PROCESS IMPROVEMENT

Tim Hortons waiting time improvement

WHITNEY BASS

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AGENDA

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- IMPROVED PROCESS FLOWCHART
- MEETING CADENCE/RHYTHM AND TIMING
- METRICS TO MEASURE PROJECT SUCCESS
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PROJECT DESCRIPTION

Title: "Process Improvement (reducing wait times) Project for Tim Hortons"

OBJECTIVES

- Identify weak points in current process
- Implement process improvements
- Reduce customer waits
- Increase customer satisfaction

SCOPE

- Focus on improving the process
- Introducing self-service kiosks, mobile application for ordering, and drive thru process
- Customer feedback and data analysis

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TASK/PROCESS

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |

Identify weak points

Developing improvement techniques

Imlementing a self-service kiosk

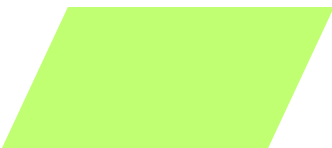**Introduction of mobile application**

Improve drive through process
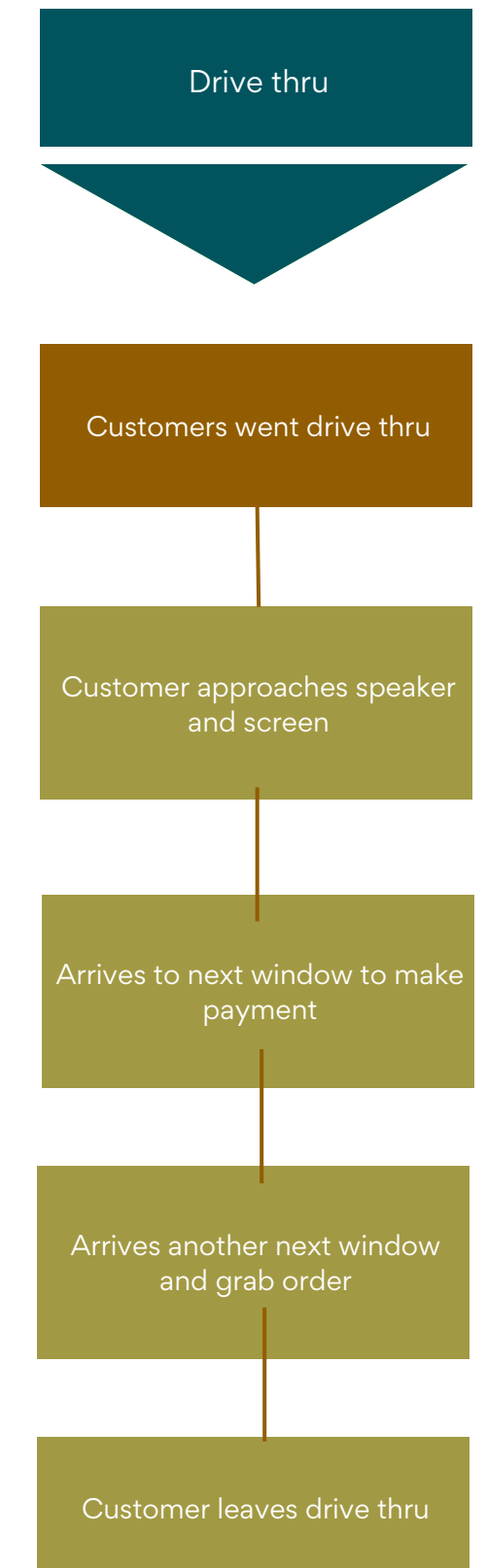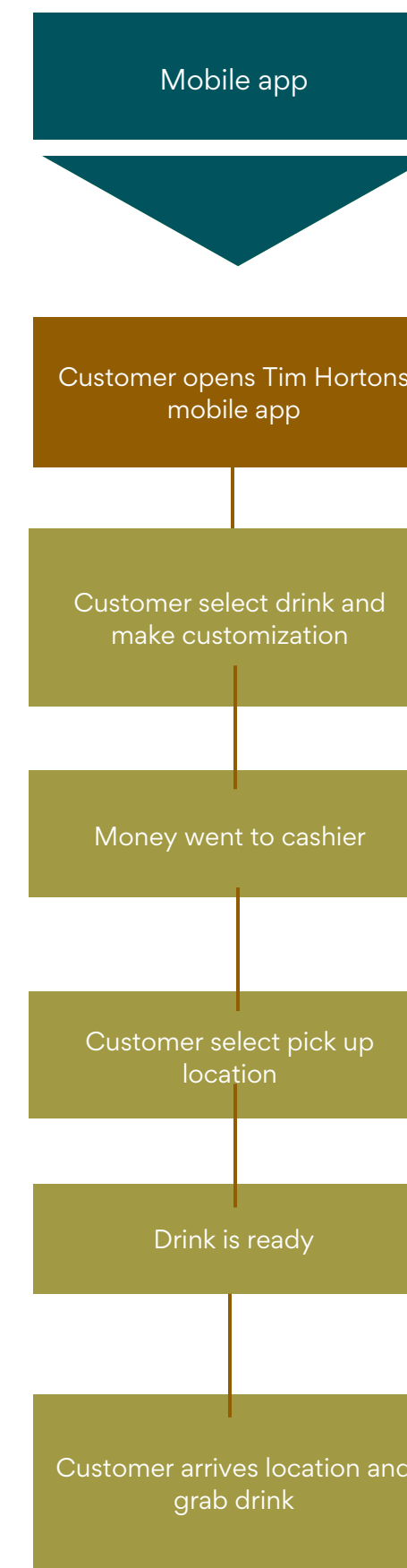
Train employees

