

# The Upstairs Pub

*Reducing average drink wait time*



AMF Consulting | December 10, 2024

## *AMF Consulting is excited to be working with the Upstairs Pub.*

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## Topics for our discussion today include:

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**Introductions**

**01**



**Background**

**02**



**Define: *Stage Layout & SIPOC***

**03**



**Measure: *Process Mapping***

**04**



**Analyze: *RPN, Fishbone & 5 Why's***

**05**



**Improve: *Action Plan***

**06**



**Control: *Control Chart***

**07**

## *The Upstairs Pub*



# A Legacy of Community & Celebration

## 2024: 40th Anniversary

- Celebrates four decades of history and community.



## 2020-24: Pandemic Expansion

- Adds the Beach Bar/Ski Lodge, Scoreboard Room, and Dunnkirk Library



## 2015: Major Transformations

- Adds an outdoor patio overlooking Kirkwood Avenue.
- Refurbishes using Assembly Hall flooring, tying IU basketball history to the venue.



## 1996: Expansion

- Expands into Roscoe's Records' former space.
- Adds the room now housing the pool table and pop-a-shot machine.



## 1992: A New Identity

- Lease for the downstairs space ends.
- The Upstairs Pub is born.



## 1984: Humble Beginnings

- November: Management takes over The Rathskeller Restaurant & Bar at Dunnkirk Square.
- December 17: Hooligan's Drinkery serves its first drink—a rum and Coke for \$1.
- Hooligan's Upstairs Pub opens as a relaxed retreat.





# Upstairs Pub is a popular bar and gathering spot located in the heart of downtown Bloomington, Indiana.

## Upstairs Pub: Bloomington's Popular Hangout

- Location: 430 E Kirkwood Ave, 2nd floor of Dunnkirk Square
- Atmosphere: Casual, trendy, cozy with year-round patio
- Cost: Never a cover!

## Key Features



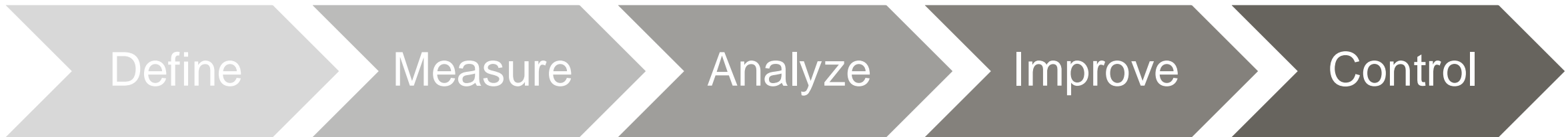
## Clientele & Reviews

- Upstairs Pub offers a unique blend of casual ambiance and diverse options, appealing to both students and locals in downtown Bloomington.



## The BIG Question

“Why is my drink taking so long?”



### OBJECTIVES

1. Reduce time to start order
2. Reduce time to prepare order
3. Improve customer service

### CONSIDERATIONS

1. Space Constraints: Limit square footage & costly, time-consuming expansion
2. Safety Liability: responsible for customer well-being in and after leaving
3. Cultural Balance: maintain casual, trendy vibe & cater to diverse clientele





