

STARBUCKS TRAINING REDESIGN

Redefining the learning system at Starbucks Coffee Company
through Digital Adoption



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Redefining the barista learning experience

Training at a new job can be both exciting and challenging. New hires at Starbucks Coffee Company stores are required to learn, memorize, and perform at least seven different jobs within the average span of 20 hours of training.

However, the amount of training needed to correctly take on these duties typically takes longer than the time allotted, due to the amount of knowledge introduced and current layout of the training program.

My team and I decided to create a new training experience by redesigning the Starbucks Learning Management System (MyLearning), that includes different methods of learning such as more hands-on training, visual aids and action-based learning through games.

The Problem

The current state of digital adoption has only one type of training implemented for all types of learning styles.

Existing products fail to meet the needs of different types of learners in retail and food service jobs such as Starbucks.

The Solution

We addressed this gap by implementing different learning styles into the training process, gamifying some of the areas of training (such as drink making), as well as breaking down the training into smaller, more specific sections to help new hires retain the information more efficiently.

Testing Outcomes

Through three phases of testing and analyzation of the data collected, we as a team were able to implement the changes needed to improve the current learning system of Starbucks.

Role

Our team consisted of myself, Kimberly Wilkins, and Michael Romero. We each created specific tasks within the prototype and tested them among several participants. Another part of my role was to gather data at Starbucks and from actual baristas, shift lead supervisors, and managers.

RESEARCH PHASE

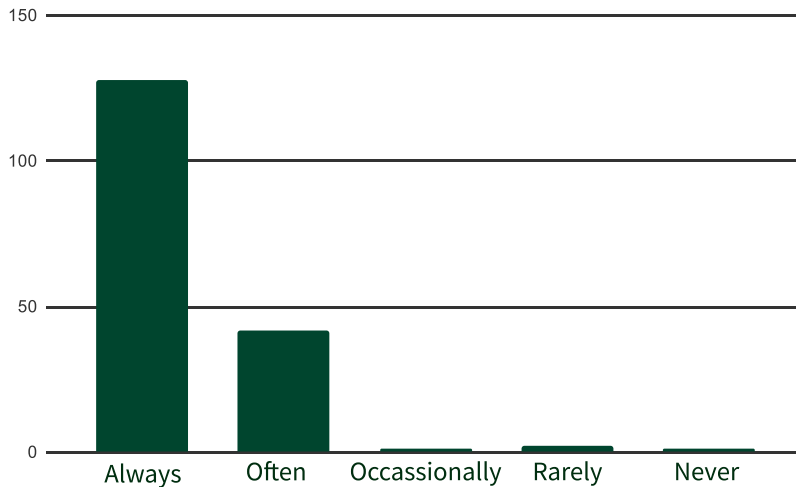
There were four sections of research conducted during the Research Phase. Section 1 is a broad survey conducted to find out if and how technology is used while at the workplace. Section 2 describes the scope and constraints picked from the survey that my team and I decided to focus on. Section 3 is the persona created to describe our target user base and the journey map. Section 4 is the data from user interviews on the current LMS system, including an impromptu guerilla interview from actual baristas at a Starbucks location.



Surveys

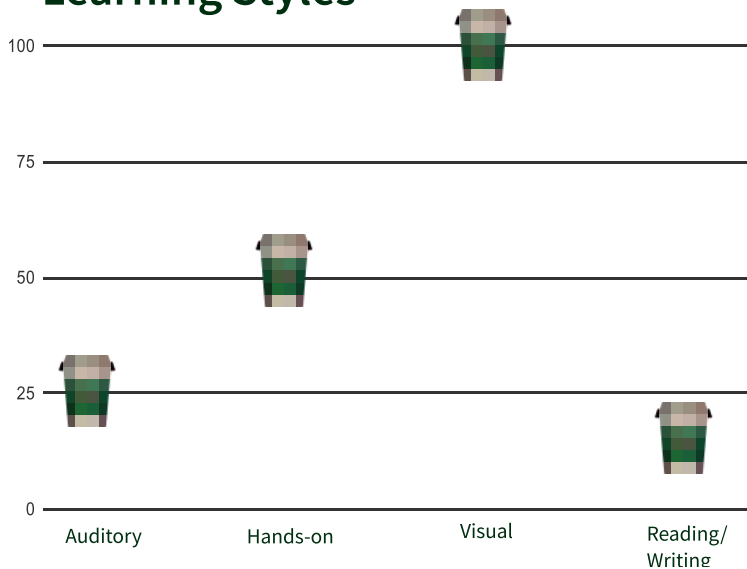
The project began with a broad survey that asked the participants about their profession and use of technology at work. The following data was used to narrow down the scope of the project.

Tech & the Workspace



I learned through this broad survey that over 120 participants stated that they usually use technology in the workplace- this is not surprising due to today's digital age. But what was, were the responses stating that they occasionally or rarely use tech during their work day- one participant even stated that they never do. It is unclear what professions these users are in since it is more likely that almost every job uses technology in order to keep up with competitors nowadays.

Learning Styles

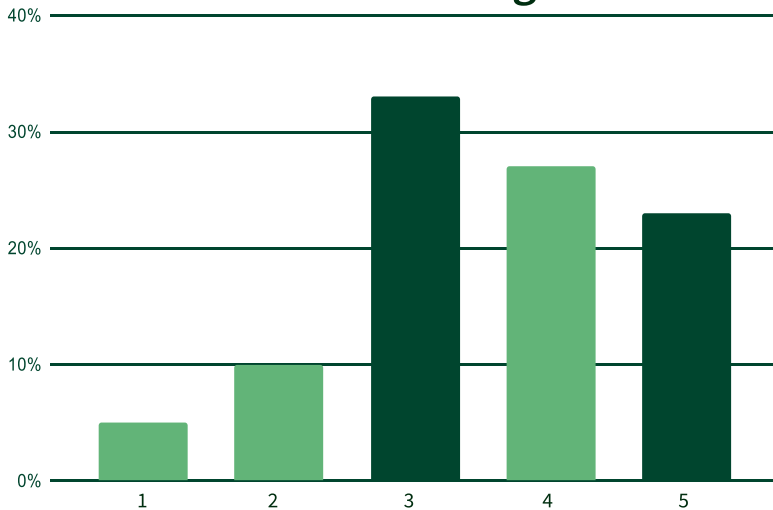


I also learned through our survey that the overall learning styles of our participants were mainly visual learners, along with hands-on being the second most common, then auditory and reading/writing learners. However, I should note that there were some participants that stated that they learned through 2 or more types of styles- for example, there are those that answered that they were both visual and hands-on learners. The data in the graphed was separated solely for the purpose of categorizing each individual's learning style more efficiently and easier-to-read.

