

Preliminary Investigation

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S.A.D. - NEWARK

PENN STATION • BROAD STREET • UNIVERSITY HEIGHTS • NEWARK AIRPORT

Business Profile

General Business Information

- SAD's Restaurant
- Newark, New Jersey
- Cofounders: Amanda Battista, Cameron Clark, Ankit Gandhi, Stefani Di Iorio, Jason Su, Ineisha Thomas

Business Details

- 2019
- Main Areas of Activities of Business: Fine dining restaurant
- Main Services: Bar, Dine-In, Dine-Out
- Principal Customer Industry: Located near a shopping mall and corporate buildings in a busy section of the city

Business Capacity

Human Resources

- Four managers
- Five Host
- Eighteen Cooks
- Twelve Servers
- Seven Bartenders
- Three Dishwashers
- Four Runners/Bussers

Other

- Managers handle inventory by filling out order forms
- Managers maintain employee hours by hand writing updates on a schedule
- Managers are responsible to maintain all restaurant equipment

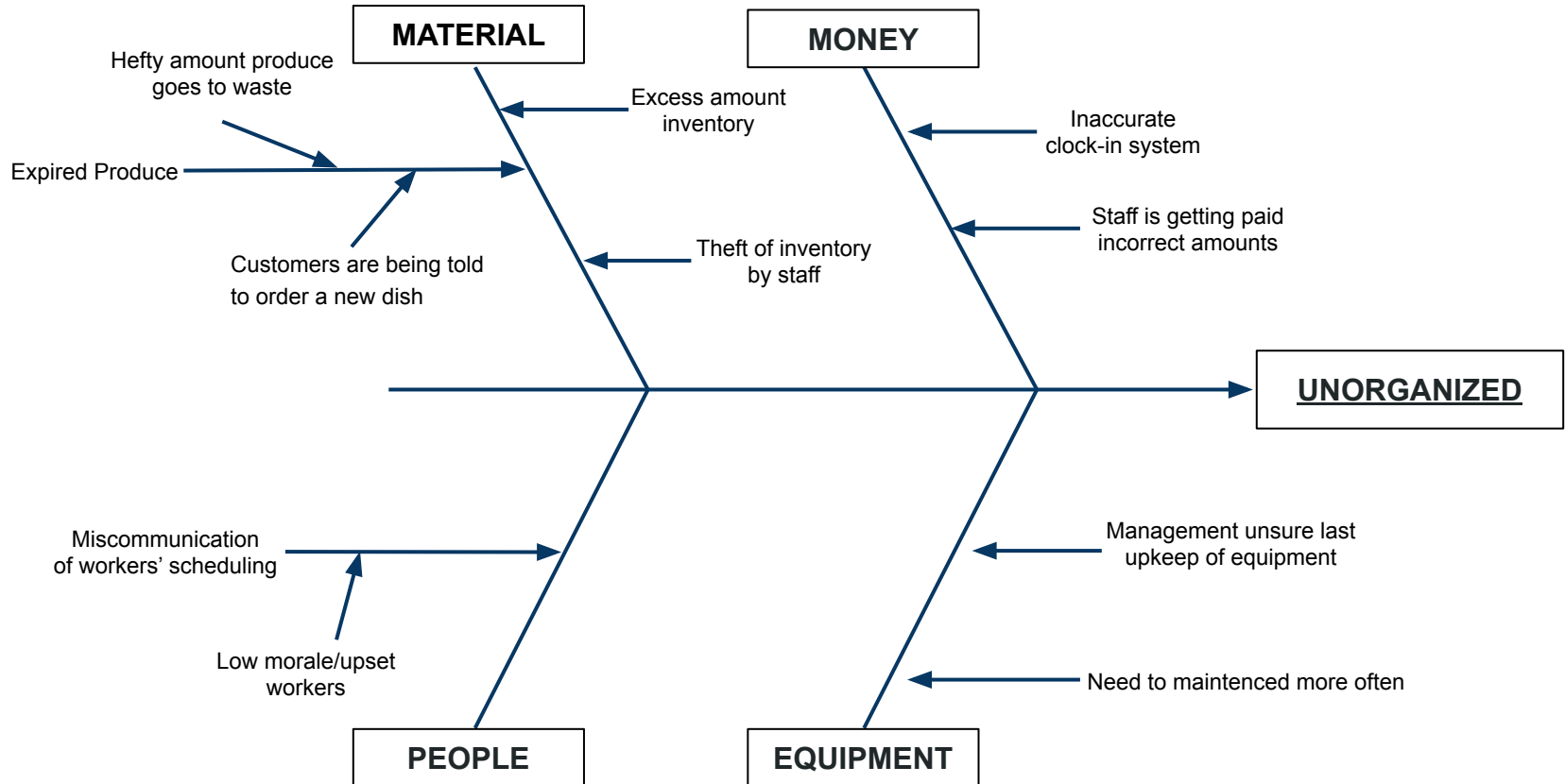
Organizational Chart



Request Form Summary

- Staff noticed a good amount of produce is left going to waste at the end of the night, they want a better ordering system that predicts less waste at the end of each night.
- Kitchen staff are left with an overflow of inventory at the end of the day that they don't know how to organize for upcoming nights.
- Produce and entrees often become few and aren't enough to cover busy nights, customers are being told to order a new dish because the main ingredient is not available at that time of dining