# ***DMAIC MODELS***



## Overview Bar Stage Layout



**#1:** Scoreboard Room

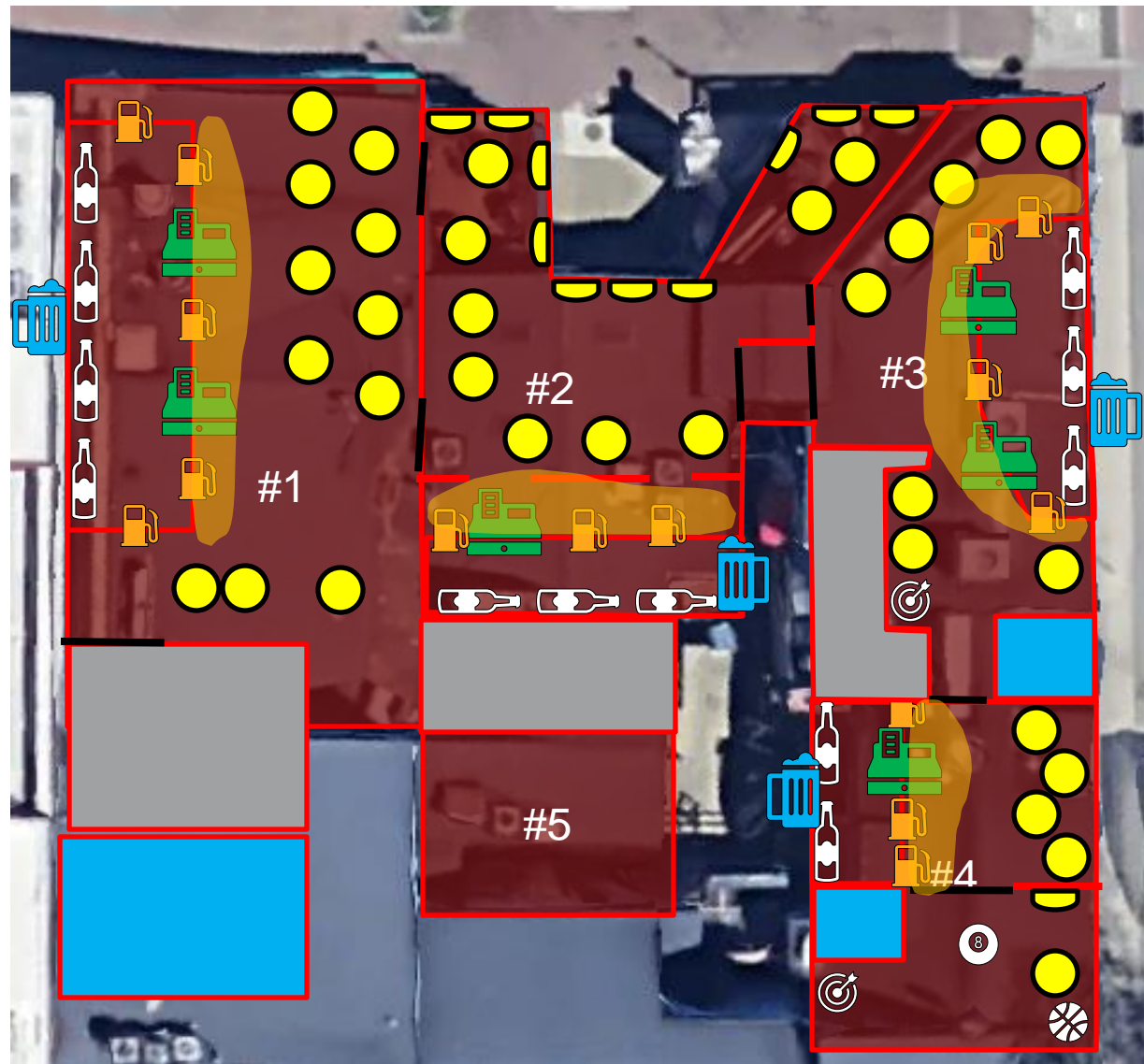
**#2:** Beach Bar/Ski Lodge

**#3:** Old Bar

**#4:** Game Room

**#5:** Dunnkirk Library

# Detailed Bar Stage Layout



## KEY



Bartender Fill Stations



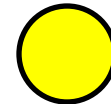
Liquor & Beer



Beer Tap



POS (\$)