Surveys (continued)

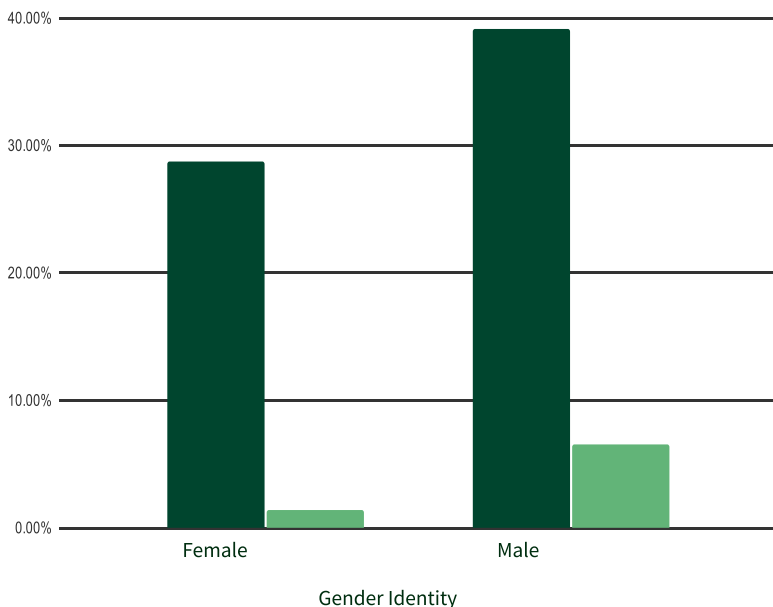
The project began with a broad survey that asked the participants about their profession and use of technology at work. The following data was used to narrow down the scope of the project.

Satisfaction of Training



The satisfaction of training was based on the participant's current learning management system (LMS) at their place of work. The overall sentiment of the training they received was neutral at best, the highest percentage of satisfaction being about 40% of all participants. With this in mind it is easy to say that the room for growth when it comes to the way companies in different industries train.

Gender & Handling Stress



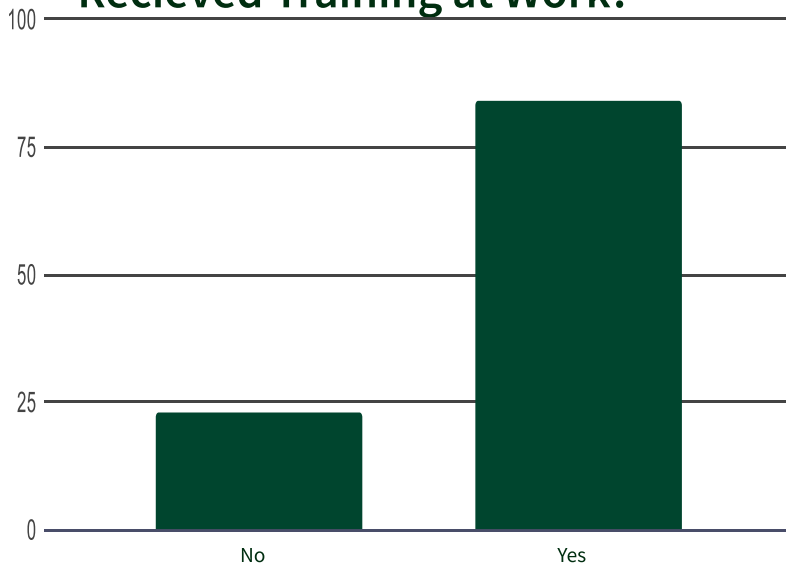
Another portion of data received was that there were more male participants (40%) that handled the stress from the training at their work much better than female participants (28%). Further study would be needed to explain *why* the data suggests that male participants handle the stress better than the female participants.

Note: Because of insufficient data gathered, there was no information regarding non-binary or gender fluid participants regarding the handling of stress at the workplace and when it comes to the training programs implemented.

Surveys (continued)

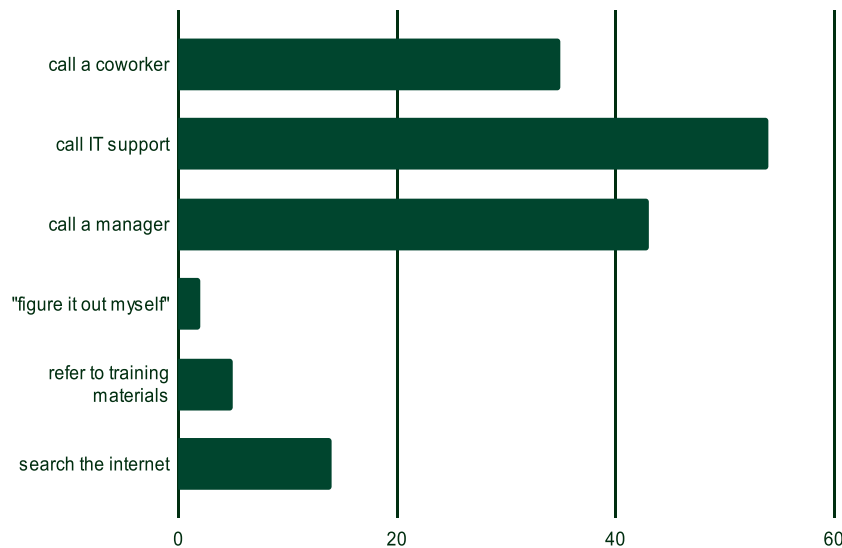
The project began with a broad survey that asked the participants about their profession and use of technology at work. The following data was used to narrow down the scope of the project.

Received Training at Work?



When asked if they had received training for the job, it was expected that a vast majority (if not all) of the participants for this survey received training for their workplace. However, it is important to note that it was surprising to find that 22% of participants did not receive training at all. This suggests that there was learning while on the job instead of an actual training program or LMS-based system implemented.

Problem Solving at work



When asked how they solve an issue or problem at work, over 50% of participants answered that they would contact IT support in order to solve them. The next two top responses were to call a manager, and call a co-worker.

Note: This survey question was multiple response based and many participants chose all three of these as answers to how they would solve any problems while at the workplace.

Surveys (continued)

The project began with a broad survey that asked the participants about their profession and use of technology at work. The following data was used to narrow down the scope of the project.

