we had with the La Marzocco machines.

Our need for fresh roasted coffee forced us to use packaging that eliminated the aroma of coffee from our stores. No longer did we need our partners to scoop coffee from bins and grind it fresh. Our FlavorSecure packaging robbed us of the coffee ceremony Galaxy was built upon.

Tim looks up. Looks at David.

TIM SLAYER

(sarcastic)

Damn. This is priceless. I can't stop.

Tim continues reading from the memo.

TIM SLAYER

(reading from the memo)

Obviously, we have had to adopt plug-and-play store design to gain the proper efficiencies needed to grow our store footprint all the while satisfying ROI ratios. But at what cost?

Our stores no longer have the soul and charm of the past and now reflect a chain store mentality. The cookie cutter, sterile feel of our stores have forsaken the passion our employees have for Galaxy Coffee.

Tim puts down the printed memo. Looks at David.

TIM SLAYER

Tell me, David, does that sound like a company whose fundamentals are sound?

DAVID PEARL

Sounds like a company in need of realignment.

TIM SLAYER

(cutting off David)

... Realignment? Galaxy needs more than a realignment. It needs a new chassis, new transmission, and a revamped engine. Pin striping isn't going to achieve realignment.

DAVID PEARL

Tim, Galaxy has veered off course. I'll admit that. I know where true north is and I'm prepared to manage the company back to its roots.

TIM SLAYER

What experience do you have in realigning companies, David?

Tim becomes more animated. He cuts David off from a rebuttal. The two engage in a heated verbal squabble. Tempers flare. Indecipherable back-and-forth conversation occurs.

The On-Set Director scrambles to signal for a commercial break. Tim manages to raise his voice over David's voice.

TIM SLAYER

David, you fail to understand that visionaries lead. They don't manage.

The On-Set Director signals for a commercial break. Commercial break begins. Tim storms off the set. David exhales loudly, takes off the mic and places it on a table. He walks off the set and heads for the exit.

CUT TO:

INT. PRIVATE CAR SERVICE — BACK SEAT — THURSDAY AFTERNOON

David talks on his Blackberry as the driver navigates through the downtown traffic.

DAVID PEARL

(on cell phone)

I didn't mean for it to get out of hand. Tim ambushed me. Who would leak that memo to GalaxyGossip? You have damage control to do. Handle it. We will regroup first thing in the morning.

David hangs up. Tosses his Blackberry to the side. Exhales. Sighs. Places his head in his hands. Ponders next steps.

David makes a request to the DRIVER

DAVID PEARL

Take the Washington Parkway exit to the Keystone Park neighborhood. Stop in the middle of Laurel Lane.

DRIVER

Will do.

The car reaches the Keystone Park neighborhood and stops on Laurel Lane. David exits the car and turns to the driver.

DAVID PEARL

Give me a few minutes. I'll be right back.

DRIVER

Yes sir.

David slips the driver a \$100 bill and walks towards a row of run-down brownstone homes.

David takes his time. He soaks up everything in the neighborhood. He stops at the brownstone home at 7329 Laurel Lane. Looks down at the garden level home for many silent seconds.

DAVID PEARL

(soft voice, to himself)

Yes, Dad, I remember what you always told me.

David recites a saying his father instilled within him as a child.

DAVID PEARL

(soft voice, to himself)

Get up. Head up. Never give up.

David improves his posture, stands firmly. Re-adjusts his once-crooked tie. Looks outward.

DAVID PEARL

(soft voice, to himself)

Yes, Father, I will.

SLOW DISSOLVE TO:

INT. GALAXY SUPPORT CENTER — SHELLEY DAY'S OFFICE — MORNING

SUPERIMPOSE:

"THREE MONTHS LATER"

Vivian Kane enters Shelley's office with papers, folders, and latte in hand. Shelley, preoccupied with her email and looking very tired, barely notices Vivian. Vivian moves folders covering the meeting desk. Shelley still does not notice Vivian.

VIVIAN KANE

Shelley? Is this a bad time for our one-on-one?

Shelley looks up. Suddenly notices Vivian.

SHELLEY DAY

(absent-mindedly)

Ahh... yes... this... is as good... a time as any. Give me a second, I'm finishing up an email.

Vivian sits. Sips her latte. Readies her project list. Waits for Shelley.

Shelley types furiously. Sends her email. Sips coffee. Sighs. Stands. Walks around her desk to the meeting table to sit with Vivian.

VIVIAN KANE

Legal has approved the collateral for the Elixir campaign.

SHELLEY DAY

When does this launch again?

VIVIAN KANE

Phase One launches in Fall, on October third.

SHELLEY DAY

Elixir might be put on hold.

VIVIAN KANE

What... Why? We pushed up the start date because David wanted to bring to market a more value-priced offering during this recession.

SHELLEY DAY

David has other ideas. He's calling it the "Back to The Future" plan. And it's going to disrupt everything we have planned for Q1.

Vivian shakes her head in befuddlement.

VIVIAN KANE

David personally asked me to rush Elixir to market. I've gone above and beyond to push this through the pipeline. Elixir tested well in Chicago, Dallas, and Miami. The product will drive sales. Why change plans now?

SHELLEY DAY

David has other ideas. This "Back to the Future" plan can still incorporate Elixir. I'm meeting with David later today and will fight to include Elixir in the Q1 plan.

VIVIAN KANE

Thanks for the support, Shelley. What exactly is in this "Back to the Future" plan?

SHELLEY DAY

David calls it a rededication to the fundamental emotional elements of the Galaxbrand experience.

VIVIAN KANE

Huh? What exactly does that mean?

SHELLEY KANE

(exasperated)

Changes. Lots of changes. You'll hear them first hand at today's Manager's Meeting in Yemen 7.

CUT TO:

INT. GALAXY SUPPORT CENTER — YEMEN 7 — AFTERNOON

Inside Yemen 7, a large meeting room, is a standing room only gathering of 175 Galaxy middle manager employees. The room is strangely silent. Everyone waits, with mounting anticipation, for the meeting to begin.

A group of 10 employees wearing blue aprons and holding trays loaded with sample cups of coffee scurry about the meeting room passing out coffee samples.

David approaches the podium with coffee sample in hand.

DAVID PEARL

Smell the nose of this coffee.

Everyone places one hand over the small cup and moves the cup closer to their noses. Everyone sniffs.

DAVID PEARL

Stunning. Nothing smells like Aged
Sumatra. And nothing tastes like Aged
Sumatra.

David loudly slurps his coffee. The podium microphone picks up the slurp; the sound reverberates loudly. Everyone else in the room follows.

EVERYONE

(collective loud slurping sound)

Slurrrrrpppp!

DAVID PEARL

Like Galaxy, this coffee has been on a journey. Aged for four years in a warehouse in Indonesia. Shipped as green coffee to our roasting plant. Roasted to the perfect Galaxy Roast. The result is this. A bold, aggressive cup of coffee.

David steps back from the podium microphone. Slurps again. Swishes the coffee inside his mouth. His eyes close as he finishes the sip.

DAVID PEARL

Amazing, velvety mouthfeel. The subtle but dramatic earthiness and spiciness is given a full life by our proprietary aging process. It's rare. It's exotic. It's ours. It's a gift Galaxy must share with our customers. And share Galaxy will.

David puts down the sample cup. Lights dim. A slick PowerPoint presentation is projected on the screen.

DAVID PEARL

Our Fall promotion has been transformed into a true celebration of coffee. Galaxy will reignite the passion people have with coffee in ways they never knew existed.

The PowerPoint slide changes to an image of promotional poster with the bold headline of "COFFEE FIRST."

DAVID PEARL

We've scrapped the original plans for the Fall promotion for a new approach. "COFFEE FIRST" is the thematic direction we are going. Every element of our Fall promotion will link directly to Galaxy's passion for COFFEE.

Employees clap with approval.

DAVID PEARL

Out are the lollipops, the finger puppets, and everything else not related to Galaxy's passion for coffee.

Employees again clap with resounding approval.

DAVID PEARL

In will be a refocus on the art of espresso. We will close every store for a three-hour retraining of how to prepare the best tasting espresso beverages.

Surprised employees are silent.

DAVID PEARL

Yes. You heard me right. All nine thousand of our North American locations will close for three hours beginning on September seventh at one o'clock in the afternoon.

David pauses. A new slide appears on screen

DAVID PEARL

Hold times for brewed coffee are changing from sixty minutes to thirty minutes. We will sell the freshest tasting coffee in every market we do business in. Just think, we will be pouring more coffee down the drain every day than most coffee shops will sell in a day.

David pauses. Purses lips. His eyes survey the room, connecting with everyone in attendance.

DAVID PEARL

I'd rather lose money than sell a bad tasting cup of coffee. Galaxy is serious about putting COFFEE FIRST.

SERIES OF SHOTS:

David continues sharing the COFFEE FIRST promotional plan.

David shows PowerPoint slide after PowerPoint slide.

David covers every detail of the plan.

David finishes with an inspirational close.

DAVID PEARL

Galaxy employees are bound together by the passion we have for our coffee and the customer experience. Thank you in advance for embracing these changes in the spirit in which they are intended. Have fun, but also make it matter.

Learn, teach, and share with your co-workers as we go back to the future in telling the Galaxy Coffee story. Onward everyone. Onward.

Galaxy employees clap wildly and stand, giving David an enthusiastic standing ovation.

SLOW DISSOLVE TO:

INT. GALAXY COFFEE HEADQUARTERS — COMMONS AREA — MORNING

Vivian Kane prepares her usual triple Grande, non-fat, extra foamy Caramel Macchiato. She gathers her low-slung satchel and sits at a table with two loud-talking, gossiping Galaxy marketers, MARKETER #1 and MARKETER #2.

MARKETER #1

Like closing every store for an "Art of Espresso" training session is going to solve our problems.

MARKETER #2

Have you seen what they're saying on GalaxyGossip? We are getting blasted for having such poor barista training that it requires losing millions of dollars to retrain our employees.

MARKETER #1

It's like we're admitting all the drinks customers have been getting before weren't made to standards.

VIVIAN KANE
Better to fix it now, right?

MARKETER #2
Sure it is. But it's still a shame.

MARKETER #1
Viv, what have you heard about another re-org? We lost a lot of long-time employees last time.

MARKETER #2
(sarcastically)
Yeah, they were re-org'd out of a job.

MARKETER #1
Not sure we can handle losing another layer of long-time Galaxy guys and gals.

VIVIAN KANE
Haven't heard anything about more job cuts. We all have our jobs to do. That's what I know.

MARKETER #1
Kinda hard to do our job when there is so much uncertainty. Shelley is too busy kissing David's ass to meet with me for my status update meetings.

MARKETER #2
Maybe David should cut loose some of the dead weight on the e-team and let us do our jobs.

VIVIAN KANE
You two disappoint me. What David has always said is right. We need less talkers and more doers. And that doing needs to start with you two. Stop talking smack and start doing stuff.

Marketer #1 and Marketer #2 make condescending faces at each another.

VIVIAN KANE

A former Galaxy marketer, John Coffey, used to have a saying. Whenever things were muddy and unclear, John would say, "It's time to shut up and dance." We all need to shut up and dance. Let's work to turn this brand around.

David Pearl walks in. His pace is determined. His face is focused. He walks by the table of Galaxy Marketers.

VIVIAN KANE

Morning David.

David fails to acknowledge Vivian. He walks on by. Vivian silently expresses disappointment.

MARKETER #2

(sarcastically)

And that's the leader Vivian wants to follow.

Vivian gets up from the table. Darts off to her office.

CUT TO:

INT. JOHN COFFEY'S HOME OFFICE — MORNING

John Coffey is multi-tasking. He reads the Wall Street Journal. He sips his coffee. On one monitor, he checks his email. On the other monitor, a Twitter stream updates with tweets.

John turns his full attention to the paper's lead story, "Galaxy Brewing a New Direction."

JOHN COFFEY

(mumbling)

Oh, so they are calling it their "Back to the Future" plan.

John speeds through the article. He flips a few pages to finish the article.

JOHN COFFEY

(mumbling)

Hey, David, it ain't easy putting toothpaste back in the tube buddy.

John turns on the television to the Business News Channel. Timing is perfect. BNC's "Bull or Bear" segment is discussing Galaxy Coffee.