Tables



Bathroom



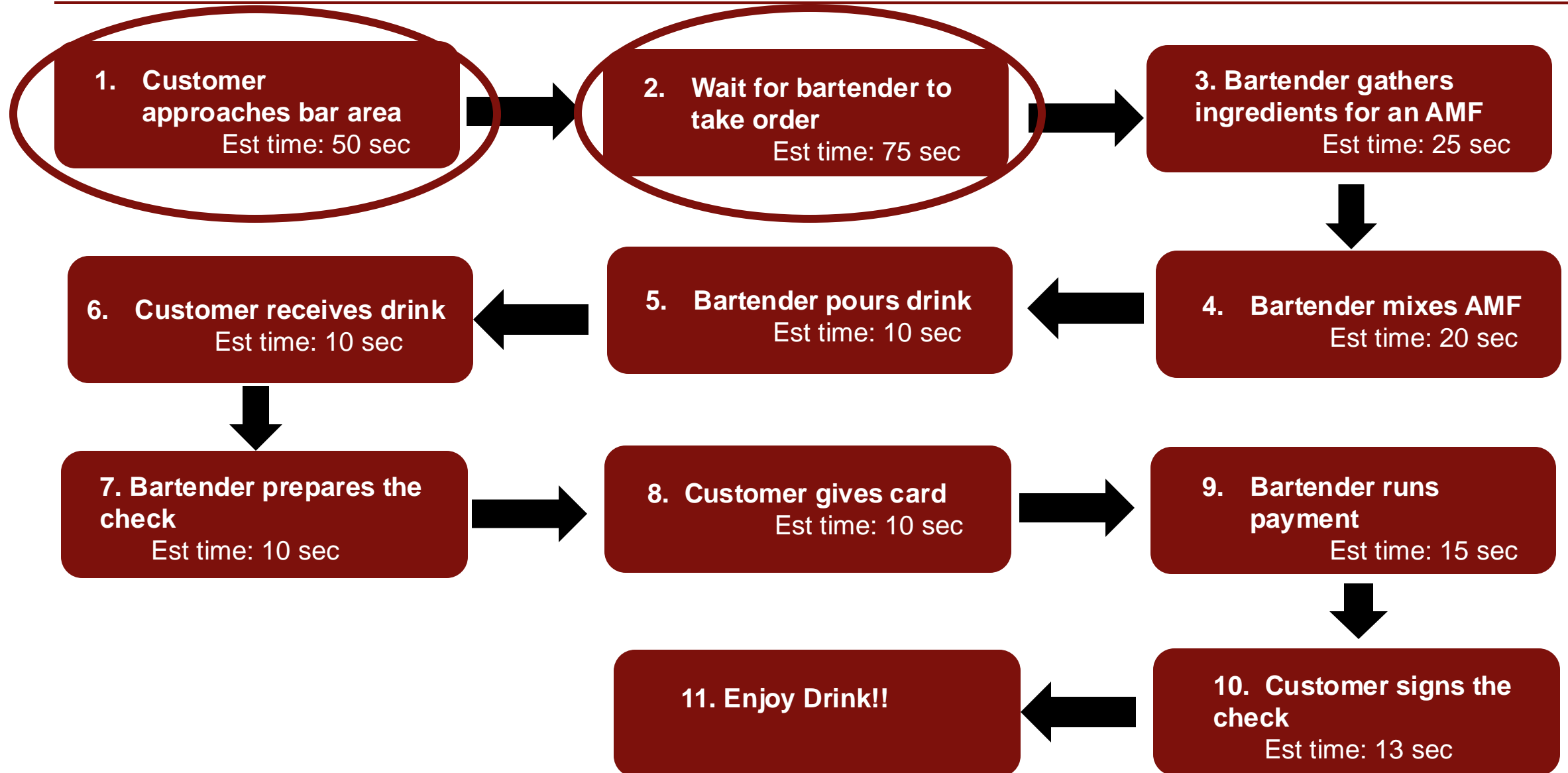
Kitchen & Cooler & Storage



# SIPOC

Suppliers	Inputs	Processes	Outputs	Customers
<ul style="list-style-type: none"> <li>• RNDC (kegs, liquor, whiskey, vodka, rum)</li> <li>• Best Beers (kegs, game day lagers)</li> <li>• Johnson Brothers (high noons, seltzers, limes, lemons)</li> <li>• Southern</li> <li>• Acorn (cups, napkins, trash)</li> </ul>	<ul style="list-style-type: none"> <li>• Alcohol</li> <li>• Non-alcoholic beverages</li> <li>• Glassware and cups</li> <li>• Ice</li> <li>• Shakers/strainers</li> <li>• Chairs</li> <li>• Pool table/darts</li> <li>• TVs</li> <li>• Speakers</li> <li>• POS devices</li> <li>• Phone chargers</li> <li>• Marketing accs</li> <li>• Food (chicken wings, burgers, fries, popcorn, snacks)</li> <li>• Library</li> </ul>	<ul style="list-style-type: none"> <li>• Creating drinks</li> <li>• Receiving orders</li> <li>• Stocking, mixing, and refilling</li> <li>• Sanitizing</li> <li>• Preparing garnishes</li> <li>• Retrieving materials</li> <li>• Monitoring behavior</li> <li>• Keg swap</li> <li>• Bussing tables</li> <li>• Replacing bottles/cans</li> <li>• Communicating w/ earpieces/radios</li> <li>• Scanning IDs</li> <li>• Throwing out trash</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared beverages</li> <li>• Bar food</li> <li>• Snacks</li> <li>• Merch (black friday sales)</li> <li>• Entertainment</li> <li>• Music video bingo</li> <li>• Order data</li> <li>• Promotional material</li> <li>• Customer reviews</li> </ul>	<ul style="list-style-type: none"> <li>• College-aged students</li> <li>• Parents</li> <li>• Alumni</li> <li>• Sports fanatics</li> <li>• Locals</li> </ul>