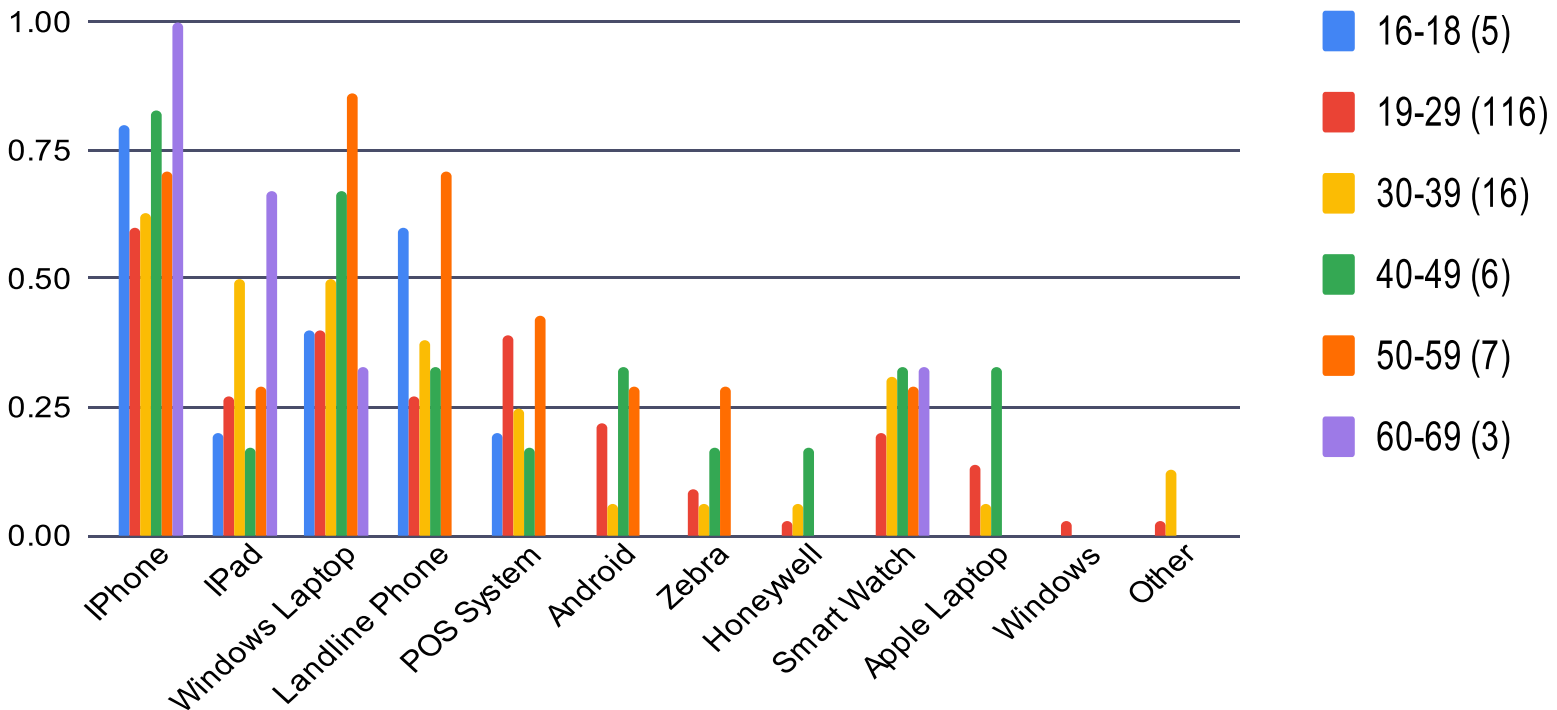
Sector	#	Frustration	Example
Retail	47	System Failure	"When our technology fails, we are so reliant on it and cannot do work without it"
Food Service	31	System / Usability	"Lack of available service speed to keep up with technological advancements."
Education	14	System Failure	"When systems are down or waiting on approval for updates." "Lack of reliability."
Healthcare	26	Slow / Usability	"When the connection gets lost then it seems that you cannot do anything but wait for it to work again."
Government	5	Outdated System	"Depending on where you work, an old/slow device causes many headaches."
Insurance	3	Lack of Usability	"Systems not working the way they're supposed to." "Learning curve"
Finance	3	Slow System	"Internet connection" "Doesn't work properly" "Latency"

This graph shows the number of responses that deal with the frustration of training in the workplace in different industries. Based on these responses, it was concluded that retail and food service industries possibly had the most number of issues that needed to be looked at further.

Surveys (continued)

The project began with a broad survey that asked the participants about their profession and use of technology at work. The following data was used to narrow down the scope of the project.

Devices Used by Age Groups



The project began with a broad survey that asked the participants about their profession and use of technology at work. The following data was used to narrow down the scope of the project. With all of this data analyzed and laid out, the team moved on to narrowing our scope and concentrating on a specific industry to design for.

Scope & Constraints

After analyzing all of the data from our survey, we decided to go with the retail and food industry due to being the majority of responses that expressed frustration with their workplace.

Target Users:

Based on the data received, we narrowed our focus to Starbucks Coffee Company from the responses on the survey being from several baristas currently employed there.

Timeline of the project:

The timeline of this project was set up for 13-15 weeks:

- First phase- 5 weeks; heavily research oriented
- Second phase: 5 weeks; design & testing
- Third phase: 3-5 weeks of data analyzation & putting together our findings

Budget

The budget for this project was little-to-non-existent

Restrictions

There were a few restrictions:

- limitations of Figma
- time limitations
- testing of different individuals within the allotted time

The Problem (re-stated)

The current state of digital adoption has only one type of training implemented for all types of learning styles.


Existing products fail to meet the needs of different types of learners in retail and food service jobs such as Starbucks.

The Solution (re-stated)

We addressed this gap by implementing different learning styles into the training process, gamifying some of the areas of training (such as drink making), as well as breaking down the training into smaller, more specific sections to help new hires retain the information more efficiently.

Persona

Based on the survey responses, narrowing our scope, and identifying our target users we as a team created three personas that depicted our user base. Based on the data collected and the personas, we decided to redefine the training for Starbucks and integrate different styles of training into their system.



Ashton • 21
Occupation: Starbucks Shift Lead
Location: Santa Monica, CA
"I think enough at school, stop giving me a headache."

ABOUT

Ashton is an undergrad student at UCLA and is studying for his degree in Communications. Currently, *he lives with his family and works to help pay the bills and buy his own necessities.* He is usually always studying on the beach, or working down the street at his local Starbucks. Ashton wants to be as stress free as possible when it comes to his job since school is where most of his stress comes from. He is annoyed at the constant training materials that come out every quarter—they are all the same—lots of dull reading that *does not keep his attention.* *He is a visual & hands-on learner and would love to see more training material reflect this.*

LIKES

- things that don't make him think
- Coffee
- being organized
- always being prepared

DISLIKES

- *gets distracted easily*
- Surprises
- financial struggle
- things that stress him out easily

GOALS

- Graduate with honors
- financial stability
- worry less, stress less
- *wants to complete their training through smaller sections in order to fully pay attention*

