

Starbucks Service Redesign

Research Proposal

Background

Starbucks customers frequently face issues around finding a seat to dine-in and report strong dissatisfaction from the time wasted from queuing in line and opting for nearby competitor cafes instead. When selecting a place to dine-in, customers are also unsure which Starbucks outlets to visit as they are uncertain about the varying crowd levels at each Starbucks.

Goals

To determine if our redesigned mobile and in-store kiosk queue system improves users overall customer journey and increases customer satisfaction.

Participants

15 participants randomly assigned to:

- Go through the current Starbucks experience (5 participants)
- Go through the queue system via the mobile app (5 participants)
- Go through the queue system via the in-store kiosk (5 participants)

Participant Screening Criteria:

- Western-style coffee or tea lovers
- Preferably familiar with coffee or tea mobile apps
- 18 - 35 year olds

Logistics

Current Queue System

- 1 x participating outlet
- 1 x moderator to follow each respondent's experience and journey

Mobile App Queue System

- 1 x participating outlet
- Mobile app queue system - Mobile app prototypes set up in 5 participants' phones
- 1 x moderator to follow 1 respondent's experience and journey
- 1 x moderator role playing as staff to facilitate the in-store reception process

Kiosk Queue System

- 1 x participating outlet

- 1 x iPad pro 12.9" with stand at selected outlet with kiosk prototype installed
- 1 x moderator role playing as staff to facilitate the outside the store queue process

Schedule

TBC

Research questions

1. What are customers' current process to select a Starbucks store?
2. How do customers currently queue to dine-in at Starbucks?
3. How will customers use the new mobile queuing feature to dine-in at Starbucks?
4. How will customers use the new mobile queuing feature to select which Starbucks outlet to visit?
5. How will customers use the new in-store kiosk to queue for dine-in at Starbucks?
6. How do customers feel about the current/ mobile / in-store kiosk queuing system?

Detailed Research Plan

Participant Group	Service Design Test	Days
Current Starbucks Experience	<u>Logistics</u> - 1 x participating outlet (peak timing) - 1 x moderator to follow each respondent's experience and journey. <u>Current outlet selection</u> - Use a nearby location within 5-min walk to simulate the starting location: "You're at [nearby mall] and you'd like to go to a Starbucks to hang out with your friends at a Starbucks that's not crowded. How would you decide which Starbucks to go to?" - Observe: What is the respondent's decision-making process? What information do they look for? How do they appear to feel during the process? - Single Ease Question on Outlet Selection: On a scale of 1 - 7, how easy or difficult was it for you to find and select a suitable Starbucks outlet? <u>Current Queueing Experience - Joining Queue</u> - Walking to Starbucks to simulate the travelling process (~5 min): "You spend 30 minutes travelling to that Starbucks and find that it's very crowded."	1 hr per respondent. Total = 2 days

	- Measure Customer Satisfaction Joining Queue: On a scale of 1 - 7, how satisfied are you with this experience? - Measure Current Emotions Joining Queue: What are your current thoughts and emotions? <u>Current Queueing Experience - Waiting</u> - 10-minute wait in-queue with respondents outside Starbucks to dine-in and measure customer experience post-queueing. - Observe: What is the respondent doing while waiting? How do they appear to feel during the process? - Measure Current Emotions at 7-min waiting mark: What are your current thoughts and emotions? <u>Current Queueing Experience - Getting a Seat</u> - Measure Customer Satisfaction Getting Seat: On a scale of 1 - 7, how satisfied are you with this experience? - Measure Current Emotions Getting Seat: What are your current thoughts and feelings?	
Mobile Queueing Experience	<u>Logistics</u> - 1 x participating outlet - Mobile app queue system - Mobile app prototypes set up in 5 participants' phones - 1 x moderator to follow 1 respondent's experience and journey. - 1 x moderator role playing as staff to facilitate the in-store reception process. <u>New outlet selection experience</u> - Use nearby location to simulate starting location: "You're at [nearby mall] and you'd like to go to a Starbucks to hang out with your friends at a Starbucks that's not crowded. Using the mobile app, how would you decide which Starbucks to go to?" - Single Ease Question on Outlet Selection: On a scale of 1 - 7, how easy or difficult was it for you to find and select a suitable Starbucks outlet? <u>New queueing experience - Joining Queue</u> - Queue feature usability test: "You have decided which Starbucks outlet to go to - how will you get a queue number using your Starbucks mobile app?" - Measure Customer Satisfaction Joining Queue: On a scale of 1 - 7, how satisfied are you with this experience? - Measure Current Emotions Joining Queue: What are your current thoughts and emotions?	1 hr per respondent. Total = 2 days

