



# Restaurant & Food Service Case Study

**Business Problem:** Improve Production, Reduce Ticket Times, Reduce Wait Times, Reduce Food Cost, and Improve the Customer Experience.

VERTICAL: Restaurant and Food Service

NLP SERVICES: Lean Transformation

## THE CLIENT

Private equity client with \$500M in Revenue and the nation's leading operator and franchisor of brewery and craft beer-focused casual dining restaurants. They operate a combined total of over 200 restaurants, brewery restaurants and entertainment venues

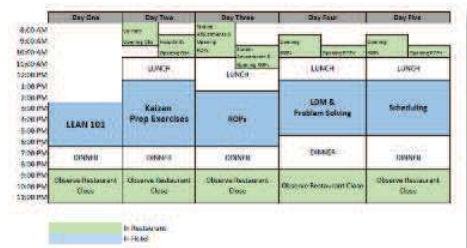
## APPROACH: Three Phases

### Phase One: Site Deployment

- 6 site pilot followed by 9 regional site launch deployment plan
- By site: 1 week needs assessment visit & rollout plan development
- Quantified, prioritized roadmap-tracker
- Develop capability building plan
- Create a Kaizen cadence with governance to track execution and results (1 NLP Practitioner 1-2 weeks/month)
- Daily Management Process (Metrics, Review Cadence, and Problem Solving Structure) to drive sustainability and day to day performance improvement
- Develop hub & spoke Bootcamp Rollout Plan to Execute Value Creation Plan by Executive Team

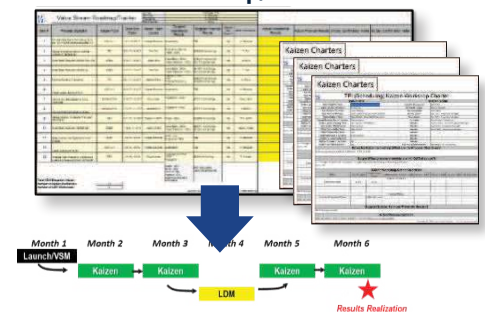
### Phase Two: Sample Savings Tracker

- Roadmap Tracker Files Created for Each Site – Looking Out 8-12 Months
- Quantified Estimates of Savings
- Charters – Leader, Team, Targets, Scope
- Kaizen Cadence Drives Execution



Role/holder	Owner	Role/Responsibility	Major Milestones
Business Lead	<<Owner>>	Business Lead: Identifying all requirements are defined and process changes meet expectations. Holding restaurant partners accountable to the successful implementation of LEAN within their respective markets. Responsible for the overall success of the LEAN project implementation.	Working with PM on scope, schedule and costs – approving all changes. Manage the implementation and monitoring of the LEAN program. Managing Facilitator on LEAN implementation from pre-trial through post audits and final certification. Advise when "Let Walk" plan is needed.
Training Lead	<<Owner>>	Operations Lead: Assuring support materials are provided for project success.	Facilitate process, address Change Management process.
Training Support	<<Owner>>	Training Leads: Assure support materials are provided for project success.	Facilitate process, facilitate support.
Culinary Lead	<<Owner>>	Operations Lead: Culinary management to ensure project success.	Culinary SME.
LEAN SME	<<Owner>>	LEAN Subject Matter Expert Part of LEAN Implementation Leadership Team.	LEAN SME report supporting the management of continuous change, LEAN action facilitator support, Managing Facilitator on LEAN implementation from pre-trial through post audits and final certification. Advise when "Let Walk" plan is needed.
LEAN Culinary SME	<<Owner>>	Culinary Subject Matter Expert Part of LEAN Implementation Leadership Team.	LEAN SME report supporting the rollout, Monitoring of V&V efforts on pre-trial standards and Coaching the site. Advise when "Let Walk" plan is needed.
Finance	<<Owner>>	Financial reporting to evaluate project success.	Monitor project expenditures and objectives.
Facilities	<<Owner>>	Facilities Lead for any restaurant R&M that is in scope.	R&M identified during the LEAN audit that impact the Rollout.

### VSM Roadmap/Tracker



## THE APPROACH: Three Phases (Cont'd)

### Phase Three: Governance / Execution Management

- Executive Boot Camps for Rollout
- Steering Committee – Monthly Review
  - > Execution to Plan, Results, Capability Building
- Kaizen Workshop Leadership Support
  - > 5-10 Minute Daily Status Call
  - > Weekly Report Out – Shared Best Practices and Results – Encourage Teams
- Board / PE Lead Updates – Management Engagement, Progress
- Areas improved:
  - > VSM, Prep, BOH, FOH, Warehouse, Bar, Layout, Theo Food Cost, Ingredients Strategy, HR, Marketing, LDM

## THE RESULTS (First 12 Months)

**Reduced Ticket Times** from an average of **9.5 minutes to 5.5 - a 42% reduction**

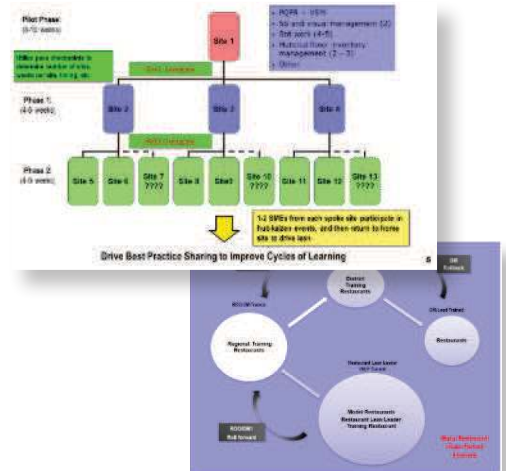
**15% productivity improvement** through better alignment to demand and clearer prep, execution, and open/close expectations

Kitchen staff **less reliant on “talent”** and **more on process**, making training, retention, and management simpler and easier

**25% reduction in “remakes”** due to one ticket flow, sequencing of entrees, and less “waiting” time in the window

Freed up Management staff to **coach** their team, **touch** tables, and **work on the business** and not in it

### Lean Ops Hub and Spoke Rollout Cascade



**\$5.2M Annualized Labor Improvements**

**\$1.4M Annualized Inventory Improvements**

**\$570K Annualized Food Cost Improvements**