Evaluation of effectiveness
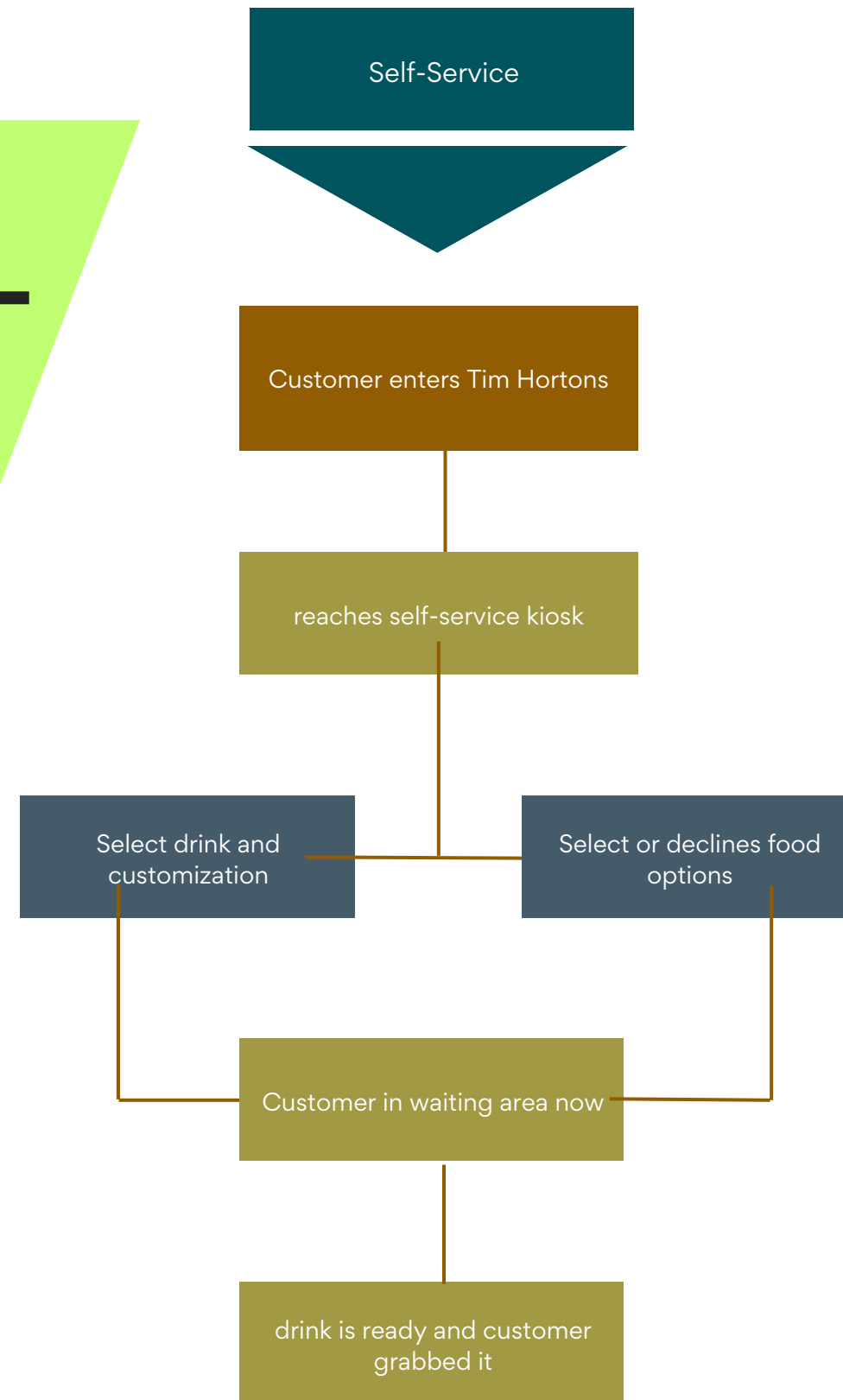
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IMPROVED FLOWCHART