# Process Mapping for AMF Drink Preparation & Service

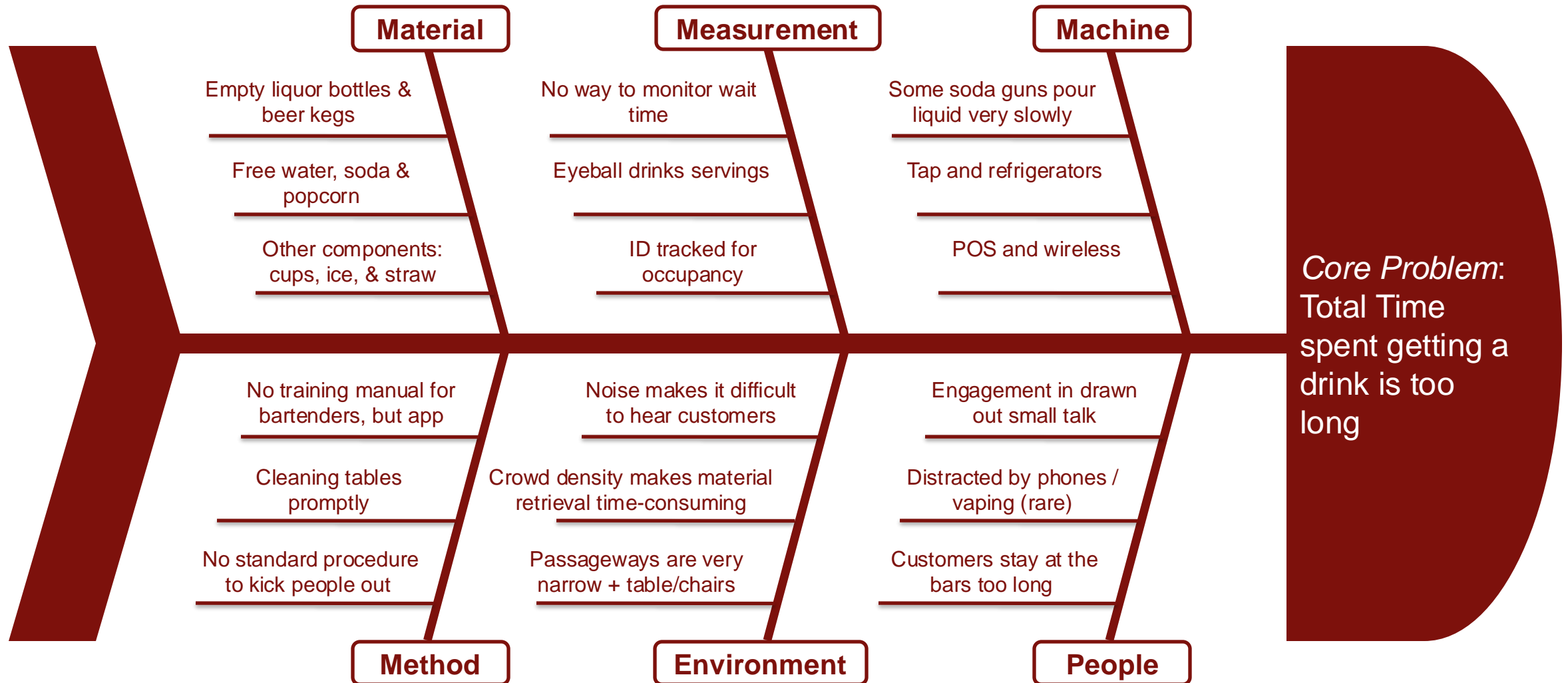




## Ranking Upstairs' risk factors (RPN)

Risk Description	Severity	Likelihood	Detectability	RPN
Lost sales and dissatisfaction from inability to get service	6	7	5	210
Dangerous behavior due to intoxication	5	8	2	80
Unable to restock liquor or materials in a timely manner	8	4	3	96
Price and frequency of replacing faulty equipment is too high	6	3	2	36
Insufficient room for new equipment	5	7	1	35
Inability to recruit enough staff to handle peak demand	8	5	1	40
Drink quality and/or portion sizes become inconsistent	9	3	4	108

# Cause and Effect (Fishbone)





## 5 Why's

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Why do you think the main reason for slow order output is?

- People take a long time to get to the bar

Why are people waiting forever to start their orders

- The bar is very crowded and it's hard to get the bartender's attention

Why is the bar so crowded?