The BNC ANCHOR is interviewing THEODORE SUTTON, a Harvard Business Professor, and BNC's own Tim Slayer. The screen is split with each pundit sharing equal space on the screen.

BNC ANCHOR

(on television screen)

So Theodore, what's your take on Galaxy's transformation plan?

THEODORE SUTTON

It's smart. I'm bullish on Galaxy. It's strategically sound and tactically doable. David realizes **the brand needs pruning. He's pulling up some weeds and cutting some weak branches.** After this, Galaxy will be primed for growth.



BNC ANCHOR

Tim, do you agree?

TIM SLAYER

Hell no! Galaxy grew too fast, too soon. They opened too many stores. They stretched the brand in too many directions. They messed up a great thing. I have never been more bearish.

John mutes the television. Turns to his computer and logs into iChat. He sees Denny Williams is online. John invites Denny to a video conference. Denny accepts.

The computer screen shows images of both John Coffey and Denny Williams.

JOHN COFFEEY

Mork calling Orson, come in Orson. Mork calling Orson.

DENNY WILLIAMS

Na-Nu. Na-Nu. Greetings John.

JOHN COFFEEY

What up Denny? Nice to chat again.

DENNY WILLIAMS

True. What's up with you and Sunshine Natural Grocer?

JOHN COFFEEY

Well, I left a few months ago. A publisher bit on a book proposal and I'm getting speaking gigs to share some hot marketing opinions. It's an opportunity I couldn't pass up.

DENNY WILLIAMS

Good for you, John. You were always good in front of an audience back at Galaxy.

JOHN COFFEEY

I take it you've heard about Galaxy's "Back to the Future" plan, right?

DENNY WILLIAMS

Yeah, sure. You betcha. It's gonna take more than 1.21 gigawatts of marketing muscle from Galaxy's flux capacitor to truly go "Back to the Future."

JOHN COFFEEY

Agreed.

DENNY WILLIAMS

What strikes me is there's nothing original in this plan.

JOHN COFFEEY

You're right. It's basically doing what Nero's Coffee has always done.

DENNY WILLIAMS

Improving coffee standards is great. But Galaxy needs to focus more attention on the story it is telling its customers.

JOHN COFFEEY

High priced products must always deliver a great story.



DENNY WILLIAMS

And the Galaxy story is not what it once was. Galaxy used to be original. Now, it's a copy-cat coffee company.

JOHN COFFEEY

It's no longer obvious what Galaxy stands for.

DENNY WILLIAMS

Galaxy has forgotten the recipe for creativity. We used to talk about this all the time.

JOHN COFFEY

What was that saying... oh yeah.

DENNY WILLIAMS

JOHN COFFEY

(in unison)

The more obvious you are, the more original you appear.

DENNY WILLIAMS

Galaxy used to be obvious in everything it did. Every activity, from a simple poster to the whole bean packaging to the taste of its drinks, earned an opinion from customers.

JOHN COFFEY

Now, the company has dumbed down its coffee to appeal to as many people as possible. **It no longer earns opinions from customers.**



DENNY WILLIAMS

I'm with ya, totally.

JOHN COFFEY

Denny, work has me in Seattle next month. I'll stay the weekend. It's time we caught up.

DENNY WILLIAMS

Great. I'll make sure my fridge has enough sixers of Diamond Knot IPA to keep the conversation flowing.

JOHN COFFEY

Sounds great. Now go make like a tree...

DENNY WILLIAMS

JOHN COFFEY

(in unison)

... and get outta here.

SLOW DISSOLVE TO:

**INT. FAIRFIELD GALAXY COFFEE LOCATION — SEATTLE — MORNING
SUPERIMPOSE:**

"ONE MONTH LATER"

It's late morning on a cool, drizzly, and foggy Friday. Absolute perfect coffee weather.

The Fairfield Galaxy location is busy, but not crowded.

An elderly man reads a newspaper at one table. Two college students share another table; one works on her laptop, the other giggles as she texts.

Baristas make beverages behind the counter. It's business as usual at this Galaxy Coffee location.

FEMALE BARISTA

I have a Double Short Non-Fat Latte for John ready at the bar.

John Coffey meanders to the beverage hand-off plane, picks up his drink, turns, and sees Denny Williams walk in.

JOHN COFFEY

(jokingly)

Denny! Funny running into you here.

DENNY WILLIAMS

Sorry I'm late. I've been waiting across the street. Didn't realize we were meeting at THIS Galaxy.

JOHN COFFEY

How was the vibe across the street?

DENNY WILLIAMS

Same as here. **The walls aren't talking.**



JOHN COFFEY

Yeah, no energy here. The baristas don't seem too happy. And too many customers aren't sticking around. They get their drink and flee. Not a good sign.

DENNY WILLIAMS

I can't tell you how many times I have played the "Talking Walls" card at Falcon Advertising. Our retail clients eat it up.

(MORE)

DENNY WILLIAMS (CONT'D)

The concept of listening to the walls of a store from a customer perspective is such a simple idea.

JOHN COFFEY

Yeah, most businesspeople don't spend enough time viewing their business from the perspective of a customer.

DENNY WILLIAMS

One of the main things the early days at Galaxy taught us is that, if the walls of a store are talking, then the store is surely making its numbers, and its employees stay longer.

Denny and John sip their drinks. Each looks around at the stillness in the Fairfield Galaxy location.

JOHN COFFEY

So, Denny, how have you been?

DENNY WILLIAMS

Been good. Working a lot. Got promoted last month.

Denny hands John a business card.

JOHN COFFEY

Fancy title, Mr. Williams.

DENNY WILLIAMS

(pompous voice)

Senior Vice-President of Retail Innovation and Shopper Marketing.

JOHN COFFEY

Are you liking it at Falcon?

DENNY WILLIAMS

It's good. We just picked up the Melted Bliss account. Last week I facilitated an off-site planning meeting for them. Damn do they admire Galaxy Coffee.

JOHN COFFEY

I can believe that. I'm making a living off the Galaxy juju too.

DENNY WILLIAMS

How's your book doing?

JOHN COFFEY

After a long slog, the manuscript is in the hands of the publisher. Now, I'm working on a few speaking gigs.

DENNY WILLIAMS

Any interesting speaking gigs?

JOHN COFFEY

The speakers bureau I'm working with signed me up to speak at the International Funeral Association. Seriously. Tough crowd. Lifeless. But I killed. Really, I did.

Denny and John pause for a moment. They look around. The Fairfield Galaxy location is still lifeless.

DENNY WILLIAMS

Let's leave this casket of a store and see if we can find life in a different Galaxy.

JOHN COFFEY

Let's do it.

SLOW DISSOLVE TO:

INT. PEARL STREET GALAXY COFFEE LOCATION – LATE MORNING

The Pearl Street Galaxy location is bustling with activity. A long line of customers are in line, waiting to order. Nearly every table is full with customers of all ages talking, reading, laughing, and enjoying their coffee.

John and Denny sit in two plush chairs, tucked away in the corner.

JOHN COFFEY

This is more like it.

DENNY WILLIAMS

The walls are definitely talking. Did you notice the expeditor calling drinks down the line?

JOHN COFFEY

That's a lost art. Most Galaxy locations eliminated the expeditor role years ago.

DENNY WILLIAMS

Did you notice how friendly the employees are here? You'd think anybody could pour a cup of coffee. But, of course, they can't. It truly takes a talented person to serve coffee with a smile.

JOHN COFFEY

Galaxy used to live its motto of "Hire somebodies. Never warm bodies." I can't say that's their M.O. these days.

DENNY WILLIAMS

There is nothing more important than attracting, hiring, and keeping great employees.



JOHN COFFEY

Spot on. A company can't expect to have loyal customers without first having loyal employees.

DENNY WILLIAMS

That's good and it relates right back to company culture. Because **competitors can replicate products and programs but they can never replicate great people.**



DENNY WILLIAMS

Speaking of great people, do you hear that?

JOHN COFFEY

Oh my, can't be.

Off to a distance, behind the counter, near the espresso machine, Vivian Kane appears. She talks with the Pearl Street Galaxy store manager.

VIVIAN KANE

Nice to hear the "Art of Espresso" training went well.

John and Denny sneak up to the beverage hand-off plane, in front of the espresso machine.

DENNY WILLIAMS

(in a foreign accent)

Miss. My doppio espresso is too stringent.

Vivian quickly responds without noticing who is talking.

VIVIAN KANE

Sir. We'll gladly re-make your...

Vivian notices Denny and John.

VIVIAN KANE

Put down your doppio you dopes and
give me a hug. It's been too long.

Vivian hugs Denny, then John.

VIVIAN KANE

What brings you two here?

JOHN COFFEY

I'm in town for the weekend. Gave
a talk yesterday to the Expedient
Financial Services marketing team.
Decided to stick around.

DENNY WILLIAMS

I've been MIA. Been too busy at Falcon
to get out much.

VIVIAN KANE

It's great to see you two. Got a few
minutes to catch up?

DENNY WILLIAMS

Sure do.

Vivian quickly finishes her conversation with the Galaxy store
manager. John and Denny grab the only open table and sit down.
Vivian joins them.

VIVIAN KANE

Let's get this out of the way. Have you
two heard about the Galaxy "Back to the
Future" plan?

DENNY WILLIAMS

Oh yeah. John and I have wondered
where David is going to find the 1.21
gigawatts of marketing muscle to go
back in time.

JOHN COFFEY

You know... David Pearl has a lot in common with Marty McFly. Think about the "Back to the Future" movie, it's about a teenager who travels back in time to save his parent's marriage – as well as his own life.

Denny and Vivian look puzzled.

VIVIAN KANE

I see John hasn't changed. He's still his kooky self.

JOHN COFFEY

Hear me out, Viv.

John sips his coffee and continues.

JOHN COFFEY

David Pearl, a visionary entrepreneur, travels back in time to save his company – as well as his legacy. It's the same scenario Marty McFly faced.

DENNY WILLIAMS

You're right. David only needs to go back in time to fix everything he set into motion.

JOHN COFFEY

It was David's decision to remove the La Marzocco machines in favor of the automated espresso machines. David ended the scooping of whole bean coffees from bins and instead had stores merchandise re-packaged coffee bags on the selling floor.

VIVIAN KANE

That decision to not scoop beans resulted in stores no longer smelling like coffee. We're still paying for that decision.

DENNY WILLIAMS

And, it was David who approved the store development kit-of-parts, allowing the build-out of new stores to happen at hyper-speed.

JOHN COFFEY

Don't forget. It was David who decided Galaxy should sell music, movies, and books. David has a lot of mistakes to undo by going back to the future.

Vivian's Blackberry beeps. She scrambles to grab it from inside her purse. She reads the message and quickly grabs her belongings.

VIVIAN KANE

I gotta go back to Galaxy Headquarters for an eleven-thirty meeting to resuscitate a "top secret" project.

DENNY WILLIAMS

Let's all meet tomorrow. Saturday. Ten AM? How about the Fresh Fields Galaxy?

VIVIAN KANE

Sounds good. I'm there.

JOHN COFFEY

Me too.

Vivian stands, hugs both Denny and John. She turns to leave.

JOHN COFFEY

Viv, what's the this "top secret" project?

VIVIAN KANE

Think J-A-W-S.

John laughs out loud. Vivian leaves. Denny is confused.

DENNY WILLIAMS

JAWS? Another movie reference? What gives?

JOHN COFFEY

No. Not at all. J-A-W-S stands for Just Add Water, Stir. The long talked about instant coffee project Galaxy has had on the back burner for years.

DENNY WILLIAMS

Instant coffee? Oh god no. That ain't right for Galaxy. That's another decision David will regret making.

SLOW DISSOVLE TO:

EXT. FRESH FIELDS GALAXY LOCATION – LATE MORNING

Denny Williams walks through the Fresh Fields farmer's market. He sees a mix of locals and tourists buying flowers, vegetables, and fresh fish. He makes his way to the original Galaxy Coffee location just outside the Fresh Fields Market.

Denny sees tourists taking their photos outside the Fresh Fields location in front of a commemorative plaque. Denny steps closer to the plaque and reads the inscription:

***GALAXY COFFEE COMPANY
ESTABLISHED 1979***

***Coffee connects like no other beverage.
It connects the morning to the night,
people with people, and people with
themselves. Come in and connect over
coffee.***

John Coffey walks up to Denny, pats him on the back. They enter the Fresh Fields Galaxy location.

