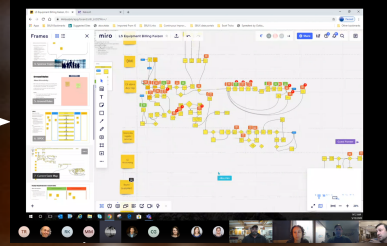


How Virtual Kaizens Increased Inclusivity and Results



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



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



SCOPE	Team-based, scoped and specific
PARTICIPANTS	10-20, room size can limit
PRE WORK	<ul style="list-style-type: none">-Duration = 1 to 6 weeks-Sponsor alignment-1:1's with kaizen participants often use but not required-Data collection
KAIZEN	<ul style="list-style-type: none">-Duration = 2 to 3 full working days-1 to 2 workshop facilitators
POST WORKSHOP EXECUTION	<ul style="list-style-type: none">-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



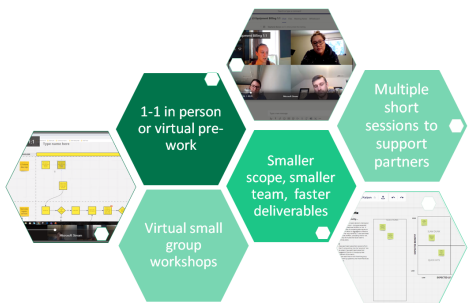
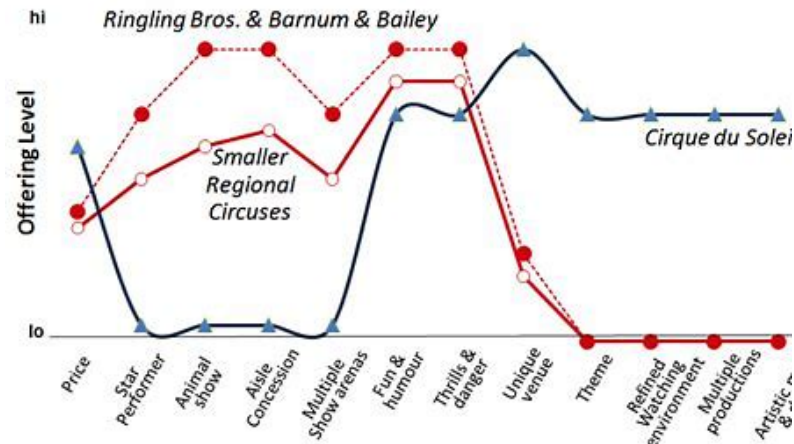
Then...





