



STARBUCKS

CURRENT-STATE PROTOTYPE
& INVESTIGATIVE REHEARSAL



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★ PROJECT OBJECTIVE

We were tasked with creating an investigative rehearsal method prototype based on the current state of Starbucks. We prototyped a kiosk-style Starbucks like the one in the Savannah-Hilton Head Airport.



CONTEXTUAL INQUIRY

Tell me a bit about who you are, what your role is and how long you've been working at Starbucks

I'm Prahnav, I am the store manager here at Broughton

I am a SCAD student, I have been working at this store for about a month and just moved to the area.

I am an actor and performing arts student.

I am still learning the in's and outs of Savannah

I have been working at starbucks for several years now.

What are your daily duties as store manager?

There are alot of duties. My main objective is to keep everything in check.

I need to make sure my partners have what they need and exactly what they need.

I need to make sure my customer shave have everything they need

I need to make sure everything in this store is organized

I am a keyholder so I can unlock and lock as I need to.

I am in charge of handling all the cash in the store.

I oversee majority of scheduling

I play a part in ordering and obtaining inventory for the store

I need to know everything that is in stock in the store and I must be aware of everything that we need to get (orders) that we need to specific things

Do you find issues when placing orders or getting items delivered on time to the store?

Yes, it never used to be that way but since the pandemic started, I have found a lot of things to be an backorder.

Backorders put me in a tough position with customers especially the ones who don't get their specific items they like to order on time.

[backorders] it put's the entire store in a difficult place.

[backorders] put my baristas in a difficult position since they are the direct communication to customers.

What daily responsibilities does a barista have?

Brasitas #1 job is to maintain the environment with our customers.

Their #1 priority is to make sure every customer feels welcome as possible.

We want customers to feel like this store is a place where they can relax, have a good time and maybe get a cup of coffee and have a good conversation with people in the store.

Apart from that we want everyone to be able to physically get what they ordered.

The most basic fundamental skill of a barista is to be able to know how to make all the drinks that people order. They need to be able to know the most differences between types of coffees.

Can you think of any struggles you've had while you've worked here?

This is like the 7th starbucks I've worked at and comparing this starbucks to others would be the layout of this store.

The layout of the Broughton-Broughton is something that clearly makes our operations not as fast as the best operations other stores I've worked at.

Facilitator Prompt: Whats different about this store compared to others?

this Starbucks layout from like, taking the orders, making it, and handing off is always different in every store.

Some stores have less room, some layouts have way more room, some stores have more storage and some have completely different layouts which impact being able to grab what you need, when you need it.

New Interviewee- Christian; Barista
In you opinion what is different about this store from the other ones you have worked at?

This store is a bit smaller, my old store was a bit newer, I worked there for over a year and I had to do a lot of things to make it run smoothly and I had to be able to take care of the customers and make sure they were happy and I had to be able to take care of the customers and make sure they were happy and I had to be able to take care of the customers and make sure they were happy.

On this layout your always bumping into people, your spilling things on each other because your right on top of each other you end up with a lot of mess.

My old store was in a "U" layout and it was alot better because you had the bar and the register areas totally separated.

With the L layout at my old store we were not constantly bumping into each other while taking orders or warming up food items, stuff like that.

In my old store we had everything being made and handed off on one side of the store and the order counter and register and all the transactions were on the other side, it was a perfect separation.

From your experience what is the most difficult part of your job?

As a manager, the hardest thing is dealing w/ difficult customers, I guess that also comes with being in the food service industry.

Agreed, dealing with difficult customers is the hardest part about this job. Another tip or trick is if your going to have a good store manager.

My last store manager was awful and it made my job so much harder than it needed to be.

Facilitator Prompt: What creates a difficult customer?

Dealing with difficult customers. A lot of the times, it is because there is miscommunication. Sometimes people think they can get away with getting certain things for free.

What changes might you make to your daily jobs to be done at Starbucks and why?

I think one of the biggest changes I would make is the amount of people we have on staff.

Not having enough people on staff makes it alot harder to keep everything clean and we have to keep everything extremely clean.

We need to be able to keep this store up to standard and the standard should even be higher.

Having the standard for this store and other stores be lower compared to some stores that are more important is annoying because everyone should have the same standard of cleanliness.

We have cleaning rights and sometimes there's only two people doing it. (Sharing the entire store) when you really need 3 to 4 people total.

Christian, can you explain to me your daily jobs or duties as a barista.

When a customer places an order I need to make sure they receive everything they ordered.

I need to always be respectful, regardless if the customer is having a bad day or has an attitude or whatever. I need to make sure I am taking good care of them.

Facilitator Prompt: Can you describe how you interact with the space behind the counter when fulfilling orders?

It usually falls on the person who is taking the orders to make the drinks.

If I run out of coffee I need to go grab beans, grab a new filter, put it through the grinder, and make sure I put together the correct order to.

Even if I a dealing with several customers, making several orders, I need to keep my station stocked up.

I am also incharge of warming stuff up and getting food items to customers.

What I do depends on what the customer orders.

As somebody who is on register, I also have constant daily cleaning tasks to keep the standard high.

