Delivering World-Class Customer Service Through Lean Thinking

Starbucks Mission:
To inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time
Customer Service Video
Starbucks Has Some Interesting Challenges To Overcome

**Typical Challenges**
- May not think about details of work method
- May not have work method teaching process
- Engaging employees in improvement process
- Traditional batch thinking with command & control management system

**Starbucks Challenges**
- 17,000+ unique store situations globally with more than 200,000 partners
- Customer value by providing inspired moments of connection
- Unmet demand at peak
- Work method not part of historic culture
- Problem solving not a core capability
Starbucks Definition of Lean

Delivering the most value from the customer’s perspective

While consuming the fewest possible resources

By leveraging the talents and ideas of partners.

More Engaged Partners
- ↓ Burdensome Work
- ↑ Mentally Engaged

Improved Business
- ↓ Motion = ↑ Productivity
- ↑ Sales / Transactions
- ↓ Waste
- ↓ Training / Turnover

Improved Customer Experience
- Faster service
- ↑ quality
Starbucks Lean Vision

A relentless focus on delivering value from the customer’s perspective….

A Standard Way of Working
- Routines
- Capability
- Process improvement

Lean as a System
- Integrated into how we work and lead
- Innovation pipeline
- Continuous improvement

Build the Foundation
- Lean team
- Key concepts

… Enabled through an environment where problems are good and leaders demonstrate skills in observation and inquiry.

Increased Customer Value &
A Culture of Problem Solvers
Experienced Based Learning and Teaching: A Recipe For Success
Leveraging TWI to achieve our Goal

Routines

Consistent Method of Work

Consistent Method of Teaching

Store Level Improvement

Consistent High quality, Handcrafted Beverages

Engaged Partners

Starbucks Teaching Model

Highly Satisfied Customers tell us:
- Taste
- Speed
- Friendliness
- Accuracy

matter most.
# Work Routine Structure

An organizing tool for the teacher – not for handing over to the learner

## Major Steps
- A logical segment of the work that advances the process
- Not meant to be a complete time motion study

## Key Points
- A key for doing a particular step properly
  - Most parts of the job are quite easy to learn – but 5% to 10% are difficult or tricky
  - Anything that might…
    - Make or break the job.
    - Injure the partner (safety factors are always key points).
    - Make the work easier to do.

## Reasons Why
- Explains the “why” behind each Key Point
Starbucks Teaching Model
Starbucks Teaching Model – Four Steps

1. Prepare

2. Present – twice
   - Major steps
   - Major steps + key points + reasons why

3. Practice – three times
   - Silent demonstration only
   - Verbalizing and demonstrating major steps
   - Verbalizing and demonstrating major steps, key points and reasons why

4. Follow-up
Starbucks Teaching Model

- View T-Shirt Folding Video
Starbucks Teaching Model Demonstration

Objectives

- Describe the Starbucks Teaching Model
- Learn, understand and demonstrate the Starbucks Teaching Model
## Activity: Using The Teaching Model

### Activity Set Up

1. Each table will do this activity as a group.
   - Ensure that each table has one teacher and one learner.

2. Teacher teaches learner to fold a t-shirt.

3. If time permits repeat steps 1-3.
   - Select a new learner and teacher.
In Summary: A Recipe For Success

Consistent Method of Work + Consistent Method of Teaching + Store Level Improvement + Consistent High quality, Handcrafted Beverages Engaged Partners

Highly Satisfied Customers tell us:
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matter most.
Results to Date

Overall Customer Satisfaction

- 2008: 66%
- 2012: 81%
- Increase: +21%

Productivity

- 2008: 9.8
- 2012: 11.6
- Increase: +15.3%

Waste

- 2008
- 2012

Partner View Survey

- Of 12 changes rolled out in our stores, Lean was one of the most positively rated changes by all store partner levels.
- Majority of partners at all levels agreed they feel encouraged to try/suggest better ways.
What’s different now?

What we’ve learned

• Experienced-based learning is the most effective way to shift thinking and create engagement

• Enabling partners to improve their work is the highest form of respect

• Waste exists everywhere – you just have to learn how to see it

• Focus on “technical” and “social” together

• It’s a journey, not a sprint

Where we are going

• Becoming a learning organization requires embracing asking questions as part of our culture

• Moving from creating a case for change to change leadership – requires leaders getting close to the work

• Balancing a desire to “get it out there” while doing it in a way that achieves sustainable results through behavior change