- People sitting at the bar, drum circles, crowding near the bar after orders (loitering) and narrow passageways lead to blockages and congestion

Why is congestion an issue for service time and overall wait time?

- The refills create a backlog of people waiting

Why do refills create such a backlog?

- They don't have an efficient or standardized system for replacing liquor

## Recommendations to reduce overall wait time and improve customer service.



1. Installing sensors on beer tap



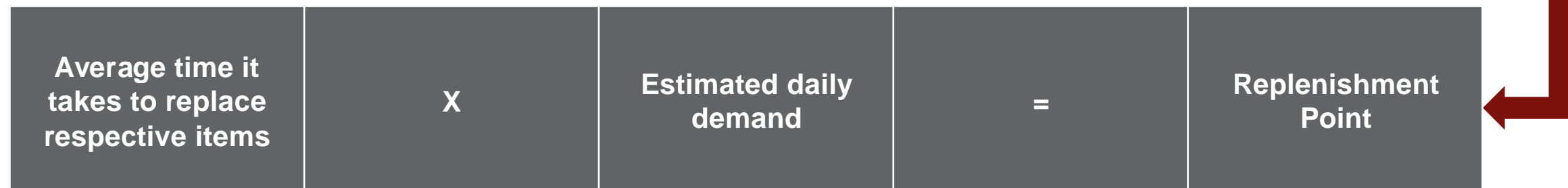
2. Building a training SOP for bartenders



3. Removing chairs from the bar during peak hours

# Proposal - Optimizing Stock Replacement Times

Daily Demand Tracking	Alcohol Demand Tracking
<p>Historical data:</p> <ul style="list-style-type: none"> <li>Daily occupancy through ID scans</li> <li>Number of purchases through sales data</li> <li>Categorize by day of the week and large events (little 500, game days, etc.)</li> </ul>	<p>Historical data:</p> <ul style="list-style-type: none"> <li>Sales data by type of drinks</li> <li>Supplier order data</li> <li>Determine Alcohol consumption/day categorized by weekday and event</li> </ul>



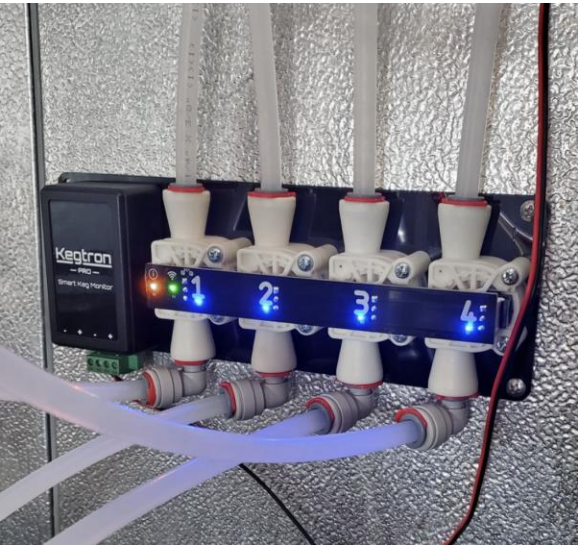
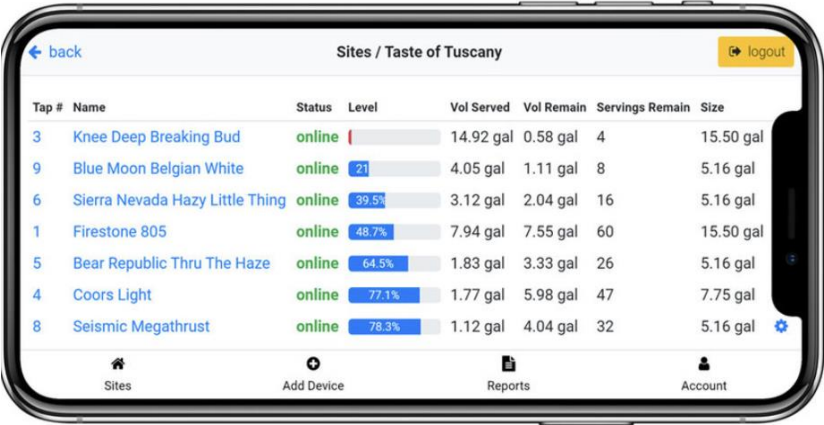
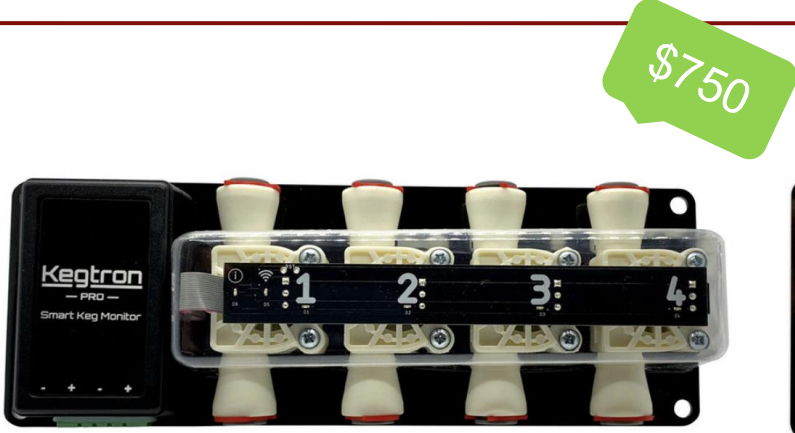


