# Simple for beginners and rich for aficionados: 

How Starbucks' drink framework and ordering language engage customers at all levels

December 1, 2007; v16

Option Shift Control
Dubberly Design Office

## COFFEE O HOUSE




## One of 'Moses' Lost Commandments

## "Honor small, medium and farge.

Tall, grande and venti are for jackasses."
|
Designer Controls


User Controls

Customizable gift cards

## Customizable gift cards

Drink framework and ordering language

Designer Controls

Customizable gift cards

Drink framework and ordering language

Designer Controls

Grow, roast, grind, percolate coffee steam milk, build, and clean up

User Controls

# Pine \& Gilmore wrote <br> The Experience Economy offering Starbucks as a prime example 

| Commodity | Goods | Service | Experience |
| :---: | :---: | :---: | :---: |
|  | olgers <br>  $\square$ |  |  |
| 1c-2¢ Per Cup | 5c-25¢ Per Cup | 75¢-\$1.50 Per Cup | \$2-\$5.00 Per Cup |
| Beans | Roasted and ground | Brewed and served | Treating yourself to something special |

An important component of the Starbucks experience is its drink framework and ordering language

## "I'll have my usualIced Half-caf Double Tall Non-fat No-whip Mocha"

# "I'll have my usualIced Half-caf Double Tall Non-fat No-whip Mocha" 

# "Wait, l'll try a Triple Grande Two-pump Upside-down Caramel Macchiato" 

# Barista-speak- <br> the language of Starbucks ordersmay sound alien to outsiders 

But it is richly meaningful to baristas and regular patrons

## Do customers really order this way?

An informal study
at a Starbucks store in San Francisco revealed that over 60\% of customers customize their drinks by changing at least one variable

## Over 60\% of customers change at least one variable



# Starbucks groups drinks in 4 main categories 

Category

## Tazo Tea

amD OTMER favorites
TEA LATTE

Green Tea Latte ThL 2.95 uravor 3.50 ven 3.80 AVAILABLE HOT OR ICED

BREWED HOT TEA GREEN TEA ZEN CHMA GREENTIPS GREEN GMGER BLACK TEA EARL GREY AWAKE', CHAI RBAL TEA CALM- REFRESH' PASSIOH: WLD SWEET OPANGE, AFRICAN RED BUSH WHITE TEA BERRYBLOSSOM WHIE TALL 1.45 GRADDE 1.85 veni 1.85

## Coffee

Hot Brewed Coffee tha 1.55 gravoel 1.75 verm 1.85 12.0p conte travelus 12.00 Iced Brewed Coffee the 1.90 gewoe 2.20 vern 2.55

Iced Vanilla
Brewed Coffee Thal 1.90 grande 2.20 vemi 2.55

SHAKEN ICED TEA
Iced Tea Lemonade
 Iced Tea

$$
\text { Tul } 1.55 \text { omsoct } 1.80 \text { nam } 2.10
$$ FRESHLY BREWED TEAS IN GREEN - BLACK • PASSION ${ }^{+}$

## CUSTOMIZE

MILK SOF OR ORCANIC MLK - ada 40 C ESPRESSO EXTRA SHOT - add 55 c SYRUP CARAMEL - VANLLLA - HAZELUT TOFFEE NUT • ACMOND - PEPPERMMIT - RASPBE ORANGE - CINNAMON DDLCE - ORC 30 C SUGAR-FREE SYRUP CARAME - VARILL - HAZENUT CINNAMON DOLCE - add 30c

## Classics

## Hot Chocolate

 The 230 cownet 2.55 ven 280 Caramel Apple Spice Tu4. 260 oweo 2.85 ven 3.10 Kids' Drinks
## Espresso

BOT MOED
Caffè Latte mut 2.65 ansur 3.20 rimi 3.50

Vanilla Latte whi 2.95 cumet 3.50 wan 380
Caffè Americano
Thet 1.85 caume 2.15 vom 2.50
Cappuccino TMi 2.65 sumpr 3.20 yesti 3.50