PERSONALITY

Extrovert Introvert

Sensing Intuitive

Thinking Feeling

Judging Perceiving

TRAITS

Openness

Agreeable

Independent

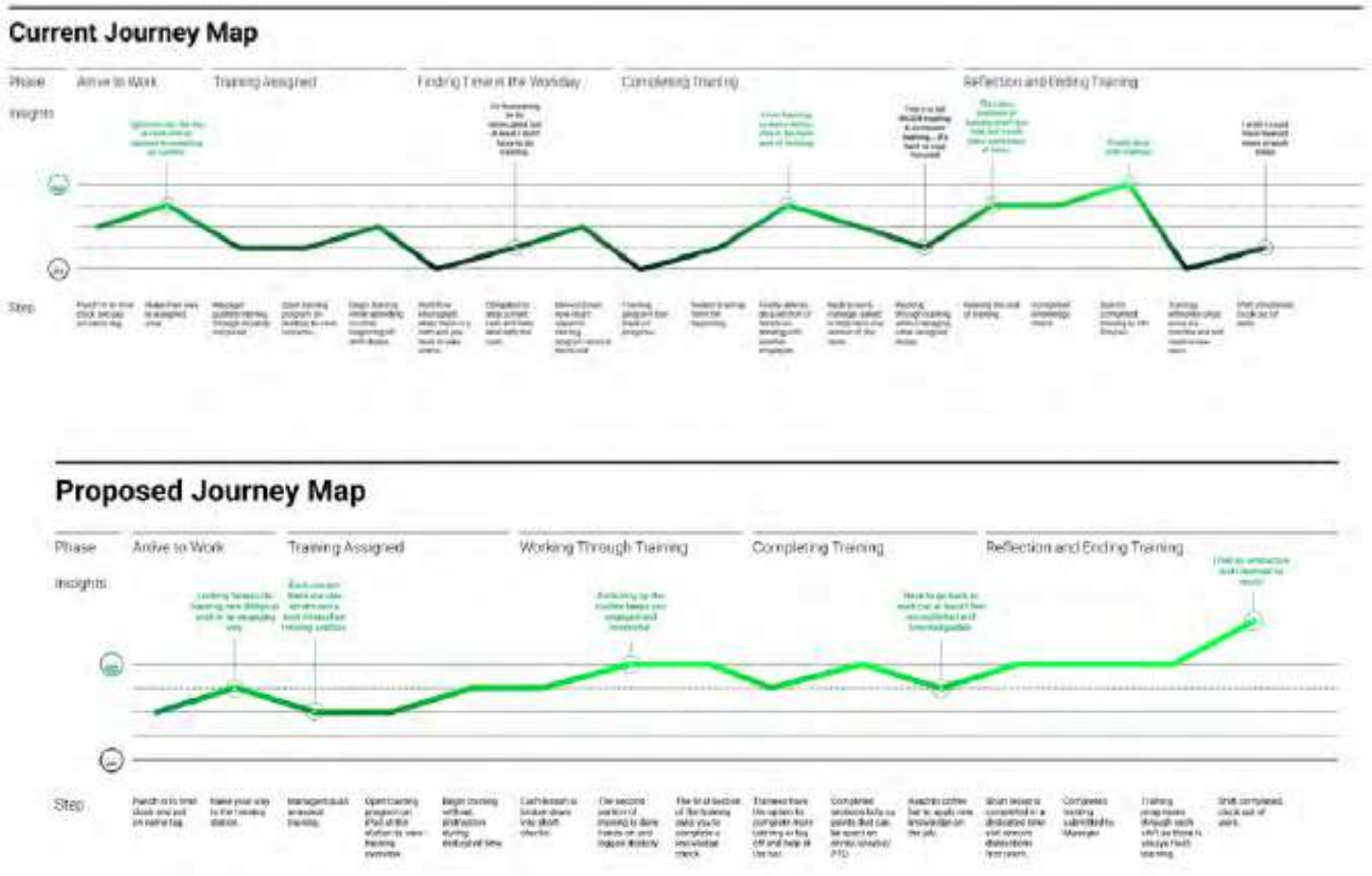
Dutiful

LEARNING STYLE:

Hands-on, Visual

Journey Map

After the creation of our persona, we focused on creating a journey map that would make the training process more efficient for the user.



Two journey maps were created: one based on the current LMS system at Starbucks (MyLearning), and the second being the projected outcome. After further discussions with peers and analysis of the journey map it was discovered that our projected outcome could possibly have less frustration or pain points- and better satisfaction of the training system. Not only that, but the possibility of retaining information became more likely due to encouraging training by the varying learning styles of the users.

Interviews

My team and I conducted interviews to find out what the best tools were to implement for the redesign of the system, and how participants felt overall about their current training.

List of Questions Asked:

- Name
- Age
- Job Title
- Gender Identity
- “How often do you use smart devices in your free time?”
- “How do you learn new things?”
- “What technology do you use at work?”
- “How does tech effect your work?”
- “Do you receive training at work?”
- “What do you think could improve the training you receive?”

“Computer training is boring, there is too much reading.”

-Ash, 21, Shift Lead

Interview Highlights

@ Starbucks

“What I really liked was when the person training me showed me how to do it themselves. I got more out of watching and experiencing how to make coffee with my own hands than anything I read on the computer.”

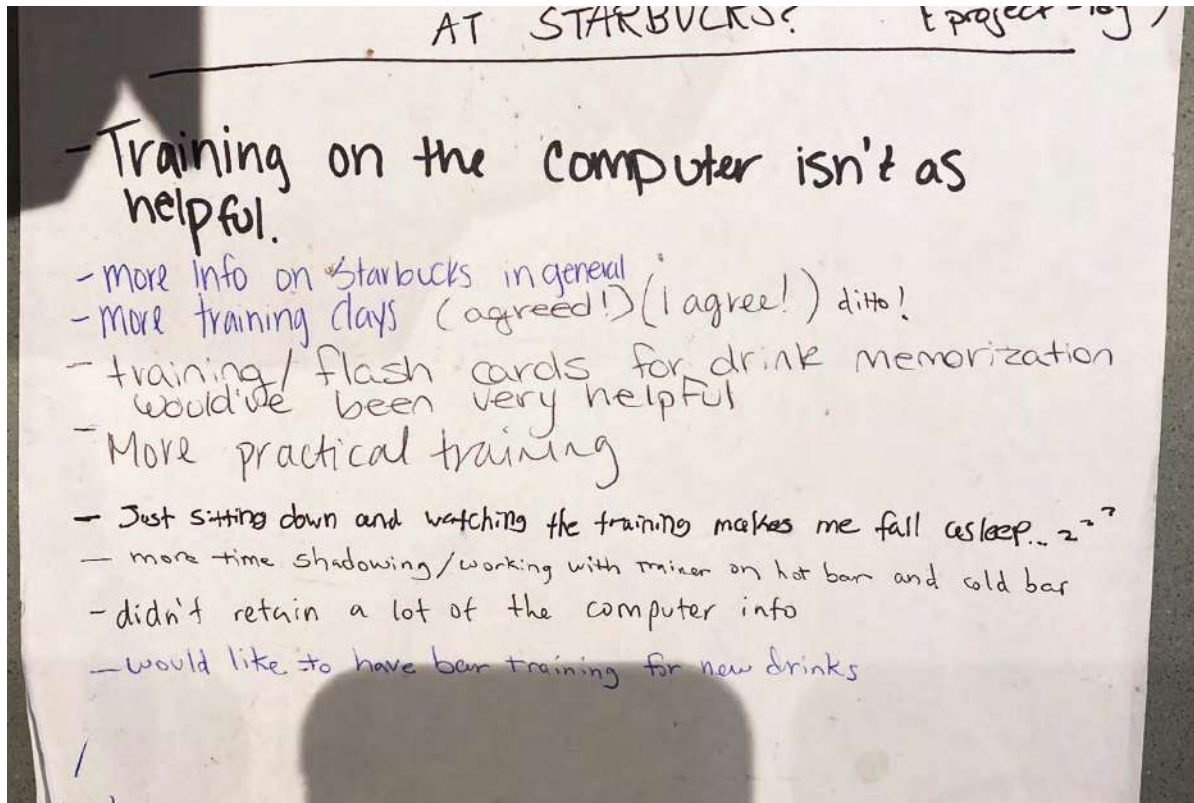
@ Starbucks

“The training I’ve received when I started was long and boring. I absorb things better when I can watch closely. 90% of the training was on the computer and I couldn’t focus very well. I ended up going on instagram instead of paying attention.”

Interviews (continued)

My team and I conducted interviews to find out what the best tools were to implement for the redesign of the system, and how participants felt overall about their current training.

Guerilla Interviews:



Some key highlights:

“Didn’t retain a lot of the computer info”

-Barista

“Just sitting down and watching the training makes me fall asleep.”

-Barista

The main insights from this guerilla interview made our team aware of several key factors: the training was too short for the amount of information they were receiving, there was too much reading and not enough interaction involved in learning, and they couldn't retain the information they were reading, for too long.

IDEATION

There were three parts of ideation conducted: A brainstorming session in collaboration with peers to determine the best methods and possible solutions to the problem stated, our information architecture that was created from the brainstorming session and discussions with my team members. Finally, the last ideation process were the sketches created to further explore specific solutions to expanding and redefining the training system at Starbucks by incorporating different learning styles and gamification.



