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CONESTOGA COLLEGE, DTK, ITBA (1372)

INFO8635-23S-Sec10-Business Analysis Foundations

**Assignment 3- Group 12
Observation Assignment**

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OBSERVATIONS REPORT AT WENDY'S



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Date: November 18, 2023

Time: 10:00 AM to 11:00 AM

Location: 350 Westmount Rd W, Kitchener, ON N2M 5C4

Service options: Dine-in · Drive-through · Delivery

Menu: order.wendys.com

Operation Hours:

Sunday 6:30 a.m.–12 a.m.
Monday 6:30 a.m.–12 a.m.
Tuesday 6:30 a.m.–12 a.m.
Wednesday 6:30 a.m.–12 a.m.
Thursday 6:30 a.m.–12 a.m.
Friday 6:30 a.m.–1 a.m.
Saturday 6:30 a.m.–1 a.m.

For this observation, Wendy's was chosen as the fast-food establishment due to its efficient operations and consistent high traffic, facilitating the recording of data for the purpose of these observations.

Wendy's is an American international fast-food restaurant chain founded by Dave Thomas on November 15, 1969, in Columbus, Ohio. It is renowned for its square-shaped hamburgers, sea salt fries, and signature Frosty desserts. The menu includes a variety of items such as hamburgers, chicken sandwiches, salads, and side items, with notable offerings like the Dave's Single and Dave's Double hamburgers, the Baconator, and the Spicy Chicken Sandwich.

Emphasizing the use of fresh, never frozen beef in their hamburgers, Wendy's distinguishes itself in the fast-food industry. The square shape of their burgers is another distinctive feature. The sea salt fries, known for their seasoned flavor, and the signature Frosty dessert in chocolate and vanilla flavors contribute to the unique offerings at Wendy's. Wendy's has a global presence, operating in various countries worldwide, and is recognized for its commitment to using quality ingredients.

Data Record: Periodic line length counts to determine a high / low / average queue size

Time	Queue Size
10:00 AM	3
10:05 AM	1
10:10 AM	2
10:15 AM	4
10:20 AM	2
10:25 AM	2
10:30 AM	7
10:35 AM	8
10:40 AM	2
10:45 AM	9
10:50 AM	5
10:55 AM	7
Total	52

Observation Period: Queue sizes were observed every 5 minutes during the specified time frame from 10:00 AM to 11:00 AM.

Data Collection: The number of people in the queue was manually counted at each observation period.

Data Analysis: Average Queue Size: 4.3 (total people observed divided by the number of observation periods)

Highest Queue Size: 9 (highest queue size observed at 10:45 AM)

Lowest Queue Size: 1 (lowest queue size observed at 10:05 AM)

Trends and Patterns: The morning rush at Wendy's on the weekend started off relatively low around 10 AM, reflecting the absence of office hours and a tendency for people to sleep in; however, it gradually increased after 10:30 AM, reaching its peak around 11 AM.

Observed Employee Details:

Manager(s): 1-2 managers, including a general manager and possibly an assistant manager.

Cashier(s): 2-4 cashiers to handle orders and transactions at the front counter and drive thru.

Cook(s): 3-5 cooks responsible for food preparation, including grilling, frying, and assembling food items.

Food Preparation Staff: 2-3 employees assisting with ingredient preparation, ensuring food safety, and maintaining kitchen cleanliness.

Clean-up Crew: 2-3 employees responsible for maintaining cleanliness in the dining area, kitchen, and restrooms.

Drive-Thru Attendants: 2-3 staff members specifically assigned to manage orders and serve customers at the drive-thru window.

Serving Time: The average order fulfilment time at Wendy's typically ranges between 5 and 8 minutes. This duration accounts for the variability in preparation time for different menu items, from the moment customers place their orders to the delivery of their selected food products.

Order Size Distribution: Approximately 70% of the observed customer base prefers small to medium-sized orders, typically comprising 1 to 2 items. The remaining 30% of customers exhibit a preference for larger orders, consisting of three or more items. This diversity in order size distribution reflects the varied purchasing patterns within the customer segment.

Order Mistake: We encountered a notable occurrence during the observation period at 10:40 AM, a customer at Wendy's received a Dave's Double Combo with pickles despite specifying no pickles, leading to a prompt apology and a corrected order with a complimentary dessert offered to the customer for the inconvenience.

Though, there were no other reported instances of customers returning to the counter after receiving their orders during our observation period.

Anecdotal Observations:

Ordering Experience: We placed an order for a Baconator Combo; staff was friendly and efficient, and the order was accurately prepared.