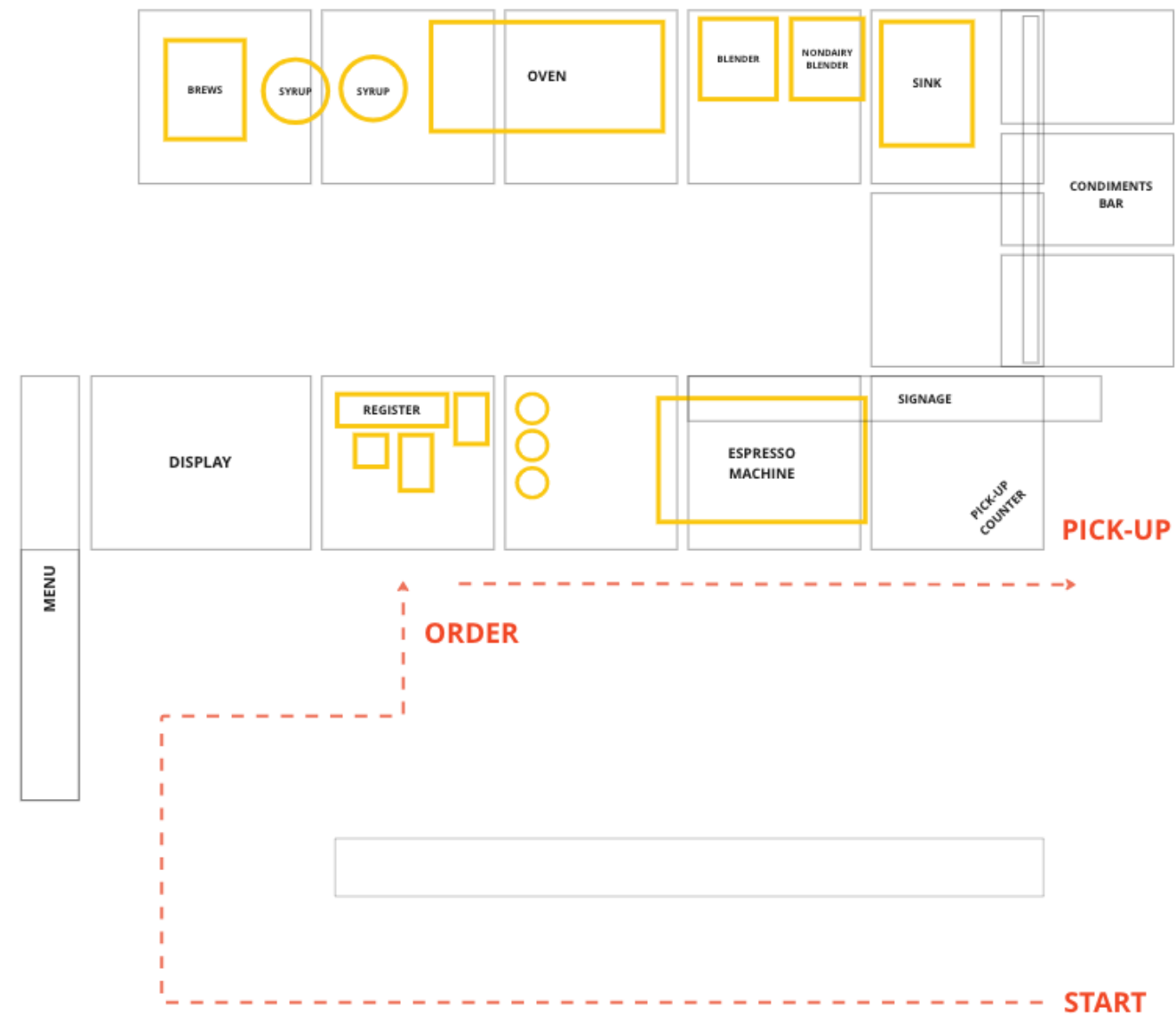
Sometimes I have to juggle 10 food orders, 3/4 different coffees and then have to still take 5 more people waiting in line.

- We went to a Starbucks outlet to conduct contextual interviews with a store manager and a barista. The goal of contextual inquiry is to understand better the relationships between jobs to be done and unmet employee needs.
- After synthesizing employee verbatims, themes began to emerge, which helped the class understand which layouts support efficient employee procedures resulting in a better customer experience.



FLOOR PLAN LAYOUT

- We were constrained to an 8'x10' layout.
- We brainstormed together and created an ideal floor plan based on employee feedbacks during interviews at the Savannah Hiltonhead Airport kiosk.





PROTOTYPING MATERIALS



- We used cardboard boxes due to the relatively inexpensive material cost.
- Prototyping in cardboard is beneficial to teams because it is easy to manipulate and can be quickly revised after validating your prototype with customers.



IN LINE

- Based on feedback from the interviews, employees explained that customers waiting in-line prefer having the ability to browse the store menu, view food items, and plan their order before they even reach the front counter.





ORDERING

- Starbucks employees who take orders are also responsible for making the orders and creating a successful handoff back to the customers.
- Employees are also responsible for managing the cleanliness of the store at all times.



PAYING



- Customers can pay through various channels: Starbucks Mobile App, Cash or Gift cards, or credit or debit cards. After customers pay, they typically wait 3 to 5 minutes for their order to be ready for pickup at the pickup station.



PICKING UP YOUR ORDER

- Starbucks customers can pick up their orders at the end of each counter. When customers pick up their orders, they can head straight to the coffee condiment bar directly behind or next to the pick-up location to add the finishing touches to their drinks or food orders.



INVESTIGATIVE REHEARSAL



- To better understand our research, we spent two sessions creating a real-life prototype of the Starbucks kiosk
- We prototyped all touch-points of the Starbucks kiosk service to create a low-fidelity experience from a barista's and customer's perspective.

WAITING IN LINE



The customer waits in line, which has Starbucks merchandise wrapped around. Once closer to the front, the customer can see pastries and snacks available to purchase.

PLACING AN ORDER



The customer orders from the front barista who inputs the customer's order and a ticket is printed.

PAYMENT PROCESS



The customer chooses to pay using their card on the electronic payment device.

BARISTA PREPARES ORDER



CUSTOMER WAITS FOR ORDER



The customer waits for the order next to the pick-up counter.