Brainstorming

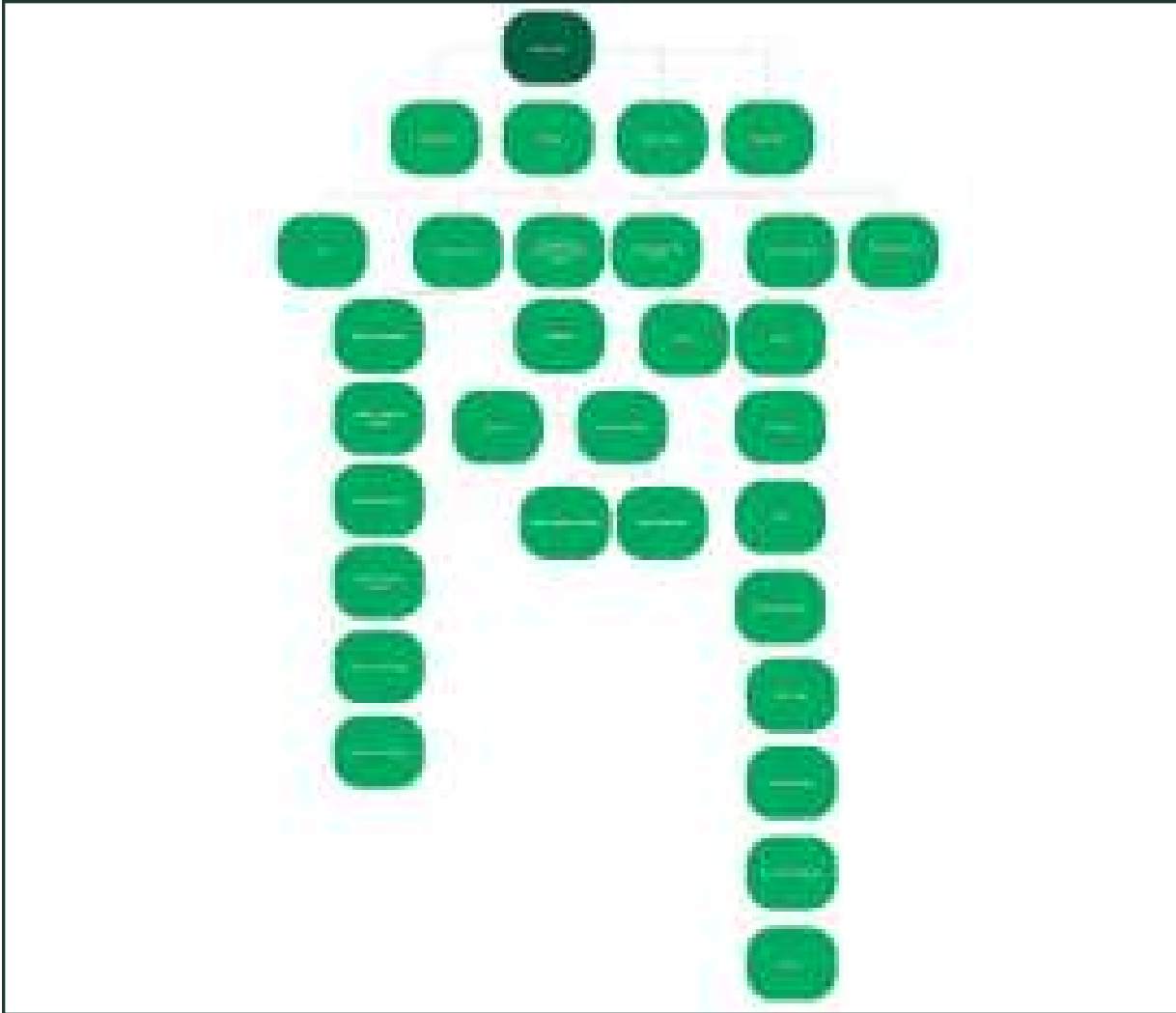
The first part of the Ideation Phase was a brainstorming session with peers.



The information that we layed out and the feedback from this brainstorming session helped lead us to create new portions of the training system- an extension of MyLearning that would be games designed to help the new hire better retain the recipes of the coffee beverages they were tasked with implementing during their work day.

Information Architecture

The brainstorming session helped to create a rough outline of the information architecture.



After the brainstorming session, the information architecture was created to showcase the idea of the new layout of MyLearning. The idea of the Information Architecture was simple: easy navigation, quick layout, less time going from one training section to another.

Sketches

I created several different rough sketches that showed several ideas on how we could-as a team-implement a variety of learning styles to the training based on our brainstorming and information architecture.



The following ideas were pushed forward to be implemented into our wireframes:

- A creation of a memory game that could help the participant remember the recipes of the beverages they were trying to learn.
- virtual recipe cards and how-to videos incorporated into the training
- a library of drink recipes that go step-by-step into detail on how to make beverages
- a comprehensive and detailed training schedule that could help the user navigate to what part of training they are in.

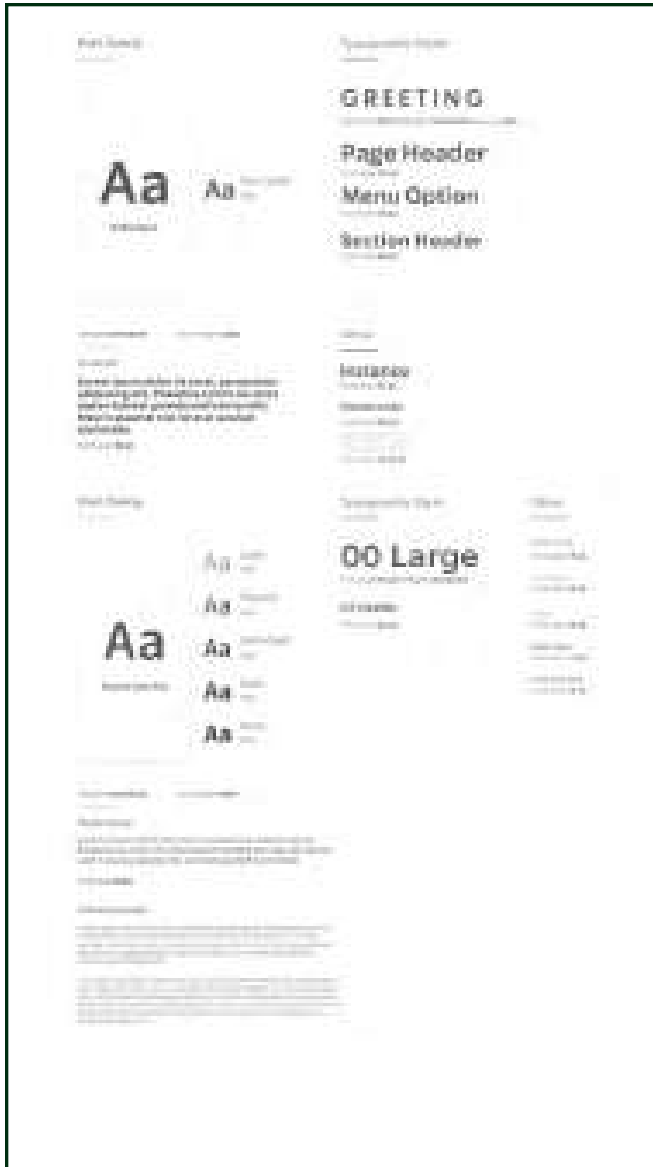
DESIGN PHASE

There were four main parts of design conducted. The first part of the design phase was laying out the style guide and how the new training system would look. The second was putting together the pieces (Atomic Design) and showcasing our thinking behind the small details of the User Interface. The third part of the design phase were the wireframes, second iteration, and the final solution along with the testing outcomes of each section. Lastly, I took a step back and figured out what I had learned and where I would go- as both a designer and a researcher- from here.



Style Guide

The first step of redesigning the training (MyLearning) at Starbucks for my team and I, was to continue to implement the typography, color, and aesthetics to maintain brand consistency.



