COEX 2012

Created by operators, for operators.
Developing “Employee Centric” Designs To Drive Brand Investment Optimization.

Juan Martinez, PhD, PE
Principal
Profitability-Labor Guru Consortium

PROFITABILITY®
Designing Profitable Hospitality

LABOR GURU
Outline

• Approach - Employee Focus
• Techniques - Ergonomics & Industrial Engineering
• Case Study Examples
• Impact - Conclusions
• Article Reference
Approach & Mindset To Facilitate Brand & Investment Optimization

Your Employees / Team Members / Partners/ Crew / Gardener Chefs (whatever you call them) come FIRST!

Your customers a close second!
All Roads Lead to The Employee! Ergonomics lead the path. Brand Growth depends on it.
Ergonomics Rule!

er.go.nom.ics:
The science that studies the interaction of humans with its environmental design, for the purpose of improving efficiency, productivity, comfort & safety.
Ergonomics is not new!

You may recognize this drawing...

Leonardo da Vinci is often given credit for being the 1st Ergonomist.
Two Ergonomics Areas!
Physical (heights, reaches, lines-of-sight, etc.)
Two Ergonomics Areas!
Cognitive (mental processing)

Type of Information!
“garbage in-garbage out”

Flow and amount of Information!
CONSIDER THAT SOMETIMES LESS IS MORE!
Ergonomics-Anthropometric Capabilities
It Is A Challenge To Design For Many Sizes!
Ergonomics-Anthropometric Capabilities
It Is A Challenge To Design For Many Sizes!

Different cultures make this design challenge bigger!
Both physically and mentally (including languages)!
Key Question:

What is getting in the way of enabling the employee from delivering better concept profit and customer hospitality?

Must consider all the operating parameters in the design process.
Investment Design Optimization

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What is getting in the way of enabling the employee from delivering better concept profit and customer hospitality?

Aim to do this in a holistic and systemic way! Understand how one area impacts the other.
Industrial Engineering/Ergonomics Techniques

- Time & motion studies
- Work sampling
- Continuous delay studies
- Time standards
- Data analysis
- Process flow analysis
- Capacity Planning
- Ergonomic analysis

Lean principles
Six sigma

**Peak Transactions Projection**

\[ y = 0.0835x + 142.83 \]
\[ R^2 = 0.9216 \]

\[ y = 0.086x + 65.50 \]
\[ R^2 = 0.686 \]

**Modeling / Time & Motion Analysis**

**Profit Improvement**
- Ergonomic Designs
- Efficiency Enhancement
- Time & Motion Studies

IFMA
Your Business Partner
Techniques-Objective Measurements

Continuous Time Studies

Understand the issues
Live the Life of.................

A customer....what is their full experience composed of?
A plate/an order....how do plate orders get synchronized?
A product....what is the cooking and preparation cycle?
An equipment piece....what are the production cycles?

An employee....what steps do they follow to get orders done?
A manager....what is forcing the manager to work a station, keeping them from managing the business?
Industrial Engineering/Ergonomics Techniques

Computer Simulation
Place (Layout)

Understand the movements of the employees.
Processes & Procedures

Process Maps The Steps Required To Execute Each Position.

Flowchart for a Typical Server’s Process During a Table Turn
Processes & Procedures

Quantify Where Employees Spend Their Time.

- Time in Expo 19%
- Assemble Drinks 9%
- Cash Out 16%
- Clean 4%
- Customer Interface 19%
- Enter Drink Order 4%
- Enter Drink & Food Order 2%
- Enter Food Order 2%
- Get napkins 2%
- Pre-bus Table 13%
- Pick-up Bar Drinks 8%
- Re-Stock 1%
- Throw Away Trash 1%
- Re-Stock 1%
- Time Utilization for Work
## Platforms (Equipment)

Understand Equipment Performance.

<table>
<thead>
<tr>
<th>Product</th>
<th>min</th>
<th>max</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grill</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burger - Medium</td>
<td>7:43</td>
<td>11:10</td>
</tr>
<tr>
<td>Steak - Medium</td>
<td>12:11</td>
<td>14:03</td>
</tr>
<tr>
<td>Steak Tips - Medium</td>
<td>8:26</td>
<td>15:27</td>
</tr>
<tr>
<td><strong>Oven</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheese Melting</td>
<td>0:57</td>
<td>4:37</td>
</tr>
<tr>
<td>Fish</td>
<td>4:01</td>
<td>11:19</td>
</tr>
<tr>
<td>Vegetables</td>
<td>8:18</td>
<td>9:50</td>
</tr>
</tbody>
</table>
Platforms (Equipment)

Consider All Feasible Equipment & Technology Platforms.

WHAT IS APPROPRIATE FOR THE CUSTOMER TO SEE? FOR MANY CONCEPTS, THE BOH IS THE FOH!
Continue to Innovate The Menu & Promotional Offerings. But keep in mind the following.....

If you don’t innovate you die!

but......................

If you innovate wrong, you can kill yourself!
Applying IE & Ergonomics to Develop “Employee Centric” Designs means…..

Going from this Impact

To this impact!
Applying Ergonomics to Develop “Employee Centric” Designs means…..

Better yet….to this impact!
References

Industrial Engineering Magazine, March 2010

“Doing it Your Way”

Application of Industrial Engineering & Ergonomics Principles in Restaurants
What is the 1 Take-Away?

Tomorrow walk in your employees shoes!

To get an objective (better) understanding of what is getting in the way of them delivering the brand promise.

- Process
- Procedures
- Platforms (Equipment)
- Place (Facility)
- People (Labor)
- Product (Menu)
- Promotions
Contact Information & Discussion

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Juan R. Martinez, PhD, PE
Principal

Ph: 305.336.1688 6725 SW 110 Street
juan@profitality.com Miami, FL 33156
www.profitality.com

Blog: Foodservice by Design
www.fesmag.com

www.profitality.com
www.laborguru.com