



Drive-Thru Leader Pocket Guide

For Managers



January 2019

Please note that McOpCo employees should consider the information in the Drive-Thru Leader Pocket Guide as company policy.

The materials in this Pocket Guide are completely optional for franchisees. Although these materials contain certain references to owner/operators, these references are for demonstrative purposes only and are incorporated in an effort to assist franchisees in case they choose to implement any portion of these materials within their individual organizations.

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About This Guide

PURPOSE: To improve drive-thru execution and remove bottlenecks or blockages to “keep the wheels moving” in drive-thru and **Run Great Restaurants EVERY day.**

WHEN: During the shift

BY WHOM: Shift Managers and Drive-Thru Leaders

HOW: Use this Pocket Guide to identify the root cause and take action on any issues with:

**PEOPLE, PROCESS, PRODUCT,
COMMUNICATION,
PHYSICAL PLANT, EQUIPMENT**



NEED TO KNOW

The **GOAL** is to reduce
Order End to Present End
(OEPE) times by



**AT LEAST
10
SECONDS IN 2019**

and



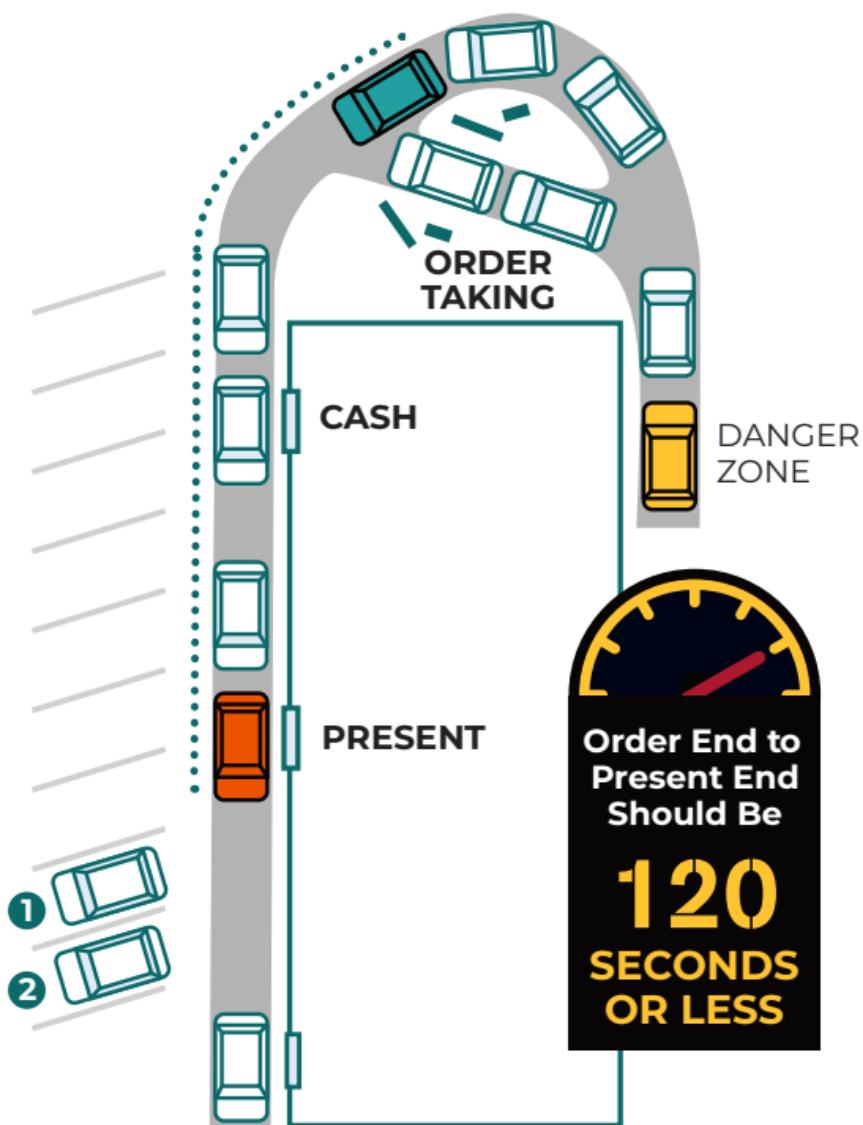
**AT LEAST
20
SECONDS IN 2020**

to improve the guest experience
and build car counts without
negatively impacting accuracy.