The following style guide was pushed forward to be implemented into our wireframes. Ideally, by maintaining brand consistency, it would be easy for Starbucks to integrate the changes and the extensions of the system that was created.

Atomic Design

After the style guide was established, we started working on the details of the system. Through *Atomic Design*, icons, buttons, headers, footers, fields, forms and templates were created and the team moved towards putting all of these elements together to create a newly developed system.

What is atomic design?

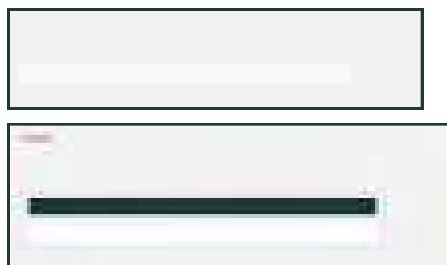
Atomic design is an idea that all design systems are made up of smaller components that create a system that works together for a purpose-much like an organism that is made up of smaller organisms, molecules and atoms.

From Icons and buttons (atoms), to the headers, footers (molecules) and fields and forms that make up the templates. By combining all of these factors, a newly designed system is formed, much like a living, breathing organism.

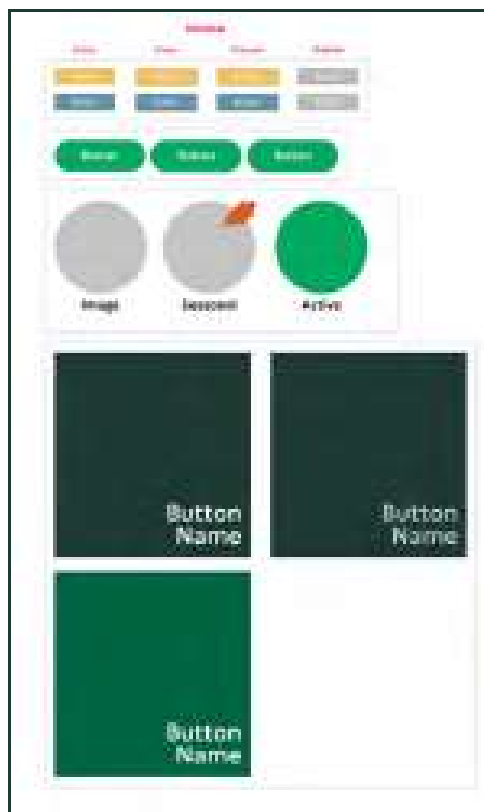
Icons



Headers & Footers



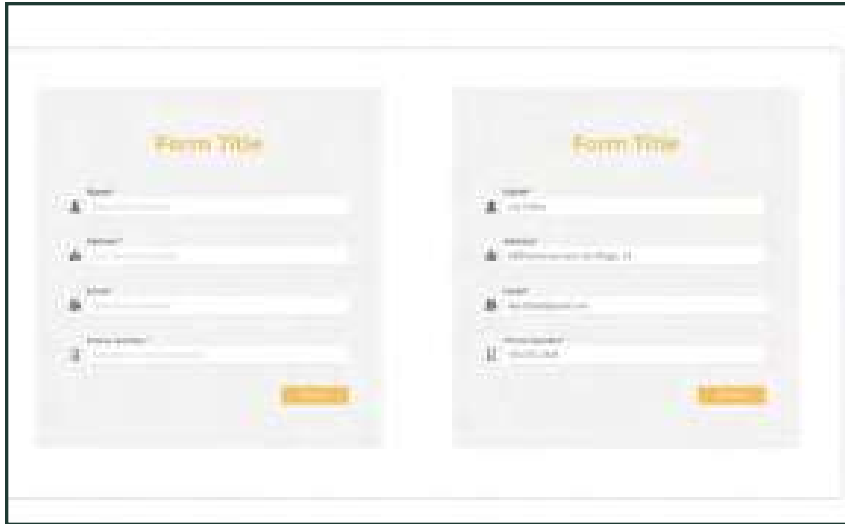
Buttons



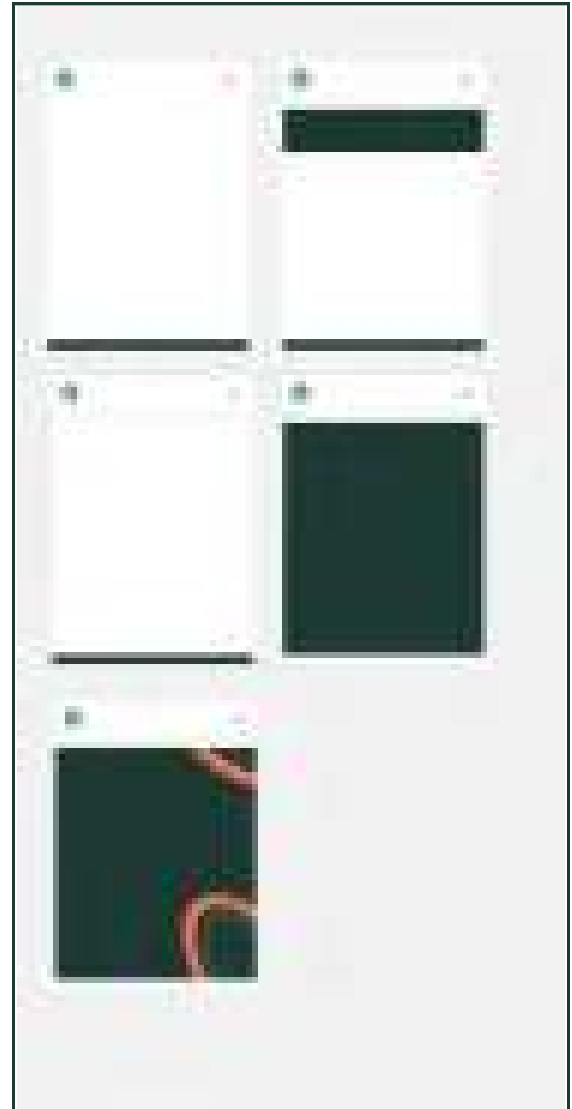
Atomic Design (continued)

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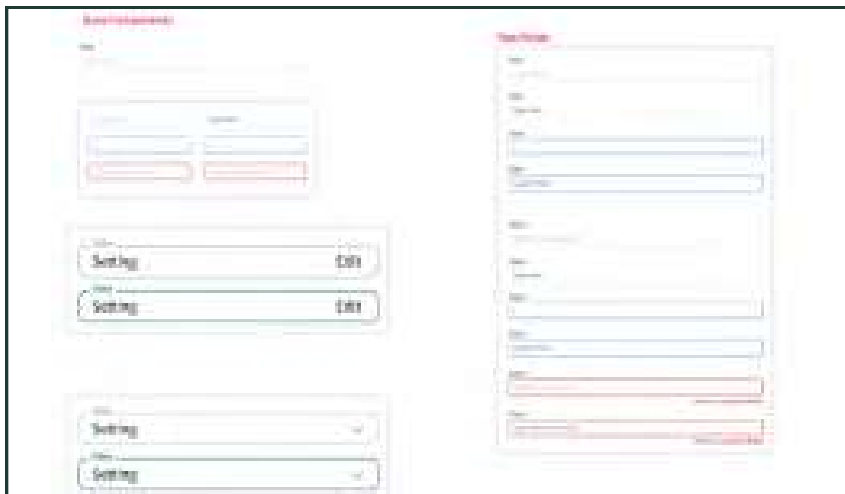
Forms



Templates



Fields



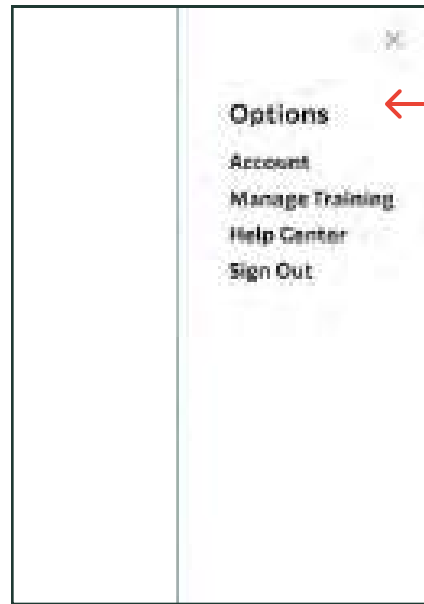
Wireframes

The following screens are the first iteration of the new design for training baristas. The idea was to create a more interactive training course on the Ipad.

