

BOOK
BOOK
BOOK
BOOK

Return to Town

THE
Coffeehouse
Issue

Welcome Home

Returning to the
Community Coffeehouse

Change Agents

Store Designs Pivot to
Meet the Moment

Future Focus

Creating Spaces for Our
Youngest Generations



Hi!

As the weather cools, there's no better time to cozy up on a lounge chair with a coffee and a good book (we have some recommendations on page 31). It's the perfect season to think about the community coffeehouse and how we infuse warmth back into our stores. In this issue, we'll be taking a deeper look at this question and diving into the design philosophy, strategy, and expression behind it. For inspiration, we'll also be sharing some current store designs and art approaches—plus gallery wall examples—that bring the coffeehouse to life using current Catalog items. So settle in, grab your mug, and turn the page.

♡ Concepts

CONTENTS

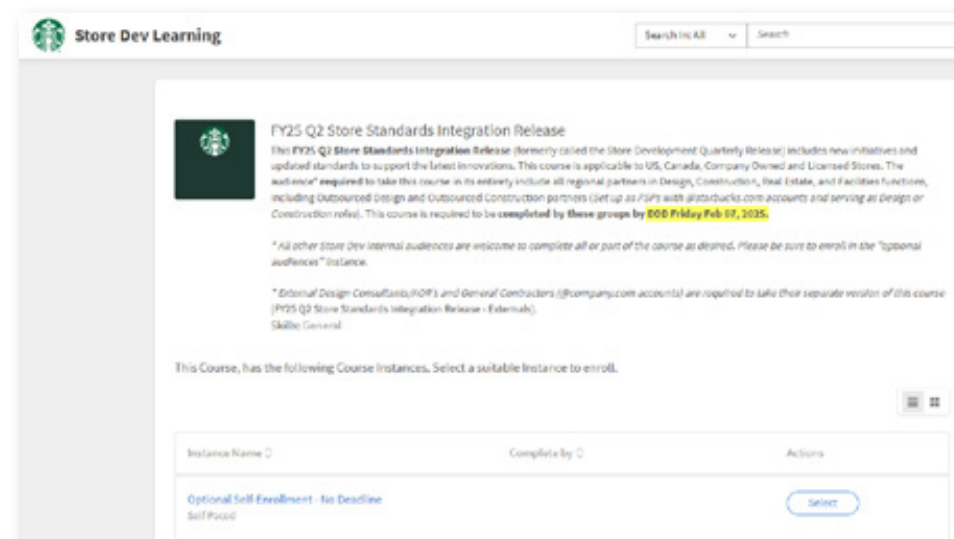
News to Know	3
Coffeehouse	9
Catalog Updates	14
Store Intercepts	20
Gen Z/A	29
Partner Spotlight	30
<i>Lookbook</i> Book Club	31

FY25 Q2 RELEASES

The Quarterly Release is now the Store Standards Integration Release. Look for these new updates:

- **Catalog Cafe Assets (see page 5)**
- **Casework ADC 2.0—Adaptable Casework Update**
- **EcoGrip Alternative: Altro Flooring**
- **Reno Store Builds Through a Safety Lens**
- **Follett SKU Rationalization**
- **Design Consultant Fee Renewal**
- **Design Standards Tools (DST) Suite of Enhancements**

Find out more in the **Store Standards Integration Release**:
[Click here for partner link](#); [And here for external access link](#).



Plus! Catch more updates in the [Store Development News](#), formerly the GSDW, now coming to your inbox twice a month.

Community JUNIOR ACHIEVEMENT WASHINGTON

Shout out to our Pacific Northwest design team for their work with Junior Achievement Washington's (JAWA) JA BizTown program—a financial literacy lab that prepares youth to succeed through interactive reality-based learning environments. JA BizTown includes simulations of financial institutions and retail shops that address real-life business scenarios. A Starbucks store was included in JA BizTown Washington for the first time, and partners donated time to develop the store. The Starbucks Foundation has provided a grant of \$100,000 over five years to support JAWA in enhancing financial literacy and work readiness among students through experiential learning programs at JA BizTown.



[Learn more about the program and how to support it here.](#)

Standards HAND-OFF STATION PENDANT LIGHTING

The SDRC's Decorative Lighting Guidance has been updated to reflect the latest Coffeehouse direction.

[Explore Hand-off Station Pendant Lighting for more.](#)

Site DRIVE THRU EQUIPMENT INFRASTRUCTURE UPDATE

An update to our Drive Thru infrastructure standards—including data and electrical conduit and footings—has been made to support future outdoor digital menu boards. The General Site Detail Kit has been updated to reflect the digital menu board infrastructure standards. This will affect new stores only.

[Learn more here.](#)



Back of House PARTNER REST AREA UPDATE

Our standard partner rest area has been updated to balance the utilization of space within our stores. The rest area will continue to be a dedicated space, finished with warm, quality materials, where partners can relax, gather, eat, and connect.

[Learn more here.](#)

LET'S COLLABORATE!

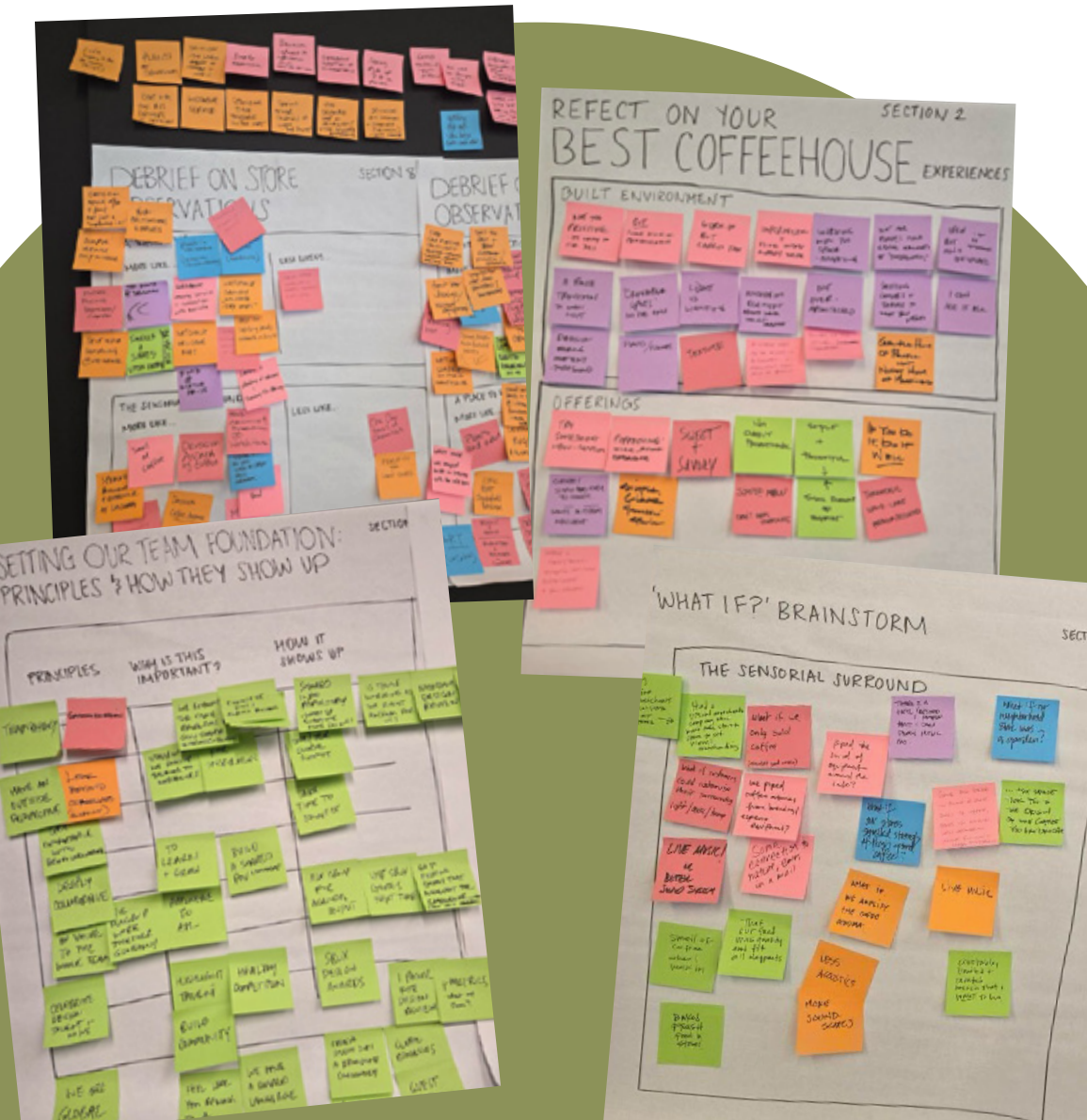
To streamline requests to work with Concepts across all disciplines—architecture, interiors, industrial design, art, brand, construction, etc.—we've created the [Concepts Collab Request form](#) to gather information and kick off projects.

NEWS TO KNOW

WINTER 2025

Happenings GLOBAL FOUNDERS SUMMIT

Last fall, global design leaders huddled in New York City. Their mission: Start to build a global design community and explore a shared vision of the Starbucks Coffeehouse. For three days, the group reflected on their best personal coffeehouse experiences, asked provocative “what if” questions, and brainstormed store formats. They also toured the streets to observe the state of the coffeehouse scene. All roads and brainstorms led to new collaborative working norms and design principles that will shape our global design community and our Back-to-Starbucks future (more on page 9).





UN-RETIRED CAFE PIECES ▲ ▼

Guess who's back? Please give a warm welcome once again to some previously retired pieces we are bringing out of retirement to support the Coffeehouse pivot:

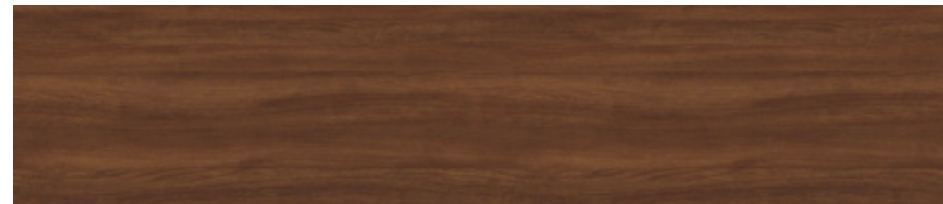
- SEATING: Comf, Julie, Lottie, Mini Club, Moon, and Sadove Suites
- TABLES: Bottle, Dome, Post, and Wing Suites

[Explore the SD Catalog for all options.](#)

POV COMMUNITY TABLE ►

Introducing Catalog's first solid-base community table! The POV 466 is meant to be shared and accommodate a variety of seating types. Available in two sizes with an oval or rectangular top, in white oak or walnut.

NEW!



◀ WALNUT WOOD LAMINATE

Please note this all-new walnut wood laminate to coordinate with classic WDO077. Moving forward, discontinue use of PLO030 and instead specify PLO051.



NEWS TO KNOW



INTERVIEW Lara Hansen

Lara Hansen is a global business leader and three-time Starbucks partner. In her latest role as vp, Store Standards Excellence and Integration, she leads the strategy, support, and standards for the Store Development teams. Her team takes a systems view of stores, considering their full life cycle, from building to running them. This approach is integral to our Back to Starbucks coffeehouse strategy. Here, we explore her multifaceted career spanning tea, coffee, and affordable housing; the importance of buttoned-up standards; and her intent to “spin the beach ball” to make sure we all see the big picture during the next Starbucks chapter.

So where are you from originally, and how did you end up in Seattle?

I was born in the Midwest and grew up living on Native American reservations and in Haiti, as my parents worked in healthcare for the government and non-profits. I came to Washington to do my undergrad at Gonzaga University and later my MBA at UW. I originally thought I'd only be in Seattle for a few years, but I fell in love with the Pacific Northwest and the ability to be outdoors year-round.

Tell us about your early career journey and real estate background.

I originally planned on becoming a lawyer, but as I was about to go to law school, I had this epiphany that our system is more of a legal system than a justice system, and I suddenly became less interested in that path. Wanting to positively impact communities, I stumbled into a career in affordable housing development and fair housing consulting work. I worked for private companies, non-profits, and government agencies in a variety of areas, including real estate development, construction management, asset management, and green building.

How did you first land at Starbucks?