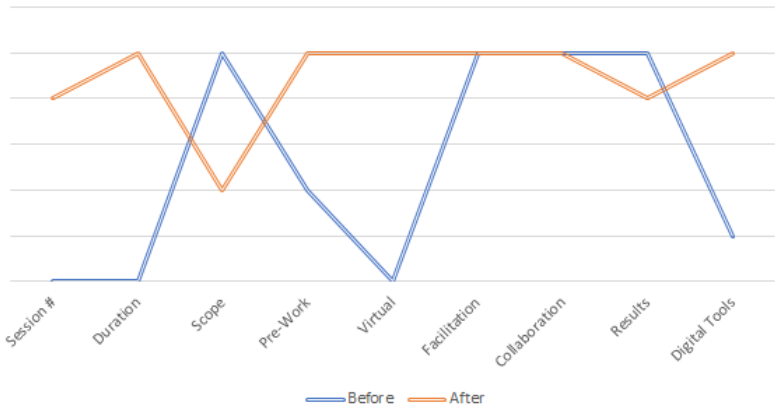
Designing the Change

Re-Design Work

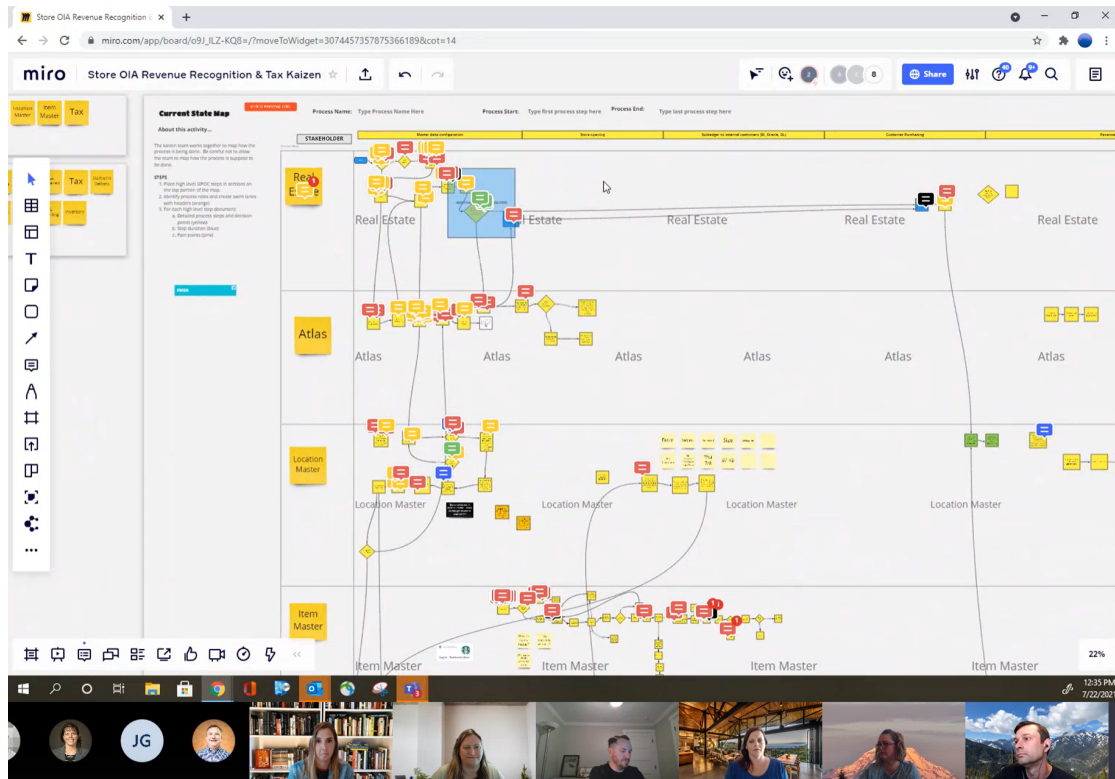


*Each week = 3x days of 3 hr sessions online vs.
2x full eight hour days in-person