- Communication for management for the maintenance on equipment is being handled poorly and unorganized. Management had a hard time getting together all the receipts and the status for upkeep on some equipment is unknown.
- Scheduling for staff is confusing and they don't always know when they are set to work until the day of which can cause upset for those who have prior commitments.
- Payroll is being done manually and errors are being made where staff aren't getting paid the correct hours for which they worked and mistakes are being made paying employees for days they haven't even worked.
- Staff are taking items home due to excess inventory and it's becoming an expensive loss for the restaurant due to the theft.

Understanding the Problem - Fishbone Diagram



Findings

Management's Perspective

- Estimation based inventory
- Lack of accessibility to data
- Maintaining records of 50+ employees
- Maintenance of over 100 pieces of equipment
- Unorganized/ outdated manual systems



Front of House Perspective

- Inconsistent scheduling
- Missing hours
- No promotions
- High employee turnover/shortage of staff
- Low morale



Kitchen Perspective

- Improper inventory calls for 86'ed items
- A ton of waste
- Equipment not being maintained
- High employee turnover



Summary of Findings

Management is not able to handle the needs of the restaurant and it's employees due to an overly manual system that does not allow managers to communicate among the different restaurants..

Recommendations

The organization needs a new system that will maintain payroll/schedule records, provide accurate item sales to determine accurate inventories and also hold equipment/maintenance records.