Customer Complaint Handling: Witnessed a customer who received an incorrect order; staff promptly apologized, replaced the order, and provided a complimentary dessert as a gesture of goodwill.

Efficiency Variation: Noticed a disparity in order processing speed among order takers; one staff member processed orders 30% faster than others, showcasing a potential efficiency variation.

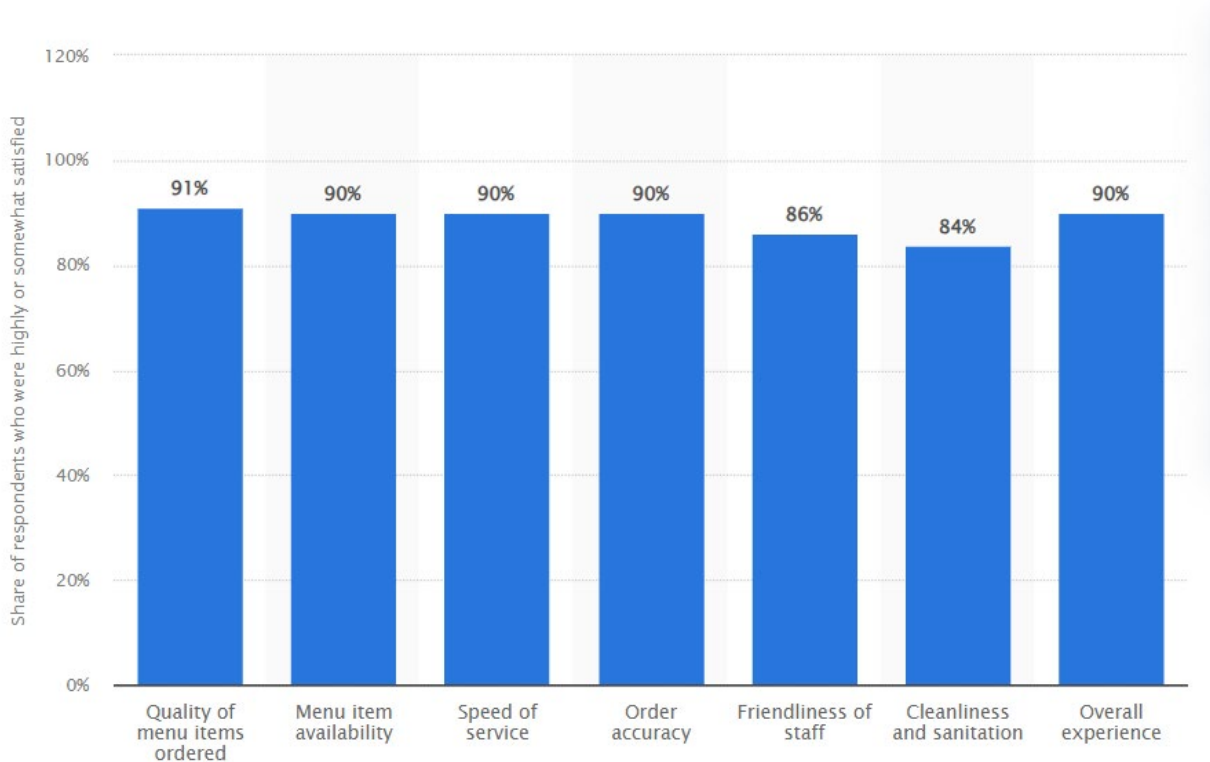
Observed Bottlenecks/Improvement Opportunities:

Drive-Thru Efficiency: Despite overall efficiency, there's room for improvement in drive-thru speed, as some customers experienced longer wait times.

Order Customization Handling: Addressing specific order customizations could be streamlined to ensure accuracy while maintaining a quick and efficient service.

Staff Training: Consideration for standardized training to mitigate variations in order processing speed among staff members and ensure consistent service quality.

General Survey: Additionally, we asked few customers about their overall experience at Wendy's during the observation hour and found that they have a satisfaction rate of over 80%, with the highest being 91% for menu item availability. The lowest satisfaction rate is 84% for cleanliness and sanitation.



In conclusion, the observational experience at Wendy's during peak hours revealed a generally efficient and customer-focused operation. While most orders were fulfilled promptly, opportunities for improvement include enhancing drive-thru efficiency, refining order customization processes, and ensuring consistent staff training to mitigate variations in service speed. The anecdotal observations underscored Wendy's commitment to customer satisfaction through swift issue resolution and friendly service. Overall, the findings suggest a foundation of positive customer experiences with potential areas for targeted operational enhancements. The surprising element lies in Wendy's ability to balance traditional favorites like the square burgers with innovative menu items, maintaining its appeal across diverse markets worldwide.