KAIZEN MODEL VALUE CURVE



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

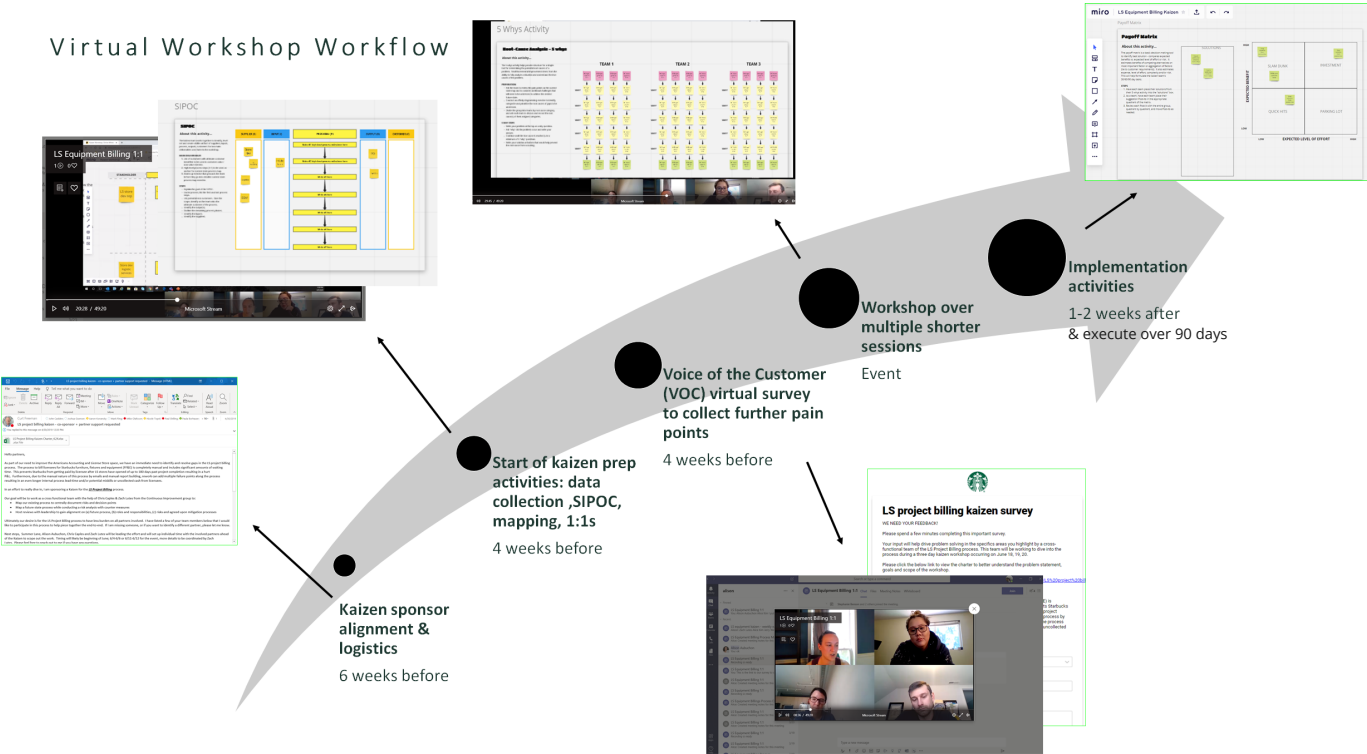
- Duration = 5 to 6x, 3 to 4 hour working sessions completed over 2 weeks
- 2 to 3 workshop facilitators

