How Virtual Kaizens Increased Inclusivity and Results

By Kevin Hall & Zach Lutes,
Starbucks Continuous Improvement Team
OUR...

MISSION
Transform how partners work

VISION
The go to resource for work delivery improvements
Our Team at a Glance

12 PARTNERS

#95 KAIZENS
#85 TRAININGS
OVER THE PAST 4 YEARS

~50 YEARS
AT STARBUCKS

150+ YEARS
CONTINUOUS IMPROVEMENT EXPERIENCE

INDUSTRY EXPERIENCE

Retail
Engineering
Manufacturing
Data Science & Analytics
Technology
Supply Chain

Customer Service
Call Centers
Quality Assurance
Sales & Marketing
Aerospace
Healthcare
Consulting

SOME OF OUR CURRENT PROJECTS

FINANCIAL PLANNING TRANSFORMATION
• Improve the entire Financial Planning Processes (Strat plan to Quarterly financial updates)
• Make it easier for partners by requiring less rework and tribal knowledge.

RETAIL TASK TIME
• Reduce non-production time in stores (part of the Road to Profitability program).
• Give time back to partners to increase productivity, reduce labor hours, or increase revenue.

STORE DEVELOPMENT SALES DAY RECOVERY
• Consolidate sourcing, procurement, & logistics of components to new/renovated sites.
• Recover 3 sales days per SD project, reduce transportation cost & construction rep time.
  Improve sourcing activity productivity.

SOURCING VALUE STEWARDSHIP
• Facilitate Sourcing leader’s future state of Value Stewardship (from a ‘sole’ focus on cost savings) through culture & change management, sourcing acumen, tools, & operationalization.
• Enable partners to focus on delivering on people, planet, and profit goals.
Once Upon a Time
# Standard Operating Model

<table>
<thead>
<tr>
<th><strong>SCOPE</strong></th>
<th>Team-based, scoped and specific</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PARTICIPANTS</strong></td>
<td>10-20, room size can limit</td>
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</tbody>
</table>
| **PRE WORK** | -Duration = 1 to 6 weeks  
-Sponsor alignment  
-1:1’s with kaizen participants often use but not required  
-Data collection |
| **KAIZEN** | -Duration = 2 to 3 full working days  
-1 to 2 workshop facilitators |
| **POST WORKSHOP EXECUTION** | -Duration = 90 days  
-CI team digitizes kaizen artifacts  
-Artifacts shared via SharePoint  
-10 to 20 solutions generated from large to small  
-30/60/90 day plan managed through in person meetings |
Standard Work with Some Experimentation

-Swiss office by phone & iPad virtual meeting

-Standard model worked so maintained

-Limited our team to include international & field partners
Then...
Designing the Change
Re-Design Work

*Each week = 3x days of 3 hr sessions online vs.
2x full eight hour days in-person
New Model

WHAT’S THE SAME
- Collaboration
- Productive facilitation to remove traditional obstacles
- Help shape the path for progress

PARTICIPANTS
15-25+, no room size limit, no limit to distance, can include a variety of partners

PRE WORK
- Duration = 6 weeks
- Sponsor alignment
- 1:1’s with kaizen participants to collect pain points & introduce virtual kaizen
- Pre-mapping sessions
- Data collection

KAIZEN
- Duration = 5 to 6x, 3 to 4 hour working sessions completed over 2 weeks
- 2 to 3 workshop facilitators

POST WORKSHOP EXECUTION
- Duration = 90 days
- Artifacts are digitized immediately
- Artifacts shared in Miro & MS Teams
- 10 to 20 solutions generated from large to small
- 30/60/90 day plan managed through Tasks by Planner checklist through MS Teams
Ready to Go

Virtual Workshop Workflow

- Kaizen sponsor alignment & logistics: 6 weeks before
- Start of kaizen prep activities: data collection, SIPOC, mapping, 1:1s: 4 weeks before
- Workshop execution over 90 days
- Implementation activities: 1-2 weeks after & execute over 90 days
- Event
- Voice of the Customer (VOC) virtual survey to collect further pain points: 4 weeks before
Our Virtual Kaizen Offering
## Our Virtual Kaizen Offering

### KAIZEN TASKS

<table>
<thead>
<tr>
<th>KAIZEN TASKS</th>
<th>PRE-KAIZEN</th>
<th>WEEK 1</th>
<th>WEEK 2</th>
<th>POST-KAIZEN</th>
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<tbody>
<tr>
<td>Kaizen sponsor alignment</td>
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<tr>
<td>Voice of the customer (VOC)</td>
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<td>Current state pre-mapping 1:1s</td>
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<td>Sponsor kick-off</td>
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<tr>
<td>SIPOC</td>
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<tr>
<td>Current state map</td>
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<tr>
<td>Value / non-value added activity</td>
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<tr>
<td>Root-cause analysis (5 Whys)</td>
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<tr>
<td>Design requirements / constraints</td>
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<tr>
<td>Future state map</td>
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<td>Payoff matrix</td>
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<tr>
<td>Sponsor report out</td>
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<tr>
<td>Assign 30/60/90 day tasks</td>
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<td>X</td>
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<tr>
<td>Team to execute solutions</td>
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<td>X</td>
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<tr>
<td>Hold 30/60/90 day sponsor check-ins</td>
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[Image of kaizen process with miro board and workshop table]
Let's Explore
The Ah-Ha Moments!
Expanding Reach

More geographic diversity

Brings more scope in—beyond the building

More role diversity

No, I lost it in the park. But this is where the light is.
A Forcing Function
What Else

Rose

Digitizing is immediate! saves 1 day of post-work
Immediate access to all artifacts, high quality
Post workshop space to manage action items, reference points
Have not lost participation with shorter sessions
Easier to schedule
No handwriting issues
No room constraints
Breakout rooms

Thorn

No side conversations
Shorter sessions--managing the clock harder
No lunch

Bud

Light Homework assignments
Recording of sessions, and/or key moments
Partners working/thinking in miro between sessions
Time to reflect

Time to reflect
What Our Customers are Saying...

The output is amazing, what you all were able to do in this short period of time.

The support has been so invaluable that I don’t even have the words to effectively describe the positive impact.

This is super exciting, the work is already happening to improve this part of the process from **6 hours to 6 minutes**, I’m shocked.

I’m so impressed with your leadership and how you kept this group focused on the outcome with efficiency and a sense of humor.

You all are driving such significant work and improvement.
Return of scope and results to pre-virtual level
Back to Normal?

SBUX is sent home March
What's Next
What's Next?

Continue to invest in virtual tools

13 Templates published to Enterprise

21 Templates published for team

Hybrid kaizen model?
Thank You!