	<u>New queuing experience - Waiting</u> - After getting queue number: During 10-minute wait in the virtual queue, monitor what they are doing e.g. are they checking their queue progression/ refreshing queue number/ keeping track of notifications by holding their phone on hand/ etc. - Measure Current Emotions at 7-min waiting mark: What are your current thoughts and emotions? <u>New queuing experience - Getting Notification</u> - After getting notification that their table is ready: Do they open the notification to see more details or just immediately go towards the store with the notification on hand? - Measure Customer Emotions receiving queue notification: What are your current thoughts and feelings? <u>New queuing experience - Getting a Seat</u> - Walking to Starbucks to simulate the travelling process (~5 min) - After travelling to the Starbucks outlet and being received by the reception, monitor what they would do to get a seat e.g. show reception queue number on phone/ verbalise queue number/ etc. - Measure Customer Satisfaction Getting Seat: On a scale of 1 - 7, how satisfied are you with this experience? - Measure Current Emotions Getting Seat: What are your current thoughts and feelings?	
In-store Kiosk Queuing Experience	<u>Logistics</u> - 1 x participating outlet - 1 x moderator role playing as staff to facilitate the outside the store queue process. - 1 x iPad pro 12.9" with stand at selected outlet with kiosk prototype installed. <u>New queuing experience - Joining Queue</u> - Use an outlet to simulate the queue process.	1 hr per respondent. Total = 2 days

	- Ask participant to take a queue number at kiosk as non-Starbucks member. - Measure Customer Satisfaction Joining Queue: On a scale of 1 - 7, how satisfied are you with this experience? - Measure Current Emotions Joining Queue: What are your current thoughts and emotions? <u>New queuing experience - Waiting</u> - Simulate waiting time of 10 mins before sending them a notification to return to store - Follow participant to see where participant will go during the 10 mins and monitor what they are doing - Measure Current Emotions at 7-min waiting mark: What are your current thoughts and emotions? <u>New queuing experience - Getting Notification</u> - Send notifying message to inform customer to return to store - Measure Customer Emotions receiving queue notification: What are your current thoughts and feelings? <u>New queuing experience - Getting a Seat</u> - Simulate receiving the participant and ushering them to the table. - Measure Customer Satisfaction Getting Seat: On a scale of 1 - 7, how satisfied are you with this experience? - Measure Current Emotions Getting Seat: What are your current thoughts and feelings?	
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Post-Test Interview

To delve deeper into participants' behaviours, motivations, and feelings during their customer journey (from queueing to getting a seat).

Discussion Guide

- Follow-up questions based on participants' behaviour and feelings during the test
- Overview Questions
 - On a scale of 1 - 7, how satisfied are you with your overall experience today?
 - In general, how did you feel about your experience from queueing/getting a queue number to getting a seat at Starbucks?
 - Was there anything you found particularly frustrating or confusing?
 - Is there anything else you'd like to add about your experience today?

Analysis Plan

1. Comparison of overall experience satisfaction scores of new vs current process

2. Comparison of customer satisfaction scores of the current vs mobile vs kiosk experience at each measured milestone.
 - Joining physical/ virtual queue
 - Getting seat
3. Comparison of SEQ scores on selecting an outlet of current vs mobile (current vs mobile only - as feature is unavailable to non-Starbucks mobile app members)
4. Mapping and comparisons of emotions across the phases of each journey
 - Joining physical/ virtual queue
 - 7-minute waiting mark in physical/virtual queue
 - Receiving queue notification
 - Getting seat
5. Plus/ Delta analysis of collected qualitative data