As I wrapped up my MBA, I was seeking opportunities with foundations or corporate social responsibility programs. I was networking with some people at Starbucks and was taken with the company's approach to doing good beyond the confines of the CSR team. I joined the customer strategy team within Store Operations in 2004.

What kind of work did that involve?

When I joined, we were just launching The Green Apron

Book, which articulated the Starbucks customer promise and provided a guidebook on how we would deliver the experience at scale. We used simple language to create a common way to describe how we treated one another and our customers. We started from a lens that the way Starbucks support partners serve the store partners sets the bar for how they'll treat customers.

Why did you first leave Starbucks?

I really enjoyed my Starbucks work, but I liked to say yes to new things, so I took an intriguing opportunity with Expedia in 2010. My Starbucks boss at the time said, “Well, see you when you get back!” Which was interesting because at the time partners didn't really come back—boomeranging was not a common thing yet. But sure enough, I came back in less than a year. I call it my “study abroad year,” where I learned a new culture and language and also gained an appreciation for “home.” I jumped at the opportunity to return to Starbucks.

So you came back to Starbucks—but not coffee.

Yes, I worked on the Tazo Tea brand refresh. We reimaged the brand with an ingredient-forward and

“It isn't just about the physical building or the people in the building on their own. It's about the whole system.”

whimsical positioning. Tea is the second most consumed beverage in the world, and we aspired to uplevel the Starbucks tea experience. In stores, we moved from filter bags to sachets, updated our grocery packaging, and opened a loose-leaf tea retail shop.

We liked to say that we convinced Starbucks that tea shops were such a good idea that they went out and bought us 300 of them. After we acquired Teavana, I joined the integration team and was all over the place, living partly in New York and Atlanta and doing projects in Chicago and LA. I had the opportunity to work in multiple parts of the business.

You've boomeranged not once but twice.

I left Starbucks again in 2015 and did a lot of things: I went to Amazon, did some independent consulting, and started a couple of businesses. One of the most surprising opportunities I had was to do some consulting work in the cannabis space. It was interesting because there's a lot of business similarity between cannabis and tea. It's a plant-based product with associated health benefits. And because of the work I've done with Tazo and Teavana, we were able to do a variety of projects, from helping set up supply chains to helping design retail stores.

I then started another consulting company focused on human-centered design, where I worked with a number of companies and organizations on their customer and employee experiences. Finally, I worked with an espresso equipment company in Switzerland, supporting its Starbucks, Nestle, and Amazon customers.

What was it like working with a company that worked with Starbucks?

Honestly, it was really complicated! Franke was a Starbucks espresso equipment supplier, primarily for international

operations, and Starbucks had sold trading rights for food service to Nestle. So, I had an NDA with Nestle and had to be careful not to tell Starbucks things that Nestle was doing. At the same time, I had an NDA with Starbucks, so I couldn't tell Nestle things that Starbucks was doing. Plus, I was helping Franke launch their business with Amazon Go, so I had a separate NDA with Amazon. I had all these paper files on my desk to keep track of what I could and could not say to each of these companies to keep myself out of hot water!

After about five years, I returned to Starbucks as a three-peat partner [laughs]. This time, it was a coffee and brand focus, first with the Global Coffee Alliance team, and now, in my current role, I am supporting stores.

You've had a lot of different roles here. Do you feel like there's a connective thread?

At a very basic level, it's leadership and learning that links everything—starting and finishing things. When I began my current role in store dev a couple years ago, it was really intentional. With less of my career in front of me than behind me at this point, I asked myself, what do I want to do? I realized that my favorite times at Starbucks were in store operations and store development. And so I got the role in store dev, which was then reworked into store ops, and so I've managed to reach both areas.

Tell us about your current Starbucks role.

Within Store Operations, we lead the strategy, support, and standards for the regional store development teams. My role, and how my team works, came together as a way to envision the store as a system. In other words, it isn't just about the physical building or the people in the building on their own. It's about the whole system—we consider how this holistic system lives together. We use a service-systems-thinking approach to supporting our regional

execution teams in design, real estate construction facilities, and retail operations.

What's one challenge your team is tackling right now?

We're supporting the coffeehouse work right now, and one big thing we're figuring out is the tension of store-cost optimization with upleveling our in-store experience. We're trying to reduce our costs at a moment where we're also amping up the coffeehouse experience.

Think of my team as the fulcrum that balances both challenges. Fortunately, my group is positioned to handle it. We have the benefit of being close to retail ops teams, so when we think about, say, changing a store fixture for design purposes, we're also considering an operations procedure that needs to go with it. We love working in the middle and integrating what may look like disparate parts. There's nothing more satisfying than snapping in that last puzzle piece and stepping back to see what we've created... and then taking on the next pile of pieces!

Are you tackling any big operations needs beyond the coffeehouse emphasis?

Alongside the coffeehouse, we've been strengthening store standards. We're moving from a history of guidance to a more hardened standards approach. There's been varying levels of fidelity to the way the SDRC documents store standards, for example. So we've created a taxonomy restructure. We're now saying everything needs to have a design standard, a construction standard, and a facilities and maintenance standard.

We've found, for example, that there are clear design standards for store elements, but they've been installed in different ways. Or we had an installation standard, but nobody knew how to maintain it. And so we are now going through a three-year process of updating component



Top: The Global Store Development team on-site in 2023.

Bottom: Lara with the rest of the SSEI leadership team this past December.

“I’m inspired by our potential to impact humanity. A barista is the first person a customer talks to each day. How that person is treated could have a ripple effect on everybody that customer encounters for the rest of the day.”

standards and determining all relevant retail standards for them, including how operators should be using it, the trade-down and trade-up options, and who can make the decisions about these things.

What are the benefits?

Well, firstly, it will help give regional teams and store managers a better big-picture view to understand why a required infrastructure element is needed—such as a component that needs to be in place to help a new piece of equipment run correctly.

We’ve also created a process for collecting feedback when equipment fails so we can check whether there’s an existing or incomplete standard at the root of the problem. If there’s not an adequate standard, we can create one. If there is a good standard, we can then determine that it’s an execution problem. We want to have standards so buttoned up that we can determine if the problem is with the operator, design, or construction so we can help partners quickly pinpoint a fix. It’ll also help us improve the way we create consistency across stores.

How else is our return to the coffeehouse impacting your world?

To support the teams involved, we’re looking at things beyond just the design, and even operations, as the coffeehouse vision comes together, using our holistic view to anticipate conversations that need to happen.

One example is merchandise. Right now, the store design team is looking at all store elements that require redesign, including merchandise fixtures. We also know that we have a new merchandise strategy where new products won’t be in place for some time. So we have to consider whether the existing merchandise is going to resonate with a new coffeehouse merchandise fixture and

whether it’s worth creating an interim merchandise fixture for existing products and then a new fixture tailored for new products.

Are there other tensions you anticipate we’ll need to solve?

There’s tension in the coffeehouse food experience that we’ll need to address because we are launching the Siren System food, right? And so there’s a big warming wall, and how does that compare to an abundant food case? We have to figure all that out. Plus, there are a lot of moving parts. The coffeehouse includes everything like seating, newspapers, dog bowls, live music, scent creators, song tracks, and audio acoustics...we’re helping sort through the question of what an efficient, viable coffeehouse experience should be.

But it’s exciting, and I’m seeing firsthand that our store partners are ready. I’ve already seen a cafe with for-here ware, with several tables of customers drinking in the store with for-here ware, and a customer getting a pastry served up on a plate. And I was like, wow, here we go, which is awesome.

What inspires you—what do you like to do outside of work?

I love anything outside. I love stand-up paddle boarding, hiking, skiing, running, biking. Professionally, I’m inspired by our potential to impact humanity. In some cases, a store barista is the first person a customer talks to each day. So how that person is treated could have a ripple effect on everybody that customer encounters for the rest of the day. Being part of that space is inspiring. And if that’s ever not working, that’s important feedback to us. We need to give partners good service, not just for them but because it leads to them providing good customer service. It’s something we have to be accountable for.



Clockwise from top right:

An SSC Holiday photo booth circa 2011.

The Tazo Tea sample cart at University Village, Seattle in 2011.

Lara and her husband on a trip to Hacienda Alsacia.

It’s like Howard’s two chairs and always thinking about our customer and our partner, especially with this coffeehouse shift.

One of the challenges of being such a big company is people can get really focused on their side of the colorful beach ball. People naturally focus on their side, say, red, red, red. But they also need to see the merits of what’s happening with blue or yellow. And so one thing my team is trying to do is spin the ball around to expose everybody to multiple perspectives.

This is why our team is called Excellence in Integration: We believe you can’t just add something to a store without considering how it plugs into everything else. We’re being intentional about encouraging teams to understand a component’s full impact. We have to think of the store as a holistic organism, just as a primary care doctor thinks about a patient. My team’s role is about making sure the patient thrives as a whole. ●



Back on Track

RETURNING TO
THE COMMUNITY
COFFEEHOUSE

Back to Starbucks

Before ceo Brian Niccol officially started last September, he spent weeks visiting stores, having countless conversations with partners and customers, and assessing the state of the Starbucks Experience.

He saw plenty of magic, of course. As he expressed in an open letter on his second day on the job, Starbucks remains a beloved brand woven into the fabric of people's lives and communities. But he also noted another insight: a shared sense that Starbucks has drifted from its core.

"In some places—especially

in the U.S.—we aren't always delivering," Niccol wrote. "It can feel transactional, menus can feel overwhelming, product is inconsistent, the wait too long or the hand-off too hectic. These moments are opportunities for us to do better. We have an opportunity to make the store experience better for our partners and, in turn, for our customers."

To remedy this, Starbucks is undergoing a sweeping shift in the coming months and years—a return to its enduring identity as a

community coffeehouse. This will elevate the in-store experience, infusing it with the sights, smells, and sounds that once defined Starbucks. It will also emphasize the role of our stores as inviting, relaxing places to gather and linger, with comfortable seating, thoughtful design and amenities, and a clear distinction between "to-go" and "for-here" experiences. While this new focus will take us back to our roots, it'll also require several steps forward to imagine what the community coffeehouse is today.

Defining the Community Coffeehouse

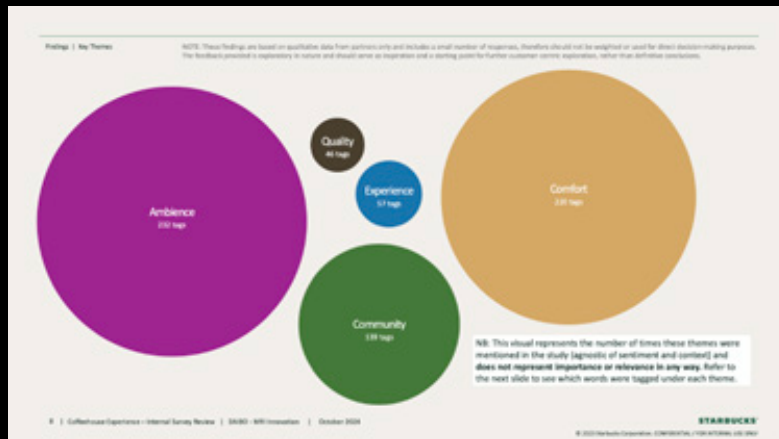
Even though coffeehouse culture is essential to our origins, Starbucks has innovated and evolved alongside a changing world for over 50 years. As a design organization, we started thinking about what the community coffeehouse meant to us today.

This exploration began with global design studio connects and a survey of SSC partners to identify core aspects of the coffeehouse experience and how Starbucks should evolve to embody them. According to the survey, what we

found was a clear desire to “reclaim and enhance the essence of a community coffeehouse” and “prioritize meaningful connections, comfort, and quality through sensory elements, high-quality products and service, and a community-oriented atmosphere.”

From there, we convened a summit of Starbucks design leaders in New York City to establish a vision for the coffeehouse experience and the design language that would help us realize it (see “Happenings, page 4”).

Snippets from the Coffeehouse Experience survey.



The Coffeehouse Experience

Our research, brainstorming, and imagination led us to the Coffeehouse Experience, a five-step journey that visualizes the environment, moods, and sensations customers will encounter as they enter and spend time in our stores. Creating this experience is not just our responsibility but a cross-functional effort that goes beyond store design. New menu boards, food and beverage options, merchandise, ways of operating, and many other organizational initiatives will bring this experience to life.