CUT TO:

INT. FRESH FIELDS GALAXY LOCATION – LATE MORNING

The store is packed. Tourists and locals are all crammed inside. The baristas behind the counter are busy helping customers.

Denny and John enter the store. They each look around and soak in the authentic vibe. At the exact moment, Denny and John turn to each other after noticing the espresso machine.

DENNY WILLIAMS

Wait. That can't be a La Marzocco espresso machine. This has to be the only Galaxy location that doesn't use the automated machine to make espresso drinks.

Vivian enters the store. She huddles up to Denny and John.

DENNY WILLIAMS

Viv, what's with the La Marzocco? If the automated machine isn't good enough here, what is it doing everywhere else?

Vivian shrugs.

JOHN COFFEY

This is a major broken window, and as we know, **broken windows lead to a broken business.**



VIVIAN KANE

Fellas. David made an exception with this location. It's too special a place to Galaxy's history to change it by using a less authentic espresso machine.

DENNY WILLIAMS

Again, if the automated machine isn't good enough here, what is it doing everywhere else?

Vivian shrugs again.

JOHN COFFEY

Let's go someplace we can talk and catch-up.

Vivian, Denny, and John leave the Fresh Fields Galaxy location.

CUT TO:

INT. HOT SHOT CAFE — EARLY AFTERNOON

John, Denny, and Vivian sit inside a corner booth at the Hot Shot Café enjoying lunch and more conversation.

DENNY WILLIAMS

So, Viv, what was the chatter inside Galaxy about the leaked memo? I know it happened months ago, but how did people take it.

VIVIAN KANE

There was a lot of hallway conversations about it.

Vivian takes a bite from her plate of fish tacos and continues talking.

VIVIAN KANE

Many of the marketing managers and category managers weren't happy to be indirectly called out for cheapening the Galaxy brand. Everyone inside the company knew David signed off on all the decisions he now says have watered down the brand.

JOHN COFFEY

Every business makes compromises as it grows.

(MORE)

JOHN COFFEY (CONT'D)

The tough part is choosing what to compromise and what not to compromise.

Its clear. Galaxy grew thinking more like a big company wanting to get even bigger, than a small company wanting to get better. Galaxy got tangled up in the "Paradox of Growth."

Vivian and Denny look at one another.

DENNY WILLIAMS

Here it comes...

VIVIAN KANE

A marketing public service announcement from John Coffey

John shrugs off the playful commentary and continues.

JOHN COFFEY

You both know David has long said that Galaxy's biggest challenge is to get big while staying small.

This is the **"Paradox of Growth,"** where the smaller you are, the bigger you must look. And, the bigger you are, the smaller you must get.



DENNY WILLIAMS

So small businesses need to look big in customer's eyes. And big businesses need to get smaller in customer's minds.

JOHN COFFEY

Right on. A funny thing happens when a small business becomes a big business... it becomes time for it to act small again.

VIVIAN KANE

So what exactly has Galaxy done not to be smaller in customer's minds?

JOHN COFFEY

Hmmm... Let me count the ways. Cookie cutter store design. Ditching the romance of the coffee experience for the speed of coffee service. Measuring success solely by store counts, comp sales, and global reach.

Every decision David has made in the last couple years was made to grow Galaxy bigger at the expense of being the company people loved visiting when Galaxy was smaller.

DENNY WILLIAMS

The decision to replace the old school La Marzocco espresso machine for the fully automated machine is a great example of what John is talking about.

VIVIAN KANE

Wait, that decision was more about responding to the store Baristas coming down with carpal tunnel because of all the hand motions it took to make drinks.

DENNY WILLIAMS

That's partly true. What's truer is Galaxy Coffee learned from testing the automated machines in Japan that, because it pulled a so-called "perfect shot" every time, it reduced the waste of imperfect shots. Thus, fewer espresso shots were thrown out and, because of that, profits increased. Had the automated machine not been more profitable, I highly doubt David would have made the decision he did.

JOHN COFFEY

(with mouthful of food)

I hate to say this, but Galaxy now competes on convenient coffee and not quality coffee.

VIVIAN KANE

(angry tone)

What happened to you two? You once bled Galaxy blue. Now you bleed criticism crimson!

John and Denny try to cut Vivian off, But Vivian cuts them off and continues.

VIVIAN KANE

You were the ones who gave me this.

Vivian reaches, grabs, and shows her Culture Keeper necklace to John and Denny.

DENNY WILLIAMS

Vivian. **No business is perfect. It's a game of progress, not perfection.** Yes, Galaxy has made mistakes, but I still believe in this company.



DENNY WILLIAMS

This company literally saved me. After I left the ad agency world I struggled to find a company that would treat me as well and offer me a place to grow.

Galaxy took a chance hiring me because I didn't have retail marketing experience. The house I own today is the result of Galaxy stock options.

And, when I had the cancer scare a few years ago, the health care benefits from Galaxy saved me. The company culture at Galaxy is about respect and dignity for employees and customers.

(MORE)

DENNY WILLIAMS (CONT'D)

I've seen this play out in so many ways. That's why, despite the mistakes, I still believe in Galaxy Coffee.

And that's why I'm giving Galaxy some TOUGH LOVE.

JOHN COFFEY

Viv, I feel much the same. I can't imagine my life without the eight-years I spent at Galaxy. My time there was a godsend. But life outside the cult has been good.

DENNY WILLIAMS

Leaving the cult of Galaxy was the hardest decision I ever made. Galaxy bettered my life. It bettered all our lives.

Denny takes a sip of Root Beer.

DENNY WILLIAMS

Viv, what more do you have left to prove, learn, do at Galaxy?"

VIVIAN KANE

I have lots to prove, learn, and do here. I'm the marketing lead for Elixir, the instant coffee Galaxy is launching.

JOHN COFFEY

Elixir. That's what we... I mean, they are calling it. Shit.

VIVIAN KANE

Galaxy reinvented, rejuvenated, re-everything'd in specialty coffee. We have every right to reinvent instant coffee. It's the right out of the box idea to resuscitate the brand.

JOHN COFFEY

Does Galaxy really need out of the box ideas to reclaim its lost soul? Seems to me, if a business always needs to think outside the box, perhaps it's the box that needs fixing.

DENNY WILLIAMS

Galaxy has played the out of the box card for years with little success. Drinking chocolate? Failed. Music download stations? Failed. Financing and marketing Hollywood movies? Failed.

The answers to Galaxy's problems can only be found by looking inward, not outward. Let's spend our Saturday going inside/out, not outside/in to solve Galaxy's problems. Let's put together our own "Back to the Future" plan.

John perks up. Grabs his notebook.

JOHN COFFEY

Game on, y'all! Game on!

Vivian looks on with apprehension and doubt.

VIVIAN KANE

(reluctantly)

Well... we should begin with some customer intercepts.

FADE TO:

EXT. AROUND DOWNTOWN SEATTLE — MONTAGE

John, Denny, and Vivian walk around talking with people holding Galaxy coffee cups and coffee cups from other local shops. Galaxy employees talk with John, Denny, and Vivian.

Everyone eagerly shares their opinions on what Galaxy used to mean to them, what Galaxy means to them now, and what Galaxy will mean to them in the near future.

BUSINESSMAN

I come to Galaxy because it's convenient. I can get a better cup of coffee elsewhere. Didn't used to be that way.

SOCCER MOM

My Galaxy stopped serving decaf in the afternoon. I go elsewhere now.

BUSINESS WOMAN

I hear the company switched to thaw and serve pastries made someplace in Omaha, Nebraska. It's no wonder the scones taste so dry.

TWENTYSOMETHING

The coffee doesn't taste as bold as it once did. I can get a bolder, stronger, more flavorful cup of coffee elsewhere. Like this one from Mighty Mandrill Coffee.

THIRTYSOMETHING

I rarely go to Galaxy anymore. They don't offer free Wi-Fi. Sure, I can get Wi-Fi but I gotta go through all the trouble of having a Galaxy Card, registering the card online, keeping a balance on the card, and using the card at least once a month. Monmouth Coffee across the street has free wi-fi. No card needed. No nothing.

BEARDED MAN

It's sad. Galaxy has become the McDonald's of espresso, especially with all their drive-thru locations. They've dumbed down espresso to the point that it's no longer interesting. A shame.

WOMAN JOGGER

It was great coffee. Now it's so-so coffee. Somewhere in between opening new stores and all their branding and marketing, Galaxy forget how to make a great cup of coffee.

ARTSY MALE

What irritates me most about Galaxy is how impersonal it has become. I love Galaxy Coffee. I'll drink it before I'll drink anything else. But, for sure, some of the quality is gone. Perhaps it's just the fact it's no longer personal. I no longer identify with Galaxy like I used to.

GALAXY EMPLOYEE

The benefits aren't what they used to be. Because of this, employee turnover is higher than it has ever been and it has become more difficult to hire quality people.

GALAXY EMPLOYEE #2

I feel betrayed by the brand. Used to be company executives said things with passion and belief. Nowadays, all I hear is lofty rhetoric about change for the better. All I've seen are changes for the worse.

TWENTYSOMETHING BARISTA

Being a Galaxy Barista used to mean something. Now, it's just a low-skilled fast food assembly job.

THIRTYSOMETHING BARISTA

New Baristas aren't given the training I received. The company admitted as much by closing down stores and retraining Baristas.

THIRTYSOMETHING BARISTA

It used to feel like you had a future at Galaxy. From Barista to Corporate was the goal of many. Was the goal. No longer is.

CUT TO:

INT. TOPHILL PUB — SEATTLE — LATE AFTERNOON

John, Denny, and Vivian enjoy beers and conversation at the Tophill Pub. They review notes from the day and discuss key learnings from their customer intercepts.

VIVIAN KANE

This was an eye-opener for me. I didn't expect to hear and feel so much disillusionment from customers and employees. I didn't realize how far from home Galaxy has strayed.

DENNY WILLIAMS

Ya know, sometimes a business has to leave home to realize how sweet home really is.

VIVIAN KANE

Good point, Denny. I now understand Galaxy has compromised its values as it has grown. We've clearly forgotten that the best brands follow "being strategies," not branding strategies.

DENNY WILLIAMS

How so?

VIVIAN KANE

If you build a business that makes money, makes customers happy, and makes employees happy... the result is a strong brand.

(MORE)

VIVIAN KANE (CONT'D)

It's about being a company that makes a profit and makes people happy. That's when branding works best.

DENNY WILLIAMS

I get it. A brand never makes a business possible. It's the business that makes a brand possible.

VIVIAN KANE

Well said, Denny.

JOHN COFFEY

So, Viv, this exercise wasn't a waste for you?

VIVIAN KANE

Absolutely not. I want to continue thinking about all we heard today. But we need to write all this down into a plan. Count me in as project lead.

JOHN COFFEY

Atta-girl, Viv!

FADE TO:

INT. GALAXY HEADQUARTERS — DAVID PEARL'S OFFICE

SUPERIMPOSE:

"SIX MONTHS LATER"

Shelley Day updates David Pearl on the "Back to the Future" project. The mood is somber. David looks older, grayer, and slightly gaunt. Shelley looks tired and slightly overweight.

SHELLEY DAY

Packaging for Elixir has been approved by legal and roll-out has been set into motion.

DAVID PEARL

Good. That will help perk our Q3 sales needs.

SHELLEY DAY

True, however, Rochester Capital downgraded our stock again.

DAVID PEARL

I figured they would. We're now trading at the lowest point in a decade.

SHELLEY DAY

Low enough that Conner Langley has upped his stake in Galaxy to 3.5%.

DAVID PEARL

Damn activist investors. What's Langley up to anyway?

SHELLEY DAY

He wants a seat on the board.

DAVID PEARL

That fucker.

SHELLEY DAY

Have you reconsidered any stores on the closure list?

DAVID PEARL

No. We're still going with closing 1,000 locations by year's end.

David rustles papers on his desk. Stares off to the side. Shelley sits quietly. David refocuses on Shelley.

DAVID PEARL

I'm also announcing another workforce reduction today.

SHELLEY DAY

Employee morale will take another hit.

DAVID PEARL

It's a painful decision, but it's the right decision.

SHELLEY DAY

The employees could use a pep talk.

DAVID PEARL

I'm recording a video message for employees today. We'll be sharing it with all our stores and regional offices.