How Is OEPE Measured?

Time **starts** on order stored
(press Store on the order)

Time **ends** when order is served
(press Serve on the drive-thru bump bar)



Refer to pages 24-25 for the breakdown of OEPE standards.

Building Blocks



If your drive-thru is not performing to its full potential, look at all aspects of its operations. By using a building-block approach (shown in the pyramid above), restaurants can discover areas that need improvement, assess opportunities for development and build the business from the bottom up.

As this illustration shows, the first building block is Staffing, Scheduling, Positioning & Retention. Assess this area first. If you don't have sufficient and well-trained crew members correctly positioned in the drive-thru, nothing else will make a difference.

After assessing this first building block and making necessary changes, move on to Equipment Placement, Layout & Labeling. Use the Be Well Served Guide not just for labeling,

but also to properly position equipment to save steps, bends and reaches for easier execution.

Continue to work your way up the pyramid to systematically improve and grow your drive-thru business, while reducing OEPE.

Consult with your Owner/Operator in reference to making any capital investments (e.g., multiple order points, headsets, etc.).

Capacity

Capacity is the maximum number of cars per hour each drive-thru configuration can handle and is based on physical plant layout.

Configuration	Capacity
Single lane	100 to 120 cars per hour
Hand-held order taking	120 to 150 cars per hour
Tandem	120 to 150 cars per hour
Side-by-side	150 to 180 cars per hour



DRIVE-THRU INSIGHTS

Capacity and throughput are directly impacted by restaurant conditions, such as arrival rates, items per order, volume and sandwich counts.

Observing why cars are blocked and cannot move forward is just as important to diagnosing the drive-thru as focusing on improving process times.

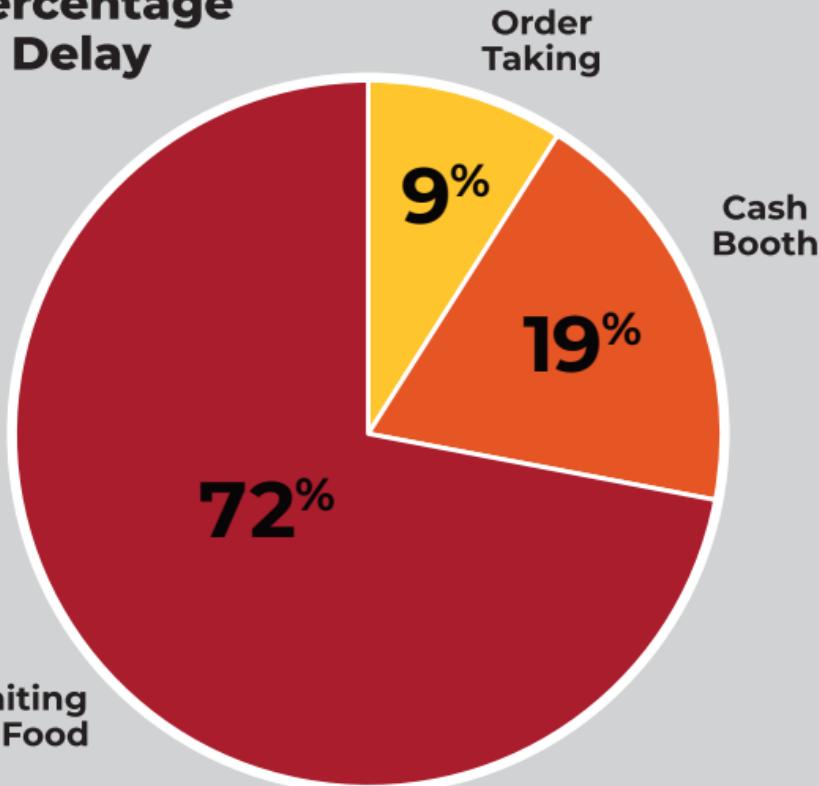
Where Is the Drive-Thru Blockage?