1. A WARM WELCOME

This first step is about the signals we convey to customers from the street. The goal is to convey generosity through warm glowing light, artful window signage, and outdoor amenities that invoke feelings of home, such as potted plants, a dog bowl, a welcoming door handle, and an iconic bench. Additional new coffeehouse elements may include updated window graphics, exterior lighting fixtures, a graphic or architectural store address, and unique entry threshold flooring.

2. SENSORIAL SURROUND

The next step addresses the sensory aspects of stepping into a Starbucks coffeehouse. Amplifying coffee aroma is a goal achieved through elements like open bean grinding, a forward-facing Mastrena, and scent diffusers. Coffeehouse sounds, such as conversational chatter, clinking cups, and background music, are also important, as is an abundant presentation of delicious baked goods. Expect new elements like reusable for-here ware, curated pastry displays, and audio and spatial considerations for live music events.

3. CRAFT & CONNECTION

Next is the ongoing commitment to Starbucks coffee craft and connection: Grinders whirl, the espresso machine hums, and steam billows. Hand-written signage and drinks are artfully finished and presented in ceramic or glass cups, signaling craft and quality. An easy and intuitive condiment bar enables customers to add their finishing touches, and a friendly chat at the bar with the barista and other customers fosters connection.

4. A PLACE TO BE

The journey continues via spaces that encourage people to gather and stay. Coffeehouse interiors will feel warm, comfortable, cared for, and lived in. An array of comfortable seating will invite socializing, working, or just relaxing. Art on the walls layers in local and Starbucks stories, giving a sense of place.

5. TIME WELL SPENT

The final step focuses on time spent in a Starbucks cafe. The spaces will leave customers feeling relaxed and recharged (socially, productively, or creatively). Newspapers, books, and games, as well as reservable rooms and new community and work spaces, will inspire them to return.

Making the Coffeehouse Uniquely Us

To create a Coffeehouse Experience that's uniquely recognizable as Starbucks, we looked at our brand characteristics and how they might manifest in our stores.



HUMAN

Our coffeehouse will feel human with inclusive design, comfortable seating, textured materials, and handcrafted elements by local artists that celebrate the community.

ENDURING

Our coffeehouse will be enduring through a sense of our heritage, patina, and authentic materials that foster a sense of our connection to the earth, our origins, and our love of coffee through storytelling.

WARM

Our coffeehouse will feel warm with balanced and intimate spaces, soft and purposeful seating, focused and warm lighting, the use of wood and other natural materials, and human-scaled layers and details.

ELEVATED

Our coffeehouse will feel elevated through acoustic softness, iconic art, intentional detailing, refined craftsmanship, and the sharing of our coffee craft.

UNEXPECTED

Our coffeehouse will have unique and unexpected touches to discover, local artists and collaborations, continual evolution and innovation, sustainable design evolution, and other local and distinctive design elements that will share the joy and delight of our connection to the community.

Coffeehouse Expression

The Coffeehouse Experience will come to life through a distinctive global design DNA rooted in our legacy and history in Milan, Seattle, and countries of coffee origin. Each of these themes lends unique qualities to the design framework. Milan summons luxury and historical influence, Seattle channels our mercantile and maritime beginnings, and coffee origin captures a more organic and industrial aesthetic.

To bring this to life, we'll employ a toolkit of design elements across three layers: architectural features (e.g., walls, ceilings), furniture and fixtures (e.g., seating, lighting), and storytelling elements (e.g., art, plants). These

elements will index more heavily on certain themes, but ones that capture a bit of each will be considered our brand center.

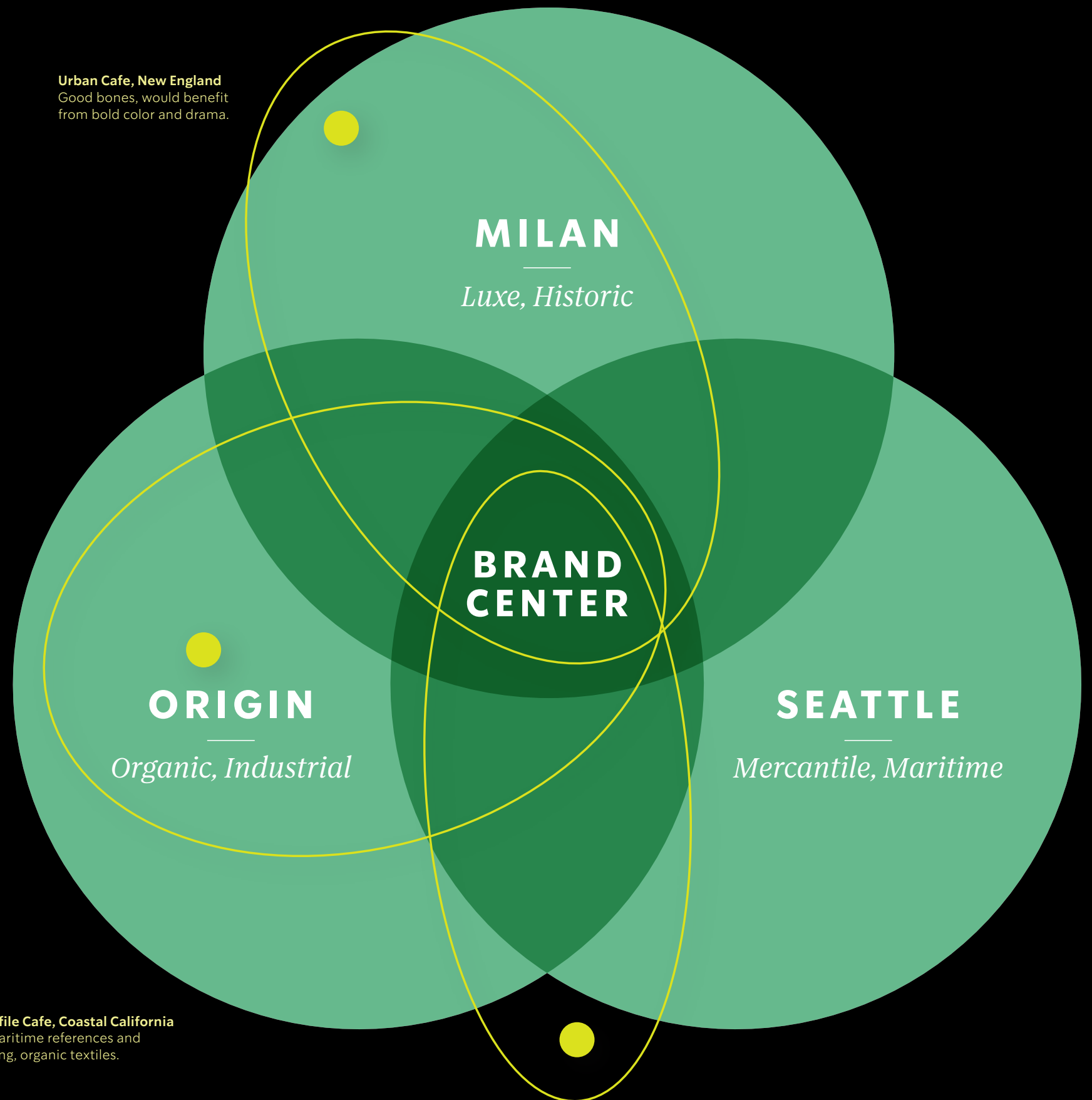
These components will also balance global consistency and local relevance, allowing stores to adapt to regional contexts while maintaining the core Coffeehouse Experience.

The flexibility within this framework ensures each store resonates with its surroundings while staying true to our brand. It's a thoughtful blend of standardization and customization, reinforcing a familiar coffeehouse ambiance while embracing cultural and geographic diversity. ●

New DT Cafe, Rural Kansas
Community Hub opportunity,
First Starbucks in market.

Urban Cafe, New England
Good bones, would benefit
from bold color and drama.

High Profile Cafe, Coastal California
Needs maritime references and
storytelling, organic textiles.



Check out the
Back to Starbucks
deck here:

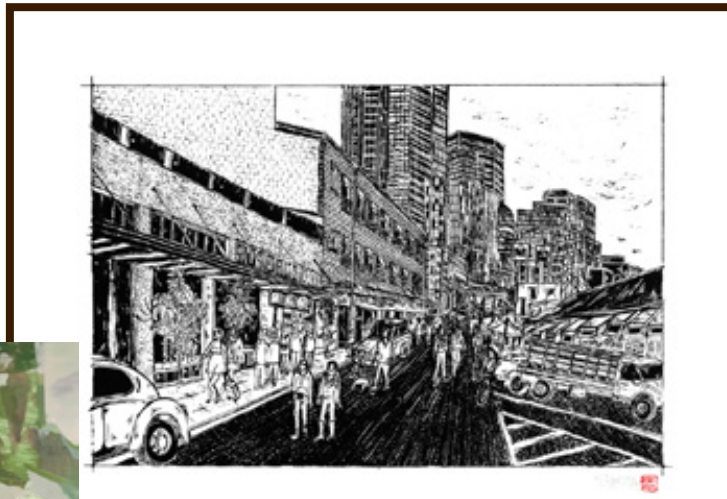


click!

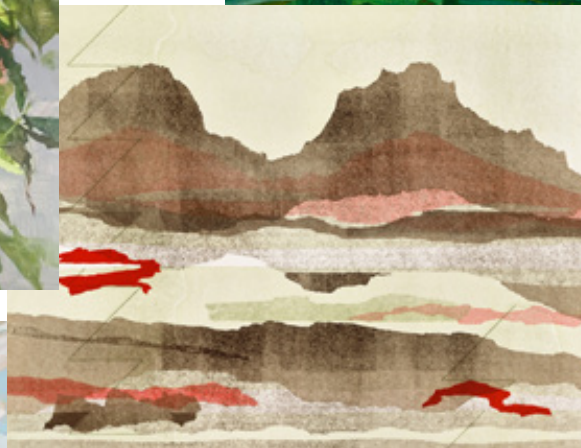
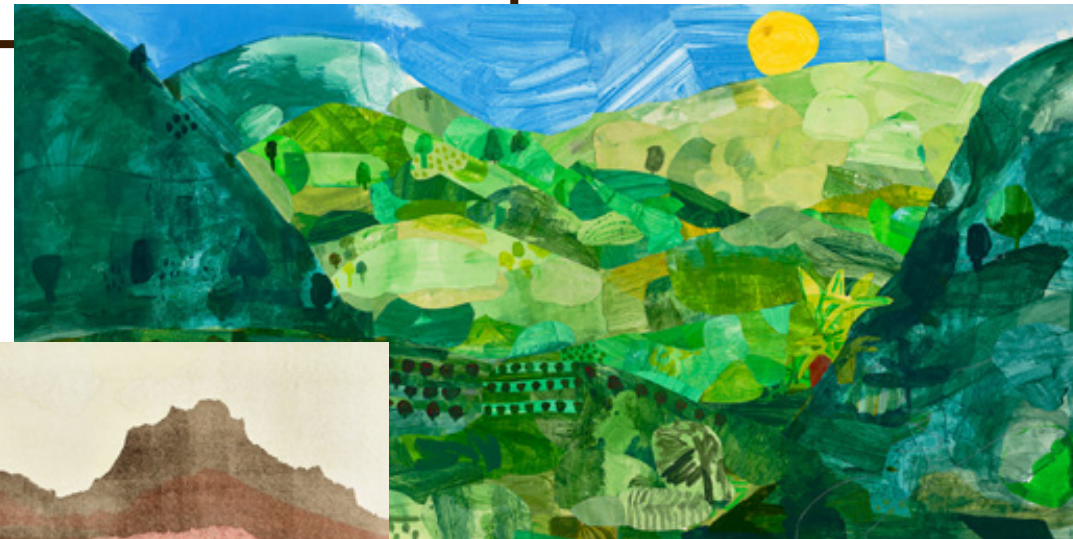
CATALOGG UPDATES

UPDATES TO THE GLOBAL ART COLLECTION

As we pivot to the Coffeehouse Experience, much is shifting in how we think about and create art. Original, commissioned works will always be the backbone of the Starbucks Art Program, but the types of pieces we focus on—and how they're displayed—may differ slightly in the coming year. In preparation for what's to come, let's walk through what we're planning and what you can do now to create the Coffeehouse Experience with current pieces from the Starbucks Art Collection.



A selection of available Collection pieces that fit the Coffeehouse aesthetic—note lots of texture, layering, and brushstrokes.