Espresso sow 1.55 sump 1.85
Caffè Mocha
rut 2.95 onvor 3.50 vem 3.80

White Chocolate Mocha wat 3.35 ampe 3.85 went 4.20
Cinnamon Dolce Latte
4el 3.35 sasot 3.85 veen 4.20

## ICED ESPRESSO

Iced Caffè Latte
Tac 2.65 awnet 3.20 vemi 3.50
Iced Caffè Mocha inu 2.95 cumae 3.50 rami 3.80
Iced Caramel Macchiato mi 3.10 chave 365 vem 3.95

## Fall Favorites



Pumpkin Spice Latte nue 335 une 3.85 nem 4.20 Caramel Macchiato me 310 mexic 385 wen 395
Chai Tea Latte Chai 205 Tea Latte 350 nam 300

## Frappuccino

## BLENDED COFFEE

Pumpkin Spice

Caramel
wel 3.30 suose $380 \cdot$ sem 430
Mocha
wa 330 sumbe 3.80 wen 430
4 Coffee
tul2.75 anot 3.25 keni375
Caffè Vanilla
we 3.10 amot 380 -remi 4.05
Java Chip

Cinnamon Dolce met 3.65 tumas 4.15 veri 465

Temporarily Out
but 3.65 taves 4.15 van 4.65
BLENDED LIGAT
Thy bienited celter and sientad stimy beverages with our light bas for $1 / 3$ tewer ceivie:

BLENDED CMEME
Pumpltin Sploe
Strawberries \& Crème

Vanilla Bean
Double Chocolate Chip su. 3.30 vaver 380 on 630 Chai Tea
3u4 3.30 anat 38e mpe 430
Green Tea
(3x 3.30 owan 3 .80 winh 4.30
Temporarily Ouf
sul 365 बwer 415 wei4 45
JUICE BLEND
Temporarily Out
50.315 swex 3.65 ekx 10


## The espresso category is comprised of 4 drink families

| Category | Espresso | Drip coffee | Frappuccino Tea |  |
| :--- | :--- | :--- | :--- | :--- |
| Family | Espresso | Latte | Cappuccino | Americano |

## Tazo Tea

AHD OTMER FAVORITES


Green Tea Latte The 2.95 unemor 3.50 vent 3.80 AVatlambe hot or ickd
BREWED HOT TEA GREEN TEA ZENC ChMa Greentips, GREEM GIGGER BLACK TEA EARL GREY, AWAKE: CHAl
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Iced Vanilla
Brewed Coffee TML 1.90 Grawoe 2.20 vemi 2.55

## SHAKEN ICED TEA

Iced Tea Lemonade TMLL 2.40 curver 2.75 vesin 3.10 Iced Tea
Tall 1.55 aneoce 1.80 namm 2.10 preshly brewed teas in GREEN - BLACK PASSION

## CUSTOMIZE

MILK SOP OR ORCMMC MLK - Man 40c ESPRESSO ETTRA SHO - ado 55c

 SUGAR-FREE SYRUP
 CANAMON DOCCE - ajo 30 C

## Classics

Hot Chocolate TML 2.30 orume 2.55 venn 2.80
Caramel Apple Spice Tail 2.60 awiod 2.85 vent 3.10 Kids' Drinks

## Espresso

- Caffe Latte
- Vanilla Latte

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\begin{aligned}
& \text { = Vanilla Latte }
\end{aligned}
$$

- Caffè Americano

The 1.85 cowner 2.15 rom 2.50

- Cappuccino

$$
\text { TMe } 2.65 \text { ment } 320
$$

- Espresso
- Caffè Mocha
wui 2.95 awor 3.50 ven 3.80
BOT ICED


## Frappuccino

## BLENDED COFFEE

Pumpkin Spice

Caramel
wel 3.30 wase 3.80 sem 430
(ana Mocha
we3 330 sumbe 3.80 wen $430^{\circ}$
whi275 Coffee
tut2.75 anat 3.25 keni 3.75
Caffè Vanilla
we. 3.10 amoc 3 80 weon 4.05
Java Chip
wi 330 Java Chip
Cinnamon Dolce wei 3.65 tuwar 4.15 nexi 485

