Fresh Eyes Consulting

Self-Help Guide
Process Inefficiency Review

Mapping out business and operational processes to identify improvements and reduce inefficiency

Visualising

1. Start by drawing out your process as a series of steps. Either do this electronically or physically with post-it notes.

2. Use a standard format to capture the key information for each step (example see right).

3. Include as many steps as necessary to see the full end to end process.

4. Process flow goes left to right in order that they happen.

5. Sequential steps in a line, simultaneous steps in parallel.

Short step description/name
___
Who/what does this step
___
How long it takes per one/per unit
___

Location/Area (If Applicable)

Fresh Eyes Consulting

Analysing

1. Summarise the process into number of steps, number of different people, total duration of process.

2. Identify where there are potential wait/dwell areas.

3. For each of the wait/dwell areas, multiple it's typical wait time by the sum of all process steps downstream/to the right. (Call this "Wait Stack-up").

4. Identify the longest duration step.

   The whole process will only ever go as fast as the slowest step.
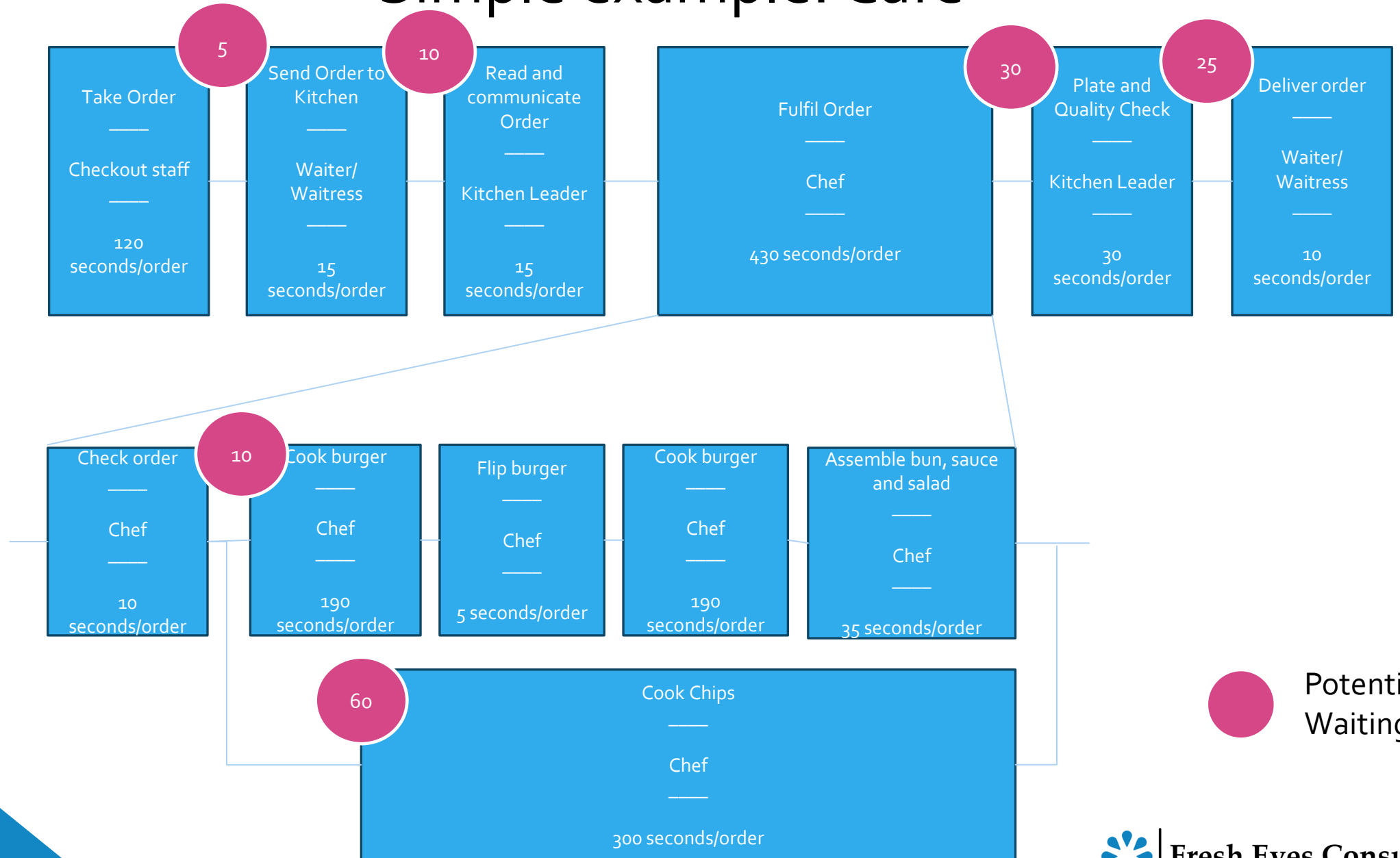
5. Identify the number of handovers.

   Handovers can be a significant contributor for delays, excessive waiting and poor-quality output. High number of handovers means higher risk for something to go wrong and potentially higher processing costs.

Fresh Eyes Consulting

Improving

- Assess methods to reduce "Wait Stack-up" prioritising the largest first

- Assess means to reduce long-duration steps or increase capacity to do more than one at once (e.g. another chef)

- Assess ways to reduce handovers or ensure they are seamless

- Assess ways to reduce the amount of unnecessary movement

- Implement ways to measure the process and its performance to;

  1. Confirm improvements are working

  2. Identify the "next" longest step

  3. Identify the over and under-utilised resources

  4. Allow continual improvement

Fresh Eyes Consulting

Simple example: Café

Top row (process flow):

5	10		30	25

Take Order
——
Checkout staff
——
120 seconds/order

Send Order to Kitchen
——
Waiter/Waitress
——
15 seconds/order

Read and communicate Order
——
Kitchen Leader
——
15 seconds/order

Fulfil Order
——
Chef
——
430 seconds/order

Plate and Quality Check
——
Kitchen Leader
——
30 seconds/order

Deliver order
——
Waiter/Waitress
——
10 seconds/order

Second row:

Check order
——
Chef
——
10 seconds/order

10

Cook burger
——
Chef
——
190 seconds/order

Flip burger
——
Chef
——
5 seconds/order

Cook burger
——
Chef
——
190 seconds/order

Assemble bun, sauce and salad
——
Chef
——
35 seconds/order

Bottom:

60

Cook Chips
——
Chef
——
300 seconds/order

Potential Waiting

Fresh Eyes Consulting

Simple example: Café

- **<u>Wait Stack-up</u>**
  - Biggest "Wait Stack up" could be waiting for Chef to Cook Chips.

    60 x (300 + 30 + 10)

  - Therefore, if Chips are ordered then flag this asap or have them ready in anticipation.
- **<u>Long duration steps</u>**
  - Coincidently, Chips take longest so same as above, or consider part-cooking before hand to reduce upon-ordered cook time.
- **<u>Reduce handovers</u>**
  - Replace step 2 with a Point of Sales machine that send orders automatically to Kitchen removing the demand for waiting staff at the front end.
- **<u>Reduce movement</u>**
  - Food collection point moved closer to Customers to prevent wasted journey time

Fresh Eyes Consulting