# Starbucks Research

# Global CRM System



# **Research** Overview

## Scenario

Starbucks North America recently acquired a CRM (customer relationship management) system to improve the relationship between Starbucks and their existing partners and licensees. The international retail team at Starbucks wanted to adopt the CRM system to improve relationships with partners and licensees on a global scale.



## Problem

The Starbucks team did not have the understanding nor resources to know the shared needs of the entire international retail team ecosystem. If the international team were to adopt the CRM system, what are the top shared priorities for MVP?

## **Objective(s)**



Understand who stakeholders are and their needs throughout various functions within the international retail team.



Discover MVP features that can deliver on high priority business requirements.

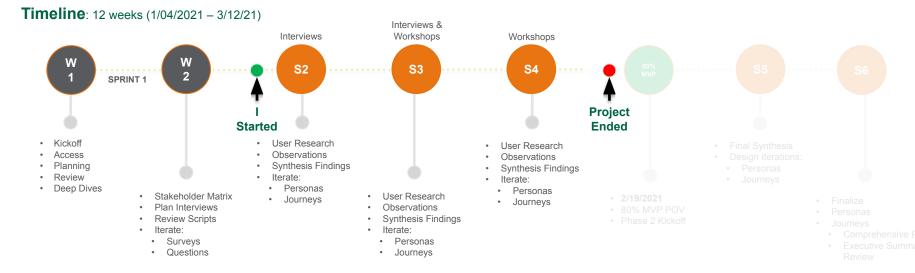
Discover additional features for future consideration (post-MVP).

# My Role

## Lead UX Researcher

I was brought onto the project 2 weeks after project kickoff as a UX Researcher. Within 3 days I was promoted to Lead UX Researcher after taking initiative on producing research plans, research strategy, and built relationships with Starbucks stakeholders.





# Research Methods

## **Remote Semi-Structured Interviews**



Why Semi-Structured Interviews?

Understanding top priorities as well as attitudes and behaviors of Starbucks employees needed to be captured. We also needed to processes of potential primary CRM system users (Tier 1) and their supervisors (VPs and Directors) within each function. Additionally, the client wanted to ensure that all 106 stakeholders had their voices heard.





Why Workshops?

I educated and set expectations with Starbucks that, while we can interview everyone, our analysis will be based on 10-15 individual interviews in order to remain within scope and to limit repetitive insights. All interviews must be completed by a specific time in order to analyze and provide insights. To compromise reaching all stakeholders, Starbucks agreed to group secondary stakeholders (Tier 2) within the same functions together to conduct large workshops rather than individual interviews.

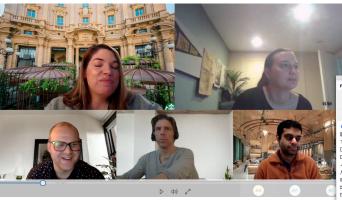
# Group Workshops

## **Overview**



19 Workshops (5-7 participants each)

- Research Plan
  - MS Teams Recordings
  - Miro Affinity Boards



Function	US / Global	AP	EMEA	LAC	Channel
Business Development/ Strategy/Overall		Workshop	Workshop	Workshop	Individual Interview
Legal	Individual Interview	Workshop	Workshop	Workshop	Individual Interview
ST		N/A	N/A	N/A	
Operations	Individual Interview	Workshop	Workshop	Workshop	Individual Interview
SCO & GFSQR		Workshop	Workshop	Workshop	Individual Interview
СМР	Individual Interview	Workshop	Workshop	Workshop	Individual Interview
Store Dev		Workshop	Workshop	Workshop	
Finance & Accounting	Individual Interview	N/A	N/A	Workshop	Individual Interview



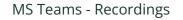
## **Remote Semi-Structured Interviews**