CUT TO:

INT. GALAXY HEADQUARTERS — MOCK STORE

David sits at a Galaxy Coffee table inside the company mock store. Behind him is an automated espresso machine and pastry case. The mock store looks just like a typical Galaxy store. David reads from a piece of paper, murmuring the talking points script to himself.

A simple camera is setup in front of David. A Galaxy Public Relations Exec directs the cameraman and assists David with his talking points.

GALAXY PUBLIC RELATIONS EXEC

David, we'll do a couple takes. Just look into the camera and share your thoughts. We're keeping this simple.

DAVID PEARL

Can't I just leave a voicemail? Why do we have to do video?

GALAXY PUBLIC RELATIONS EXEC

Video connects better with our employees. The employee satisfaction survey told us employees want more face time with you.

(MORE)

GALAXY PUBLIC RELATIONS EXEC (CONT'D)
This is the fastest and the easiest way
to do that. Just treat this like one of
the many satellite interviews you've
done from your office. Let's do take one.

David places his talking points memo under his chair. Takes a deep breath. Closes his eyes for a moment. Slowly opens his eyes, looks into the camera, and speaks.

DAVID PEARL

Hello partners, this is David Pearl. Over the last several months, the economic headwind we're facing has stiffened. As a result, we've had to undergo a thorough analysis of our infrastructure, which was a very emotional and extremely stressful process.

These changes I'm announcing today will restructure our company, resulting in a decrease of 1,000 locations and approximately 15% of our partners.

I personally struggle with the outcomes of our decisions because I know it causes pain for some partners. We are thankful and proud of the contributions our departing employees have made, and we are committed to treating them with respect and dignity.

To everyone who is watching, I am sincerely energized by the challenges and the opportunities we face. I am here to help you succeed and to restore the company to the greatness it has enjoyed in the past.

Remember, our success is up to not only me, but all of you and all of us. We know what we need to do to win and we will win. Thank you very much. Onward.

GALAXY PUBLIC RELATIONS EXEC
Perfect, David. I don't think we need
another take. That was just perfect.

David rises from his chair. Nods to the Galaxy Coffee Public Relations Exec and leaves the room.

The Galaxy Public Relations Exec picks up the talking points memo and turns to the camera operator.

GALAXY PUBLIC RELATIONS EXEC
Let's get this video posted ASAP.

CUT TO:

INT. BUSINESS NEWS CHANNEL STUDIOS — BEAT STREET SET

The production crew busily prepares for BEAT STREET to go on the air. Tim Slayer sips from his coffee cup while watching his laptop screen atop a cluttered studio desk. He awaits the director to cue the start of episode #3119 of BEAT STREET.

ON-SET DIRECTOR
Everybody, we are live in five, four,
three...

The On-Set Director pauses for two seconds.

ON-SET DIRECTOR
Cue Tim... now.

TIM SLAYER
We are live. Episode #3119 of BEAT
STREET is on the air.

Tim pauses. The fast-paced, music heavy video intro to the show plays for the viewers watching on television. The intro closes with a chorus of voices reciting Tim's signature line, "BEAT STREET is a lesson too, because you can't let The Street beat you."

The On-Set Director signals to Tim to begin talking again.

TIM SLAYER

Busy day today. The company I love to hate is back in the news. Have you seen this? It's a video message from David Pearl to his stores announcing store closures and another round of company layoffs.

Seems a rogue employee has lifted the video and posted it online for everyone to see. Let's have a look.

The video snippet plays.

DAVID PEARL

(on video screen)

"These changes I'm announcing will restructure our company, resulting in a decrease of 1,000 locations and approximately 15% of our partners.

I personally struggle with the outcomes of our decisions because I know it causes pain for some partners."

Tim appears back on camera, obviously perturbed.

TIM SLAYER

(mockingly)

I personally struggle with the outcomes of our decisions because I know it causes pain for some partners.

Tim moves from behind the desk and walks to the main camera. He knocks on the studio camera lens and speaks.

TIM SLAYER

Pain for some partners? How about the pain for all the shareholders?

Tim retraces his steps and repositions himself, standing behind the desk.

TIM SLAYER

Let's see. David has been back at the helm of Galaxy for nearly a year. The stock is still trading at all-time lows. He has activist trader Conner Langley amassing Galaxy stock and angling for a position on Galaxy's board.

Hey David, you think I'm hard on Galaxy? Just wait until Conner gets his seat on the board. He'll either force you to make drastic changes or he'll force you out of Galaxy like a shooting star falling back to earth.

Tim looks off camera to see if his in-studio guest is on set. He gives a subtle nod and looks at the camera.

TIM SLAYER

After the commercial break, we'll be talking about Galaxy Coffee with former CEO Henry Olsen. Don't miss this, BEAT STREET fans.

Henry Olsen stands to the side of the set. Tim walks off the set and greets Henry. They shake hands.

TIM SLAYER

Glad you could make it, Henry.

HENRY OLSEN

I'm glad to be here. Time to set the record straight.

TIM SLAYER

Henry, this is how we'll play it. I'm going to ask you a few questions about your time at Galaxy. We'll talk about the good days and the not so good days. If you want to set the record straight, as you called it, you'll have that opportunity.

Henry Olsen silently and approvingly nods at Tim. The On-Set Director approaches Henry.

ON-SET DIRECTOR

Looks like you are mic'd up. Anything else you need, Henry?

HENRY OLSEN

Some coffee would be nice.

ON-SET DIRECTOR

Galaxy Viennese Roast good for you?

HENRY OLSEN

That's perfectly fine. I still love the company and Galaxy coffee. Just not as in love with leadership aspects of Galaxy.

TIM SLAYER

That's a great angle to use in our discussion. Be sure to play that line again.

Tim accompanies Henry to the set. The On-Set Director arranges Tim and Henry at the plush, Galaxy Coffee-like chairs on the set. Tim picks up note cards and reads through them. Henry calmly sips his coffee.

The On-Set Director assumes his regular position by the main camera. He silently motions signals to the crew.

ON-SET DIRECTOR

We are back live in five, four, three...

The On-Set Director pauses for two seconds.

ON-SET DIRECTOR

Cue Tim... now.

TIM SLAYER

As we teased before the break, we have former Galaxy Coffee Chief Executive Officer and long-time David Pearl cohort, Henry Olsen, joining us in-studio to discuss all things Galaxy. Welcome to BEAT STREET, Henry.

HENRY OLSEN

Thanks for having me. Watched your show for years, it's a joy to be on set with you. I'll try not to be too dowdy for you.

TIM SLAYER

(laughing)

Good memory, Henry. That comment seems like years ago. I can already tell you aren't dowdy.

Now, with your unceremonious ouster from Galaxy, it's safe to assume you are no longer a cohort of David Pearl.

HENRY OLSEN

That's right, Tim... cohort no more.

TIM SLAYER

You've been away from Galaxy for over a year now. What's your take on the company?

HENRY OLSEN

Galaxy still has lots of problems. The biggest problem is they got lulled into a sense of complacency. Peter Drucker has a saying that fits here, "If the market grows, the business must grow."

TIM SLAYER

What do you mean by that?

HENRY OSLEN

Galaxy didn't create the specialty coffee market. They did, however, validate the specialty coffee market. Galaxy built a global brand around higher quality coffee and higher quality coffee experiences. Galaxy proved a viable global business could be built upon roasting, selling, and serving specialty coffee. Galaxy raised the bar on what people can expect from a retailer selling coffee.

Problem became Galaxy failed to realize the specialty coffee market grew. Boutique coffee shops raised the bar on specialty coffee and delivered higher quality coffee experiences. More damaging to Galaxy was that fast food companies raised their coffee game to match Galaxy's approach.

The coffee market grew. Galaxy grew its business, but not in the right direction. Instead of focusing on coffee for future growth, Galaxy focused on areas outside of coffee for growth. Because it didn't grow in the right places, Galaxy lost its coffee leadership position and became marginalized.

TIM SLAYER

Marginalized. Interesting. I know where you're going with this, but our viewers might not. Continue Henry, continue.

HENRY OSLEN

A company becomes marginalized if it fails to maintain and grow its leadership position. **Marginalized companies are not able to survive in the long-run.** Galaxy has become a marginalized company.



TIM SLAYER

Who's to blame for the marginalization of the Galaxy brand?

HENRY OLSEN

Tim, where there is a problem, there is a problem leader. You connect the dots.

TIM SLAYER

And those dots lead me to David Pearl. He's to blame, right?

HENRY OLSEN

There should never be a conflict with doing the right thing and making money. Customers tell you whether you are right or wrong. The signs of trouble were visible to Galaxy months before the economy turned sour.

Internal research was telling Galaxy its most loyal customers were coming in fewer times per month. Galaxy was also experiencing a noticeable decline in attitudes about the brand from its most loyal customers.

TIM SLAYER

What do you mean?

HENRY OLSEN

Galaxy has been trending a question about attitudinal personal brand identification for years with its customers.

The question Galaxy asks has been, "On a scale of one to seven, with one being the weakest and seven being the strongest, how much do you personally identify yourself with the Galaxy brand?"

(MORE)

HENRY OLSEN (CONT'D)

Used to be the scores were off the charts with Galaxy loyalists strongly identifying themselves with the Galaxy brand.

TIM SLAYER

Makes sense. Too much sameness, too much predictability, and too much ubiquity will cut into a person's sense of individuality and to their identification with a brand like Galaxy.

Tim looks off stage. The On-Set Director motions to Tim that they have two minutes left in the segment.

TIM SLAYER

So, Henry, what's your take on Galaxy's "Back to the Future" plan?

HENRY OLSEN

You can only roll something out as quickly as it can be absorbed. David has been asking a lot of store level employees to roll out everything in the plan all at once. In other words, David is trying to do too much, too fast.

TIM SLAYER

Henry, have you heard the latest rumor? AC Cola is rumored to be prepping a hostile takeover of Galaxy.

HENRY OLSEN

Sounds like classic Conner Langley shenanigans to me.

TIM SLAYER

Me too. We'll have to see what comes of the rumored AC Cola hostile takeover action for Galaxy Coffee.

(MORE)

TIM SLAYER (CONT'D)

Before I let you go, Henry, you're doing something interesting with Durham University. Tell us about it.

HENRY OLSEN

I'm serving as the Chair in Entrepreneurship at Durham University. It's been great working with MBA students. The biggest lesson I'm teaching them comes from the living Galaxy case study... never be lulled into complacency, or else your business will hit the wall and suffer the consequences like Galaxy Coffee is experiencing. Complacency is a company's kryptonite.

TIM SLAYER

That's smart advice, Henry. Thanks for coming on and sharing your seasoned insider perspective on Galaxy and showing us all you aren't dowdy. Stay tuned, viewers. We're going rapid fire next on BEAT STREET.

The On-Set Director signals for commercial break. The production crew busily prepares for the next segment.

Tim stands and shakes hands with Henry.

TIM SLAYER

Great job, Henry. You and me both will be following the takeover story. My sources tell me Galaxy's board isn't opposed to an AC Cola takeover.

HENRY OLSEN

The only one on the board who would be opposed is David. Like any true Captain, he's prepared to go down with his ship.

FADE TO:

INT. DAVID PEARL'S HOUSE — BATHROOM

David sits in a chair in his bathroom. The sounds of hair clippers are heard in the quiet room as David's STYLIST cuts his hair. David's hair is noticeably more gray and receding.

DAVID PEARL

I appreciate you coming to my house to do this. All the gossip about Galaxy makes it impossible for me to go to your salon.

STYLIST

Understood, David. I do the same for Gil Bates at Macrosoft. I've never seen Gil more relaxed now that he is just running his foundation.

David just sits, eyes closed. Doesn't react to what the Stylist says.

STYLIST

Have you ever thought about life after Galaxy?

David doesn't react, seemingly doesn't hear what his Stylist just asked him.

STYLIST

Really, David, have you ever thought about life after Galaxy?

DAVID PEARL

Oh... sorry. I zoned out for a minute. Life after Galaxy? Can't imagine it. Galaxy gives me life. Without it, I don't have much of a life.

STYLIST

Not much of a life? Come on.

(MORE)

STYLIST (CONT'D)

Besides your wife Sandy, you have the Seattle Reign.

DAVID PEARL

For now, sure.

STYLIST

(quizzically)

For now? I thought you and Sandy were doing great.