Temporarily Out
wat 3.65 raveract 4.15 voni 4.85
BLENDED LIGHT
Try blented celtee and siensed fittion beverages with our light base for 12 tener celvies

BLENDED CREME
Pumpltin Splce
Strawherries \& Crème x. 330 ance 880 \& Crias 450

Vanilla Bean
Double Chocolate Chip

## Chai Tea

Gran anec 380 ans 430
Green Tea

Temporarily Out
sul 365 बwec 615 wavi 465
JUTCE BLEND
Temperarity Out
(xel 315 swace 3.65 exill 10


## These families are made by combining espresso, water, foam, and milk

| Category | Espresso | Drip coffee | Frappuccino Tea |
| :--- | :--- | :--- | :--- |
| Family | Espresso | Latte | Cappuccino Americano |
| Base | Espresso |  |  |
| Water | No water | Water |  |
| Milk | No milk | Little milk | Lots of milk |
| Foam | No foam | Little foam | Lots of foam |

## A shot of espresso can be ordered alone



## A Latte is Espresso with a lot of steamed milk and a little foam



## A Cappuccino is an Espresso with more foam and less milk



## An Americano is Espresso poured into hot water



## Each family is a framework for further customization



## The menu offers more than 10 variations on the Latte

## Latte

Vanilla Latte

Cinnamon Dolce Latte
Pumpkin Spice Latte
Mocha
White Chocolate Mocha
Iced Latte
Iced Mocha
Chai Tea Latte
Caramel Macchiato


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Vanilla Latte
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Pumpkin Spice Latte
Mocha
White Chocolate Mocha

Iced Latte
Iced Mocha
Chai Tea Latte
Caramel Macchiato


Vanilla Syrup

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Vanilla Latte
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Pumpkin Spice Latte
Mocha
White Chocolate Mocha
Iced Latte
Iced Mocha
Chai Tea Latte
Caramel Macchiato


Cinnamon Docle Syrup

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Pumpkin Spice Syrup

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Cinnamon Dolce Latte
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Iced Latte
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Caramel Macchiato


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Caramel Macchiato


## The main difference is the flavor of the syrup



## Iced drinks come in a plastic cup and contain more espresso at larger sizes



# The Caramel Macchiato is more complicated 

In Italy Macchiato means espresso "marked" with foam

At Starbucks it means the reversefoam "marked" with Espresso.

The Espresso is poured lastthrough the foam

## Caramel Macchiato

## Caramel Macchiato



## Caramel Macchiato



## Caramel Macchiato



## Caramel Macchiato



## Caramel Macchiato



## But we're getting ahead of ourselves

# Ordering a drink off the menu requires just two choices: <br> a drinks name (i.e. "Mocha") <br> and size (i.e. "tall") 

(If you forget the size, the barista will prompt you)

## Short is available to order, but does not appear on the menu.



# Unspecified options are implied 

For example,
The espresso will be caffeinated unless you request otherwise

## A "Tall Mocha" really means:

| Category | Espresso | Latte | Cappuccino | Americano |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Drink name | Tall Mocha |  |  |  |  |
| Drink type | Warm | Iced |  |  |  |
| Kind of espresso | Regular | Decaf | Half-caf |  |  |
| Amount of espresso | Single | Double | Triple | Quad | N shots |
| Drink size | Short | Tall | Grande | Venti |  |
| Milk type | Non-fat | Two percent | Whole | Breve | Soy |
| Syrup type | None | Chocolate | Peppermint | Caramel | Etc. |
| Whipped cream | w/Whip | w/o Whip |  |  |  |