Self-Service

Customer enters Tim Hortons

reaches self-service kiosk

Select drink and customization

Select or declines food options

Customer in waiting area now

drink is ready and customer grabbed it

Mobile app

Customer opens Tim Hortons mobile app

Customer select drink and make customization

Money went to cashier

Customer select pick up location

Drink is ready

Customer arrives location and grab drink

Drive thru

Customers went drive thru

Customer approaches speaker and screen

Arrives to next window to make payment

Arrives another next window and grab order

Customer leaves drive thru

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MEETING CADENCE

- Weekly team meetings: These meetings will be held every Monday to discuss progress updates, address any issues, and plan for the upcoming week. The duration of these meetings will be 1 hour.
- Biweekly stakeholder meetings: These meetings will be held every other Wednesday to update stakeholders on project progress, discuss any issues, and gather feedback. The duration of these meetings will be 1 hour.
- Ad-hoc meetings: Ad-hoc meetings may be scheduled as needed to address urgent issues or to make decisions that cannot wait until the next scheduled meeting.

MEETING TIMING

The project is expected to start on April 1st, 2023, and will run for a period of 12 months, with a planned end date of March 31st, 2024. The following is the timeline for the project meetings:

- Weekly team meetings will begin on April 3rd, 2023, and will continue every Monday until term end.
- Biweekly stakeholder meetings will begin on April 12th, 2023, and will continue every other Wednesday.
- Ad-hoc meetings may be scheduled as needed throughout the project duration.

METRICS TO MEASURE PROJECT SUCCESS

For the Process Improvement Project at Tim Hortons, the success of the project will be measured using several metrics.

Average Wait Time:

One of the main metrics will be the average wait time for customers, which will be reduced by implementing the new process improvements such as the self-service kiosks, mobile application, and drive-through improvements. By reducing wait times, customers will have a better experience at Tim Hortons, which will result in increased customer satisfaction and loyalty.

Sales Revenue:

Another metric that will be used to measure the success of the project is sales revenue. By reducing wait times and improving the overall customer experience, the project aims to increase sales revenue for Tim Hortons. The self-service kiosks and mobile application will provide customers with a more convenient and efficient ordering experience, which will result in more orders being placed. The drive-through improvements will enable faster service and fewer errors, resulting in increased customer satisfaction and retention. All these factors combined will lead to an increase in sales revenue for Tim Hortons.