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

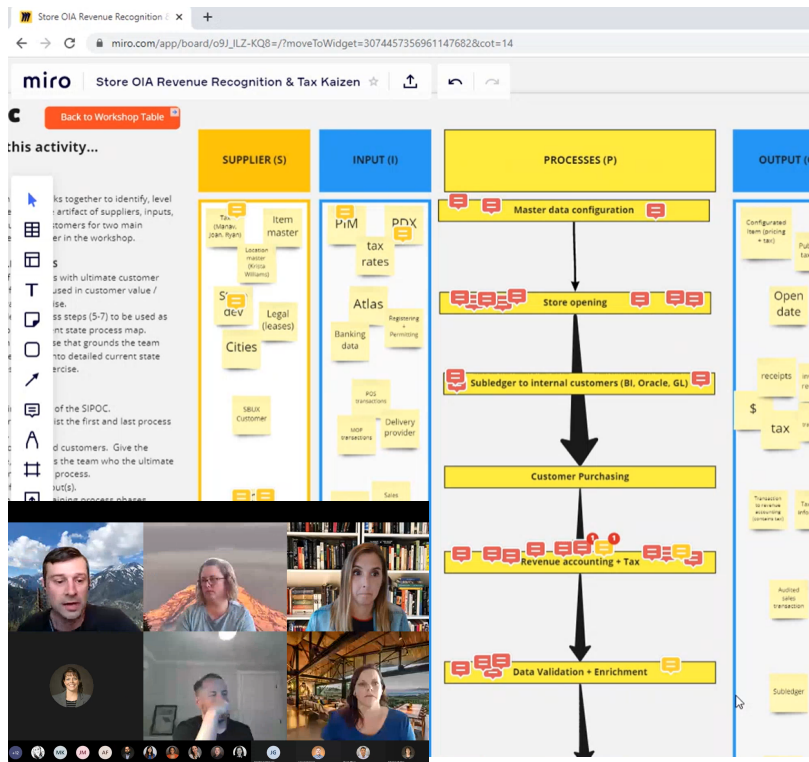


***Our Virtual
Kaizen Offering***

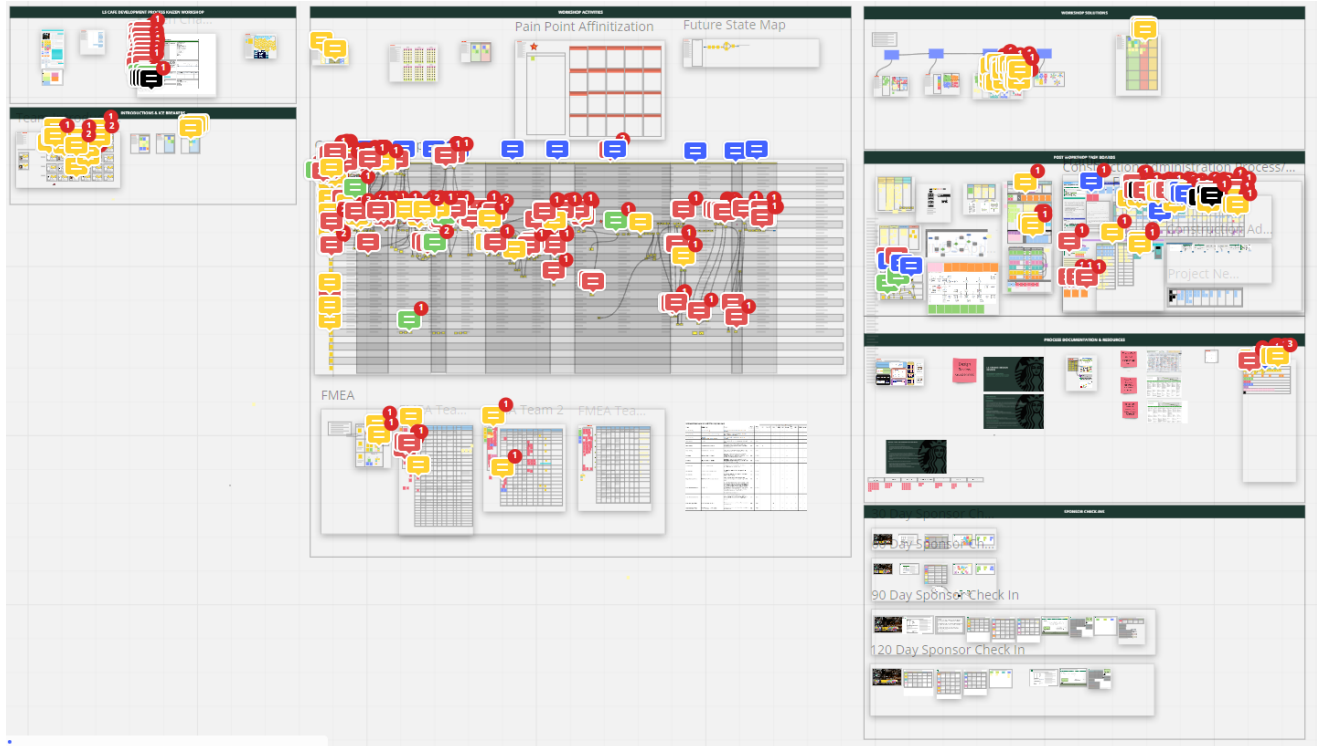


Our Virtul Kaizen Offering

KAIZEN TASKS	PRE-KAZIEN	WEEK 1	WEEK 2	POST-KAZIEN
Kaizen sponsor alignment	X			
Voice of the customer (VOC)	X			
Current state pre-mapping 1:1s	X			
Sponsor kick-off		X		
SIPOC		X		
Current state map		X		
Value / non-value added activity		X		
Root-cause analysis (5 Whys)		X	X	
Design requirements / constraints			X	
Future state map			X	
Payoff matrix			X	
Sponsor report out			X	
Assign 30/60/90 day tasks				X
Team to execute solutions				X
Hold 30/60/90 day sponsor check-ins				X



