



ONE DEGREE
ENGAGE • EDUCATE • EMPOWER
Changing The Way People Work

Saxbys Case Story

Success Through
Living Your Culture



The One Degree Coaching Impact

Just at the time that One Degree was launching its vision to "build better workplaces", Founder Ed Doherty met Saxbys' CEO, Nick Bayer. Nick had a strong vision to build an organization that builds community and connection. Nick believed that a coffee shop is a perfect place to bring that vision to life. He loves to share his origin story- no experience, no capital but definiteness of purpose.

Saxbys had just moved its corporate offices to Philadelphia from Atlanta. Nick had recently partnered with a venture capital group. Now under new ownership, it was time to find ways to grow his brand. Nick was a young leader looking for clarity and direction for his young company. Realizing he didn't have a defined culture, he started asking himself, "What is Saxbys' core mission, and how do I build an organization that reflects my passion and vision?"

Fortunately, Nick's entrepreneurial journey was one of grit, risk, and survival. He wanted to ensure that this new opportunity to grow his brand had every chance to thrive. Nick was navigating a new partnership, a new city, and wanted to build a brand with a transcendent purpose. He wanted Saxbys to be more than a coffee company and wanted to make a social impact. Like many leaders with a vision, Nick needed clarity to navigate his organization.

Once Nick engaged One Degree, the work to help codify his culture was to create a GPS for his early stage organization. This process helped form a common language to educate and engage others. Collaborating with Nick and his team, we encoded Saxbys' mission statement and 5 core values. Ed coached Nick and his team to live their culture to drive decision-making, motivate, and inspire. Their creative partnership led to the creation of what was to become Saxbys' famous north star: "Make Life Better." lasting more than a decade. Since then, Ed has continued to work with Saxbys and recently helped them renovate their values as the company has evolved. At a recent One Degree event, Nick recounted this story and told attendees, "Saxbys would not exist today with Ed Doherty's help!"

Founder: Nick Bayer in 2005, Saxbys is a Certified B-Corp

Headquarters: Philadelphia, Pa.

Store Type: Fast-casual/Bakery-café, including a variety of coffee including Espresso, classic drinks, cold brew collection, cold sandwiches, breakfast, smoothies, and teas.

Saxbys Culture: "Make Life Better."

Go to Market Strategy: Saxbys runs experiential café programs with various colleges and universities, including Temple University, University of New Hampshire, Penn State University, and St. Joe's University and more. It has almost 20 student-run coffee shops on college campuses. Students are able to become "Student CEOs" or Café Executive Officers, receiving academic credit and salary.

Revenue: US \$47M (2020 estimate)

Number of employees: 700



Proof: Passion + Purpose = Profitability

Nick began opening Saxbys cafes around the Philadelphia area in 2008 during the Great Recession. Focused on building, happy, high-performing teams, he knew that the most dangerous thing is to share the promise of a values-driven workplace and not deliver on that promise. You have to be prepared to live your values.

Drexel University approached Nick in Philadelphia about creating an on-campus internship program in a Saxbys. Nick and his team felt unprepared. A leap of faith, guided by his passion for community, mentorship, and culture-building, led to a new direction for Saxbys, where Nick now partners with numerous colleges and universities. And, again, his values were his guide.

Saxbys evolved into a new business model. Saxbys is still a community-building organization but with a new focus on experiential learning. Nick systematically transformed his company with a newfound clarity: no franchising and no suburban locations. Instead, the company would now focus on urban and college settings. Saxbys now has a smaller footprint and lower overhead costs due to his partnerships with the schools and today is a Certified B-Corp. His experiential learning programs (E.L.P.) help prove young people they have what it takes to mold the business movement of the future and the cafe's themselves are 'Entrepreneurial Proving Grounds'. Doing so, develops student entrepreneurs which positively impacts labor costs. It was a seismic organizational realignment guided by principles, not profitability. But the profits did indeed materialize!

Nick also recognized that employers are in a new era where the employee is looking for more than a job. As a result, Saxbys is now aligned not only to its vision and values but also to be an employer of choice in a challenging employee marketplace. One Degree Coaching has worked with over 200 organizations in numerous sectors, including Johns Hopkins University Hospital, to build their north star and create a unique cultural GPS that results in engaged teams, increased brand loyalty, and business profitability.

We are coaches **NOT** consultants



Ed Doherty is the Founder of One Degree Coaching. For over ten years, he's worked with 200+ business and CEO and Founders, Executives, and Solopreneurs to help their ideas and teams grow with them. He's established strong foundations for multi-unit locations like Saxbys Coffee, honeygrow, and Johns Hopkins University Hospital. He has spoken at countless events as a trusted expert on business growth, training development, and motivations of human nature.



Maria Campbell, CEC, MBA is a Partner at One Degree Coaching. With a masters degree in Food Marketing and over 10+ years of experience lecturing in culinary education is a sought after expert on food industry panels and trade shows. She specializes in team building that increases workplace productivity and organizes engaging activities from seminars to experiential brand advocacy. Also Founder, of a Philly-based, non-profit collective called Cooks Who Care.

One Degree Coaching, LLC, is a leadership and business consultancy specializing in improving the quality of work-life for clients. Through organizational planning, team building, role-based assessment, strategic planning, and leadership development, One Degree helps business leaders build sales, profits, and brand loyalty. Employing a coaching platform that ensures sustainable results, One Degree works with business leaders to develop cohesive, high-performing businesses.

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