● Showing Craft

We want to emphasize the human touch involved in making art, and so many of the pieces we've kept in the Collection—and ones we'll be commissioning—have a layered feel. Think smudgy paintings, drawings, and collages with brushstrokes and textures showing the artist's craft at work.

● Working With Design

Art doesn't have to shoulder all the color, warmth, and localization in stores. Instead, it will work with thoughtful design to augment, enhance, complement, and sometimes contrast warm, rich interiors.

● Human Scale

In the past few years, we've leaned heavily into murals. While they still work in spaces like stadiums, universities, and other areas known for large-scale art, we're shifting away from them. In their place, we're emphasizing smaller, more human-scale art.

● A Note on Exterior Murals

With the shift away from murals in general, we're retiring the paintable exterior murals from the Collection—they were getting repetitive and, by nature of being easily paintable, were flat and graphic, which no longer feels right. Custom murals can still be relevant, but they should always be done by local artists and should only be in locations where they fit in, like areas with many other murals nearby. As always, reach out to the Starbucks Art Program if you're interested in doing a site-specific mural with a local artist.

TIPS ON GALLERY WALLS

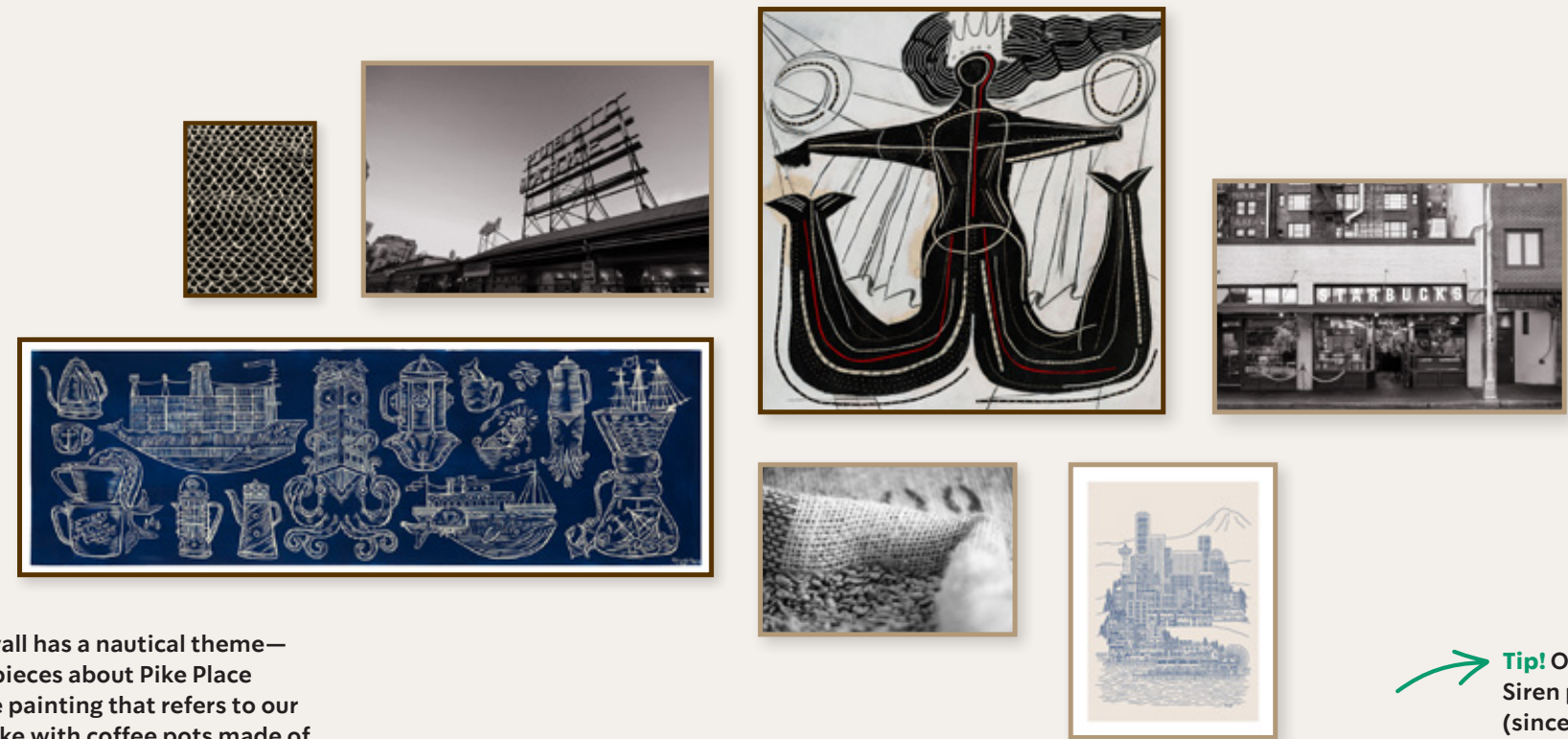
● Mix-and-Match

Gallery walls and art displayed on picture rails are great options for having smaller-scale art take up a larger wall space, and they also add more visual layers and texture to stores.

An important note on gallery walls: make sure you are telling a cohesive story with the pieces you choose for a gallery wall. See the [Art Pairing guide](#) for tips on storytelling through art.

Here are a few examples of successful gallery walls with tips on how to design one.

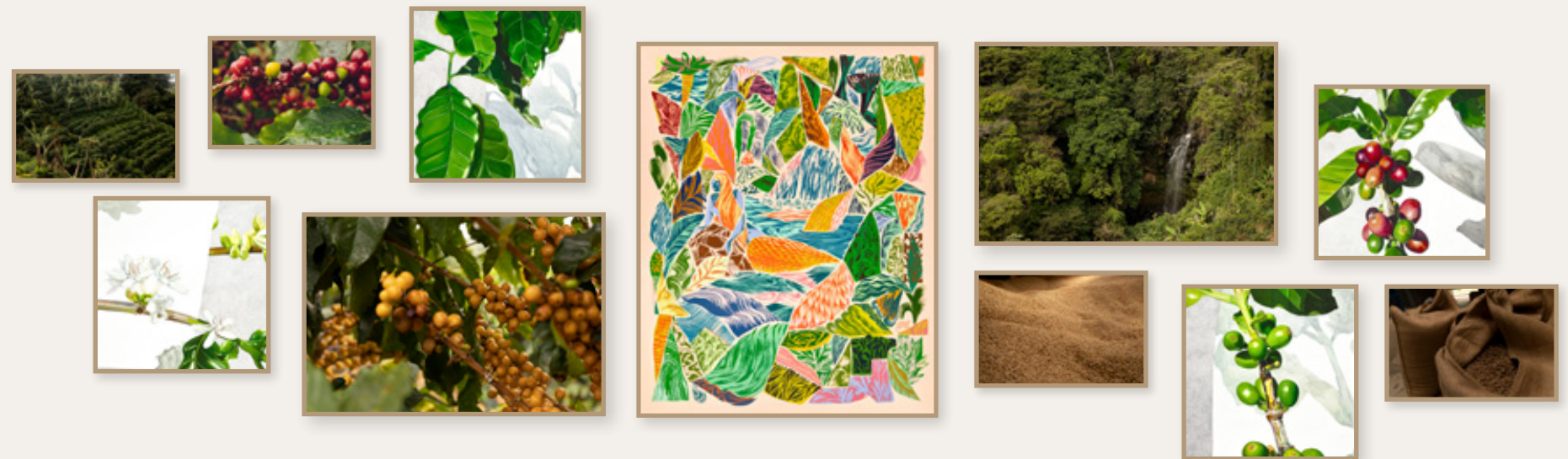
NAUTICAL SIREN



This Siren gallery wall has a nautical theme—she is paired with pieces about Pike Place and an imaginative painting that refers to our *Moby Dick* namesake with coffee pots made of whales and ships.

➔ **Tip!** Only include one Siren per gallery wall (since there is only one Siren!).

SIREN IN ORIGIN

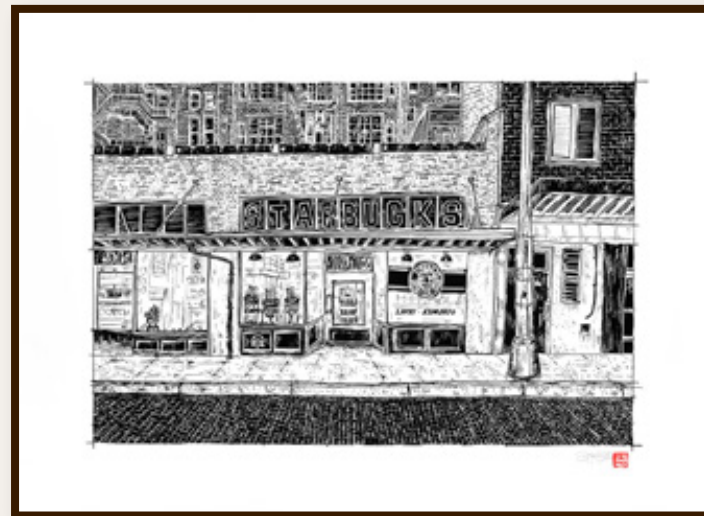


The Siren in this piece has tropical surroundings reminiscent of Hacienda Alsacia, so she is paired with photos from there, as well as some coffee plant botanicals, which are always a welcome addition.

PIKE PLACE STORY

A Pike Place heritage story. Woodblock carvings and photos showing our first store and the surrounding Pike Place Market pair with a 1971—the year this store opened, as well as a line drawing of the wider Seattle scene surrounding Pike Place. The focal point is Robert Hardgrave's interpretation of the hustle and bustle of the Market.

→ **Tip!** Using a few pieces from a series together can help keep the story consistent and the overall visual cohesive.



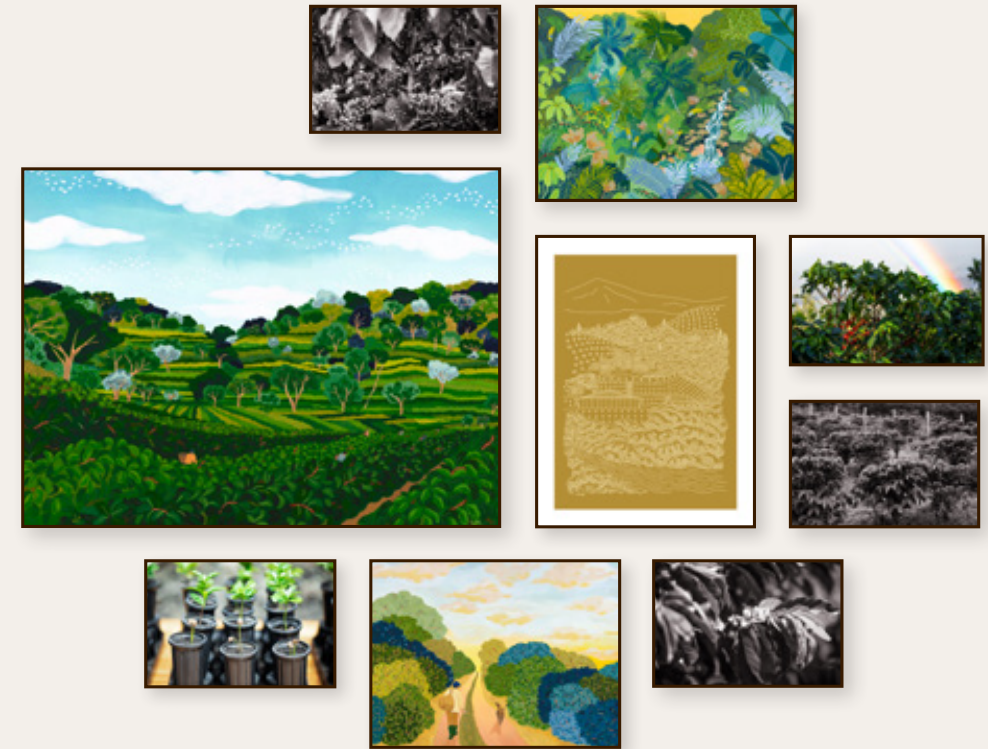
→ **Tip!** Size pieces appropriately—signature art should be larger in scale than secondary pieces.