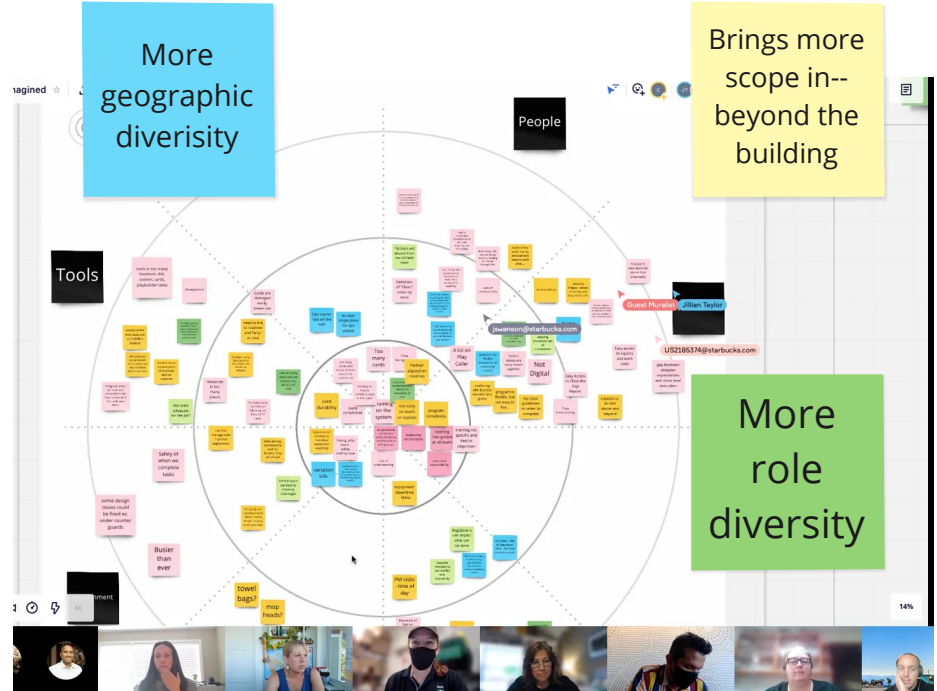
Let's Explore

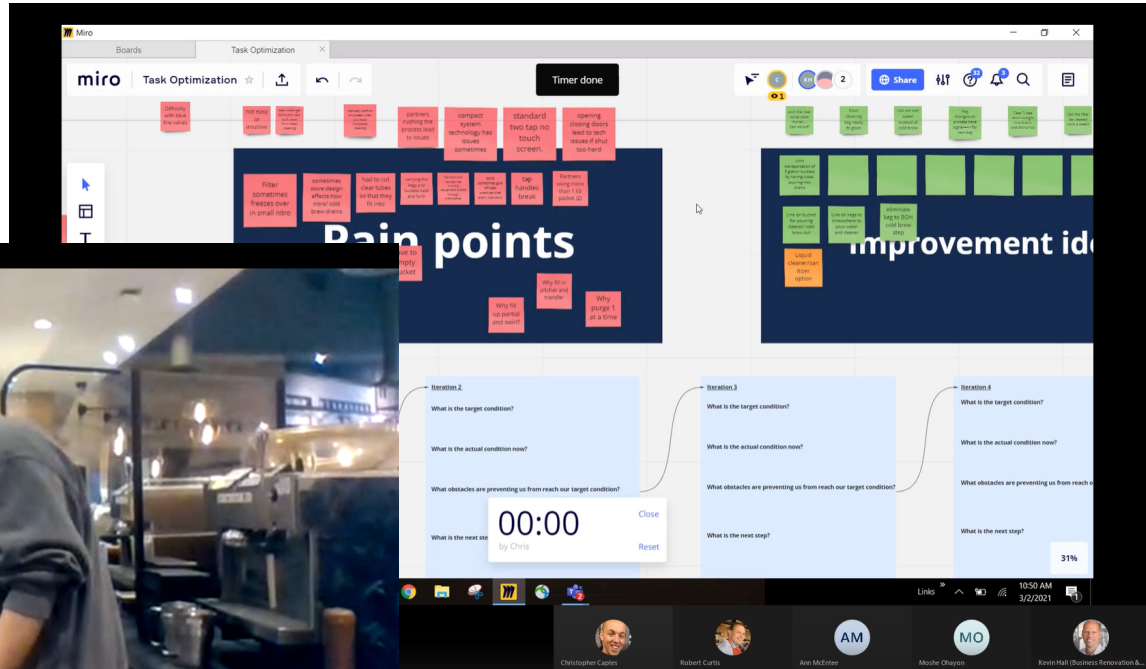




***The Ah-Ha
Moments!***

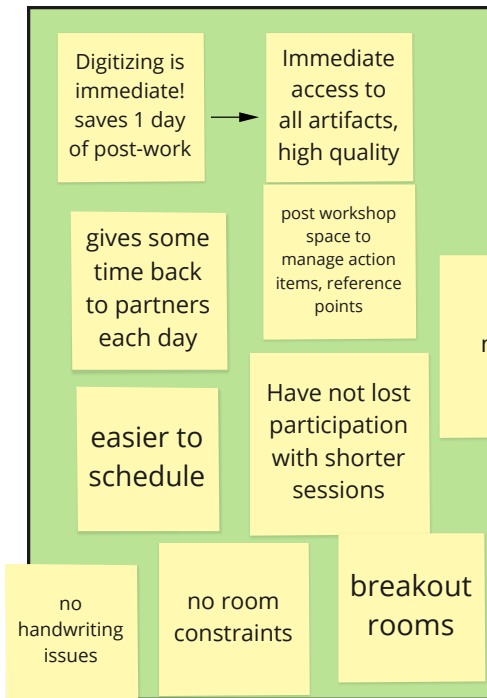