Waiting on food is the most frequent cause of extended delay

Top 5 reasons customers are waiting on food:

1. Complex orders create bottlenecks
2. Stock out of product
3. Out of position/multitasking
4. High arrival rate
5. Technology/communication issue

**Percentage
of Delay**



As of September 2018

Drive-Thru Diagnostics

Rules of thumb to get a quick gauge of operations balance

- OEPE times should be about 2 times that of KVS times.
- If KVS is “Slow” and OEPE is “Fast,” the issue may be kitchen production.
- If KVS is “Fast” and OEPE is “Slow,” the issue may be Fry, McCafé or Dessert production.

Key Takeaways

- The drive-thru goal is to **reduce OEPE** by 10 seconds to increase guest counts by approximately 4%.
- McDonald’s most frequent cause of delay in the drive-thru is waiting on food.
- **Pull forward** is a key to keeping the wheels moving.
 - Pulling forward when the kitchen cannot respond can makes things worse.
 - Don’t focus on trying to hit a specific number; use it diagnostically.
 - **7 to 12%** is a healthy range.
 - Too little can worsen results (not pulling complex orders forward).
 - Too much can result in lost productivity and customer trust.

Need to pull forward too often?

Find the root cause why.



Value of Positioning & Pull Forward

The Facts

Optimal pull forward percentage:

7%

to

12%

Restaurants with **10%** pull forward...

...have

5

more guest counts per hour.

Every **+2%** increase in pull forward

= **+1**

car per hour.