ORIGIN STORY: RWANDA



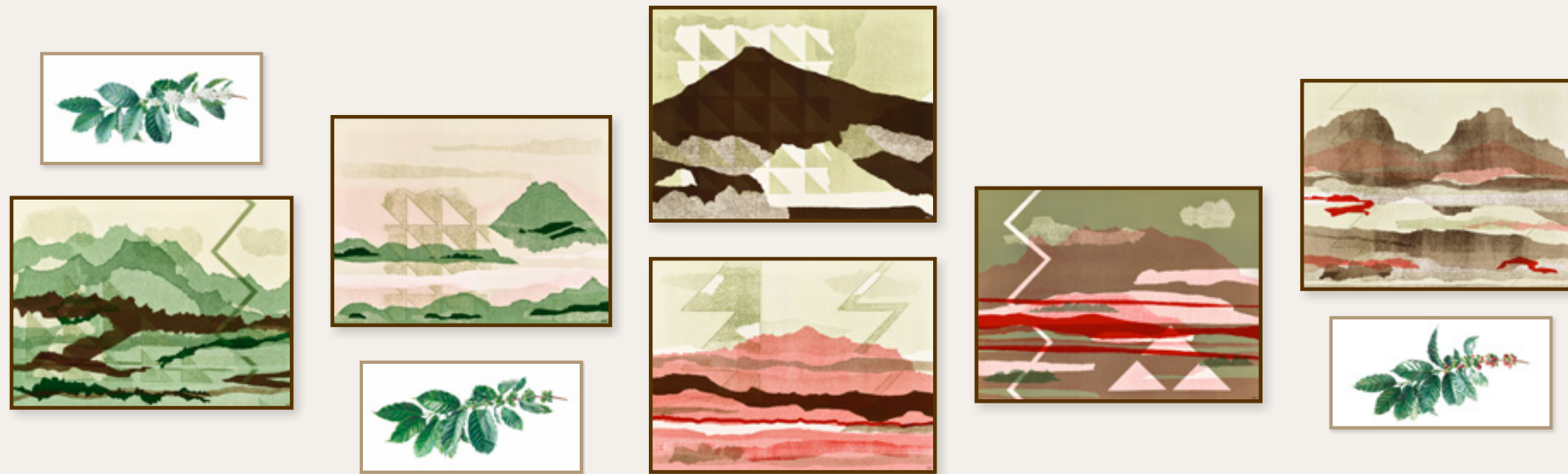
Tip: It's best to show depictions of one origin, so an origin piece could be paired with photos from the same place or with coffee botanicals.

ORIGIN STORY: HACIENDA ALSACIA



ORIGIN STORY: MIXED ORIGINS

In this example, a series depicting different origins fits together as a group. To keep the story clear, this series is paired with coffee botanicals rather than other depictions of origin.



Tip: Using two or three series together helps make a cohesive grouping.

Tip: Incorporating photographs or drawings of coffee plants or beans can help to ground more abstract pieces.

COFFEE HARVESTING



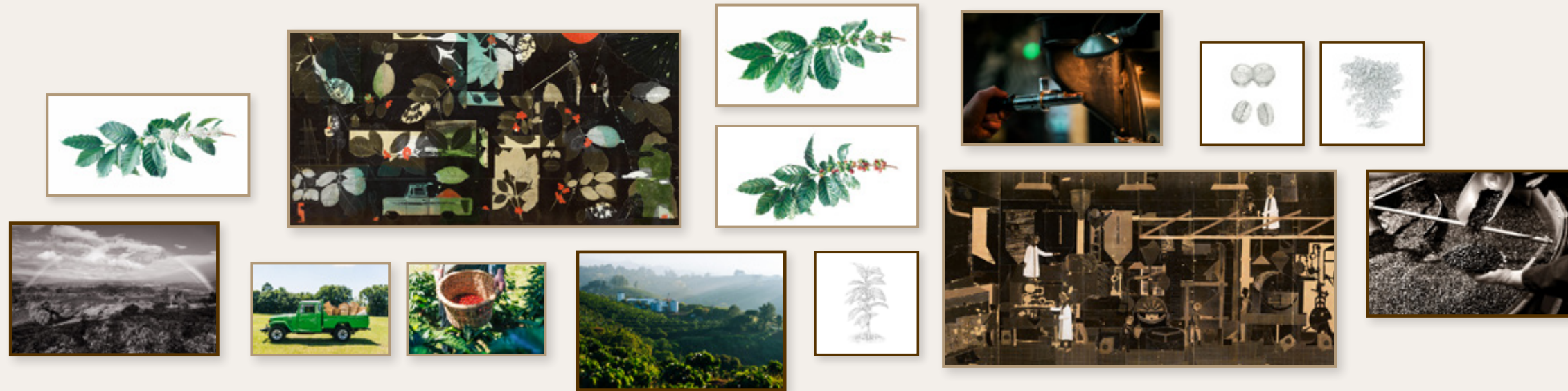
COFFEE ROASTING



→ **Tip!** Use some common sizes rather than everything being a different size.

BEAN-TO-CUP STORY

The two groupings above can be combined to create a full coffee journey story showing the bean-to-cup process.



→ **Tip!** One method for building a gallery wall is to choose a signature piece or series and build other supporting pieces around it that tell a complimentary story. Here, Robert Hardgrave's collages depicting coffee harvesting and roasting are accompanied by photos of those same processes, plus some coffee botanicals that can be paired with anything.

DESIGN PIVOTS THAT EMBODY
COFFEEHOUSE EXPRESSION

Touchup

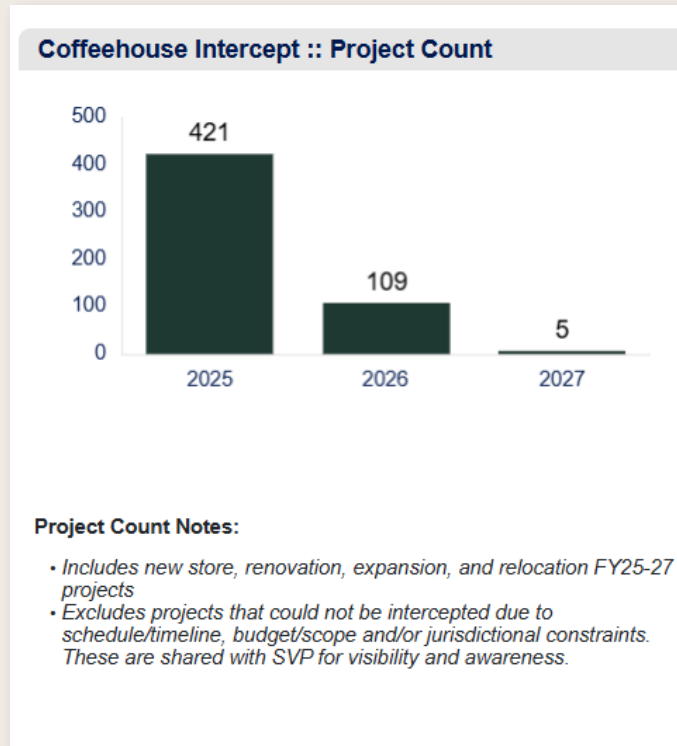
While Concepts is working to develop design standards and Catalog items that bring the full Coffeehouse Expression to life, we wanted to spotlight current stores already taking steps to channel it.

The “Intercept Stores” featured in this piece are the result of our weekly Design Review meetings, a major collaborative effort between the design studios, Concepts studios, and cross-functional teams to shift the aesthetic of stores currently in design.

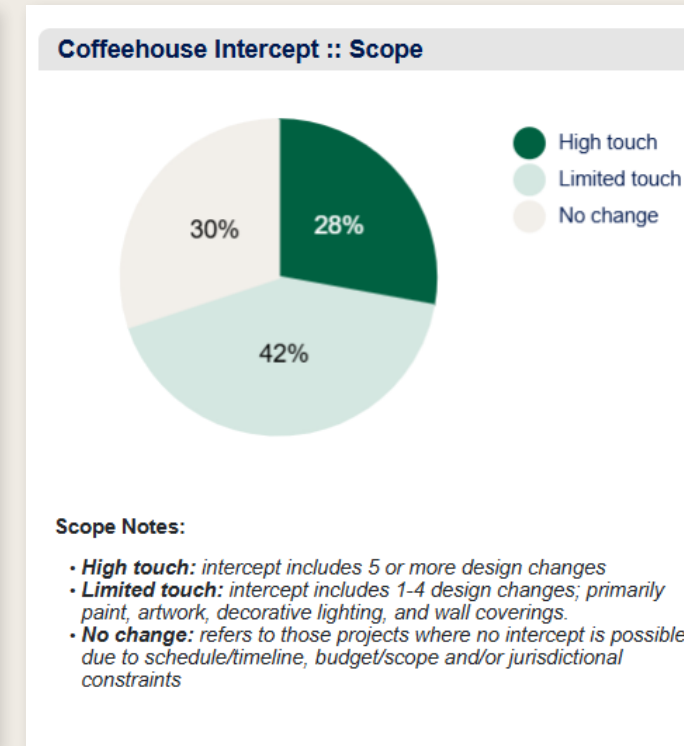
In this piece, you’ll see work-in-progress stores that, with a few intentional and impactful changes, embody the warmth and spirit of the community coffeehouse. Let’s look at some before-and-after renderings exploring how current furniture, finishes, fixtures, and art can create inviting, rich spaces for our customers to gather and stay.

BY THE NUMBERS

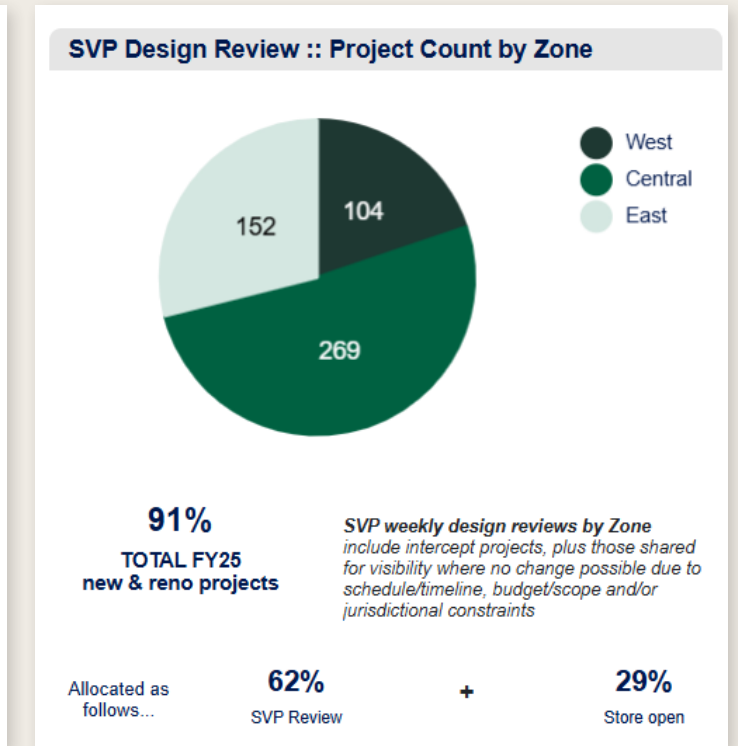
To understand the full scale of our Design Review process, we’re sharing some stats that capture the tremendous amount of work that’s gone into pivoting current stores to our Coffeehouse Expression. The dashboard where these figures is live and being updated weekly.



