Wendy's – Business Re-engineering

TO-BE PROCESS

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Identify and Improving Work Systems

Install Kiosk

Regular Inspections of cleanliness and quality check

Quality check meter

Hire educated employees

Hire Security guards

Changes in Work Systems

Waiting lines: To reduce waiting lines outside the stores we can have kiosk installation which offers customers the opportunity to self order

Cleanliness : Inspection of a store frequently and the inspection report hanged in store such that it catches the eye of any customer entering the store, before placing order

Quality of food: Disposable quality meter can also be provided on customer request to check the freshness of food

Crime: The biggest contributor to crimes are friends or family members of employees working in store. Hiring security guards during hours having high crime rate, would overcome this problem

The 'AP' and 'RJ' level 2 questions consider Alter's work system method and analysis of requirements from to identify possibilities for improving this work system to address problems or opportunities.
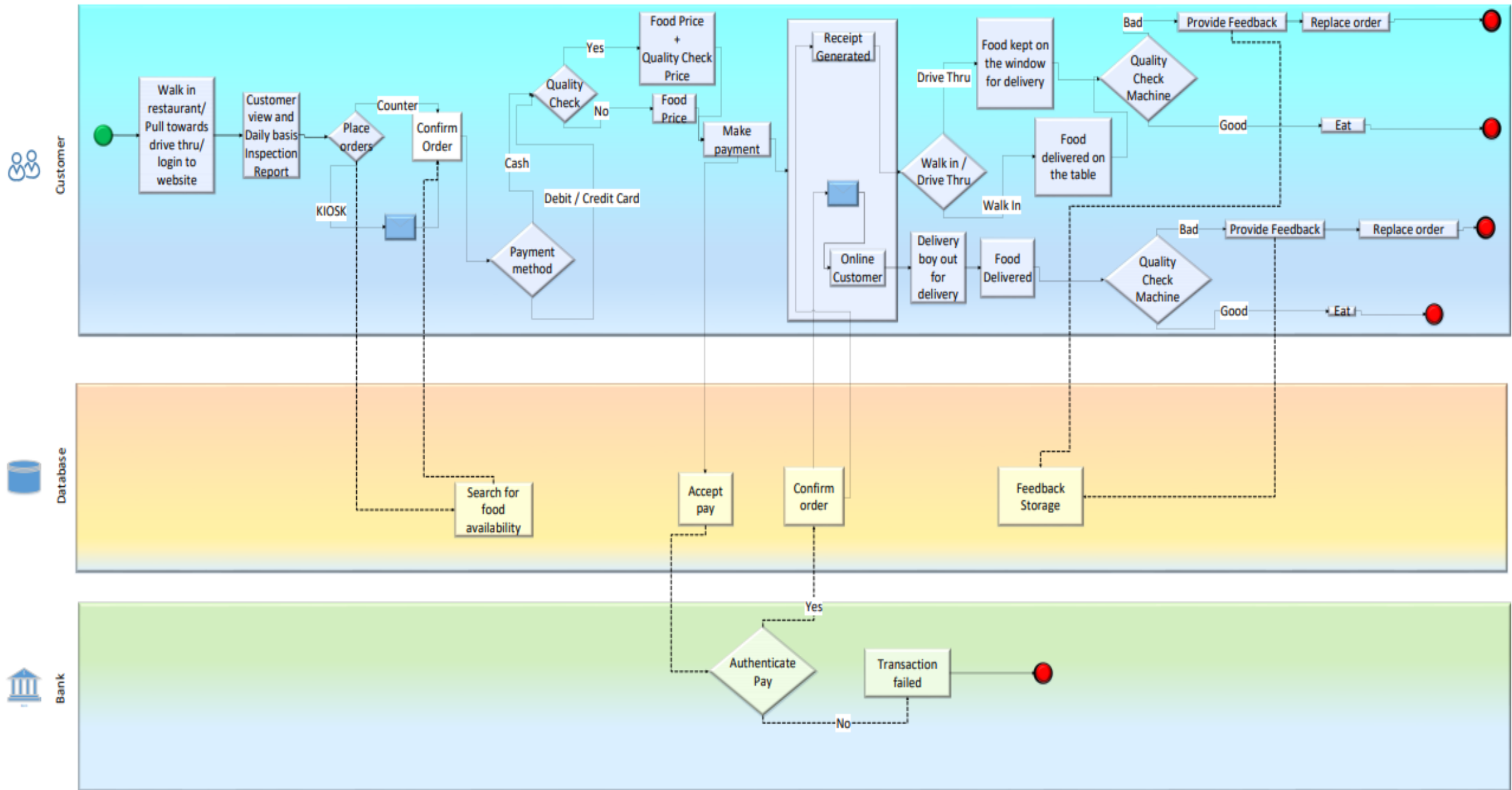
Analyse the systems and Identify the possibilities