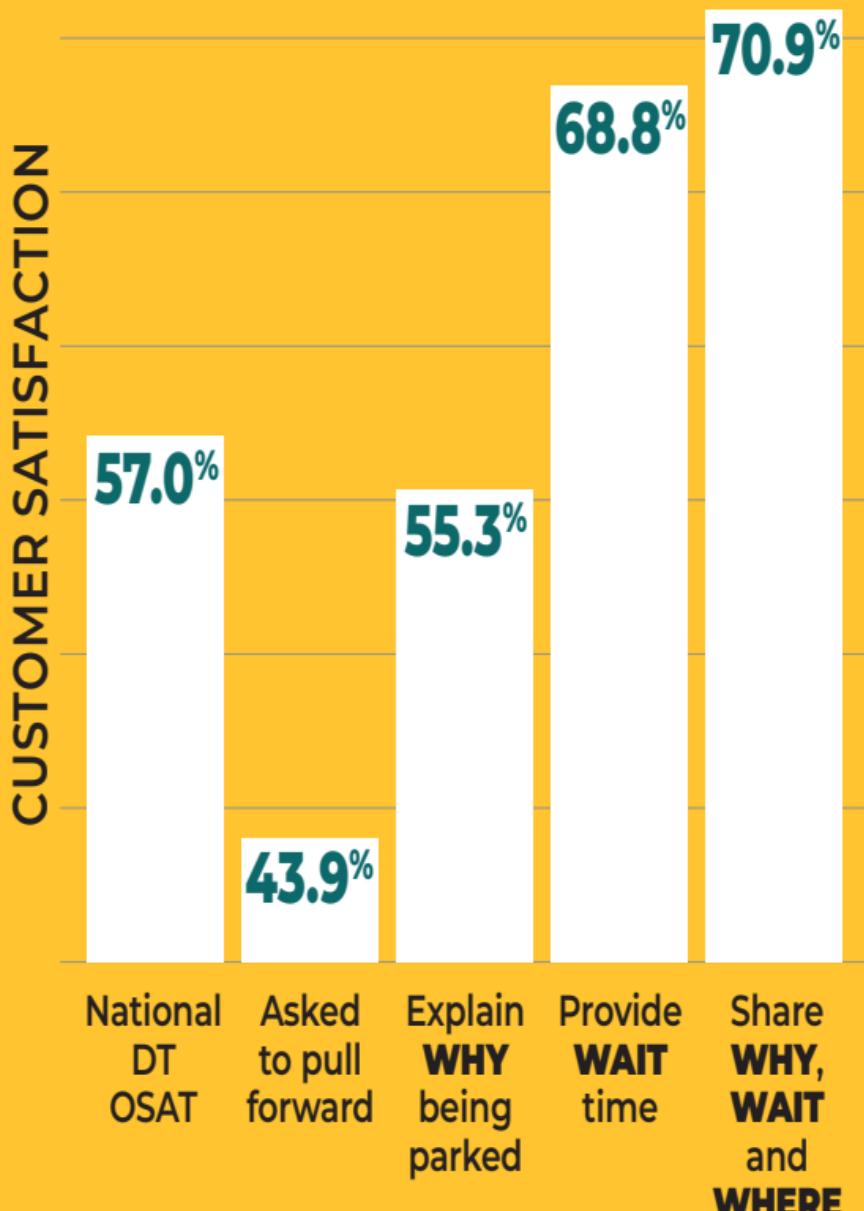
Using pull forward more than

13%

can lead to lower returns.

Impact of 3 W's

WHY, WAIT and WHERE



Pre-Shift Checklist: Drive-Thru

During your pre-shift travel path, check for the following:

- ✓ Parking lot and drive-thru lane clean
- ✓ Lot lights in good repair
- ✓ Landscape litter-free
- ✓ Exterior trash cans emptied as needed
- ✓ Drive-thru menu board clean and in good repair
- ✓ COD clean and in good repair
- ✓ Booth windows clean
- ✓ Headsets charged and worn by drive-thru crew and Shift Leader
- ✓ Drive-thru park runner assigned
- ✓ Bags, straws and condiments stocked
- ✓ Receipt printer stocked
- ✓ Secondary roles assigned and communicated to the drive-thru crew
- ✓ Targets communicated



SHIFT INSIGHTS

The purpose of completing a pre-shift checklist and travel path is to set up your shift for success by identifying areas that need to be addressed before or during your shift. Proactively identify barriers that could come up on shift. Look at people positioning, equipment, cleanliness, product quality and most importantly the overall guest experience.

TOOLS

Target Board

As part of your pre-shift routines, establish and communicate drive-thru targets. Monitor targets during the shift and celebrate when they are achieved. Post-shift, evaluate actuals versus targets and find ways to improve for the next shift.

DT Target Board				Monthly OEPE TARGET: _____					
Month: _____				Monthly VOICE TARGET: _____					
Top 2 focus areas from last month's Health Check: _____									
	Breakfast			Lunch			Dinner		
	Target Cars	Actual Cars	OEPE	Target Cars	Actual Cars	OEPE	Target Cars	Actual Cars	OEPE
Record									
1									
2									
3									
4									
5									
6									
7									
Week 1									
8									
9									
10									

27									
28									
Week 4									
29									
30									
31									
Month									

Team to Beat: _____ Most Improved: _____

Available in the February 2019 Seed Store kit or on
@mcd.com on the drive-thru and NABIT websites.

Ketchup Cup Quick Diagnosis

A simple, yet effective, way to diagnose blockages is the Ketchup Cup Diagnosis.

Place 4 small soft drink cups somewhere out of the way. Label each cup with a possible reason for blockages. Each time a car is held up, drop a ketchup packet into the appropriate cup. At the end of a peak period, tally the number of ketchup packets in each cup.

