

Friday, 21st April 2017
K Club, Co Kildare

Growing businesses profitably



ALL DAY ALUMNI MASTERCLASS WITH PROFESSOR EARL SASSER
OF HARVARD BUSINESS SCHOOL



Is growing your business profitably a challenge?

Using 2 case studies Prof Earl Sasser will look at the key decisions that can unlock a higher performance in your team.

Growing a business profitably requires strategic decision making. In this masterclass we will delve into a case discussion that addresses the common issue about which orders best fit the long-term strategy versus those which might have a positive financial impact in the short run. Some hard and strategic choices need to be made. Sounds familiar?

In a second case, we will focus on innovative ways to select and lead people which leads to high levels of loyalty and productivity. We will be exploring whether Dutch Bros. provide a window into a future of service work and workers in which jobs are viewed positively and job satisfaction, trust and engagement are high and instances of worker "ownership" behaviours are frequent. Is it possible to achieve this?



DUTCH BROS.

Travis Boersma, co-founder and President of the Dutch Bros. coffee chain, faces three operational decisions that will shape the company's growth trajectory and distinctive culture.



- First, should they offer a specialty coffee at a subset of their stores in one region where customers are clamoring for it, contrary to the company's commitment to a consistent experience across all stores?
- Second, as the company continues to expand, should they roll out an electronic point-of-sale system, which has interfered with customer service in prior pilot tests?
- Third, how can Dutch Bros. provide opportunities for their best employees, who aspire to own and operate their own franchise stores but often lack the expertise and funding to do so?





TI-TECH

- This case concerns the selection and scheduling of orders by a small industrial titanium fabricator that recently has been plagued by poor deliveries and a lack of capacity.
- At the time of the case, Ti-Tech must decide which of four orders to accept, with capacity making it impossible to accept all four. Each order represents a different mix of labor, revenues, and potential future work.
- This case requires you to choose among the four orders, given limited capacity available, other business likely to come along, and the requirements of each order.





EARL SASSER



HARVARD
BUSINESS SCHOOL

W. Earl Sasser is a Baker Foundation Professor at Harvard Business School in Boston, USA and has been a member of the faculty there since 1969. Sasser developed the School's first course on the management of service operations in 1972. Professor Sasser has taught a variety of courses in the MBA programme including Production and Operations Management, Decision Making & Ethical Values, The Operating Manager and Service Management.

Sasser is the past faculty chair of executive education's Program for Leadership Development [PLD] - a program for which he served as the principal architect in 2004. He presently teaches in the Owner/President Management Program and serves as faculty chair of several week-long leadership programs. Professor Sasser serves as a consultant to a number of companies in North America, Asia and Europe.



W H E N & W H E R E

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Limited places available for non-alumni at the price €650.



Alumni Masterclasses are a great opportunity to continue learning and engaging with fellow alumni.

Watch this short video of several alumni sharing their experiences from February's Masterclass on Disruptive Innovation with Prof Rory McDonald of Harvard Business School.

[Click here to watch the video](#)



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