## **Overview**



16 individual interviews total

## <u>Research Plan</u>



B.A. - Note Taker



Excel - Analysis



Priority	Info / Data Desired	Rationale	How data obtained? Where is it	Other Notes
3	royalty schedule	used for strat plan - apply nestie net plan ; quarterly; has a go	email form nestle	DP helping with dashboarding
_	system sales	Rtl salse - data from e.g. Target to customer; normalizes sales	Excel	
2	launch dates	required for royalty sched.		
4	Approvals	Have in one place (e.g. weird to have launch date but not kno		1) 5 year plan - would like to track against 2) Financial plan 3) 5 year strategic plan
5	Master data	Starbucks & Nestle (volume analysis: sells); can't really tell th		
	IRI/Nielson data	Storage	Some data e.g. Costco comes from Nestle; p	out together in excel
1	Sells & Royalty Data	required for launch dates; influenced by contracts	Sent excel from Nextle	
-	foreign schange	some way of looking at it in home currency	Excel	concersion from francs
	Product sales	linked to Nest buy plan	pulled from OB	our invoice data
	Nestle Buy Plan	pricing; forecasting; calc min monthly order commitment; list	ked to prod sales; inventory visibility (Deman	Future state bring in inv pict from Nest
				·
	Process/Workflow			
3	consolidate stories			-
2	royalties forecast/analytics		Lane - knows where - approvals - CoOp share	Sbux NACP
_	systems sells		Excel - data regions	
	Master data	could feed SC ecosystem; each country/region has different r	name; one central contact (a person that is a	consolidation point) - he has to chase down questions & w
1	Appovals	Use nestles input to build forecasts	Shared Coop dr - Nestlke provides in excel;	Approval business committee
	Price List	quarterly w/ maintenance; Nest demand forecast givenform	OracleBI- Produc cost team standard @ item	INT - Transfer pricing
_	Planing	Planning \$0% process; not holding Nest accountable for fcst a	IRI (IRI = Information Resources Inc) data so	Calculations based on support
	Contract Visibility in CRM	pricing & fist tolerance check		
	2			

Function	US / Global	AP	EMEA	LAC	Channel
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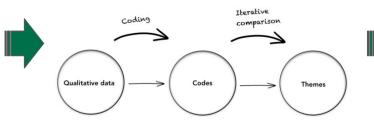
## **Thematic Analysis**



Pulling key phrases identified from interviews (processes and required data), prioritized by participant. All priorities are then assigned a code to identify commonalities that drive themes.

riority	Info / Data Desired	Rationale	How data obtained? Where is i	Other Notes
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		11 50		

## THEMATIC ANALYSIS

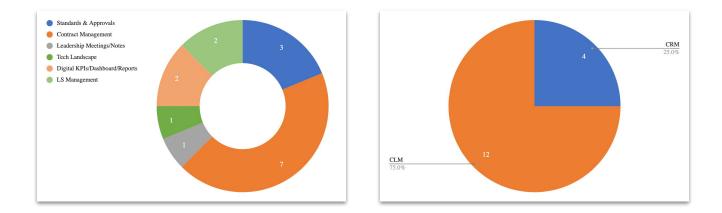


Process Theme(s)	Code
Standards & Approvals	Α
Contract Management	в
Leadership Meetings/Notes	С
SEO (Store Opt.)	D
Product Tracking	E
Tech Landscape	F
Lifecycle Management	G
Digital KPIs/Dashboard/Reports	н
Market Info	1
Sourcing/Supply process	J
Royalty Management	к
LS Management	L
other	м

## **Key Findings**



Weekly insights were presented to client to show progress of research findings. The insights were showing participants prioritizing a contract library (CLM) over a customer relationship system (CRM).



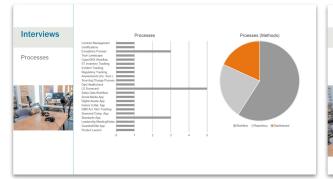
Do to these insights, we recommended Starbucks consider prioritizing a CLM system. Starbucks agreed, which is why the project ended early to reconsider their focus.

## Weekly Insights



Every Friday morning we would provide a quick high-level look at the progress of our research findings. Progress week over week showed rough analysis of interview prioritization, common themes, and major callouts from workshops.

### **Interview Analysis**



## **Common Themes**

#### Contract Management

There is a need among interviewees to continue to use existing practices and procedures that integrate with a "super easy" central system.

#### Standards & Approvals

Interviewees unsure of what a CRM-CLM is, what is possible, and exactly how it will be useful to

#### staff LS Scorecard

Themes

5 Interviews

2 - CMP

1 - Legal

2 - ST

Interviewees believe that a central system will improve standardization, ensure accountability

#### transparency, inclusivity, and legal compliance

#### Leadership Meetings

 Turnover and disruption create repetition of manual work "21-22 times to pull together any information". A central repository of providing and receiving reduce ownership of information domain.

## **Workshop Callouts**

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#### Workshop Responses Needs

Needs Central source for information for collecting conversations and data happening in multiple ways (Email, Excel, REEBA, SharePoint, etc.). The information changes based on rolefunction.

Licensee agreements and partner agreements: • Rob: Tag and notes are extramely beneficial. "Automate the tool itself ease of finding -its some verbige of recalls (side notes and legal terminology) - that doesn't repeat · Mary: "having quality agreement abstracts that are with structured data that's searchable

#### Tracking Conversations

- Jan: "Log and track through Al/Chatbot intake and workflow intake (tickle notifier) Mary: "Data where we could pull together information that comes in from Linkedin, whoever we talked to, who has submitted
- information, who we met." Kerry: "Ability to share information across the globe in a platform that makes it easy for the recipient to receive it."