DAVID PEARL

We are. It's the Seattle Reign. The city isn't budging on financing a new arena. We are looking at selling the team to a group from Kansas City.

STYLIST

Kansas City Reign? Doesn't sound right.

DAVID PEARL

I know. It's become such a political firestorm, it's easier to just sell the Reign than deal with the politics of getting a new arena built.

STYLIST

Ouch. That will hurt. Seattle loves their basketball team. You think too many people are gossiping now? Just think what will happen when you sell the Reign to investors from KC.

Sandy Pearl rushes in to the bathroom holding a cell phone. Her face looks alarmed. She quickly hands the phone to David.

SANDY PEARL

It's about a fire at the Fresh Fields Galaxy.

David places the phone to his ear and listens, then speaks.

DAVID PEARL
(on the phone)
Oh no. Can't be. Was anyone hurt?

David listens intently.

DAVID PEARL
(on the phone)
At least no one was hurt. But it's a
tragedy the store is in ashes.

David sets the phone down on the bathroom counter. Quickly
takes off the black barber smock, hair snippets haphazardly
fall on the tile floor. He leans on the bathroom counter, head
down. Sandy embraces David.

SANDY PEARL
(soft voice)
That store has so many memories.

DAVID PEARL
We'll make new memories. We have to
rebuild. That store means too much to
the Galaxy experience to not rebuild.

CUT TO:

INT. JOHN COFFEY'S HOME OFFICE — EARLY AFTERNOON

John sits at his home office desk. He logs into iChat. He sees
Denny and Vivian are both online. John invites Denny and Vivian
to a video conference. They all accept.

The computer screen shows images of John, Denny, and Vivian.

JOHN COFFEY
Should we begin this meeting with
a coffee tasting like we used to do?

DENNY WILLIAMS
I'm sipping on Guatemala Alta.

Denny sips and savors the coffee like a wine sommelier.

DENNY WILLIAMS

It's nose reminds me of just-popped popcorn. And its supple body speaks of rich Corinthian leather. The acidity is reminiscent of a crisp cool morning where the dew awakens one's soul.

JOHN COFFEY

Denny, are you sure you're drinking just coffee? Sounds like you've already had some "Irish Coffee" this morning.

DENNY WILLIAMS

(thick Irish accent)

That's great! Just great!

Vivian is not amused. She quickly focuses the conversation.

VIVIAN KANE

My time is limited. I have a hard stop at 1:25. Five minutes later... I'll be letting Morgan Casey go.

DENNY WILLIAMS

Oh no. Not good.

JOHN COFFEY

Those job cuts are cutting deep. Ouch.

VIVIAN KANE

Can't help it. Budget cuts are forcing me to do it. I hate letting her go. She's a great employee who had a future here.

Vivian shakes her head, sighs, and redirects her focus

VIVIAN KANE

I'd rather not focus on that right now. Let's get on with our task at hand.

(MORE)

VIVIAN KANE (CONT'D)

You each received the agenda for today's status meeting.

JOHN COFFEY

The real agenda or Denny's hidden agenda?

VIVIAN KANE

Focus, John. We need to finally finish this Underground Marketing plan we started months ago.

DENNY WILLIAMS

What's left to finish?

VIVIAN KANE

We've identified Galaxy's four major shortcomings: One) Loss of Identity; Two) Loss of Coffee Leadership; Three) Loss of Customer Focus; Four) Loss of Employee Focus.

For each of these shortcomings, we've outlined strategies and tactics to reverse the trend.

The one area I'm confused about is in the setup section on page three of the deck. Denny writes that Galaxy needs less innovation and more exploration. What do you mean, Denny?

DENNY WILLIAMS

It goes back to our earlier discussion that if Galaxy Coffee always needs to think outside the box, it's the box that needs fixing.

Innovation isn't new ideas but, rather, a deeper exploration of current ideas.

(MORE)

DENNY WILLIAMS (CONT'D)

In other words, Galaxy doesn't need new ideas, it needs to explore its current ideas deeper.

Despite how Galaxy acts, it isn't in the beverage innovation business. Galaxy didn't invent coffee, or espresso, or the latte. Galaxy is really in the beverage discovery and distribution business.

Think about it, Galaxy didn't invent the iced, sweetened, coffee beverage blended with milk. What they did was popularize it. The company discovered someone else having success with that drink and, as a result, created the SnowLatte. Galaxy then mass marketed the beverage across thousands of its stores.

JOHN COFFEY

Same goes for Chai Tea Latte, right Denny?

DENNY WILLIAMS

Bingo. Galaxy didn't invent the Chai Tea Latte. Before Galaxy started selling its version of a Chai Tea Latte, you'd have to search high-and-low for a place that served it. Now Chai has become a standard beverage in coffee shops.

VIVIAN KANE

That's all good background, but what's your point with all this?

DENNY WILLIAMS

Viv, Galaxy's problem is not the lack of innovation or imagination, it's lack of exploration.

(MORE)

DENNY WILLIAMS (CONT'D)

Every culture and country, big and small, has its own twist on coffee drinks and coffee traditions. From Cuban coffee to Greek coffee to Vietnamese coffee, every country has its twist. This goes for Caribbean, Viennese, Greek, Turkish, and even ol' American Cowboy coffee.

Galaxy needs to stop looking over the horizon for its next big idea and instead dig deeper in the world it lives in today. Galaxy needs to do what it does best... bring the exotic flavors and worldly traditions of coffee to the masses. Galaxy needs to be who they are... explorers and discoverers of great coffee and great coffee traditions.

VIVIAN KANE

That's a great perspective. Can you add a slide or two to the deck that explains what you just said? Can you do this by mid-week next week?

DENNY WILLIAMS

Sure I can. What's the rush though?

Vivian pauses. Looks down. Hides her face with her hands. She is silent.

JOHN COFFEY

Viv, you okay?

Vivian slowly looks up. A few tears roll down her cheek.

VIVIAN KANE

No. I'm not okay. I need to leave this place. You two don't realize how different it is here now.

(MORE)

VIVIAN KANE (CONT'D)

After the layoffs, and now with Morgan being laid off, this place is so quiet and so depressing.

DENNY WILLIAMS

Do like we always did, Viv. Give it six months. Things will change.

VIVIAN KANE

I'm tired of waiting six months at a time. No matter how many re-orgs we do, I can't move up to director level. Shelley keeps telling me she's put in the budget request for a director position within her team but with the latest round of layoffs, Galaxy is in a deep hiring freeze. Not sure if in six months the hiring freeze will have thawed enough.

JOHN COFFEY

Viv, it's hard to leave Galaxy. I struggled with my decision to leave. Galaxy is a straight-up cult. And that's a good thing. Galaxy has such a strong company culture that it acts like a cult. You know what I mean. The company attracts like-minded people and, when things were humming, the power of like-minded people focused on a shared vision made Galaxy an incredible place to work. It's truly hard to leave.

VIVIAN KANE

I'm proud of you for leaving the cult and finding success elsewhere. But how did you muster up the energy to do it?

JOHN COFFEY

At the time I didn't think of it as a cult.

(MORE)

JOHN COFFEY (CONT'D)

I thought of it as being married to Galaxy. But after eight years being married to Galaxy, I wanted to love something else. Keep in mind, I started my Galaxy days long before the company went International. I cherished my time there, but decided I wanted some work experience outside of Galaxy. So, I left.

On the rebound, I hooked-up with a hottie brand in the shape of Sunshine Natural Grocer. I dated Sunshine for a few months but decided not to marry the company like I did Galaxy.

At some point, we all must decide whether to marry a company or not. I was married to Galaxy. Loved it. Because both my heart and my mind were engaged. But after eight years it was time to move on, so Galaxy and I decided to get a divorce.

VIVIAN KANE

Perhaps I should divorce Galaxy. I don't know. Got lots to think about.

DENNY WILLIAMS

Viv, we'll support you no matter your decision.

VIVIAN KANE

It's 1:25 guys. I gotta go. It's been great talking with you two. Thanks for everything. And thanks for all the great work in our Underground Marketing plan.

DENNY WILLIAMS

Let's trade emails on how best to get our Underground Marketing plan in David's hands.

JOHN COFFEE

That's our action item from this status meeting. Exchange ideas on getting the plan into David's hands sooner rather than later.

John, Denny, and Vivian log-off the video conference.

CUT TO:

INT. GALAXY HEADQUARTERS – DAVID'S OFFICE – LATE AFTERNOON

David meets with Shelley Day for an update meeting. Atop David's desk is a badly burned Galaxy Coffee wood carved logo disc.

SHELLEY DAY

David, it's not getting any better. The board is sympathetic to Conner Langley.

DAVID PEARL

I've read Conner's plan. He wants to raise our short term cash position by turning 1,500 of Galaxy owned locations into franchised locations.

SHELLEY DAY

Is that such a bad strategy given our mounting debt? It will take years before Galaxy will be in a position to ramp up store growth. Wall Street expects growth from Galaxy. We need to feed the Wall Street beast. If not, the beast will force us to implement much more drastic strategies.

DAVID PEARL

Shelley, we've faced this so-called beast many times before and won each time. Is now any different?

SHELLEY DAY

David, the stakes are higher this time. We lose this fight now and we quite possibly lose the company.

We know Wall Street bullies every public company. At least once-a-quarter, Wall Street waits outside in the financial playground for companies to announce their earnings. Miss projections by as little as a penny and your stock will get a black eye. Under-deliver upon revenue expectations and after-hours trading will send your stock price to its knees.

Stand on the verge of declaring bankruptcy, which is a viable option for us, and all of a sudden you have lost control. Wall Street sets our agenda. They decide what gets pruned, where new sales are to be found, and how to squeeze profits.

DAVID PEARL

Have you lost your mind? How dare you even consider bankruptcy. That's not the Galaxy Way.

SHELLEY DAY

It is a viable option for us. We'd be able to renegotiate our debt. We'd be given some wiggle room from shareholders to figure out our balance sheet.

DAVID PEARL

I can't believe you're talking like this. When did you stop believing in Galaxy?

SHELLEY DAY

I believe in Galaxy today just as I did when I first began working here.

Shelley stops talking. She reaches for a specially marked folder from her briefcase. She slowly opens to folder and hands David a piece of paper.

SHELLEY DAY

David, I've been thinking about this and have outlined our options. These options don't include bankruptcy but each one is a difficult road to take.

DAVID PEARL

(sarcastically)

Go on Shelley. I'm a big boy. Tell me how I should run my company.

SHELLEY DAY

David, cut the sarcasm. You're delusional to think you alone can turn around this company. Shut up and take your medicine.

David gives Shelley a blank stare. He slowly nods and lifts his eyebrows. Shelley points to the paper and continues talking.

SHELLEY DAY

As you can see, option 1 is stay the course. We continue fighting with our plan of refocusing on our core competency, reining in our store growth, and hoping the economy turns.

Option 2 has lots of upside but it's easier said than done. We can take the company private. It's not common for a multi-billion company to go private. We'll need to gain majority ownership of our stock, which will be costly and risky but the reward could be worth it.

As a private business, we'd be able to operate without the intense scrutiny and growth expectations from Wall Street.

(MORE)

SHELLEY DAY (CONT'D)

We'd only have to answer to ourselves and to our internal shareholders about financial success measurements.

You're not going to like option 3, but given the difficult road ahead for a company with absolutely no experience in operating under economic duress, selling the company outright to AC Cola is worth discussing.

Shareholders will benefit from the stock bump. Employees will benefit from their stock becoming more valuable. Executives will benefit from exercising options. You'll benefit from being able to enjoy life.

David sits silent, absorbing everything Shelley has said.

SHELLEY DAY

David, think of it this way... in many ways, your mission is accomplished. You started out wanting to change a small corner of the world by teaching people to appreciate a stronger, bolder, more flavorful cup of coffee. You have been so dedicated to this mission that, after years of working in and on the business, you built a business that now has over 15,000 locations in forty-one countries around the world.

Galaxy has gone beyond changing how a small corner of the world appreciates coffee, to changing how the entire world appreciates coffee. What's left? Really, David, what's left?

DAVID PEARL

What's left? Everything is left.

(MORE)

DAVID PEARL (CONT'D)

I'm not a quitter. My Dad wasn't a quitter. Galaxy never quit on me and I'm in no mood to quit on Galaxy now. I love coffee too much to give up just because we're facing adversity. This adversity is making me stronger and Galaxy stronger.