System Requirements

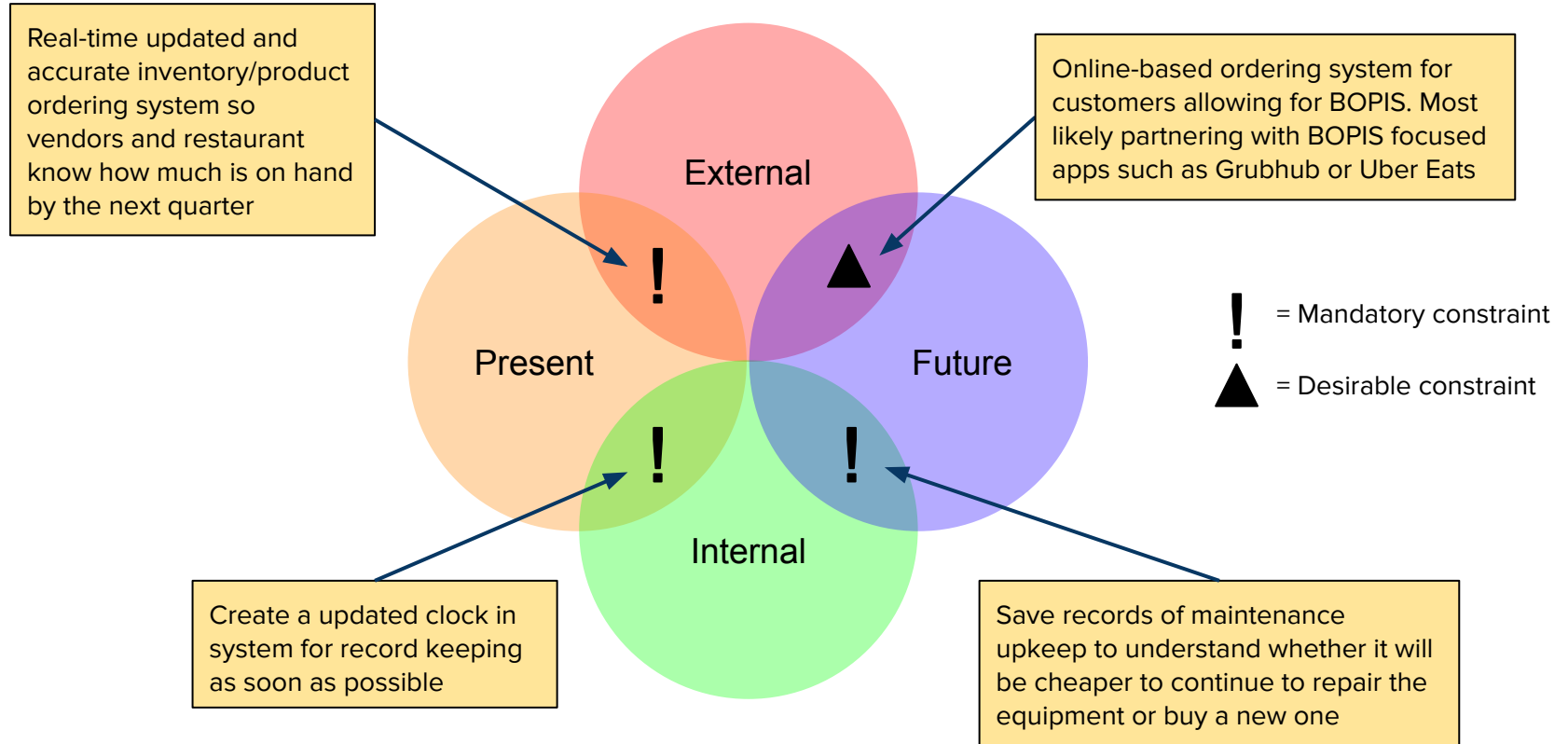
Must Do

- New ordering system
- Scheduling
- Allow clock in for record keeping
- Accurate inventory throughout day
- Keep Maintenance records
- Inventory and maintenance records must be accessible to front and back of house