Home Screen

The homepage displays a section that states what week of training you are on based on how much work has been done on the LMS system.

The training tab is displayed on the homepage and contains portions of training related to beverage making.



A hamburger menu was placed in order to have fast access to the partner account, help center or a quick exit from the system.

Step-by-Step Drink Tutorials is a section added as a library of videos on how to make the recipes. By adding this section, my team and I hoped to add more interaction within MyLearning.

Coffee Bar Machine Training is a section that was added to quickly reference how the espresso machines work along with quick tutorials such as the Milk Steaming Routine for new hires and baristas trainers to look back to.



Barista quick tips was added as a section for quick references of knowledges such as a drink size guide, prep review, and more.

Memory games were added as an extension to MyLearning to add more interaction within the training program and enhance memorization of beverage recipes.

User Testing: Tasks & Questions

With the first round of testing with wireframes, my team and I created a guideline, asked for a list of tasks to be completed, along with several follow-up questions.

Tasks:

1. How would you get to the step-by-step tutorials?
2. How would you find the espresso machine training review?
3. How would you find the quick tips?
4. Where would you go to learn to steam milk?
5. Where would you find the ingredient matching game?

Questions:

1. If you had a magic wand, what would you change?
2. what kind of information do you expect under the upcoming seasonal info. tab on the homepage?
3. What was the best part of the interaction and why?
4. What was the most challenging part of the interaction and why?
5. What kind of information do you expect to find under the quick lessons section?

Testing analysis and highlights:

With the help of the user test, there were several key notes on what needed to change:

- The “training plan” section made sense to the user because they were a barista trainer, but had they been a new hire- what would be the purpose of this section?
- The “training” section was a bit vague to the user
- “seasonal info” on the homepage was useful for more information at a fast, convenient, easy-to-see space because of it being on the homepage

User Testing: Response & Notes

The following is a more detailed recording of the user testing, notes, task details and responses to the follow-up questions.

User: Reily
Age: 19
Work: Barista Trainer

Notes:

- The “training plan” made sense to her because she is a barista trainer and assumed that it was for them to plan out their schedule and what to teach
- “training” was a little vague
- “tutorials” under espresso machine information should also be on the quick lessons page and/or the “coffee bar machine” training to find the “steaming milks” and other tutorials easier
- didn’t understand the “make a sale” tab
- loved the “seasonal info” tab being on the home page

Tasks:

- T1- She guided me through the task by stating that she thought the pumpkin spice tutorial would be under “seasonal info” because pumpkin spice is a seasonal drink
- T2- very easy to find- assumed it was under “training” and found it quickly after looking at “coffee bar machinery” tab
- T3- found the quick lessons pretty fast because assumed it was under “training” as well
- T4- found the “steam milk” tutorial only because they had found it before by looking at the espresso machine info (thought the tutorials should also be put somewhere as well so they are easier to find)
- T5- “quick lessons” was very easy to find for the cup sizes because she thought that it is something that she could review easily

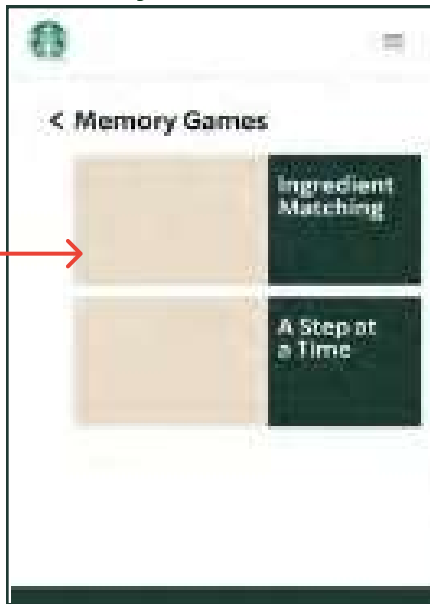
Responses to the questions:

1. She stated that if she could, she would put the seasonal drink recipes not only under “seasonal info” but also keep them in the original “step-by-step” tutorials just in case she was in that section and wanted to know about them there instead of having to go back and going to the “seasonal info” page.
2. She expected to find information regarding:
 - holiday launch (displays for pastry case, coffee and cup displays, seasonal drink recipes)
3. For Reily, the best part of the interaction was the seasonal info, it was the easiest to find, and the quick lessons portion “was very cool because I could go there for quick little tips and things that I could show the barista I’m training and they could easily go back if they needed to look anything over”
4. she thought quick lessons should have:
 - cup sizes
 - how to work the ovens
 - logging into the system to check things like availability, time sheets, etc.
 - making preps like mocha, white mocha, frapp roast, teas, iced coffee, cold brew
 - steaming milk (she thought this was a good one)

Second Iteration

The following screens are the second iteration of the new design for training baristas. Displayed is the Ingredient Matching game screens.

Memory Games Screen



ingredient matching game added to the extension of MyLearning.

Game Play Screen



Time limit of game and a visual factor that allows the user to see how much time is remaining for play.

A variety of ingredients are displayed with the circles (pictures of the ingredients) meant to light up as they are clicked.

Game Intro Screen



Instructions added on how to play the game.

Game settings included how many rounds to play the game, difficulty level, and the type of recipes selected such as "seasonal drinks"

User Testing: Tasks & Questions

With the second round of testing with wireframes, my team and I created a guideline, asked for a list of tasks to be completed, along with several follow-up questions.

Tasks:

1. How would you get to the step-by-step tutorial for a pumpkin spice latte
2. How would you find the espresso machine training review
3. How would you find the quick tips for baristas?
4. Where would you go to learn to steam milk?
5. Where would you go to learn about cup sizes?
6. Where would you find the ingredient matching game?

Questions:

1. What are your thoughts on the home screen(s)?
2. If you had a magic wand, what would you change?
3. What kind of information do you expect under the upcoming seasonal info tab?
4. What do you expect from barista quick tips, step by step tutorials, coffee bar machine training, memory games?
5. What is your favorite part of the design and why?
6. What was the most challenging part of the interaction and why?
7. What kind of information do you expect to find under the quick tips page?
8. Would there be anything else that would help you do well at work?

Testing analysis and highlights:

With the help of the user test, there were several key notes:

- The seasonal info was fast and easy to find
- adding dress code to barista quick tips would be useful
- wording of ingredient matching game was straightforward and the game itself was easy to use

User Testing: Response & Notes

The following is a more detailed recording of the user testing, notes, task details and responses to the follow-up questions.