STORES THAT COULD RECEIVE AN INTERCEPT

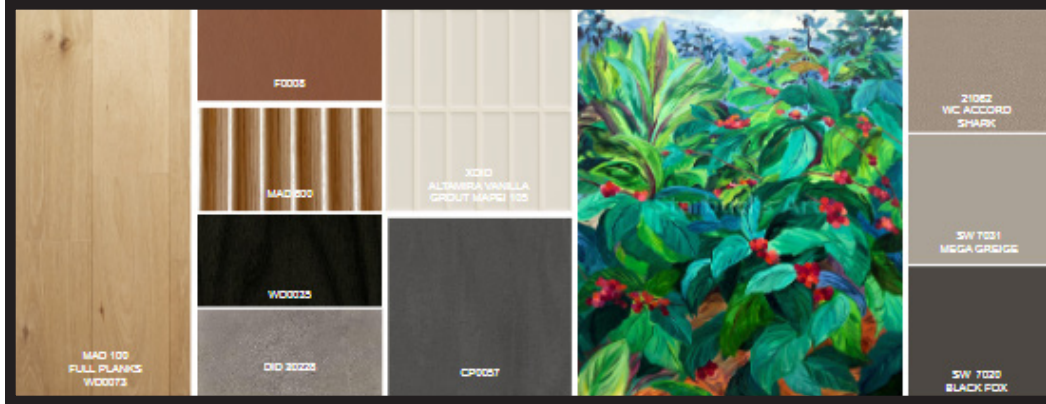


SCOPE OF CURRENT STORE CHANGES

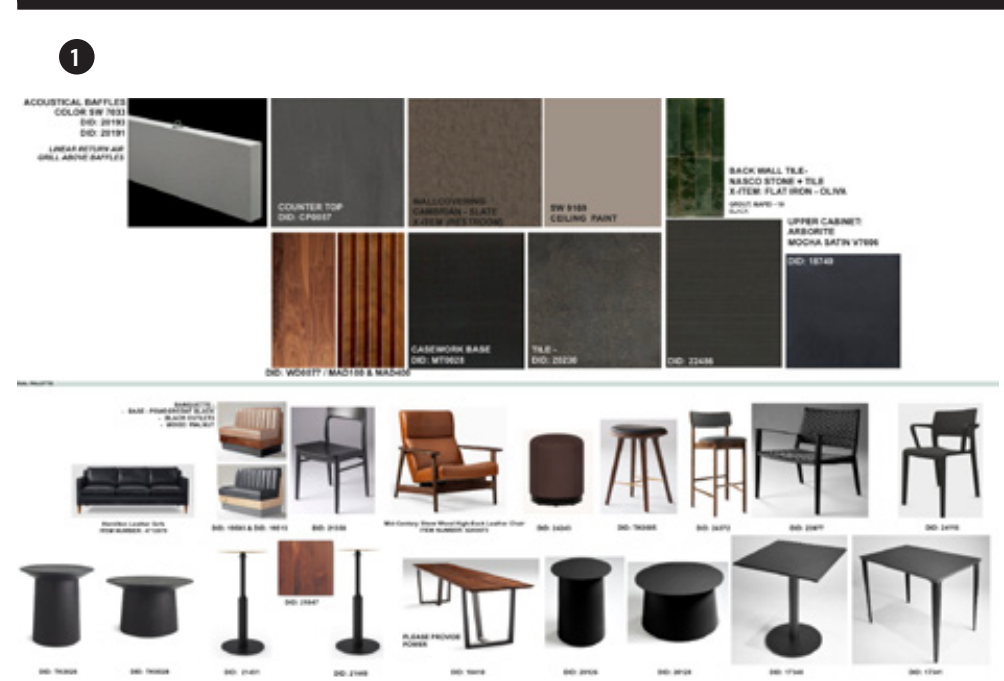


SVP REVIEW PROGRESS TO DATE

BEFORE

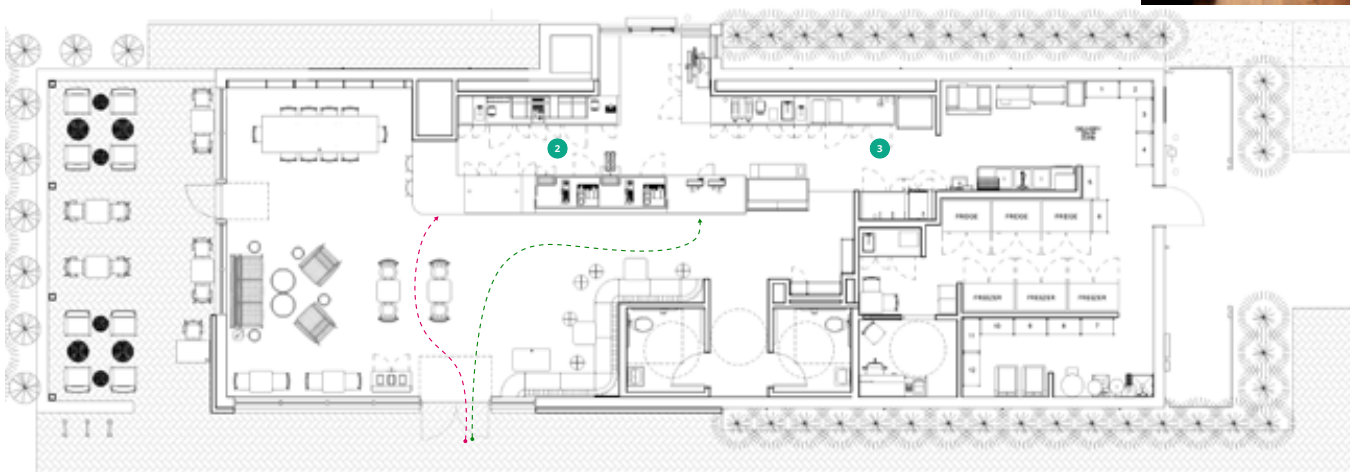


NEW



1 This store pivoted its palette to be richer with warm undertones. It incorporated more texture, as well as hint of green in select places, like the back bar tile, art, and potted plants.

2 Built-in shelving behind the community table creates an opportunity to display art, decor, and plants.



BEFORE



NEW



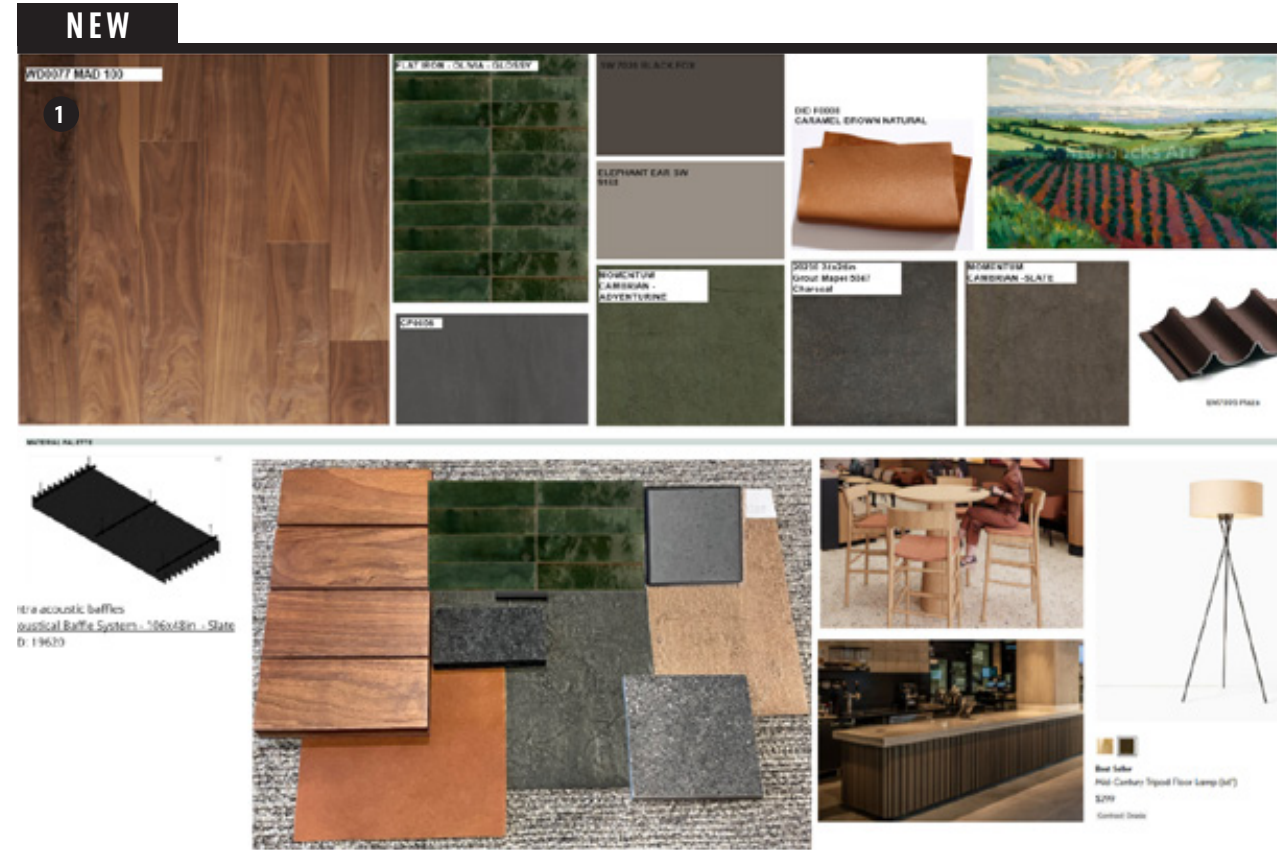
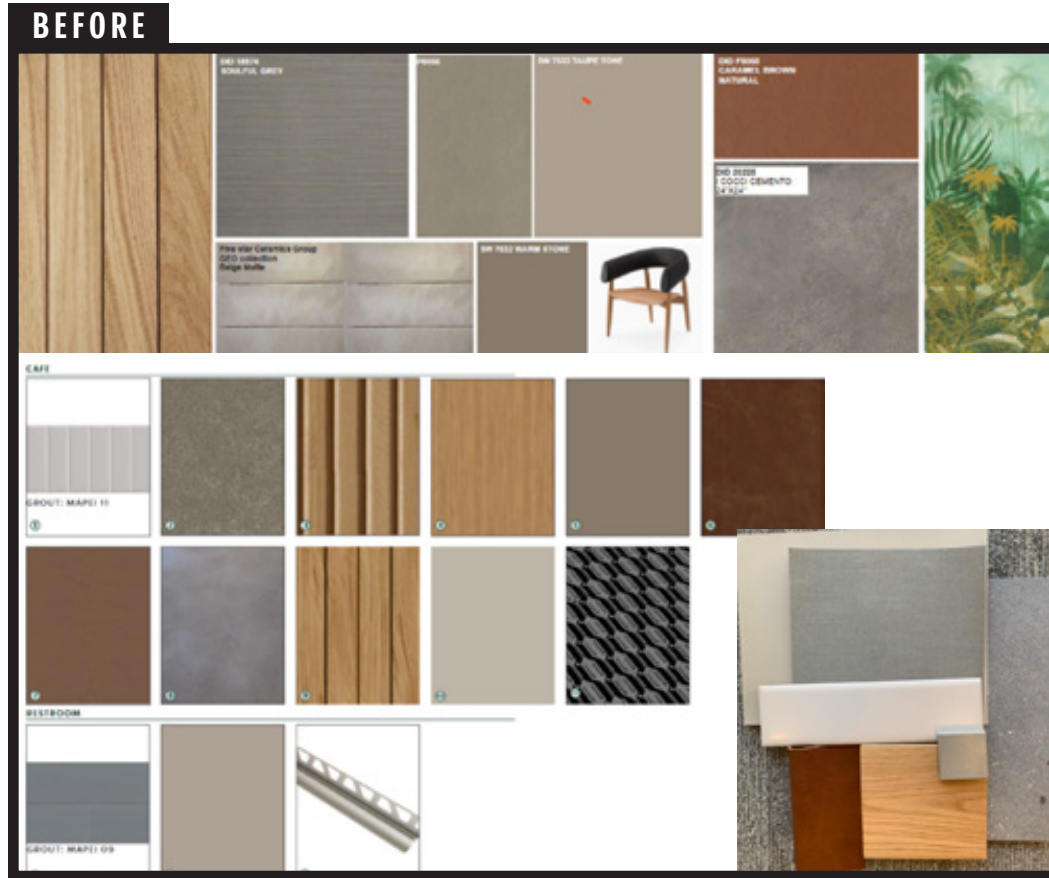
1 A variety in furniture and seating arrangements creates many options to stay.