FINANCIAL AND BUDGETARY CONSIDERATIONS

All of these figures for costs and budget are provisional based on market trends and analysis

COST	AMOUNT	BUDGET	AMOUNT
SELF-SERVICE KIOSKS	$15,000	EXPECTED COST SAVINGS FROM INCREASED EFFICIENCY	$20,000 PER YEAR
MOBILE APPLICATION DEVELOPMENT	$20,000	EXPECTED REVENUE INCREASE FROM IMPROVED CUSTOMER SATISFACTION	$30,000 PER YEAR
DRIVE-THROUGH ORDERING SPEAKER AND SCREEN	$10,000		
EMPLOYEE TRAINING	$5,000		
TOTAL COST	**$50,000**	**TOTAL BUDGET**	**$50,000**

RETURN ON INVESTMENT (ROI): 100% WITHIN TWO YEARS

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PROJECT REPORTING STRUCTURE

PROJECT MANAGER: JOHN SMITH

Project Team: The project team consists of the following members:

- **Operations Manager:** responsible for overseeing the implementation of the new systems.
- **IT Manager:** responsible for implementing the self-service kiosks and the mobile application.
- **Marketing Manager:** responsible for promoting the new systems and ensuring customer engagement.
- **Finance Manager:** responsible for managing the budget and financial considerations of the project.

STAKEHOLDERS

Following is the possible list of stakeholders for this process improvement:

- customers
- employees (front-line staff, managers, and supervisors)
- franchise owners and operators
- corporate management and executives
- Third-party vendors and suppliers (e.g., technology providers, equipment manufacturers, and logistics companies)
- Local government agencies and regulators (e.g., health and safety inspectors, and environmental regulators)
- Industry associations and advocacy groups (e.g., coffee shop associations, and sustainability organizations)

RISK MANAGEMENT

Identify Risks:
- Delays in implementation
- Resistance to change from employees or customers
- Budget overruns due to unexpected costs or unforeseen challenges
- Inadequate training or communication with employees

Assess Risks:
- Assess potential impact of each risk to prioritize our mitigation efforts.

Mitigate Risks:
- Conduct a thorough analysis of the supply chain and regulatory requirements
- Engage with employees and customers to communicate
- Maintain a detailed budget and monitor expenses
- Develop comprehensive training materials and conduct regular training sessions

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COMMUNICATE CHANGE

- Create communication plans to ensure that employees and customers are aware of the changes
- Extensive employee training to ensure that they understand how to use them properly
- Signage will be placed in the stores to notify customers
- Advertising campaigns will be developed

MANAGE RESISTANCE

- A change management team will be established to address employee concerns
- Feedback channels will be established to collect employee feedback and concerns
- Support resources such as training materials, job aids, and troubleshooting guides will be made available to employees

IMPLEMENT CHANGE

- The implementation process will be divided into phases, with each phase having a specific timeline and set of deliverables.
- The project team will work collaboratively with different departments to ensure a smooth implementation process.
- Regular monitoring and evaluation of the new systems will be conducted to ensure they are functioning effectively and any necessary adjustments are made promptly.

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CONCLUSION

In conclusion, the Process Improvement Project for Tim Hortons has been developed with the objective of improving the efficiency and customer satisfaction of Tim Hortons' operations. The scope of the project includes improving the wait times, as well as the overall process flow.

Through the critical path and Gantt chart, we have established the sequence of activities needed to complete the project on time, with meetings held regularly to keep everyone on track. We have also identified metrics to measure project success, such as reducing average wait times and increasing sales revenue.

Financially, we have accounted for all the costs and budgetary considerations, with plans in place to mitigate any potential risks associated with the project.

Effective change management strategies have also been put in place to ensure all stakeholders, including employees and customers, are informed of the changes and are properly supported throughout the process.