User: Lex
Age: 21
Work: Barista

Notes:

- seasonal info (updated) made it easy and fast to find
- wording was straightforward
- “the mini games are super cool, training would be fun with these!”
- they thought that v1 & v2 having the “ you are now on week 5 of your training” was cool because they didnt have to constantly ask someone what they should be working on when they log in
- could add dress code to “quick tips”
- a little too much empty space on homescreen with illustrations

Tasks:

- T1-“pumpkin spice is a fall thing, so I am going to say seasonal info”
T2-“coffee bar machine training is something that was really easy to find”
T3- “quick tips was the first thing I saw after clicking on Training!”
T4- “I assumed it was under coffee bar machine training because the hot bar is where you steam milk, very straightforward”
T5- “I assumed under “quick tips” because 1- i saw it there before and 2- it’s something quick you can learn about
T6-“i saw memory games and since its a game, i assumed it was under there!”

Responses to the questions:

1. v1 & v2- “i liked that it told me what week of training im on and what im supposed to be doing, we dont have that right now on MyLearning and if we did, i wouldnt have to feel like i’m bothering everyone when i clock in and ask what i should be doing haha” v3- i liked the pictures, i assume lesson plan is for barista trainers?”
2. “on homescreen v2 with the beans and leaf, there’s a little too much space and it looks a little empty”
3. “fall drinks, merch, food, the red aprons and maybe any sales or anything coming up?”
4. “barista quick tips has some pretty interesting stuff already, maybe add how to make the different foams and certain things like expiration dates for food and preps?”
5. “the seasonal info was super cool becuase it was right on the front page and the games were neat too”
6. “nothing was really challenging”
7. “other than what is on there maybe other small things like dress code?”
8. “maybe little tips on conflict resolution with customers?”

Final Solution

The following screens are the final iterations of the new design for training baristas. Displayed is the Ingredient Matching game screens.

Memory Games Screen

ingredient matching game added to the extension of MyLearning, with added photos of ingredients



Game Play Screen

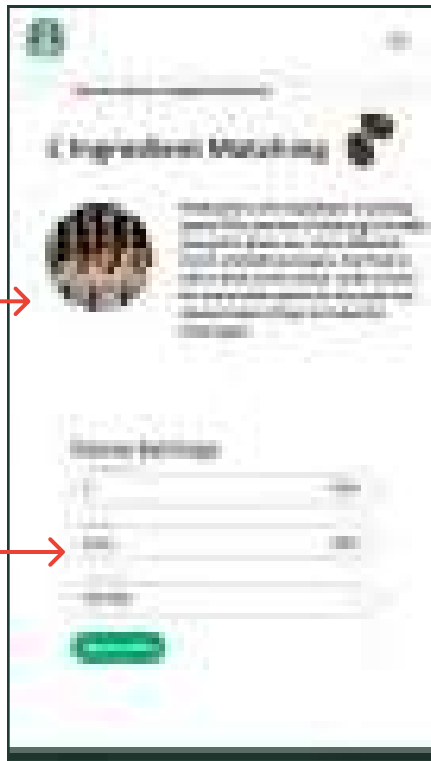


Time limit of game and a visual factor that allows the user to see how much time is remaining for play.

A variety of ingredients are displayed with the circles (pictures of the ingredients) meant to light up as they are clicked.

I created several handmade illustrations to make the game more playful and inviting.

Game Intro Screen



Instructions added on how to play the game. Photos were added for better concept.

Game settings included how many rounds to play the game, difficulty level, and the type of recipes selected such as "seasonal drinks"

User Testing: Tasks & Questions

With the first round of testing with wireframes, my team and I created a guideline, asked for a list of tasks to be completed, along with several follow-up questions.

Tasks:

1. How would you get to the step-by-step tutorial for a peppermint mocha
2. How would you find the espresso machine training review
3. How would you find the quick tips for baristas?
4. Where would you go to review Week 5 of your training?
5. Show me how you would find and play the ingredient matching game to learn how to make a coffee frappuccino

Questions:

1. If you had a magic wand, what would you change?
2. What kind of information do you expect to find under the training schedule?
3. What is the best part of the design and why?
4. What was the most challenging task and why?
5. Would there be anything else that you need to know as a barista?
6. For the whole of the prototype, what was the ease of use, 1 being most difficult and 5 being the easiest.
7. Do you have any additional comments regarding this prototype?

Testing analysis and highlights:

With the help of the user test, there were several key notes:

- on a scale of 1-5, with 5 being the easiest-of-use, the user stated that the redesign was a 5
- all tasks were straightforward and easy to implement
- the mini-game interested them and wanted to see more

User Testing: Response & Notes

The following is a more detailed recording of the user testing, notes, task details and responses to the follow-up questions.

User: Sammi
Age: 19
Work: Shift Lead

Notes:

- Overall, the participant stated that the system was a 5 (easiest on a scale of 1-5) and was much easier to use than the current training system
- all tasks were straight-forward except for the “scrolling down” on task 5 when trying to get to the ingredient matching game & the mishap with the prototype for Task 2 (prototype wasn’t connected).
- “the mini games are such a cool addition, I think these would be really fun to learn with especially for the baristas who don’t learn by reading a ton of new stuff!”
- could add dress code and ‘weekly focus’ to “quick tips”

Tasks:

T1-

“pumpkin spice is a fall thing, so I am going to say seasonal info”

T2-the coffee bar machine training review was easy (taskwise) to get to but the prototype was not connected

T3-quick tips was easy to find

T4- participant saw the calendar and assumed it had to be under the “view” button of the homescreen paragraph describing the current status of their training

T5- The participant found the game under “memory games” but did not realize the screen could scroll down (this was in part because they did not see the last button on the screen as clearly as they could have)

Responses to the questions:

1. “on homescreen v2 with the beans and leaf, there’s a little too much space and it looks a little empty”
2. “I was thinking that the “weekly focus” could be put under the training schedule, and important updates as well.
3. “it was super easy and awesome overall, I loved the pictures with the buttons-that really helped a lot.”
4. “two things: on the task with the matching game- I didn’t know if I had to scroll down to look for something on one of the screens, but it worked out! The second thing would be that we couldn’t click on where we needed to go for the coffee bar training task.”
5. “I can’t really think of anything at the moment, you’ve covered almost everything in my opinion!”
6. “ It was definitely a 5 for me, I found this to be the easiest training I have had at Starbucks”
7. “I think you guys should send get this seen by someone from corporate. The games specifically would be SO fun to play and learn at the same time!!”

What I Learned

While creating a new training experience for the baristas at Starbucks, I learned several things. First, it isn't easy to recreate a training program-there are always going to be things that will be need to change to fit the needs of every new hire. But like their partners, training programs should always be growing and changing for the better.

Second, by gathering even more data there could be further refinements to the proposed system, research for the purpose of making training more efficient should never stop.

Lastly, by implementing more game-based learning, along with videos and real-time training- we found that not only did the users enjoy the tasks they were given- they *wanted to do more*.

Future Steps

If I had more time for this project, I would have done several more rounds of testing, research, and delve further into more interviews with baristas, shift leads, and management. If I could, I would code my prototype and created a beta version for more widespread testing.

By analyzing the data I've gathered, I would further refine and continue to change the system throughout time to fit the needs of the partners.

For a look into the actual prototype, follow the Figma link below:

<https://www.figma.com/proto/v2fkvlrLtW0XQ77YdzXkxZ/Team-Gemini?page-id=684%3A1408&node-id=684%3A1531&viewport=241%2C48%2C0.06&scaling=scale-down&starting-point-node-id=684%3A1531>