## Warm and with regular (caffeinated) espresso, unless otherwise requested

| Category | Espresso | Latte | Cappuccino | Americano |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Drink name | Tall Mocha |  |  |  |  |
| Drink type | Warm | Iced |  |  |  |
| Kind of espresso | Regular | Decaf | Half-caf |  |  |
| Amount of espresso | Single | Double | Triple | Quad | $N$ shots |
| Drink size | Short | Tall | Grande | Venti |  |
| Milk type | Non-fat | Two percent | Whole | Breve | Soy |
| Syrup type | None | Chocolate | Peppermint | Caramel | Etc. |
| Whipped cream | w/ Whip | w/o Whip |  |  |  |

## A tall comes with one shot of Espresso

| Category | Espresso | Latte | Cappuccino | Americano |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Drink name | Tall Mocha |  |  |  |  |
| Drink type | Warm | Iced |  |  |  |
| Kind of espresso | Regular | Decaf | Half-caf |  |  |
| Amount of espresso | Single | Double | Triple | Quad | $N$ shots |
| Drink size | Short |  | Grande | Venti |  |
| Milk type | Non-fat | Two percent | Whole | Breve | Soy |
| Syrup type | None | Chocolate | Peppermint | Caramel | Etc. |
| Whipped cream | w/Whip | w/o Whip |  |  |  |

## As of this year, 2\% milk is standard

| Category | Espresso | Latte | Cappuccino | Americano |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Drink name | Tall Mocha |  |  |  |  |
| Drink type | Warm | Iced |  |  |  |
| Kind of espresso | Regular | Decaf | Half-caf |  |  |
| Amount of espresso | Singl | Double | Triple | Quad | $N$ shots |
| Drink size | Short |  | Grande | Venti |  |
| Milk type | Non-fat | Two percent | Whole | Breve | Soy |
| Syrup type | None | Chocolate | Peppermint | Caramel | Etc. |
| Whipped cream | w/Whip | w/o Whip |  |  |  |

## Chocolate syrup makes a Mocha a Mocha



## And like most sweet drinks, a Mocha comes with whipped cream



## You can order more complex drinks by choosing options within the framework



## Another type of milk



## More Espresso for stronger flavor



## (Another) flavored syrup for greater variety



## Delete whipped cream



## Add ice on a hot day



## Cut back on the caffeine



## Very savvy users may request more obscure variations

## Cup type

## Order your Mocha for-here

Sip from a ceramic cup or bring your own mug


## Tempurature

## Ask for an extra hot Mocha, or have it cooler, orif you are very fussyhave it at $167^{\circ} \mathrm{F}$

Drinks are served at $160^{\circ} \mathrm{F}$ by default. Baristas hesitate to heat a drink above $180^{\circ} \mathrm{F}$.any warmer and the milk could scald

## Build order

## Have your Mocha upside down like a Caramel Macchiato



Upsidedown Mocha


Whipped cream

Chocolate syrup

Espresso

Steamed milk

## Build order

## Some people order a Macchiato upside down, which might seem like <br> a Vanilla Caramel Latte

But the the Macchiato uses special caramel butter rather than normal caramel syrup

A connoisseur will tell you that build-order affects flavor.

## Long or short pull

Have a short pull or "ristretto" Mocha

## A short pull results <br> in a sweeter, smoother shot. A long pull results in more bitter flavor.

(Newer espresso machines pull espresso automatically. As Starbucks replaces old equipment short and long pulls will no longer be available.)


## Espresso alternatives

Not all drinks in the Latte framework contain espresso

Chai Lattes and Green Tea Lattes are tea in steamed milk

A hot chocolate is steamed milk and chocolate syrup-no espresso or tea

## Amount of foam

## Have your Mocha dry

"dry" means more foam, less milk
"wet" means less foam, more milk

## Amount of syrup

## Order a 4 pump Mocha when you need it a little sweeter



## Other syrups

## Have a peppermint Mocha or choose from about 15 other syrups

Regularly available<br>Chocolate<br>White Chocolate<br>Caramel<br>Vanilla (regular or sugar-free)<br>Hazelnut (regular or sugar-free)<br>Cinnamon Dolce (regular or sugar-free)<br>Orange (formerly called Valencia)<br>Raspberry<br>Peppermint<br>Almond<br>Simple (unflavored sugar)