2 The drapery helps with acoustics and gives the space a cozy feel.

3 A vestibule provides respite from the elements.

4 The re-design utilizes the Inclusive Design Framework to welcome all.





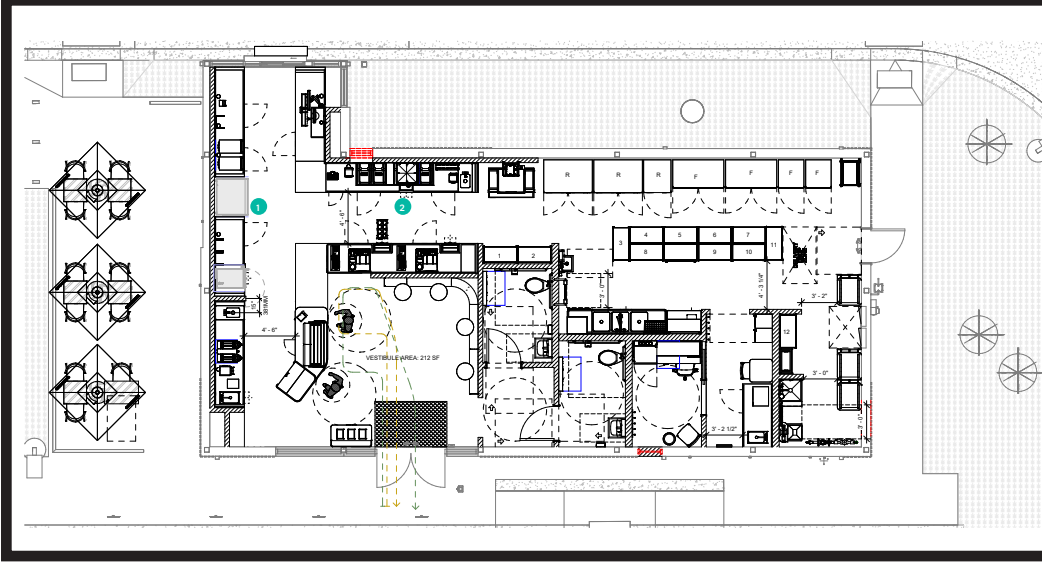
1 The palette pivots to warmer, richer tones.

3 A picture rail, floor lamp, sofa, and lounge creates an intimate, homey seating nook.

2 Touches of green in the back bar tile, wall coverings, and art signal origin.



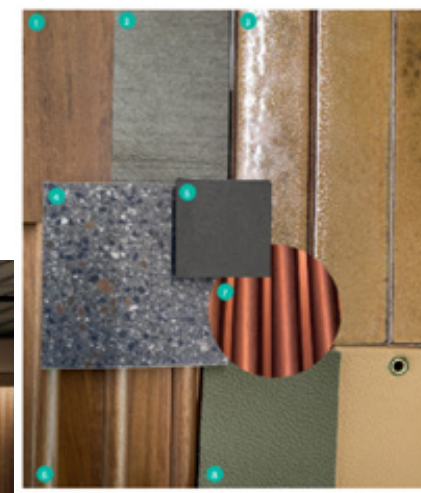
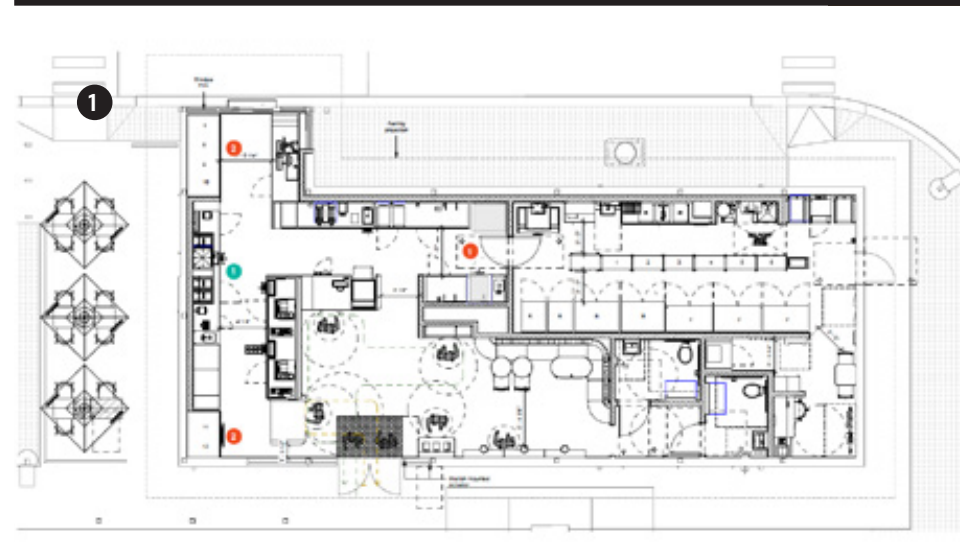
BEFORE



1 This store's format pivoted from Pick Up to Cafe, providing more seating and clearer views to the espresso machine and menu boards.

2 A gallery wall anchored in origin stories mixes different art mediums.

NEW



BEFORE



NEW



1 Walnut wood paneling and taupe tiles create warmth around the bar.

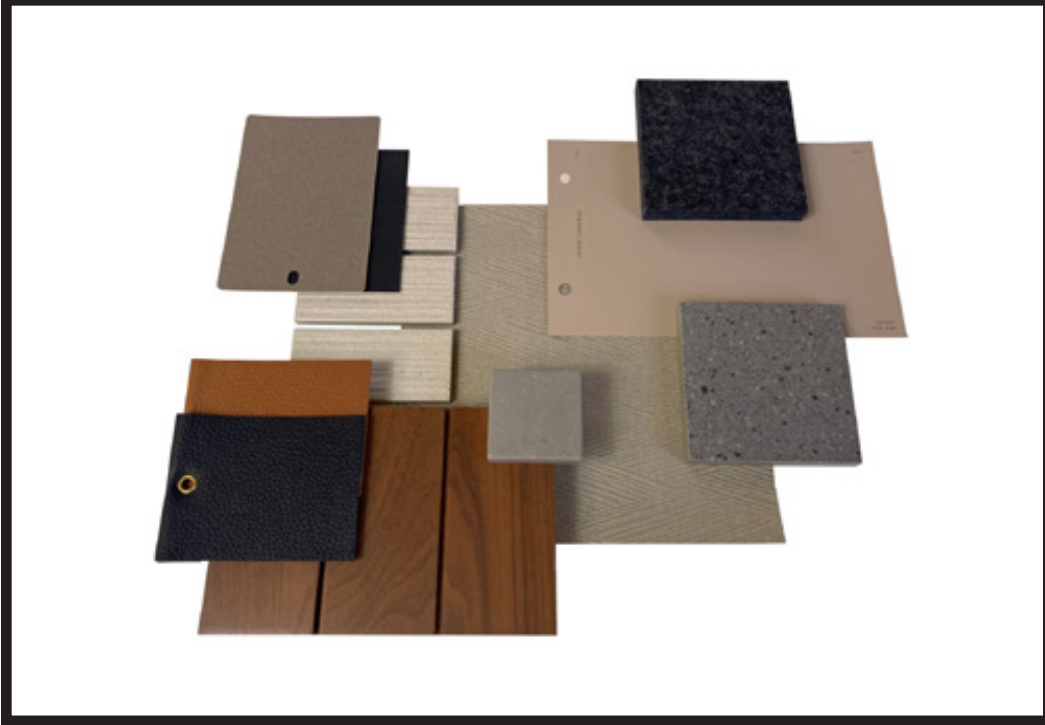
2 This store uses earthier materials and paints to create a sense of coziness in a vast space.

3 Pendant lights add character to the hand-off and highlights a moment of connection.

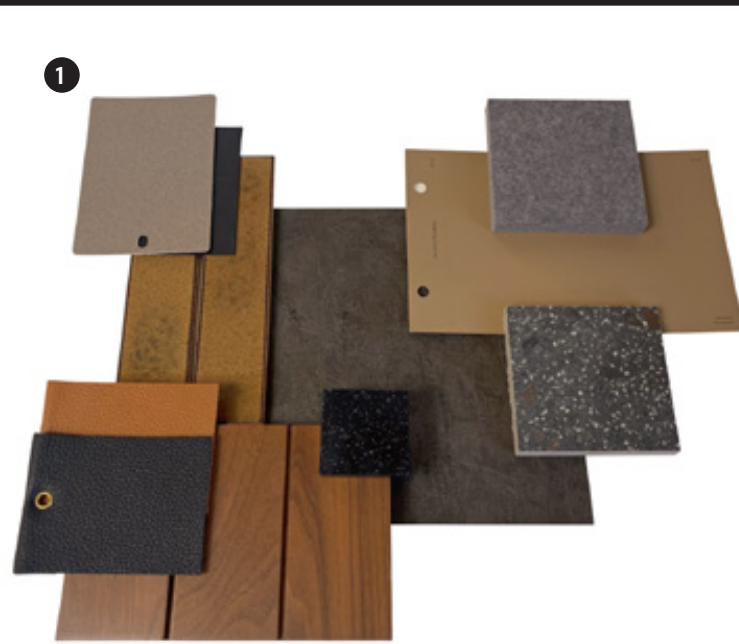
4 Gallery walls don't have to be small. This one utilizes a mix of small-, medium-, and large-scale works to tell stories of origin and mythology.



BEFORE



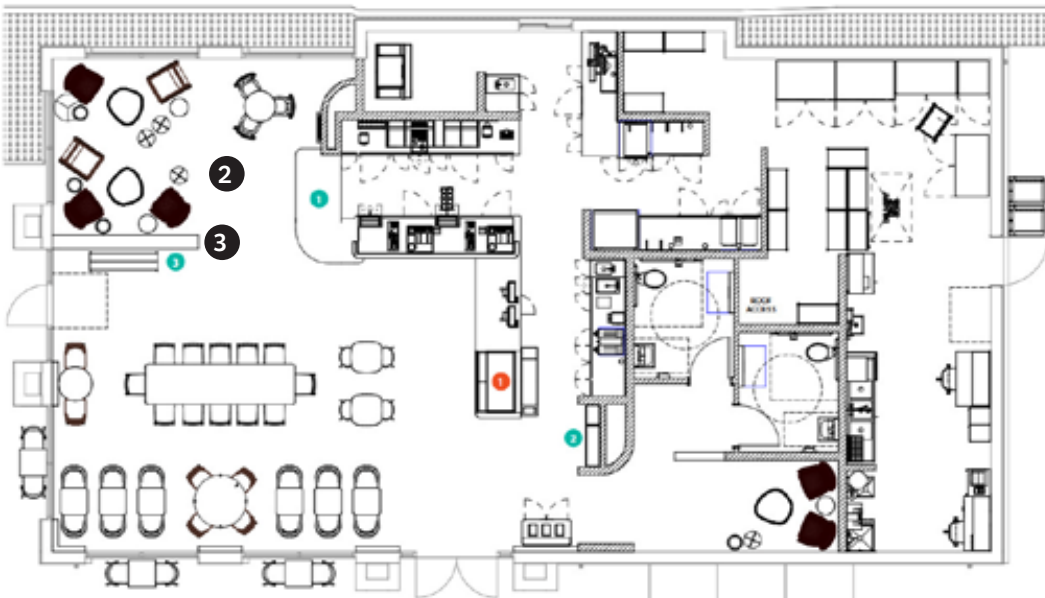
NEW



1 This new store conversion applied coffeehouse feedback in the original intent. This store took a holistic approach to the palette pivot.

2 More seating variety was added.

3 A room divider with shelves provides more opportunity for layering and storytelling, and breaks up the larger cafe space into smaller, more comfortable seating groups.





1 Format branding shifts to heritage-inspired window graphics.

2 Mastrena moves to front bar for greater visibility, highlighting coffee and craft.

3 MOP and cafe customers are balanced at the hand-off instead of prioritizing the MOP customer.

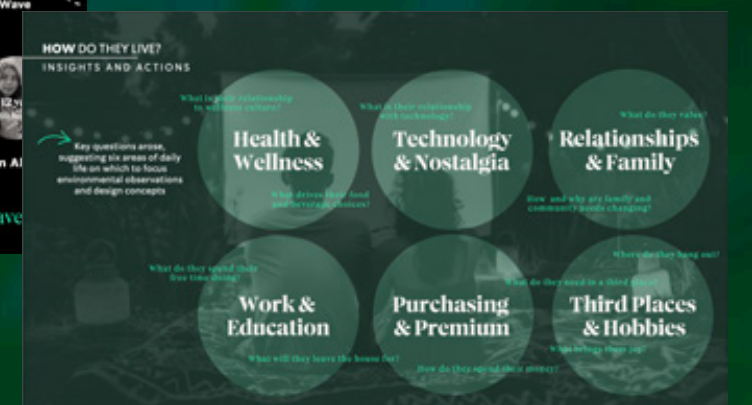
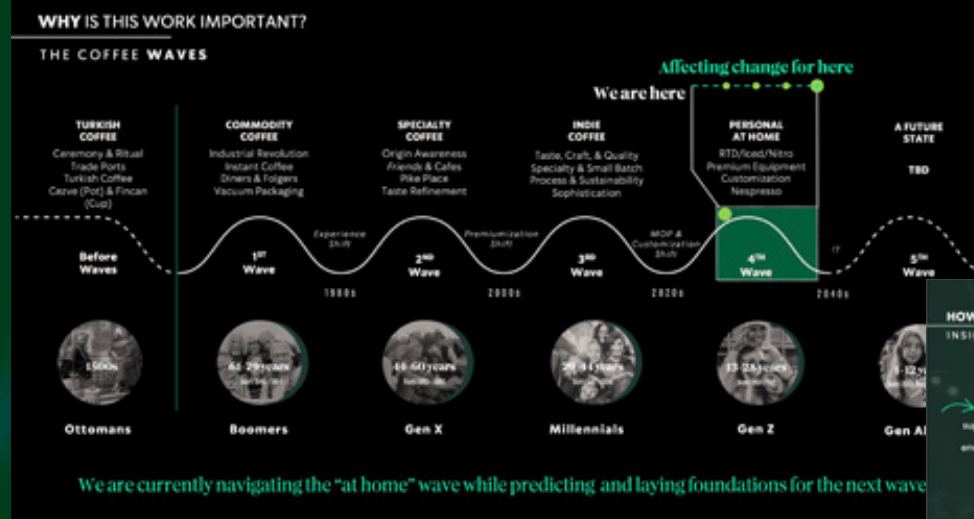
4 Added elements include: compact seating, amenity station with condiments, visible payment queues, compact food case, and expanded merch presence.

