

Case :

44

Country :

The Netherlands

Sector :

Restaurants

Company :

A big Dutch retailer that has its own coffee shops within the stores.

Type of intervention :

Preliminary feasibility study : quantification of improvement potential.

Development and implementation improved 360° management control system.

Project Goal:

Do a feasibility study and quantify the improvement potential in order to help the client taking strategic decisions.

What did we do?

We discovered potential in the following areas :

Transfer management styles from re-active towards pro-active supervision (=> more time for training, better utilization of resources, reliable management information, improved customer service)

Improve management and organization of operations mainly during peak moments and develop standards and "routines" for peak moments (=> reduction of waiting times, overall productivity improvement)

Upgrade the existing management system : use forecasting tools for better long term resource planning, develop monthly/weekly planning, use daily/hourly information for active management

Improve commercial as well as technical "restaurant" skills of some core people by proliferating best working practices(=> mix experienced with less experienced people in order to use people's full potential during peaks).

Improve discipline in order to reduce waste, increase hygiene and improve image towards clients. Based on micro-marketing elements, adapt product range to client's needs. Improve communication of the client's retail concept (=> higher turnover, improved efficiency, reduced costs).

Implement new cueing system (=> better throughput during peak moments => increased turnover).

Results :

The total savings potential was quantified between € 120.000 and € 165.000 (15-20% manhour savings and 2-5% waste reduction).