A	B	C	D
11	3	7	4

- ✓ Label cups
- ✓ Observe
- ✓ Drop ketchup packets
- ✓ Add up the packets in each cup

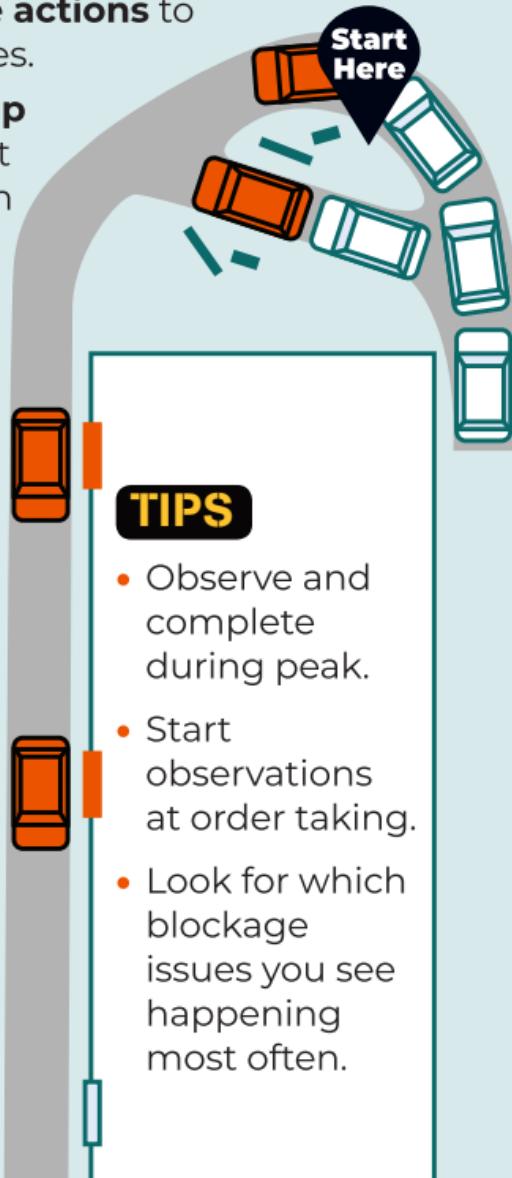
TIP

At the end of the tally, prioritize the cup with the most ketchup packets for further diagnosis.

Diagnosing Drive-Thru Blockages

Use the following pages on **every shift** to:

- Identify **blockages** at order taking, cash and/or present.
- Select **immediate actions** to clear the blockages.
- Consider **follow-up actions** to prevent the blockage from happening in the future.



BEST BET

Also complete a Drive-Thru Health Check during the peak monthly.

Blocked by Order Taking

When observing order taking:

- Listen to several orders from the outside, standing where you can observe the danger zone and hear the COD speaker.
- Wear a headset so you can hear and observe the order taker. (repeat for each order taker on the shift.)



Blocked By

- Order taker busy with another task or multi-tasking (cash or other)

- Order taker is interrupting by asking unnecessary or untimely questions

- Order taker doesn't know answer(s) to customer questions

- Equipment available, operational and used correctly (audio, CODs, cameras, striping)