Seasonally available*<br>Blackberry (Spring)<br>Melon (Spring)<br>Coconut (Summer)<br>Pumpkin Spice (Fall)<br>Maple (Fall)<br>Gingerbread (Winter)

*Seasonal syrups change year to year. Some syrups return, others may not.
If a seasonal syrup is very popular it may become permanent.
(Peppermint syrup was once only available in winter)

## How many Latte variations are possible?

| Cup type | To-go | For-here | Personal cup |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Drink type | Warm | Iced |  |  |  |
| Kind of espresso | Regular | Decaf | Half-caf | Tea | None |
| Amount of espresso | Single | Double | Triple | Quad | N shots |
| Drink size | Short | Tall | Grande | Venti |  |
| Milk type | Non-fat | $2 \%$ | Whole | Soy | (2 more) |
| Syrup combinations | (Choose from about 15 flavors) |  |  |  |  |
| Whipped cream | w/Whip | No whip | Light whip |  |  |
| Temperature | Extra hot | Cooler | Specific degree Standard (160${ }^{\circ}$ F) |  |  |
| Build order | Upside down | Right-side up | Macchiato | Otherwise |  |
| Long/Short pull | Long | Short | Normal |  |  |
| Amount of foam | Dry | Wet | Normal | None |  |
| Amount of syrup | 1 pump | 2 pumps | 3 pumps | 4 pumps | N pumps |

## How many Latte variations are possible?

Variables
Cup type ..... 3
Drink type ..... 2
Kind of espresso ..... 5
Amount of espresso ..... 5
Drink size ..... 4
Milk type ..... 7
Syrup combinations ..... 120
Whipped cream ..... 3
Temperature ..... 4
Build order ..... 4
Long/Short pull ..... 3
Amount of foam ..... 4
Amount of syrup ..... 5

## With only 1 syrup the Starbucks Latte framework offers almost $\mathbf{2 0 0}$ million variations

# Add a second syrup and there are over 1.3 billion 

Enough for each Chinese citizen to have his or her own personal drink

## How do people learn to cope with so many options?

## Starbucks has training dice for new baristas



## Starbucks also helps customers learn

## Imagine:

A new customer enters


## She hears another customer order as she stands in line

"Grande Non-fat Latte"


## She hears a barista repeat the order

"Grande Non-fat Latte"


## She hears another barista call out the order when it is ready

"Grande Non-fat Latte"


## She orders from the menu

## "Small Mocha"



## The barista clarifies the order

## "Whipped cream?"




## The barista repeats her order in Barista-speak

"Tall No-whip Mocha"


## And when it is ready the other barista calls out:

"Tall No-whip Mocha"


## Each order is repeated 3 times Repetition supports the learning process



# Over time the new customer learns new options from the baristas other customers her friends 

## The customer may learn barista-speak and the underlying framework for designing drinks

## But not all at once

## Customers learn at the pace they set

after Mihalyi Casikszentmilhalyi


# The process of learning barista-speak is a carefully designed journey 

based on a framework by Shelley Evenson and John Rheinfrank

An experienced customer may suggest new variations to friends and teach the language to beginners.


## Learning the language gives the customer more controlthe power to order a drink precisely to preference

## It also creates a sense of belongingof having insider knowledge and status

## Empowerment and belonging make customers feel they are a part of Starbucks



## Closing notes

"Imagine your users are very intelligent, but very busy"<br>-Alan Cooper

Creation, participation and control make people feel good

But they also require more work

## Closing notes

"Design for the user, not yourself"
-Alan Cooper
Respect that users may not want control all the time-or at all

## Closing notes

"Do I do X orY?... Do both"
-John Maeda
Make systems easy and powerful

## Closing notes

Design the learning experience after Shelley Evanson John Rheinfrank

Engage users by matching challenge to skill, and by helping them grow after Mihalyi Casikszentmilhalyi

## Thank you.