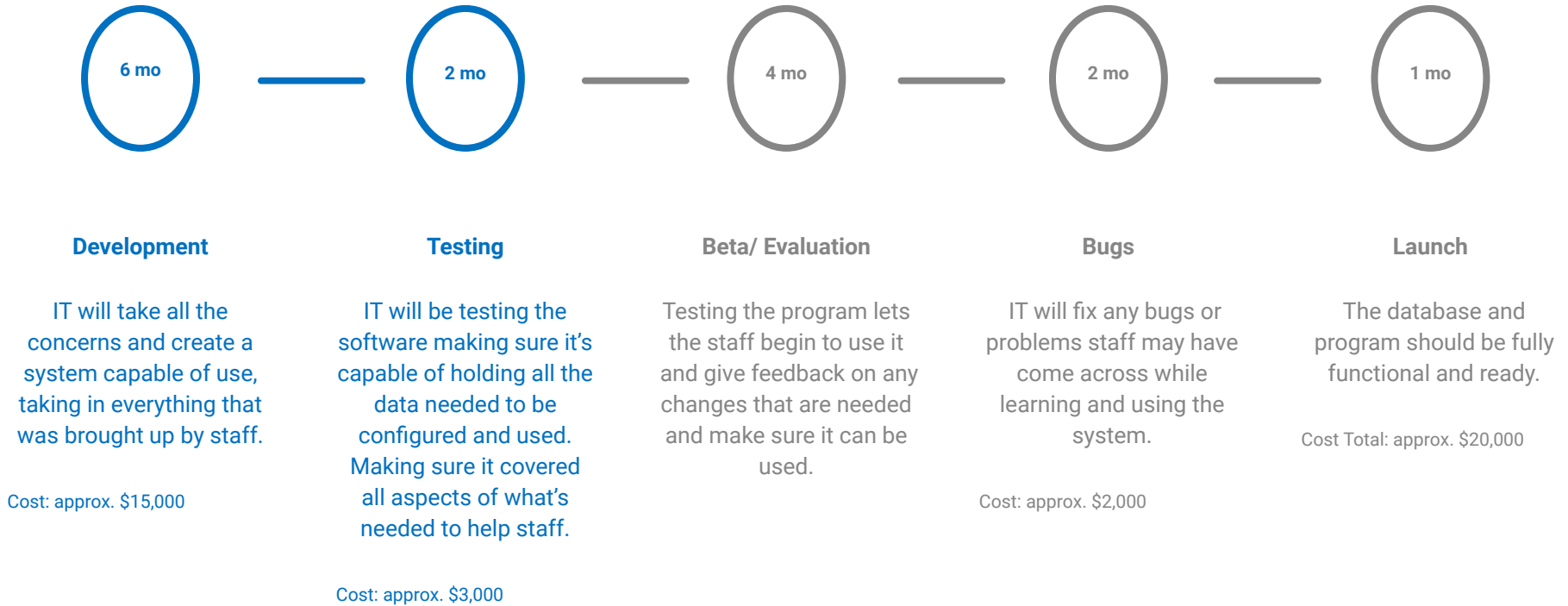
Should Do

- Predict the waste at the end of the night
- Online-based ordering system
- Should be point of sales POS

Constraints by Timing, Type, and Urgency



Time & Costs



Expected Benefits

The new system can bring the following benefits to our restaurants:

- New efficient system
- Less Scheduling conflicts
- Higher profits
- Less waste
- Higher customer satisfaction
- Lower wait times
- Increased communication