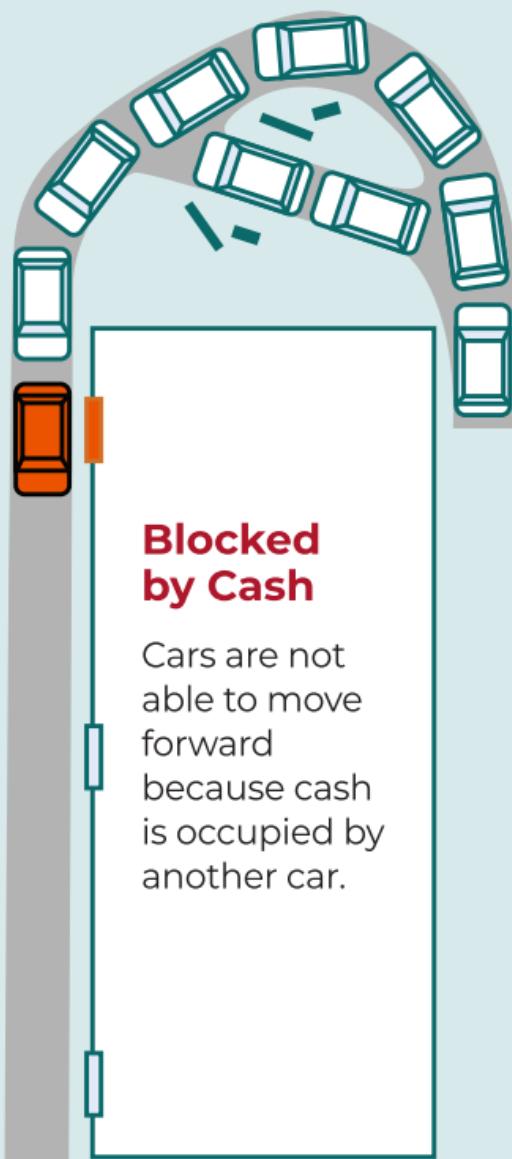
BLOCKED BY ORDER TAKING

Immediate Actions	Follow-Up Actions
<ul style="list-style-type: none">• Reassign secondary duties.• Reposition to split the function until the bottleneck is done.• Ensure drive-thru team and Shift Manager are wearing headsets to assist when needed.• Coach order taker on danger zones.• Coach order taker on Back to Basics/Smart Order Taking.	<ul style="list-style-type: none">• Confirm following the suggested VLH Guide, scheduling correctly and using DSPT.• Consider conducting Back to Basics/Smart Order Taking training for the restaurant.
<ul style="list-style-type: none">• Point out the POS show product build key.• Coach the order taker on any other items, e.g., Happy Meal toys, current promotions.• Ensure Shift Manager wearing headset and listening to answer questions.• Inform manager of any audio, COD, POS or monitor issues.• If speaker is not at correct volume, ensure microphone is close to the crew person's mouth. If that is OK, adjust base volume as needed.• SIDE-BY-SIDE OR TANDEM: Coach order taker on when to store the order for POS merging/sequencing.	<ul style="list-style-type: none">• Conduct pre-shift huddles to ensure order takers know all current promotions.• Post new product/Happy Meal information near the order points.• Ensure crew reminders are posted on the registers.• Headsets: Be sure there are enough and batteries are charged. Make any repairs promptly.• Conduct audio remediation regularly.• SIDE-BY-SIDE: Ensure clear two-at-a-time signage in place.• SIDE-BY-SIDE: Repaint merge point if needed.• SIDE-BY-SIDE OR TANDEM: Consider conducting POS sequencing training for the restaurant.

Blocked by Cash

When observing cash:

- Observe several orders from the inside, standing where you can observe the cashier and hear the customer.



Blocked By

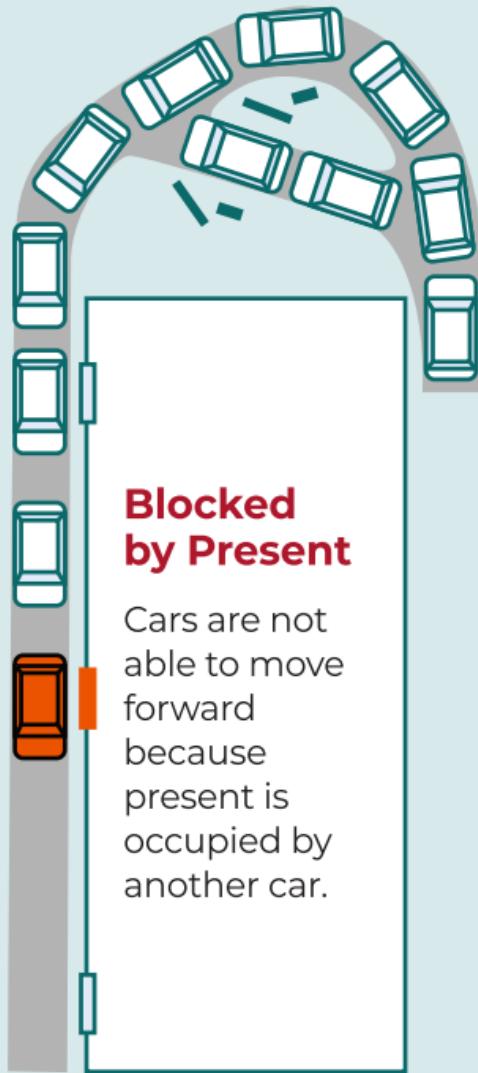
- Not splitting functions, multitasking
- Customer adds to or changes the order
- Opportunity with coupons, mobile offers, Arch Cards, Apple Pay
- Equipment or money issues (cash or change not available, coin changer, cashless issue, scanner not working/ crew entering codes for digital offers)