# Proposal – Keg Replacement Time

Apply Daily Demand data and Approximate Lead time to Keg replacement

- Keg monitoring devices – Use Replenishment Point formula

Cost Type	Pricing
<b>Equipment</b>	
Quad-tap	\$750
Dual-tap	\$500
<b>Software</b>	
Monthly	\$1/tap
Yearly	\$10.80/tap
Lifetime	\$36/tap



# Training Bartenders on Preparing Water During Downtime

By training bartenders to prepare water during downtime, we can cut service delays and reduce unproductive time, leading overall efficiency to faster service and improved productivity.

## Importance of the Recommendation

1.5%

### Faster Service During Peak Hours:

Efficiency in serving customers during peak times is expected to improve by **1.5%** due to less time spent on water preparation and more focus on customer interaction and high-value tasks.

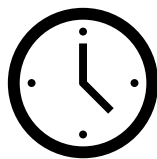
15%

### Reduce Downtime:

Utilizing downtime and time between tasks effectively can boost staff productivity by **15%**, allowing bartenders to focus efforts on high-value tasks rather than filling water.



Maximize Profitability (\$)



Peak Hours



Increase Worker Efficiency



More Water at Shift End

# Proposal – Training Standard Operating Procedure (SOP) for Bartenders

## Four Key Training Steps

## 2) Demonstration:

**Batch Preparation During Downtime:** Preparing water in advance during slower periods allows bartenders to save time and maintain a smooth workflow during peak hours, ensuring quick and efficient service

**Maintain Water Quality and Freshness:** Using filtered water, storing it in sanitized containers, and adding fresh infusions while regularly checking for quality helps keep water fresh and appealing to customers

## 4) Assessment & Feedback:

**Measurement:** Regularly evaluate bartenders' adherence to the preparation procedures and gather feedback to identify areas for improvement and reinforce best practices

**Reduces Storage Costs:** Less need for large storage space for inventory

**Minimizes Waste:** Reduces the risk of items expiring or going unused

**Improves Cash Flow:** Money is not tied up in excess inventory

**Boosts Efficiency:** Focuses resources and labor on the most immediate needs

## 1) Introduction to Just-In-Time (JIT):

**Intense training:** Engage in practical training sessions during slower periods to practice water preparation techniques, ensuring bartenders become proficient and efficient in restocking and maintaining quality