Expanding Reach



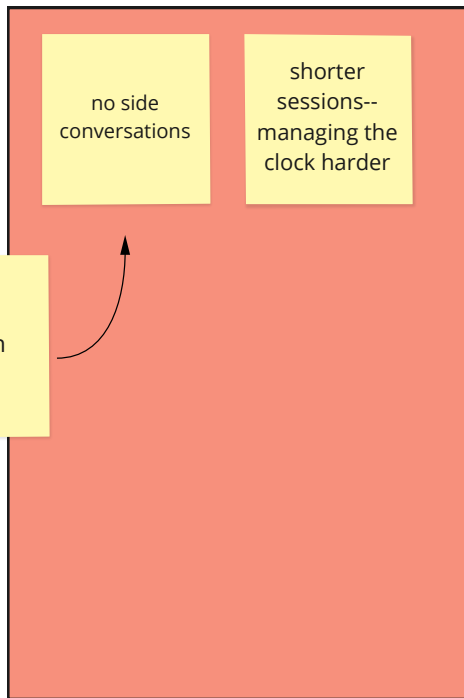


What Else

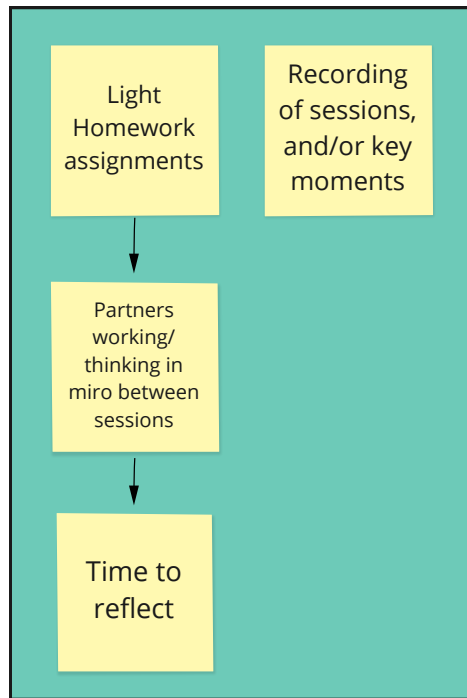
Rose



Thorn



Bud



What Our Customers are Saying...