David grits his teeth, tenses up, and furrows his brow.

DAVID PEARL

Failure is not an option. Never has been. Never will be. Giving up on coffee would be failure to me. That isn't happening.

SHELLEY DAY

Okay. Option 3 is a no-go. How about options 1 or 2?

DAVID PEARL

I'll be talking with the Board soon. You'll know then and only then.

Shelley shakes her head in disbelief at the arrogant audacity David displays. She grabs her folder and briefcase and leaves hurriedly. David focuses his attention on his computer screen as Shelley walks out the door.

CUT TO:

INT. GALAXY HEADQUARTERS – VIVIAN'S CUBICLE

SUPERIMPOSE:

"TWO WEEKS PASS"

Vivian sits at her cubicle desk silently reading from a printed piece of paper. Her desk is remarkably clean. Only an inter-office mail envelope and a binder-clipped presentation deck are visible on her desk.

VIVIAN KANE

(reading to herself)

Shelley, it has been a pleasure working with you. My decision to leave Galaxy wasn't easy. It has been a wonderful marriage but I'm a different person today who needs to find a new work love of my life.

Vivian looks up from the paper at her computer screen. She types Shelley's email address into an email message. Vivian pauses. Longingly looks around her empty cubicle.

VIVIAN KANE

(talking to herself)

Thank you for everything, Shelley, but it's time for me to find myself again.

Vivian reaches for the computer mouse and clicks send. She turns her attention to the binder-clipped presentation deck. Vivian quickly thumbs through the pages of the deck titled, "GALAXY'S UNDERGROUND MARKETING PLAN as designed by Galaxy's Culture Keepers."

Vivian places the deck into an inter-office mail envelope. She fills in the date and writes "David Pearl" in the *deliver to* box. She grabs her briefcase and walks out of her cubicle, passing row after row of empty cubicles. Vivian stops at an inter-office envelope drop box and sends the Underground Marketing Plan on its way to David Pearl.

Vivian walks out a glass door and leaves Galaxy Coffee.

CUT TO:

INT. VIVIAN'S HOUSE — KITCHEN TABLE

Vivian works on her laptop while sipping a glass of white wine in her kitchen. She logs into her Facebook account. Vivian reads status updates from her friends. She takes a big swig of wine and begins typing her status update:

***"I leave Galaxy Coffee knowing I tried.
New adventures ahead."***

Vivian hesitates before clicking *share*. Swigs another long sip of white wine. Musters the courage to click *share*. Immediately after clicking *send*, Vivian receives comments of encouragement on Facebook. Vivian reads the comments and musters a sly smile.

Simultaneously, Vivian receives iChat video requests from John Coffey and Denny Williams. Vivian laughs and accepts the iChat video request from John.

JOHN COFFEEY

Viv! That's some MAJOR news to drop.

VIVIAN KANE

Wait John... Denny is also online. I'll invite him to our chat.

John makes goofy faces on-screen while Vivian clicks a few buttons and invites Denny to join the chat. Denny accepts and joins the iChat video conversation.

DENNY WILLIAMS

Lordy lordy, Viv, that's one helluva status update to drop on us.

VIVIAN KANE

The time had come. I knew I was leaving last time we all talked. My love affair with Galaxy just isn't what it once was.

Just like you, John, Galaxy used to have my head and my heart. A few weeks ago my heart left. I couldn't feel the passion I once had for Galaxy.

Sure, I could have stayed and worked on various projects, but Galaxy deserves better. They deserve someone who can put their full mind into it and their give their whole heart to it.

JOHN COFFEY

I totally understand, Viv. It's hard to leave the cult of Galaxy. I'm proud of you for making this difficult decision.

VIVIAN KANE

Thanks John. I'm battling some bouts of doubt. Will I wake up tomorrow and regret what I have done? Maybe. In two years will I still regret this decision? Perhaps.

DENNY WILLIAMS

You can't look at it that way. Galaxy has prepared you for anything in the world of marketing. Trust in yourself. Trust in your Galaxy experience. You'll be a stronger person and better marketer for making this decision.

VIVIAN KANE

One problem, I don't really have anything lined up.

JOHN COFFEY

Viv, take your time. Exhale! You need to exhale. You deserve time off.

DENNY WILLIAMS

But don't exhale too long. Some company needs your talent.

VIVIAN KANE

I do have a few things lined up, I plan to do some volunteering and get more involved with the Lake Washington Tennis Association. I've always wanted to get more involved with tennis, but just haven't had the time. And, I have an idea for a small business that could be something where both my head and heart can be engaged.

DENNY WILLIAMS

Sounds great, Viv.

JOHN COFFEY

Hey now, what about our Underground Marketing plan?

DENNY WILLIAMS

Yeah, what about it, Viv? We never circled back to talk about how to get it in the hands of David Pearl.

VIVIAN KANE

It is done.

JOHN COFFEY

It is done? What does that mean?

VIVIAN KANE

I did what I could. I did what I could.

Vivian's cell phone rings.

VIVIAN KANE

Guys, I need to get that. It's my Dad. Gotta go.

DENNY WILLIAMS

Wait... Viv, what about...

Vivian exits the iChat conversation. John and Denny remain.

JOHN COFFEY

Dude, do you think she had the cojones to send it to David?

DENNY WILLIAMS

I don't know. Hope so. I don't know.

FADE TO:

INT. GALAXY HEADQUARTERS – DAVID'S OFFICE

David Pearl sits in his office with two laptops in front of him. Papers, folders, and binders are scattered atop his desk. Somewhere in the mess atop the desk is a conference call phone.

David frantically types on one laptop while keeping an eye on another laptop showing financial trend analysis data.

An OPERATOR's voice comes over the conference call phone.

OPERATOR

MATT STOLLENWERK from Bainbridge
Investment Group has joined the
secure call.

DAVID PEARL

Okay Matt, what's the update?

MATT STOLLENWERK

(on speaker phone)

Not sure you want to hear this. AC
Cola is partnering with Conner Langley
and preparing a serious bid for Galaxy.

DAVID PEARL

How much time do we have?

MATT STOLLENWERK

(on speaker phone)

Not much. Even less now that Bainbridge
is no longer considering the private
buyout.

DAVID PEARL

Is it the financials? My forecast was
conservative. The prospects for future
returns are practically guaranteed. Why
isn't Bainbridge interested in Galaxy?

MATT STOLLENWERK

(on speaker phone)

Market conditions aren't right. We can't justify an investment of this size at this time.

DAVID PEARL

So option 2 is off the table.

MATT STOLLENWERK

(on speaker phone)

Sorry David. The timing just isn't right.

David purses his lips and slowly shakes his head in utter disappointment.

DAVID PEARL

Damn.

MATT STOLLENWERK

I know you're disappointed, David. Are we still on for golf on Friday?

DAVID PEARL

Yes. Golf on Friday. Perhaps I'll have better luck on the golf course avoiding the sand traps, because I'm sure in one nasty sand trap right now.

MATT STOLLENWERK

I'll steer you clear of those sand traps for sure. Take care, David.

David pushes the off button to close out the conference call. He gathers his papers and folders. Closes down his laptops. Looks up to see Shelley Day entering his office.

DAVID PEARL

Shelley, I thought you were in London.

SHELLEY DAY

I cancelled the trip. Other stuff has come up.

DAVID PEARL

What stuff?

Shelley hands David a one-page note. David quickly reads the note and glares at Shelley.

DAVID PEARL

You're leaving Galaxy Coffee to become the CEO of Melted Bliss? What has you excited about selling patty melt sandwiches?

SHELLEY DAY

It's not about the sandwiches; it's about the opportunity. I've loved working at Galaxy, but I will never reach my full potential here. Frankly, you are too hands-on and not trusting enough to allow others to lead. For me to grow, I must go.

DAVID PEARL

Don't you agree **passionate followership** is more important than passionate leadership?



SHELLEY DAY

Yes, but followership doesn't mean blindly following others. Nor does it mean forgoing thinking for acting.

David looks at Shelley with an incredulous expression. Shelley takes offense to David's mocking look.

SHELLEY DAY

(angrily)

Let me put it another way, David.

(MORE)

SHELLEY DAY (CONT'D)

Effective leaders don't boss, they persuade. Being a leader isn't about commanding and controlling employees like a boss does. **Effective leaders don't boss, they persuade.** That's a boss I want to follow. That's the boss you used to be.



DAVID PEARL

(sarcastically)

I haven't seen this much passion from you in years, Shelley.

SHELLEY DAY

David, you forgot an important aspect about leadership and success. Once you become a leader, success isn't defined by your individual performance. Instead, success for a leader is defined by their ability to make others look good.

David glares at Shelley, fires back.

DAVID PEARL

(loudly)

Shelley, Galaxy has enough leadership. What we lack is passionate followership.

SHELLEY DAY

You know full well a leader's job is to reduce uncertainty, not create it. Around here, all I see is uncertainty. That tells me its time to leave.

DAVID PEARL

(sarcastic whisper)

Leaving to sell patty melts.

SHELLEY DAY

Don't belittle patty melts, David.
They are the ultimate comfort food,
and didn't people once scoff at coffee?

Shelley leaves David's office in a hurry. David waits a few moments. He rises from his desk, walks into the hallway and sees Shelley's backside.

David turns and looks across at the sea of cubicles. Heads pop up throughout the sea of cubicles. David turns his attention to all the gopher heads in sea of cubicles.

DAVID PEARL

(loudly)

Listen up! If any of you lack the
passion to take action, I want you
to follow Shelley's lead and leave!

CUT TO:

INT. GALAXY COFFEE HEADQUARTERS — EXECUTIVE BOARDROOM

SUPERIMPOSE:

"ONE MONTH PASSES"

The Galaxy Board of Directors meets. Suits and ties are everywhere. It's all business. Everyone of the 12 board members is present, except David Pearl. Conversation ensues.

DIRECTOR #1

The most recent offer from AC Cola is more than acceptable. They've upped the price per share to exceed our minimum requirement.

DIRECTOR #2

I still think we can privatize Galaxy and avoid all this mess in the future.

DIRECTOR #3

We could, but the costs to privatize are much more than financial; they are emotional. Do we have the emotional stamina along with the financial patience to ride this wave out?

DIRECTOR #2

I do. However, I know many of you do not. Where is David anyways? He needs to be part of this conversation.

DIRECTOR #1

I'm not sure conversation is needed. We know where the majority of us stand. David will need to follow our lead here. The best interests of Galaxy the business and Galaxy the brand are to become acquired by AC Cola.

David walks into the meeting. He looks tired, disheveled, and alarmingly gaunt.

DAVID PEARL

Sorry I'm late. Been up all night working on a new plan to restructure Galaxy.

Before David sits, he reaches in his briefcase and begins passing out sheets of papers.

DAVID PEARL

This plan is still a little rough. We can fine-tune it here. Everyone turn to page 2.

EXECUTIVE #1

Wait David. We do not need to go through another rescue exercise. There is majority agreement amongst the Board members on next steps.

EXECUTIVE #2

(looking at David)

David, I tried to make another privatization appeal. They wouldn't listen.

DAVID PEARL

So you're selling my company to AC Cola?

EXECUTIVE #1

It's not your company. It's the shareholders' company. We've decided it is in the best interest of the shareholders for AC Cola to acquire Galaxy.

David sinks lower into his chair. He feels disappointment beyond compare.

EXECUTIVE #3

David, you had a great run. You built an iconic global brand in a way no one else has. You did it the hard way. Galaxy redefined how to build an endearing and enduring brand. You guided Galaxy by following an unconventional marketing ideal, that **a company's personality is its best form of advertising.**

Unlike other iconic global brands, Galaxy spent its marketing dollars not on advertising, but on creating and delivering great coffee and great customer experiences.

You've built the blueprint for emerging retail brands to follow for decades to come.



EXECUTIVE #1

Your legacy is set. No one can take that from you. You've achieved the most noble goal in business, you've changed the world. Not just the world of coffee. but the whole world.

With Galaxy, you set out to improve people's lives in small but meaningful ways, not just get rich selling stuff. And it was this commitment to serving others that is at the heart of Galaxy's success. AC Cola now has the burden to live up to your legacy. And you now have the opportunity to live happily ever after with Sandy.

David says nothing, looks at no one. He just stares expressionless.

FADE OUT.