RECOMMENDATIONS

1. Explore additional technology solutions, such as artificial intelligence and machine learning, to further streamline the ordering and preparation processes.
2. Expand the menu to include more food options and healthier choices to cater to a wider range of customer preferences.
3. Enhance employee training to improve customer service and order accuracy, reducing errors and wait times.
4. Consider implementing a loyalty program to incentivize repeat business and increase customer engagement.
5. Regularly gather customer feedback and data to identify areas for improvement and ensure ongoing success.

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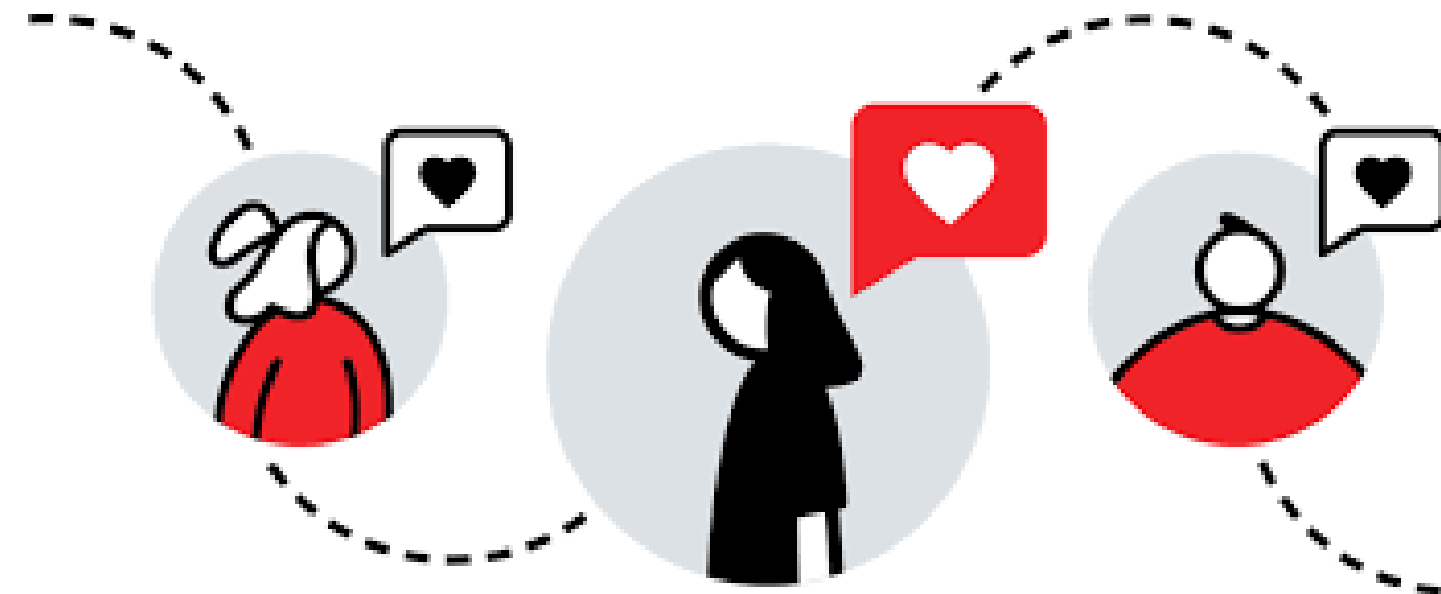
NEXT STEPS

Finalize Implementation:
- Ensure that all aspects of the project are implemented successfully and all necessary resources are in place.

Conduct Training Sessions:
- Train the relevant team members on how to use the project and its features effectively.

Collect Feedback and Data:
- Gather feedback from users on their experience using the project and any improvements that can be made.
- Collect data on the project's performance and impact to assess its effectiveness.