NEXT GEN

HOW THE COFFEEHOUSE SERVES OUR FUTURE CUSTOMERS & PARTNERS

Gen Z and Gen Alpha, born 1997–2012 and 2013–2024, respectively, will be the largest Starbucks customer and partner demographic in 10 years. These generations have contributed to coffee's fourth wave—where coffee enjoyment has moved toward personal, at-home spaces—and laying the foundations for a yet undefined fifth wave. To better understand this growing population's values, desires, and behaviors, Global Concepts reviewed and consolidated internal and external market research to put together a Gen Z/A Playbook exploring how we can adapt our current coffeehouse thinking and physical foundations to meet Gen Z/A where they are now and where they'll be in the future.

This playbook provides critical insight into Gen Z/A value shifts, thought processes, relationships, and motivations so designers understand how to attract and invite these younger, more diverse generations into Starbucks spaces. It organizes their characteristics into distinct mindsets, like "Microbalancers," to help partners envision the type of person they're designing for. The playbook also explores their relationships to areas of daily life such as wellness, tech, nostalgia, family/friends, work/education, and third places/hobbies, which designers can use to create inviting spaces that meet the physical and functional needs of younger generations.



Tiny Humors

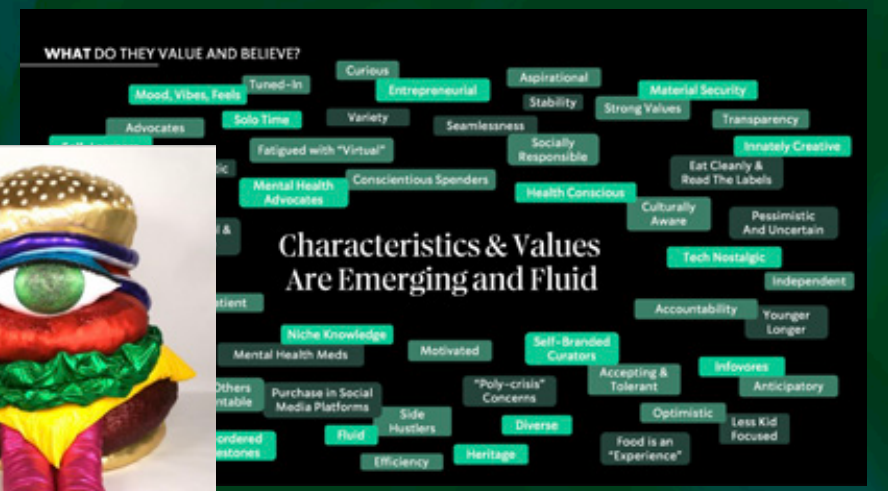
Moments of Beauty and Surprise, Inspiring Small Joys

- UNIQUE FLOORS
- UNEXPECTED ARCH
- NOSTALGIC WORKS
- COFFEE-CENTRIC DISPLAYS

HOW DO THEY LIVE? Health & Wellness

Gen Z/A **move with purpose**, integrating yoga, meditation, and fitness into holistic wellness. Uncompromising on the **importance of mental health**, they work hard to achieve and maintain **balance and peace of mind**. They seek ways to decompress, they read labels, and they look for vitamins and other wellness benefits at the milligram level, **fine-tuning and regulating their mental and physical health**.

Related Characteristics & Values: Mental Health Advocates, Fluid, Mood, Vibes, Feels, Health-Conscious, Transparency, Vitamins, Minerals, & Sugar Free.



HOW DO THEY THINK? MINDSETS

The Engaged Transformer builds community through unique self-expression, connecting both online & IRL.

PRIMARY TRAITS: Entrepreneurial, Optimistic, Motivated

GLOBAL CONCERN: [Icon]

DO NOW: [Icon]

SECONDARY TRAITS: Anticipates Cultural Shifts, Participates in Mainstream Trends, Wellness- & Fashion-Focused, Self-Branded Content Creation, Passionate & Energized

Seeks New Brands & Experiences
Values Virtual Connection
Active on Social Media
Creative & Communicative
Relatable & Available Online Persona



click! →

CROSS-FUNCTIONAL PARTNER SPOTLIGHT

As senior manager of global coffee education and experiences, Ann-Marie Kurtz helps our store partners become experts in Starbucks coffee. She's a self-described coffee nerd who adores her subject matter, and over the years, she brought her passion for the Starbucks coffee journey to countless partner training and engagement programs like origin trips, Starbucks Coffee Academy, and last year's first North American Barista Championships. Here, we learn more about her own Starbucks journey and the power of education to forge lasting customer connections.

ANN-MARIE KURTZ



ANN-MARIE'S FAVE STARBUCKS DRINK

It's a double short blonde
Americano with extra room.
I never thought I would
be a light-roast lover
but I crave them now.
My favorite blend is Siren's.



On becoming a coffee nerd...

From the first coffee tasting I ever did, I developed an appreciation for the intersection of coffee, geography, culture, and human senses. It just opened up an entire world for me around this beverage, and I became fascinated. The fascination has never stopped. Coffee education is a lifelong thing—coffee is always changing. I'm a coffee nerd at heart, so I'm always researching and reading countless articles about coffee happenings.

On sensing that Starbucks would change the world of coffee...

In my early days as a barista in the 1990s, I served so many people, from truckers to diner workers, who were discovering good coffee that didn't come from cans. There were always long lines as people waited patiently for us to scoop beans and prepare espresso beverages. We could sense we were on the precipice of something, like some kind of magical shift was just hanging in the air as everybody smelled coffee and enjoyed connecting with us.



On her first visit to Hacienda Alsacia...

I first visited when the original owners were there. The family grandmother and matriarch, Liliana, who was such a strong, caring woman, invited her entire extended family to have lunch with our team. Something about the experience showed me how invested they were in family and coffee. I ended up naming my daughter Lilly after Liliana, and when we launched the Hacienda Alsacia packaged coffee, the project's name was "Project Lilly."



On the importance of barista sensory training...

There's been a lot of digital-based learning happening for partners, but I think it really takes tasting to learn about coffee. It's the difference between watching a movie about something and going and living it. So we're really trying to return to a place where partners are understanding our coffee through experiential learning so they can share those experiences with customers from personal, sensory experiences.



On the power of coffee stories...

I don't want partners to just regurgitate stories of a Starbucks coffee they memorized. I want them to be able to tell customers their own stories. Everyone has their own coffee memories—the first time they smelled or sipped it. Or they have emotional memories, such as associating it with a travel destination or their grandmother's kitchen table. I'm looking to create avenues for partners to share those beautiful personal stories with customers and each other.



CONCEPTS RECOMMENDS

LOOKBOOK

BOOK CLUB

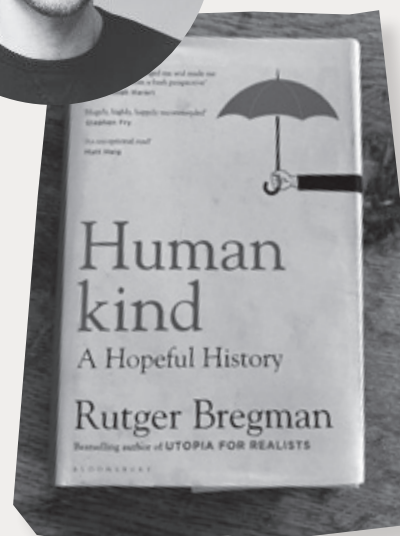
→ Have suggestions?
We're looking
for new reading
material for next
quarter's issue.

What's this, a new page?

Consider it *several* new pages as we're introducing the *Lookbook* Book Club, a quarterly collection of the recent reads that have inspired us. For this issue, we're taking recommendations from Jill Enomoto (vp, North America store concept design), David Wykes (vp, Global store concept design), and Dawn Clark (svp, Global Studios), whose picks cover everything from the power of hospitality to Japanese aesthetics.



FROM
DAVID

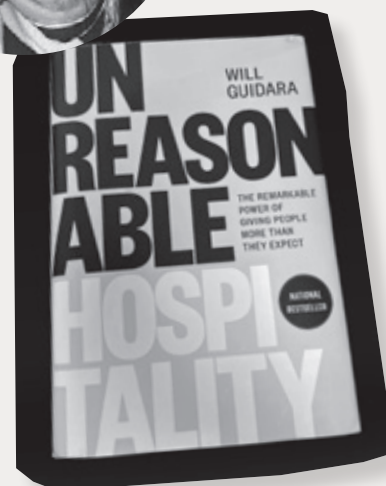


Humankind

In *Humankind*, Rutger Bregman flips the script on the idea that people are naturally selfish. Instead, he makes a compelling case that humans are wired for kindness, cooperation, and trust. Through fascinating historical examples and fresh insights, he shows how rethinking human nature can change the way we live, work, and connect.



FROM JILL



Unreasonable Hospitality

In *Unreasonable Hospitality*, Will Guidara explores the art of creating extraordinary experiences for others. In it, he argues that hospitality can leave lasting impacts on others when done with intention and care. Through personal anecdotes and industry insights, he demonstrates how thoughtful gestures lead to unforgettable connections.



FROM
DAWN



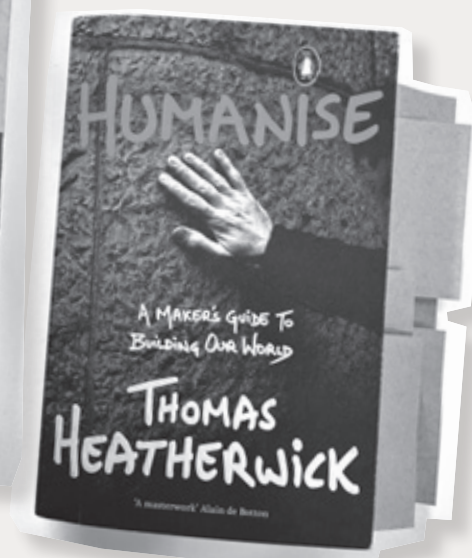
In Praise of Shadows

Jun'ichirō Tanizaki's *In Praise of Shadows* is an essay on the beauty of traditional Japanese aesthetics. Tanizaki describes the magic of shadow and subtlety against the background of the harshness of modern artificial light and convinces readers to value the delicate and impermanent in life and design.



The Eyes of the Skin

Juhani Pallasmaa's *The Eyes of the Skin* emphasizes the role of sensory experiences in architecture. In it, he argues that modern architecture, often dominated by visual elements, neglects other senses like touch and sound. He calls for a more holistic approach to design that fully engages the body and mind.



Humanize

Thomas Heatherwick's *Humanize* reflects on the importance of designing for people. Heatherwick explores how architecture and design can foster connection, comfort, and well-being. Through innovative projects and insights, he advocates for a human-centered approach that prioritizes users' emotional and physical experiences. ●

Bye!

Stay tuned for our next *Lookbook* in Spring 2025.
Happy designing!



CONCEPTS
GLOBAL DESIGN STUDIO