## 3) Hands-On Practice:



# Removing Chairs From The Bar During Peak Time

## Objective

**Increase Bar Efficiency**

**Optimize Space**

**Improve customer flow during busy hours**

## Benefits

**Enhanced Space Utilization**

**Increase Customer Flow**

**Increase Safety**

**Promote Social Interaction**

## Implementation Steps:

**Select Peak Times**

**Plan Chair Storage**

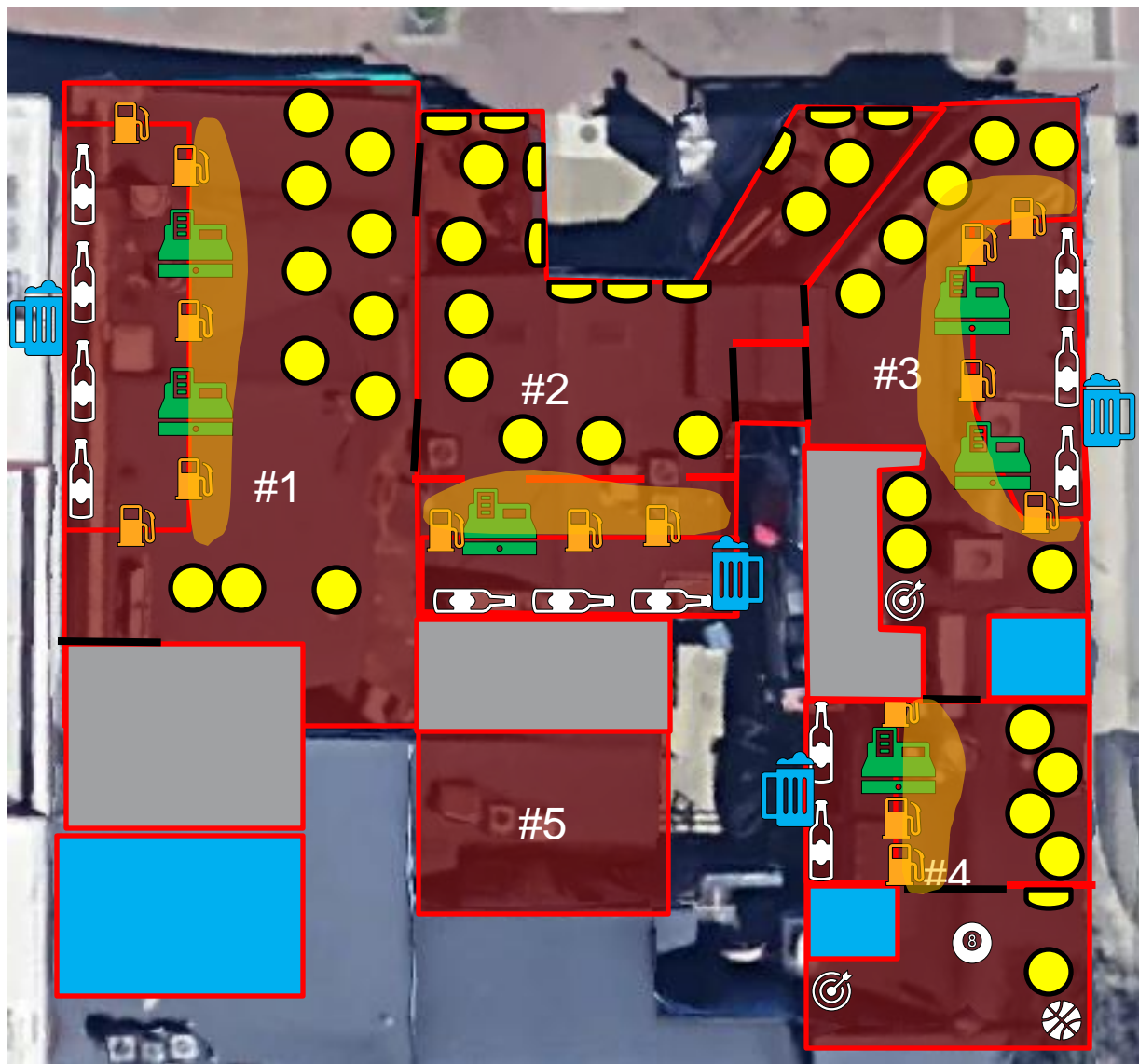
**Communicate Policy**

**Monitor and Adjust**

**Conclusion: Removing chairs during peak times will optimize space, enhance the speed of service, and contribute to a more energetic and interactive environment at the bar**