THE OUTPUT IS AMAZING, WHAT
YOU ALL WERE ABLE TO DO IN
THIS SHORT PERIOD OF TIME.

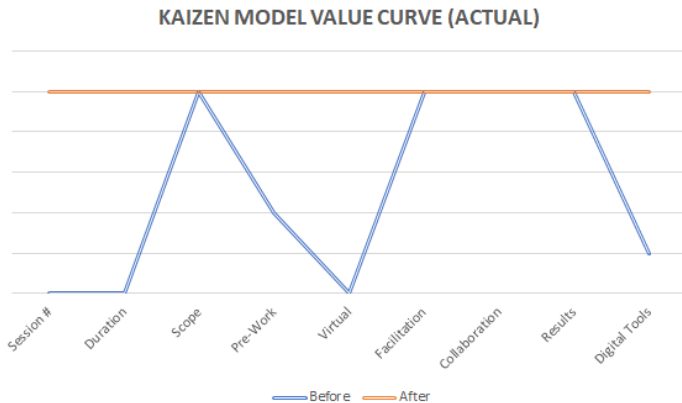
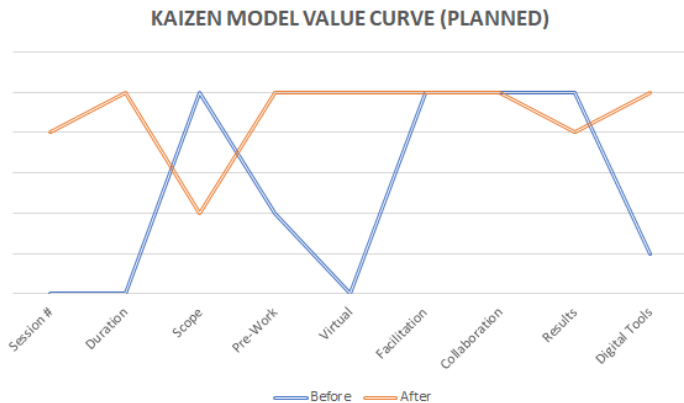
The support has been so invaluable
that I don't even have the words to
effectively describe the positive
impact.

*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.

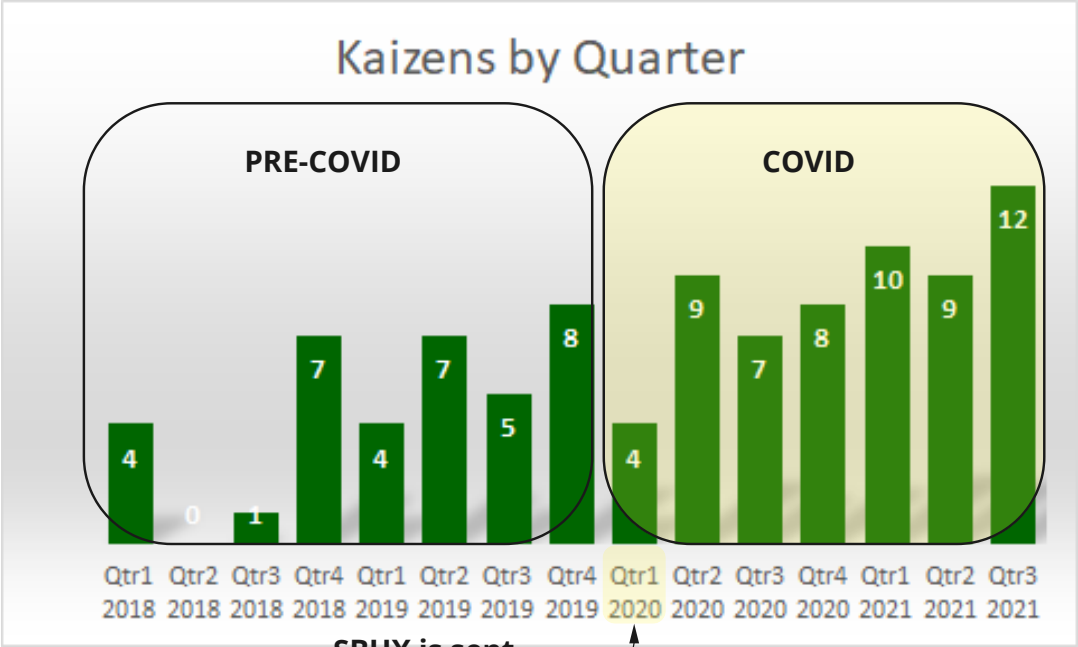
*You all are driving such
significant work and improvement.*

Results



Return of scope and results to pre-virtual level

Back to Normal?