Evaluate and Refine:
- Analyze feedback and data collected to make necessary improvements to the project.
- Continue to evaluate and refine the project over time to ensure it remains effective and relevant.
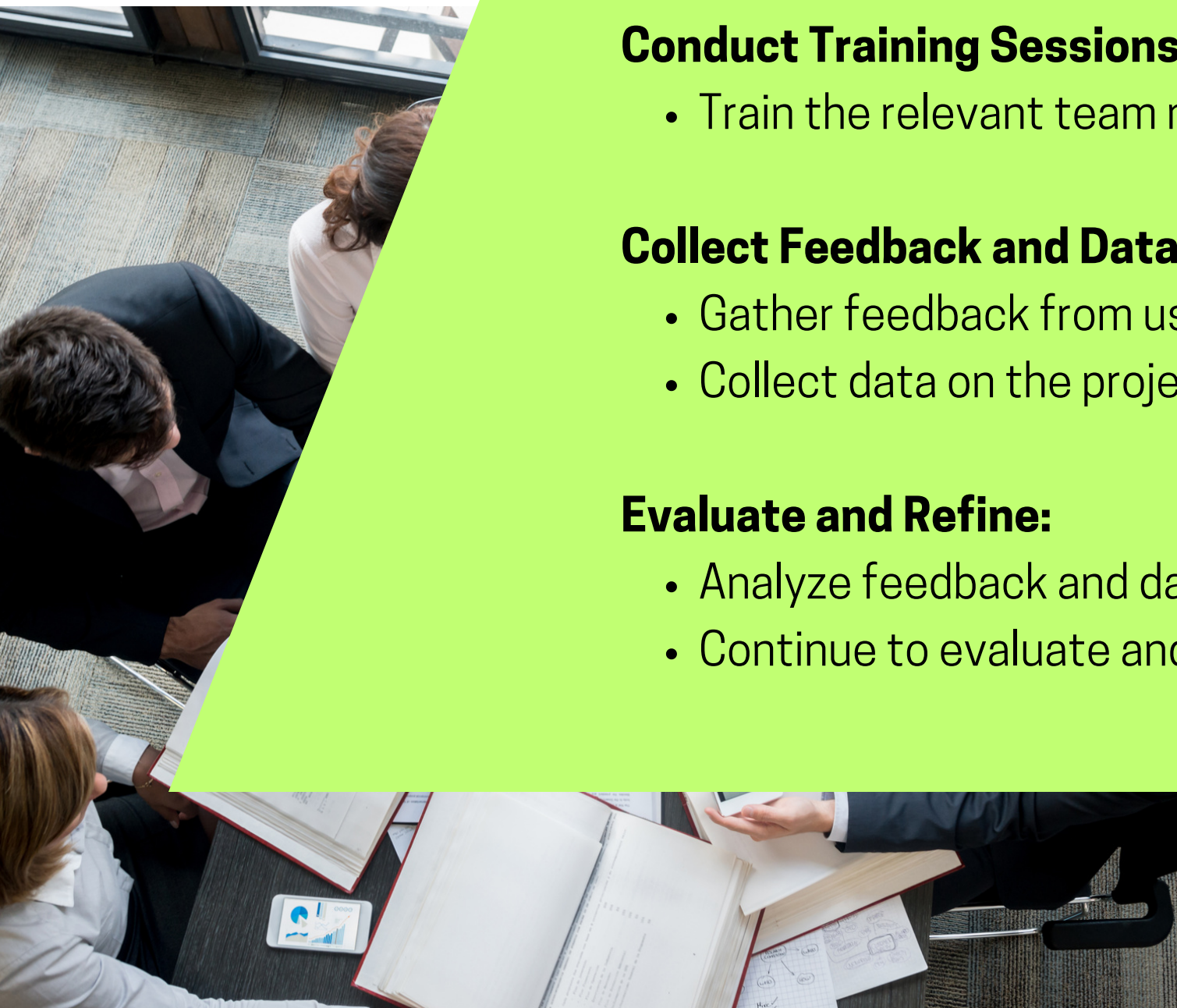
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