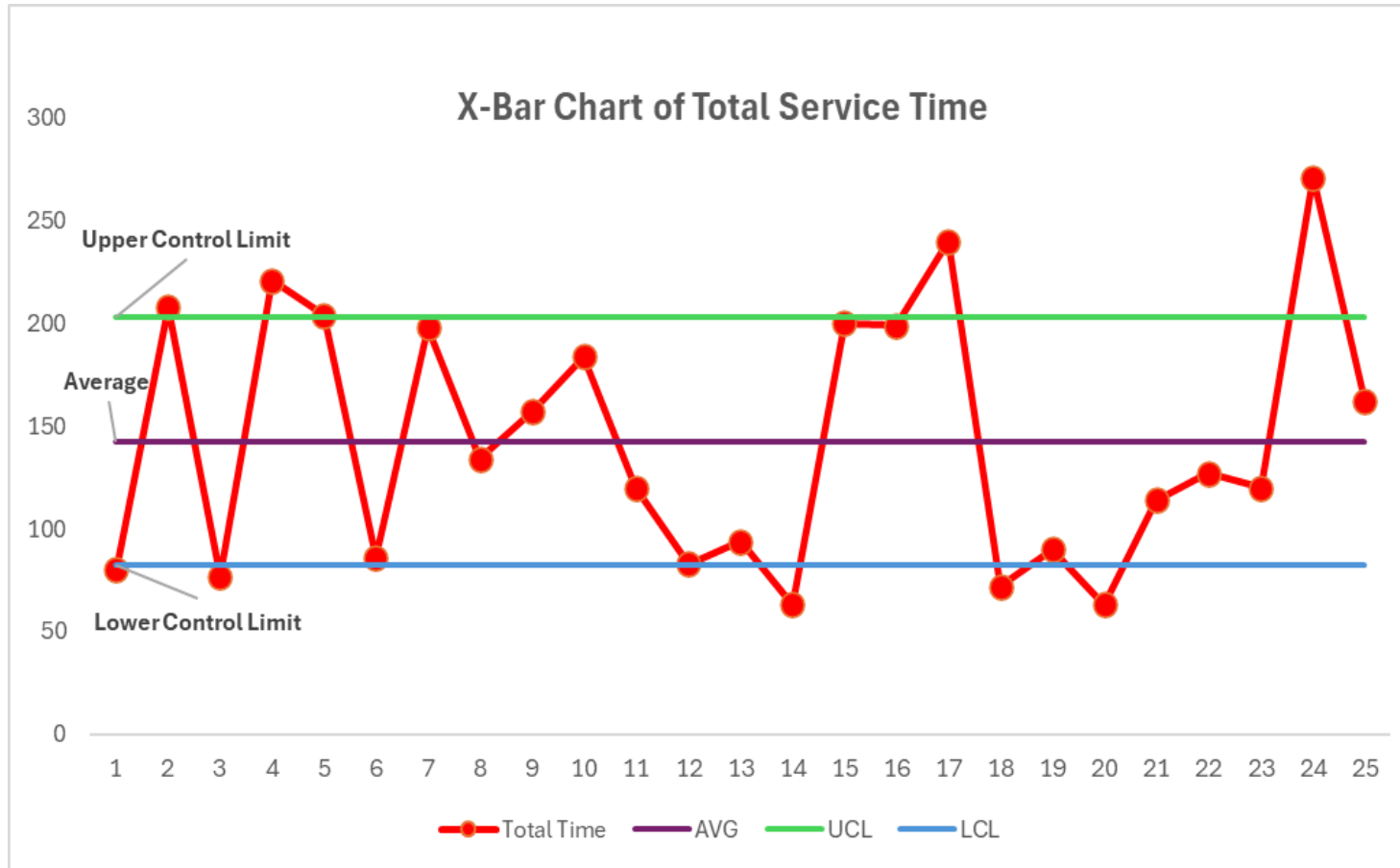


## Proposal – Removing Chairs From The Bar During Peak Time



Downstair Storage  
(Move @6pm)

# Control Chart



## Action plan moving forward

- Investigate outliers and delayed orders (e.g., equipment issues, ingredient shortages).
- Continue to collect data on service times by measuring timestamps on ID scans and drink orders.

## Data Collection

- Collect service data monthly
- Compare new averages, UCL, and LCL to track progress over time.
- Measure individual steps within the service process (e.g., time to take orders, prepare drinks, and process payments).

Customer #	Start Order	Service Time	Total Time	AVG	UCL	LCL
1	60	20	80	142.68	203.3197	82.04026
2	122	86	208	142.68	203.3197	82.04026
3	27	50	77	142.68	203.3197	82.04026

Sample Size = 25



# By implementing our recommendations, Upstairs can reduce overall wait time and improve customer service.



1. Installing sensors on beer tap



2. Building a training SOP for bartenders



3. Removing chairs from the bar during peak hours

- ✓ Improving Visibility
- ✓ Reducing Lead Time

- ✓ 1.5% Service Time Improvement

- ✓ Optimizing space
- ✓ Improving bar efficiency
- ✓ Improving customer flow

## Appendix B:

BEFORE	water	paid			
distribution	0.15	0.85			
avg time	5	60		<u>Weight Avg Time</u>	
	0.75	51		<b>51.75</b>	
AFTER	0.15	0.85			
distribution	0	60		<u>Weight Avg Time</u>	
avg time	0	51		<b>51</b>	
				<u>Service Improvement</u>	
				<b>1.45%</b>	