- Primary customers of this system are people who are hungry and would like to grab some fast-food. They want ensured quality, cleanliness, safety and welcoming environment.

- To reduce the wait line – Kiosk can be installed

- To ensure quality food, quality meters concept can be brought up

- To ensure cleanliness, surveys and inspections can be held

- To provide safe environment, security guards can be hired to work during night hours

Recommend and Justify Changes

- Customers will be happy seeing the friendly environment with assured quality and cleanliness seeing the inspection report in the store

- If in doubt, they can check the food that they are consuming using the quality meter

- Comparing to the previous situation, now they like the ambience and they enjoy having food at Wendy's

- They feel safe even during the night, since there are security guards around

To – Be BPM Diagram

To – Be Work System Snapshot

Customers	Products & Services
Remote customers Drive through customers Walk in customers	Delivering the food Provide ordered food Collecting payment Receive feedback Quality assurance

Business Process

- Customers walk in / drive thru / login to website
- View inspection report
- Place the order

-> If walk – in or drive thru customer, order on counter by KIOSK

-> If remote customer, order online

- Request is processed in the system to check for the stock availability

-> If available, bill is generated

-> If unavailable, the system prompts to choose some different order

- Payment is made by the Customers

-> Want a quality check meter?

  – If Yes, Price of the Quality Check is added to the actual price of the food

  – If No, only the bill for food is generated

- Mode of payment

-> Credit card / Debit card, payment authorization is asked from the bank and then receipt is generated

-> Cash, receipt is generated

- Food delivered

-> If walk – in, food is served on the table

-> If Drive thru customer, food is served at the serving window

-> If remote or online customer, the delivery boy delivers the food at the required place

- Take feedback

-> Positive , wish them a nice day

-> Negative, Replace order

Participants	Information	Technology
• Customer • Employee • Store manager • Delivery boy • Bank and financial department	• Detailed menu • Banking details • Customer information	• Computer • Internet • Phone

WORK SYSTEM SNAPSHOT

Bridging the capability Gap

- Biggest Hurdle to execute this is to maintain **enough budget** to execute new changes over thousands of branches - that is to install kiosk, to buy quality meters, having regular inspections done and also hiring security guards
- To over come this hurdle, we need to have perfect analysis done, that depicts which branch of Wendy's is facing much problem, how many branches are facing crime rate so that security guards are hired in those areas.
- This would reduce wastage of investment in unwanted areas. Slowly, these changes can be adapted in other branches too. It does not have to be done at once

Cost Estimation

TASKS	UNITS	PEOPLE INVOLVED	COST
Install Kiosk	5	2 People	$8,000
Frequent Cleanliness Inspection	-	2 People	$3,000
Disposable Quality Check Meters	100	1 Person	$5,000
Hire security guards	2	2 People	$4,000
Store and analyse customer's feedback	-	4 People	$5,000
TOTAL ONE TIME COMPENSATION			**$8,000**
RECURRING MONTHLY EXPENSES			**$18,000**

Less knowledge of technology for operating kiosk

Language barrier for using the kiosk machine

Disposable quality check meter not functioning properly

Database redundancy for storing feedbacks of cleanliness and quality check

Security guards unable to perform their duty well

Employees unable to follow or adapt the training given

Risk Involved

Providing step by step instructions for operating the kiosk

Providing different language options in kiosk

Adding pictures of food items to the kiosk

Adding Quality check meters often in their inventory

Food replace policy should be lenient

Risk Mitigation

THANK YOU