FADE IN:

EXT. PATIO — DAVID PEARL'S HOUSE — MIDDAY

SUPERIMPOSE:

"SIX MONTHS LATER"

David Pearl reaches for a beer. He twists off the beer cap and takes a big sip. Sailboats glide across Lake Washington. The sun shines bright. The family dog barks and tries to cajole David into playing. David resists.

Sandy Pearl walks out onto the patio. She breaks the silent moment and startles David.

David spills beer on his short-sleeve linen shirt.

DAVID PEARL

Sandy! Look what you made me do?

SANDY PEARL
I've never seen you like this.

DAVID PEARL
Like what?

SANDY PEARL
Lazy. Unmotivated. Derelict.

DAVID PEARL
Derelict? Come on. I'm just enjoying
the retired lifestyle.

Sandy grabs newspapers and magazines from the patio table.

SANDY PEARL
Just because you are retired doesn't
give you permission to do nothing.

David takes another sip of beer. Says nothing in return.

Sandy turns her back to David, starts walking into the house.

SANDY PEARL
(softly)
Get up. Head up. Never give up.

David quickly turns his heads towards Sandy.

DAVID PEARL
(agitated)
What was that?

Sandy turns towards David and approaches him.

SANDY PEARL
You heard me. Get up. Head up. Never
give up.

DAVID PEARL
That's what I thought you said. I
didn't know you knew that.

SANDY PEARL

We've been married for over 20 years.
Of course you've shared that with
me. It's your father's most lasting
advice... and it's advice you need
to hear again.

David sips from his beer and slowly places the bottle on the patio table. He looks at Sandy and is overcome with emotion.

David stands and walks towards Sandy. He reaches out his hands, hugs Sandy. Tears roll down David's face. Sandy hugs David back.

DAVID PEARL

Oh, Sandy, what happened to me?
I've given up. Ever since losing
Galaxy, I've been in a tailspin

Sandy moves her lips to David's left ear.

SANDY PEARL

(whispering)

Get up. Head up. Never give up.

David hugs Sandy tighter. He raises his hand to tilt Sandy's head. David kisses Sandy passionately.

CUT TO:

INT. BRIGHT BANK – SMALL CORNER OFFICE

Vivian Kane sits across a LOAN OFFICER inside Bright Bank. She holds her copy of a business plan. The Loan Officer riffles through his copy of Vivian's business plan.

LOAN OFFICER

Everything in your business plan looks
sound. We still have two concerns.

Vivian sighs.

VIVIAN KANE

My credit score shouldn't be an issue.
We've already worked through that.

LOAN OFFICER

True. Still, your credit history
concerns us. However, more of a
concern to us is using your house
as collateral. You're already under-
water on your mortgage. It's too risky
for us to loan to you. And frankly,
it's too risky for you.

VIVIAN KANE

(stammering)

This... can't be happening. Bright
Bank is the third bank to refuse me.
I've already downsized my plans and
reduced the loan needed to seventy-five
thousand.

LOAN OFFICER

Vivian, I do not mean to discourage
you. I'm confident you will find a way
to open up Candy Cane Coffee. Obviously
you have the marketing experience need-
ed to make it successful. You just lack
the financial resources. Have you tapped
out all your contacts for funding?

VIVIAN KANE

(dejectedly)

Yes, I have.

Vivian reaches for her low-slung satchel and gathers her be-
longings.

VIVIAN KANE

Well, we're done here. Thanks for your
time.

Vivian stands and walks out of the small corner office and steps into the bank lobby. She fumbles for her car keys and in the process, she drops her keys on the carpet floor. Vivian picks up her car keys and begins walking across the bank lobby. Vivian takes a few steps and stops. She notices an acquaintance. The acquaintance notices her.

DAVID PEARL

Vivian, nice to see you again. How are you?

VIVIAN KANE

(startled)

Uh, David, I'm good.

Vivian reconsiders her answer.

VIVIAN KANE

Actually, I'm not so good. I just got turned down for a small business loan, again.

DAVID PEARL

Really. What type of business are you wanting to open.

VIVIAN KANE

Believe it or not, a coffee shop.

DAVID PEARL

You do know a thing or two about marketing a coffee shop, don't you?

VIVIAN KANE

That I know. What I didn't know was how difficult it would be to follow my dream of opening up a coffee shop.

DAVID PEARL

Securing financing is a major hurdle, no matter the size of a business.

VIVIAN KANE

I've secured some financing from my father and a few friends. I'm needing more.

DAVID PEARL

How much more?

VIVIAN KANE

Seventy-five thousand.

DAVID PEARL

Do you have a business plan?

VIVIAN KANE

Yes.

Vivian reaches inside her satchel and grabs a copy of her business plan. She hands the plan to David.

David thumbs through the plan and stops on the financials page.

DAVID PEARL

I can't find fault with your revenue projections. They seem right. And the name, Candy Cane Coffee. Love it.

Vivian blushes a bit and gives David a confident smile.

DAVID PEARL

What about real estate? Have you found a site you like?

VIVIAN KANE

Sure have. Been working with Terri. She used to do real estate for Galaxy in the Northwest Region.

DAVID KANE

I know Terri. Know her well. She's good.

David continues to thumb through Vivian's business plan. He nods approvingly on the pages he reads. David finishes riffling and hands the business plan back to Vivian.

DAVID PEARL

How about this. I'll loan you the rest of the money you need to make Candy Cane Coffee happen.

Vivian reacts with an unexpected expression.

VIVIAN KANE

David, I can't. You can't do this.

DAVID PEARL

Viv, I can and I want to. I know the feeling well of getting turned down for financing. When I bought Galaxy, I was turned down by over 200 investors. It took someone special to believe in me and my vision. Allow me to be that someone special for you.

VIVIAN KANE

Thank you, David. I've always believed in you. Thanks for believing in me.

DAVID PEARL

Give me your phone number and I'll have my financial guy call you to work out the details.

VIVIAN KANE

I can't thank you enough, David.

Vivian hugs David.

FADE OUT.

FADE IN:

EXT. CANDY CANE COFFEE

Vivian, standing outside the soon-to-open Candy Cane Coffee shop, talks with the CONSTRUCTION GUY. The Construction Guy directs two employees, both on ladders, adhering a sign outside the coffee shop.

CONSTRUCTION GUY

Rico, move the sign to the left about two inches.

The Construction Guy watches Rico move the sign into place.

CONSTRUCTION GUY

That's perfect. Lock it in place Rico.

VIVIAN KANE

Wow! That sign looks great. My dream is coming true.

CONSTRUCTION GUY

We should have the interior painted by next week. The La Marzocco espresso machine is to arrive tomorrow. Everything is on schedule for the grand opening in two weeks.

VIVIAN KANE

That's fabulous.

The Construction Guy enters the Coffee Shop. Vivian remains outside, admiring the just-hung sign.

A voice bellows from across the street.

DAVID PEARL

(loud voice)

The sign looks great!

Vivian turns, notices David. David, carrying a stack of papers, jaywalks across the street and stands next to Vivian.

VIVIAN KANE

David, the build-out is going great.
The Contractor you recommended has been
a godsend.

DAVID PEARL

Great to hear, Viv.

VIVIAN KANE

I can't thank you enough for all your
help. The loan was invaluable, but all
the advice has been priceless.

DAVID PEARL

It's been my pleasure.

From the stack of papers he is holding, David places a
presentation deck on top of his stack.

DAVID PEARL

Two weeks until the grand opening,
right?

VIVIAN KANE

Sure is.

DAVID PEARL

You'll need this.

David hands Vivian a presentation deck. The cover page of the
presentation deck reads "GALAXY'S UNDERGROUND MARKETING PLAN
as designed by Galaxy's Culture Keepers."

Vivian reacts surprised.

VIVIAN KANE

Oh my, you saw this?

DAVID PEARL

Of course. It's a smart approach. You'd
be wise to follow much of it. It's time
for you to build a company culture
worthy of the Culture Keeper legacy.

FADE OUT.

FADE IN:

INT. BUSINESS NEWS CHANNEL STUDIOS – BEAT STREET SET

Tim Slayer sits at his desk on the BEAT STREET set. He reviews note cards and sips from a cup of coffee. The production crew sets up the next segment of the show. A large screen TV just off the set shows a satellite interview hook-up with David Pearl.

The On-Set Director barks out last second instructions to the production crew. The production crew departs the set, leaving Tim alone at his desk.

ON-SET DIRECTOR

Everybody, we are live in five, four,
three...

The On-Set director pauses for two seconds.

ON-SET DIRECTOR

Cue Tim... now.

TIM SLAYER

Welcome back to BEAT STREET. And joining us now from Seattle is former Galaxy CEO and Chairman David Pearl. Yes, THAT David Pearl. How are you, David?

DAVID PEARL

I'm good, Tim. Ready to spar with you.

David moves his hands up to his chest, revealing boxing gloves. David throws a couple ghost punches into the air.

TIM SLAYER

(laughing)

You wanna go toe-to-toe with me?

David winks at Tim. Takes off the boxing gloves.

DAVID PEARL

Not today, Tim. Let's talk business.

TIM SLAYER

What is this I hear about you working with small businesses?

DAVID PEARL

After selling Galaxy Coffee to AC Cola, I got bored. My wife got tired of me hanging around the house. So, I've started an angel investment program for small businesses, in particular, mom and pop coffee shops

TIM SLAYER

Really?

DAVID PEARL

You see, Tim, one of the biggest issues facing small businesses is securing start-up capital. The banking system right now makes it prohibitive to make loans to small businesses.

I've started Gold Coast Investments, to help assist entrepreneurs to open up local coffee shops.

TIM SLAYER

Wait. You're telling me that the architect of one of the world's largest brands is now helping small businesses. You've gone from macro to micro.

DAVID PEARL

You need to remember, every big business had its start as a small business.

Galaxy started with one location and was fortunate to open over 15,000 locations around the world. But we didn't see it as opening 15,000 locations. We saw it as opening one location, 15,000 times.

(MORE)

DAVID PEARL (CONT'D)

So with Gold Coast Investments, we are working with individual entrepreneurs to realize their dream of opening a coffee shop one entrepreneur at a time.

We've currently funded 10 coffee shops. The first one was in Seattle. It's a darling shop called Candy Cane Coffee. Our latest investment is in Austin, Texas for a coffee shop called Tribalism.

TIM SLAYER

You've angel invested in 10 local coffee shops today. How many coffee shops do you plan on helping start-up?

David lifts his eyebrows. Nods slightly.

DAVID PEARL

(gleefully)

As many as there are stars in the galaxy.

FADE TO BLACK.

THE END

1. | MARKETER'S NOTES

“every employee is actually a member of the marketing department”



Without customers, a business fails to exist. Without employees meaningfully connecting with customers on a regular basis, a business would not survive for the long run. In the fictitious world of Galaxy Coffee, employees matter just as much, maybe more, than customers. Galaxy believes every interaction between an employee and a customer is an opportunity for a company to endear itself to a customer. Doesn't matter if that employee is the lowest on the totem pole. If an employee is within earshot or eyeshot of a customer, the interaction that happens (or doesn't happen) matters greatly.

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2. | MARKETER'S NOTES



“Business growth at Galaxy is simply a by-product of doing everything else right.”

How Galaxy Coffee views achieving profits and maximizing profits is probably different than your company. The mindset at Galaxy is profit happens as a direct result of doing everything else right. In particular:

- Profit happens when a business focuses on building its business to create its brand.
- Profit happens when a business strives to be the best and not the biggest.
- Profit happens when the actions of a business speak louder than its advertising.
- Profit happens when a business is designed to satisfy customer's aspirations and not to merely meet customer's basic needs.
- Profit happens when it fosters devotion more than loyalty from customers.
- Profit happens when a business connects, discovers, and responds to its customers.
- Profit happens when a business makes its company easy to believe in.
- Profit happens when a business does everything right.

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3. | MARKETER'S NOTES



“Companies do not crumble overnight.”

Tim Slayer is right, it's rarely one decision that crumbles a company. Instead, it's a series of decisions that destroys a company. As you will learn, Galaxy made poor decision after poor decision. Miles Davis once said, “When you hit a wrong note it's the next note that makes it good or bad.” Great brands, like the fictitious Galaxy Coffee, will often make questionable decisions. However, it's the next decision that makes a questionable decision good or bad.