#### New Market Information Ron: "Are we in the right country of market with the right connership structure?"

Ash: "There are a number of operational systems that we are often blind to today. It would be more than beneficial for our team to know about but would simplify information in one place - inventory management

#### Challenges

- Conserving and money not having a centralized system as well as it might be costing time and money not having a centralized system as well as it might be costing time and legal people as instead of reading the document. Rob: 'Havin' memorized everything look at notes related to section me and legal people as instead of reading the document. Mary: 'I was leverally people into every single agreement when we transitioned CPG foodervice to Nexte, which loonsees we did.'
  - http://www.communication.com/communication/ communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communication/communicati
  - Sometimes we don't have access to their internal processes. They don't tell us what that is. I'm hoping that they are on some of these key metrics."

#### Attitudes towards a central system for CRM

- While there is general optimism towards having a centralized system be integrated with what they currently use. A few concerns regarding efficiency of use as well as the understanding how a system would help in strategizing a correct response to operational leaders.
- - Rhands: "The one concern I have is that at Starbucks, we never seem to get to full capacity of using these systems." Jan: "If know that somebody is not daing something because they just don't want too might look different in how I respond if they can't do it because they don't have the resources. I don't favor it as system with hey as understand that: Fati: "Lef's get started right away?"
- Mary: "It has to be super easy.

### Personas



We identified 4 major personas that we were to deliver by the end of S6. Due to the project ending early, we were only able to deliver 1.

Licensee - Completed
Manager - Incomplete
Director - Incomplete
Analyst - Incomplete



STORE TYPE	Casino
JOB TITLE	Director of F&B
EMPLOYMENT	Salary, Full-time
TIME IN ROLE	6 years
LOCATION	Las Vegas, NV
DEMOGRAPHICS	48 / Female

#### CHARACTERISTICS



#### **TECH EXPERIENCE**

- I shop online on my phone & laptop.
- I like sites where I can save my favorite items.



### LICENSEE Liz Carter

#### ABOUT

I have 20 years of experience in the F&B industry and currently manage 35 restaurants, including several Starbucks. I love what Starbucks offers our guests, and I enjoy the drinks myself.

Starbucks is just one part of our portfolio, but they require the most hands-on effort by our accounting team. My goal is for us to spend less time on work that could be done automatically.

#### MOTIVATIONS

- Align with companies like Starbucks who have high expectations for customer experiences, quality products, and established practices.
- Reallocate our people to raise customer experience value over doing manual work.

#### **GOALS & TASKS**

- Continue migrating vendors and staff to our modernized PO system.
- Simplify our invoices. Stores place multiple orders and we get multiple invoices for the same shipment.

"We need to get rid of the manual process. It introduces errors that change our actual cost of orders. We want to rely on an automated system."

#### **CHALLENGES & FRUSTRATIONS**

- Starbucks doesn't integrate with our systems and we have to create manual work arounds. Many of these are done with paper and pen.
- We run into errors. When a PO and invoice are off, payments are late, and our accounting team cannot process these.
- We have a lot of turnover at all of our locations. It's a lot of time to train.

#### BEHAVIORS

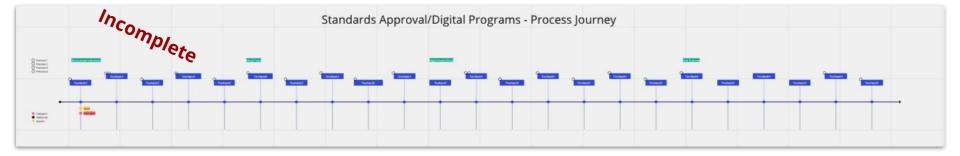
- I'm always on the go so I can check in with my teams and put out various fires.
- I meet with our managers weekly to review issues and progress on our goals.
- Device: iPhone and Laptop.

#### LIZ'S TIP: BLANKET PURCHASE ORDER TESTING

Some of our stores are testing out using a blanket PO. It's not ideal, but they place an order and attach the contents of that order to a PO number in our system that's already created so we can track it with the rest of o<u>ur vendors.</u>

## **User Journey Map**

To provide the international retail team insight into the ecosystem of how an entire process works (end-to-end), we recommended that the user journey map become a "*process journey map*" to show how all personas interact in a process and where a CRM/CLM could have impact. Unfortunately, the research project before the delivery date and the map could not be completed.





## Learning Experience



How to compromise Quickly get up to speed

Guiding & educating

Knowing when to quit