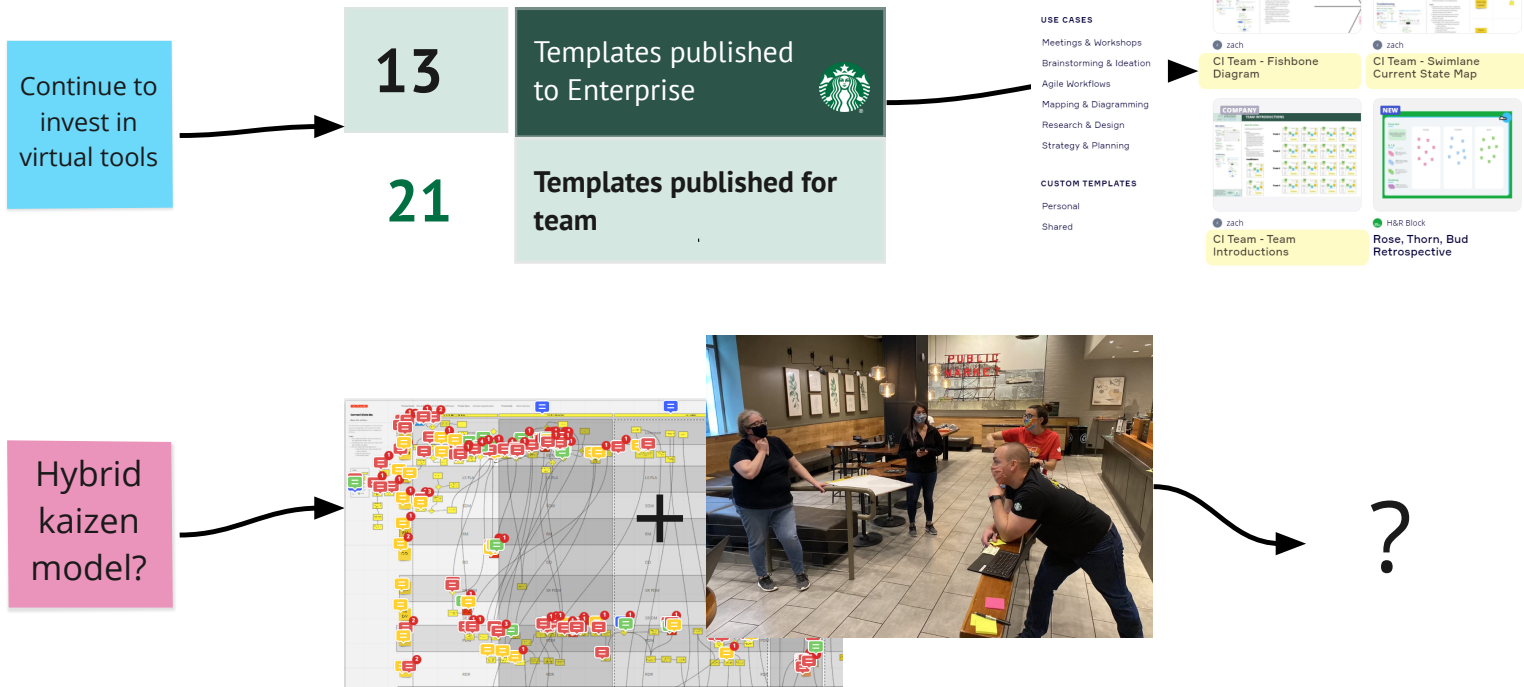


SBUX is sent home March

What's Next



What's Next?





Thank You!