SALES REPORTING

Record & analyze
sales data to make
informed decisions



CUSTOMER MANAGEMENT

Track purchase
histories & automate
marketing



INVENTORY MANAGEMENT

Manage stock
counts to
determine when
to make reorders

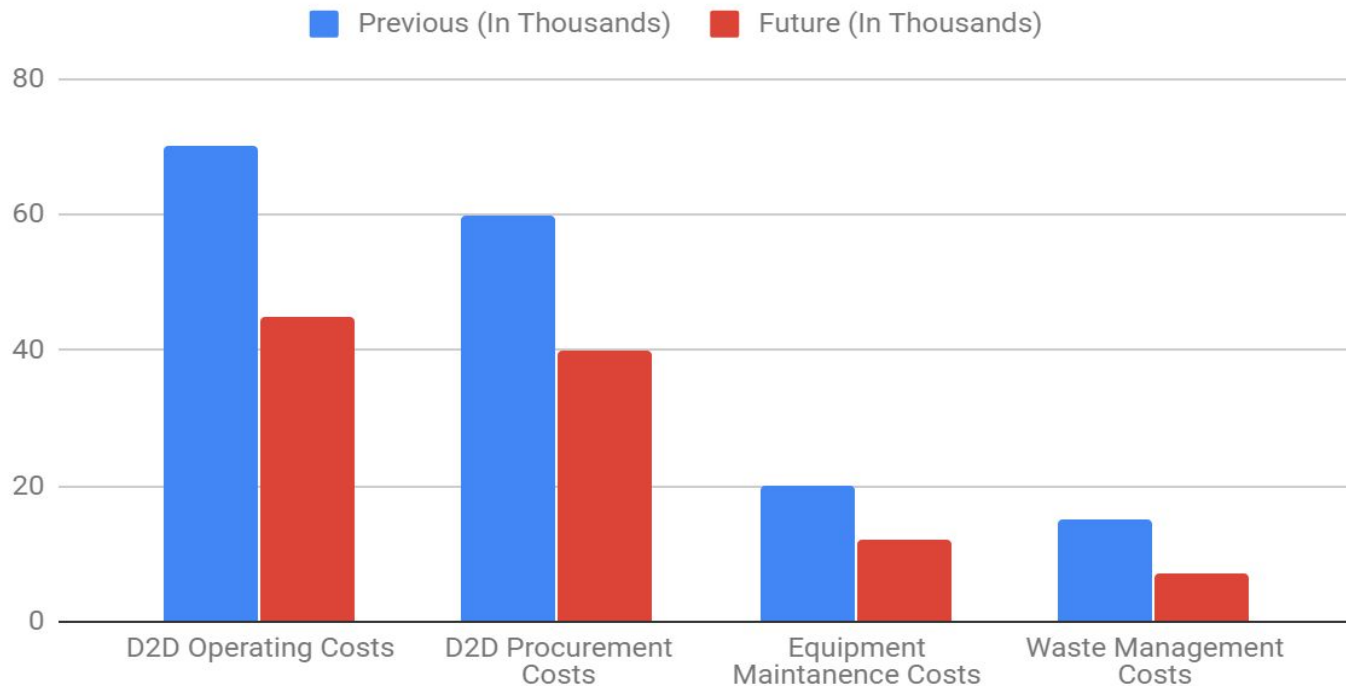


EMPLOYEE MANAGEMENT

Offer clock-in/out
tools to manage
scheduling &
payroll