Jim Collins, author and business strategy clairvoyant, offers another perspective to the situation Galaxy Coffee is facing. In *GOOD TO GREAT*, Jim Collins says one factor that determines which companies go from being good to being great is how they deal with adversity. He says that many of the good-to-great companies he studied faced a company-defining crisis. According to Collins, what separates the winners from the losers is how they confronted and responded to the crisis ...

“The good-to-great companies faced just as much adversity as the comparison companies, but responded to that adversity differently. They hit the realities of their situation head-on. As a result, they emerged from adversity even stronger.”

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4. | MARKETER'S NOTES



Galaxy Brand Guardrails ... (Do's & Don'ts)

Legend has it David Pearl drafted these brand guardrails as a way to keep the Galaxy Coffee field marketing teams “on-brand” as they developed local marketing programs. These brand guardrails served as the measuring stick for any marketing program or sponsorship opportunity Galaxy marketers were working on at the corporate level and field level. David instinctively knew the importance for any growing brand to have a short list of Marketing Do's & Don'ts.

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5. | MARKETER'S NOTES



“... the brand needs pruning. He’s pulling up some weeds and cutting some weak branches.”

The Harvard Professor makes an interesting point about how the Galaxy business resembles a garden landscape in need of pruning. No doubt he was channeling his inner Peter Drucker who once wrote, “The first step in a growth policy is not to decide where and how to grow. It is to decide what to abandon. In order to grow, a business must have a systematic policy to get rid of the out-grown, the absolute, and the unproductive.” (p. 88 CHANGING WORLD OF THE EXEC.)

Drucker and the Harvard Professor are spot-on. At some point, all growth brands need to prune because pruning promotes healthy growth in brands, just as it does in gardens.

By pruning, gardeners are able to remove unwanted, unneeded, and unhealthy plants as well as dead limbs from trees. This reduction of plants and tree limbs will allow for more light and air into the garden, thus allowing for plants to grow in a healthy, sustainable manner.

To promote healthy business growth, Galaxy Coffee, according to the Professor, needs to prune its business by removing unwanted, unneeded, and unhealthy elements from its business. Prune its Merchandise assortment. Prune its Entertainment division. Prune its New Store expansion. Prune its Automation Efficiency projects. Prune everything that is causing Galaxy to lose its identity of sourcing, roasting, and serving the highest-quality coffee.

These pruning efforts will allow for Galaxy to rejuvenate its soul and refertilize its reason for existing. Then, and only then, will the Galaxy garden be able to grow in a much healthier, sustainable manner.

How does your business garden look? Any weeds need pulling? Any unhealthy business growth interfering with healthy business growth? Is it time to get dirty and start pruning in your business garden?

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6. | MARKETER'S NOTES



“High priced products must always deliver a great story.”

Galaxy marketers know every price tells a story. High-priced products must deliver an interesting story to justify its higher price. On the other end, low-priced products settle for telling an uninteresting story, beyond simply getting goods on the cheap.

The Galaxy story was built upon delivering a better tasting cup of coffee in a more upscale environment, served by knowledgeable and passionate employees. It's simple business branding math; the better the product, the greater the customer experience ... the bigger the profit margin opportunity.

What story do most low priced products tell? Usually it's a story of full of compromises. There's a story behind the 99-cent hamburger at any fast food joint. Compromised beef quality. Compromised employee benefits. Compromised customer experiences.

Pricing is one of the quickest shortcuts a company can take in telling a story about its products. So, what story is your pricing telling customers?

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7. | MARKETER'S NOTES



“... no longer earns opinions from customers.”

The Galaxy brand was built upon earning opinions from its richer, bolder, and more flavorful coffee. It's darker roast earned opinions from customers. Some people loved the taste, while others didn't and labeled Galaxy Coffee as way too bitter and way too bold.

As a business, you know you are doing something right when people either love what you are doing or hate what you are doing. The challenge then becomes a business must have confidence more people will love what they do than hate what they do. Galaxy lost that confidence and began replacing its bolder coffee with milder coffee that failed to earn opinions from customers. In other words, Galaxy lost its obvious edge and became more boring.

The day a business stops earning opinions from customers is the day the business stops earning dollars. Galaxy's downfall can be traced back to the decisions it made to become less polarizing and thus, more boring.

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8. | MARKETER'S NOTES



“The walls aren’t talking.”

Listening is an underutilized business strategy. Galaxy marketers were taught to “listen” to the walls each time they stepped inside a Galaxy location.

All walls talk, no matter the business. Walls say something good or bad about businesses every day. At Galaxy, a store with a positive vibe will have customers using the tables and chairs to chat with one another, to read, and to work. The expressions on the faces of customers and employees will be bright and calm. The tone of voice of the people talking will be friendly, warm, and laughing. Galaxy marketers contend if they could hear what the walls were telling them, customers most definitely also hear the same thing.

Unfortunately, many businesspeople do not spend enough time in their stores to know what the walls are telling them. Instead they rely on second-hand reports or they will scrutinize store-specific financials to make observations. The answer to many business issues is easier to uncover when you experience your business from the perspective of a customer.

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9. | MARKETER'S NOTES



“There is nothing more important than attracting, hiring, and keeping great employees.”

For Galaxy, not just anybody can pour coffee or serve a latte. It takes a “somebody” not just a warm body to pour coffee, serve a latte, and make meaningful connections with customers.

There is not a better spokesperson for a company than a “somebody” employee who is happy with his job and respected by his employer. The simple truth is, happy and loyal employees will make customers happy and loyal.

Galaxy got lazy in its hiring practices. Instead of hiring energetic and empathetic employees, Galaxy began hiring any warm body that filled out a job application. Wrong move and it showed. The walls stopped talking and customers stopped visiting as often as they once did.

According to successful restaurateur, Danny Meyer from the Union Square Hospitality Group, “The only way a company can grow, stay true to its soul, and remain consistently successful is to attract, hire, and keep great people. It’s that simple, and it’s that hard.” So very true.

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10. | MARKETER'S NOTES

“Competitors can replicate products and programs but they can never replicate great people.”



Because Galaxy found success in charging a premium price for coffee, it invited competitors galore to mimic the success Galaxy found. Most of these competitors failed because they failed to realize it takes more than serving a quality cup of coffee to succeed. These competitors tried to replicate the products Galaxy delivers, but they discovered they couldn't replicate the people Galaxy has delivering products to customers. Products do not create brands, people create brands. People matter more in creating a brand than the product itself.

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11. | MARKETER'S NOTES



“Broken windows lead to a broken business.”

The Broken Windows theory hypothesizes higher crime rates occur in cities when broken windows are left unrepaired because people will conclude no one cares enough to fix them. More windows will become broken and attitudes of lawlessness will spread, resulting in higher crime rates. Michael Levine applied this theory to business in his book, *BROKEN WINDOWS BROKEN BUSINESS*.

According to Levine, broken windows are telltale signs to customers that a business doesn't care, that it is poorly managed, and or it has become too big and arrogant to adequately deal with little details. In particular, “A broken window can be a sloppy counter, a poorly located sale item, a randomly organized menu, or an employee with a bad attitude. It can be physical, like a faded, flaking paint job, or symbolic, like a policy that requires consumers to pay for customer service.”

Levine further warns businesses that customers draw wide-ranging conclusions based upon their perceptions of the broken windows they find. These negative perceptions will undermine a business as they can turn once highly-satisfied customers into very-dissatisfied customers who choose take their business elsewhere.

Every business has broken windows. The easiest way to tell if your business has a broken window is when you find yourself saying, “A customer will never notice that.” Because chances are, they will... just as John and Denny noticed with Galaxy's original location still using the authentic espresso machine while all the other locations use a much less authentic machine.

The smartest businesses fix their broken windows before they result in highly-satisfied customers becoming very-dissatisfied customers.

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12. | MARKETER'S NOTES



“Paradox of Growth”

The Paradox of Growth simply states: The smaller you are, the bigger you must look. The bigger you are, the smaller you must GET. In other words, small businesses need to look bigger in customers' eyes. However, by the time a small business gets big, it's time for it to act small again. All companies make compromises as the business scales. The challenge for growing companies is to not make compromises that lose touch with the reasons customers first became attracted to the company when it was smaller.

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13. | MARKETER'S NOTES



“No business is perfect. It’s a game of progress, not perfection.”

We’ve learned Galaxy Coffee is far from perfect. Is it realistic for us to expect Galaxy or any other business to be perfect?

Let’s face it, no business is perfect. NONE. Business is a game of progress, not perfection. No business will be perfect. It’s an impossibly unattainable goal. But while that goal is unattainable, the most endearing and enduring businesses seem to always aspire to reach perfection. They always make progressive steps to improve their business and how their business connects with people. Sure, they will stumble along the way. But the true measure of a company is how they recover and forge ahead making progress along the way to overcome their mistakes.

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14. | MARKETER'S NOTES

“Marginalized companies are not able to survive in the long-run.”



Henry Olsen is sharing classic Peter Drucker business wisdom. Galaxy Coffee lost its leadership position in the coffee market. Genuine market leaders, according to Drucker, must achieve their leadership results in an area that is meaningful to a customer or a market. Such as, leadership in product development, leadership in customer service, leadership in distribution, or leadership in bringing ideas to market faster.

The warning signs of becoming marginalized are clear:

- When a business becomes an afterthought, not a forethought... it becomes marginalized.
- When a business is viewed as dispensable, not indispensable... it becomes marginalized.
- When a business loses its uniqueness... it becomes marginalized.
- When a business no longer matters... it becomes marginalized.
- When you, as a customer, would not miss the brand if it went out-of-business ... it becomes marginalized.

Achieving a leadership position is imperative for a business to stave off becoming marginalized or commoditized. Drucker argues, “... [a business] may seem to be a leader, may supply a large share of the market, may have the full weight of momentum, history, and tradition behind it. But the marginal is incapable of survival in the long run, let alone of producing profits. It lives on borrowed time. It exists on sufferance and through the inertia of others. Sooner or later, whenever boom conditions abate, it will be squeezed out.”

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15. | MARKETER'S NOTES



“...passionate followership.”

Not everyone can be a leader all the time. Yet in business we've been trained to lead or get out of the way. Not so at Galaxy. Some of the best, most effective Galaxy employees are passionate followers more than they are leaders.

Galaxy values passionate followers more than it does passionate leaders. By no means does Galaxy dismiss the importance of leadership. Leadership is important to the company's success. But followership is just as vital.

Followership doesn't mean blindly following others. Nor does it mean forgoing thinking for acting. What it does mean is that when decisions are made, employees should respect the decision and work toward achieving what has been decided. In other words, more energy should be spent working for decisions and not against them.

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16. | MARKETER'S NOTES



“Effective leaders don’t boss, they persuade.”

What Shelly tells David is important to focus on, “Effective leaders don’t boss, they persuade. Being a leader isn’t about commanding and controlling employees like a boss does. Effective leaders display confidence and determination to inspire people to take action.”

To inspire employees to take action, leaders must set forth a clear and compelling vision of where the company is headed. Leaders must also hold themselves accountable for following through on the vision they’ve outlined in the same way they expect their team to follow-through.

Given the all the drama with Galaxy Coffee, David Pearl seems to have forgotten the fundamental rule of leadership: leaders nurture leaders.

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17. | MARKETER'S NOTES

“... a company’s personality is its best form of advertising.”



When Galaxy began, it couldn't afford to advertise. Instead, the company's personality became its advertising. Everything about the Galaxy Coffee experience personified the Galaxy business: the coffee in the iconic blue logo cup, the personal interaction between a customer and a Galaxy barista, the plush chairs, the artfully designed in-store posters, the music playing overhead, the welcoming smell of the coffee, and the overall feeling customers had during their Galaxy "moment." For Galaxy the customer's experience became the company's advertising. And it worked.

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Screenwriter Bio



John Moore is a marketing strategist.

From 1994 through 2004, John designed and implemented marketing programs for both Starbucks Coffee and Whole Foods Market. He now operates the Brand Autopsy Marketing Practice, a consultancy helping businesses profit by marketing with passion and purpose.

A long-time believer in word-of-mouth marketing, John also puts his experience to good use as the Word of Mouth Marketing Association's "Chief Evangelist." In this role, John educates and motivates businesses to use word-of-mouth and social media marketing effectively and ethically. He is also the author of the well-read Brand Autopsy blog and the author of TRIBAL KNOWLEDGE, a business management book.