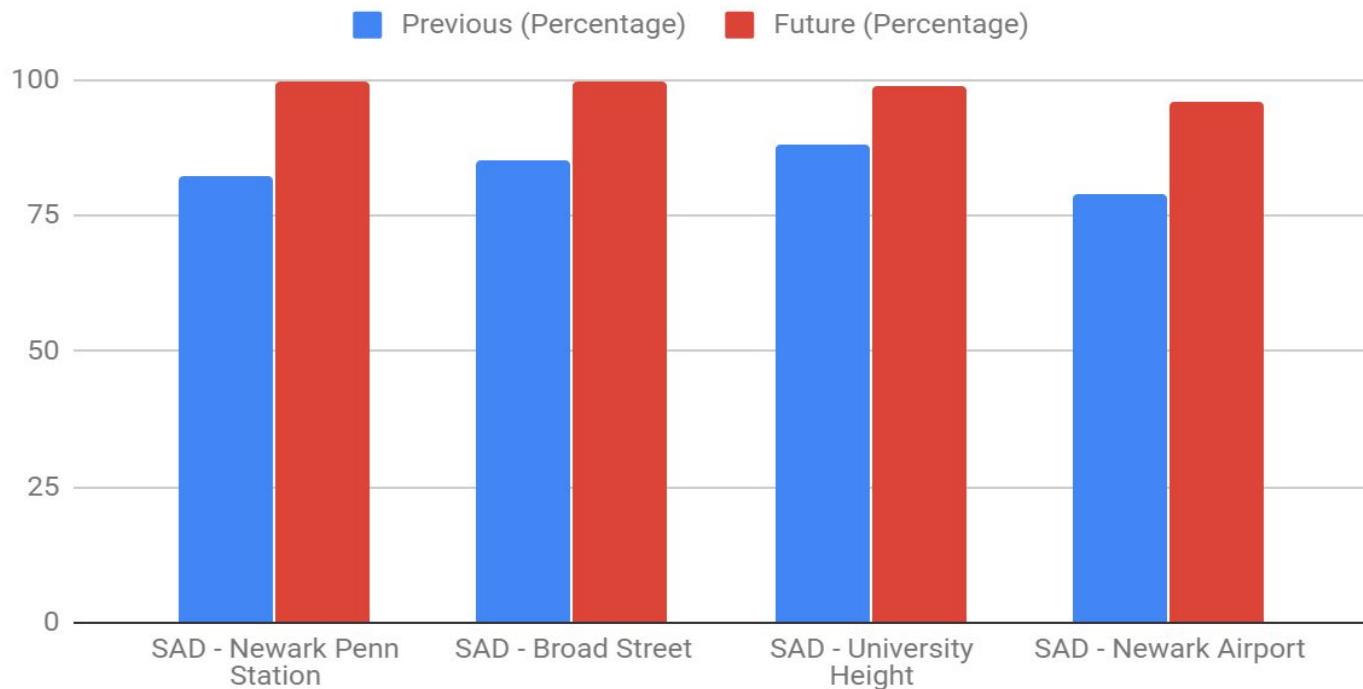
Appendix - Costs Comparison Chart

Cost Comparison Chart



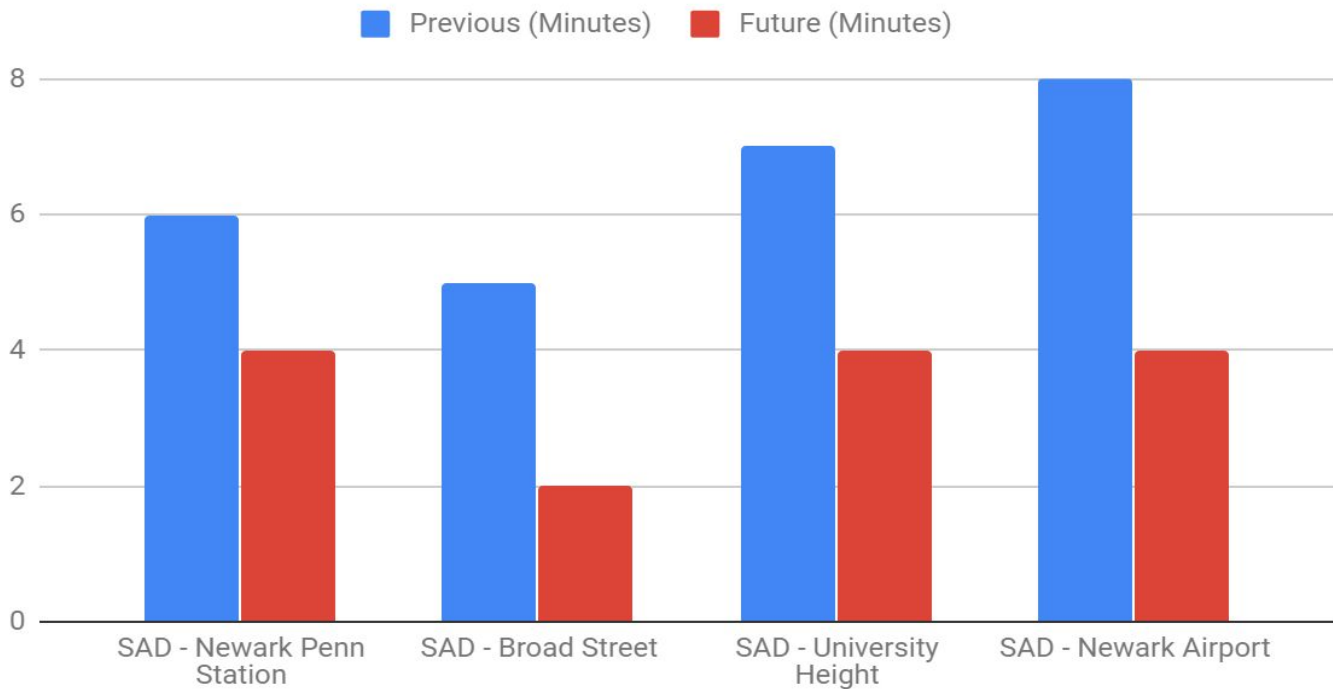
Appendix - Customer Satisfaction Rate

Customer Satisfaction Rate Comparison



Appendix - Waiting Time Comparison

Waiting Time Comparison



Appendix - Possibility of Scheduling Conflict

Possibility of Scheduling Conflict