Immediate Actions	Follow-Up Actions
<ul style="list-style-type: none"> • Reassign secondary duties. • Reposition to split the function until the bottleneck is done. • Ensure drive-thru team and Shift Manager are wearing headsets to assist when needed. 	<ul style="list-style-type: none"> • Confirm following the suggested VLH Guide, scheduling correctly and using DSPT.
<ul style="list-style-type: none"> • Coach order taker on Ask-Ask-Tell. • Coach order taker and cashier on mobile app offers. • Remove or limit marketing elements at the cashier window. 	<ul style="list-style-type: none"> • Conduct pre-shift huddles to make sure order takers and cashiers know all current mobile promotions. • Consider conducting mobile app and/or Ask-Ask-Tell training for the restaurant.
<ul style="list-style-type: none"> • Coach cashier on coupons, current promotions, mobile offers, Arch Cards and Apple Pay. • Ensure Shift Manager is wearing headset to assist when needed. 	<ul style="list-style-type: none"> • Schedule ongoing training for coupons, current promotions, mobile offers, Arch Cards and Apple Pay.
<ul style="list-style-type: none"> • Stock the coin changer and cash drawer. • Coach cashier to use coin changer. • Ensure Shift Manager is wearing headset to respond to cashier's needs. • SIDE-BY-SIDE OR TANDEM: Coach order taker on POS sequencing. • Ensure printer paper is stocked for the receipt printer. • Ensure scanner is plugged in and working. 	<ul style="list-style-type: none"> • Assess equipment layout with Be Well Served and make adjustments as needed (receipt printer, coin changer, scanner, cashless, etc.). • Ensure planned maintenance is followed to improve speed and reduce equipment downtime. • SIDE-BY-SIDE: Repaint merge point if needed. • SIDE-BY-SIDE OR TANDEM: Consider conducting POS sequencing training for the restaurant.

Blocked by Present

When observing present:

- Observe several orders from the inside, standing where you can observe the entire present cell, fry station and HLZ.
- Wear a headset and listen to several orders.



Blocked By

- Presenter delay and pull forward not being used**
- Assembly: food is not ready**
- Fries/hash browns not ready**
- McCafé/ beverages not ready**

Immediate Actions	Follow-Up Actions
<ul style="list-style-type: none"> • Reassign secondary duties. • Ensure drive-thru team and Shift Manager are wearing headsets to assist when needed. • Reposition to split the runner/presenter function until the bottleneck is eliminated. • Identify park runner and coach crew on when to pull forward and proper procedures when pulling forward (provide Why, Wait time and Where). • Coach crew on HBOs (hang the bag out the window). 	<ul style="list-style-type: none"> • Confirm following the suggested VLH Guide, scheduling correctly and using DSPT. • Review scheduling projections to ensure they are accurate. • Ensure Be Well Served is being followed and fix any equipment issues promptly. • Coach on using the runner/present monitors. • Conduct PLX training. • Consider Shift Manager training on designating the pull forward runner (use DSPT).
<ul style="list-style-type: none"> • Communicate with production leader on reason for delay; coach leader as needed. • Consider repositioning to remove the bottleneck. • Consider changing the production levels until out of the bottleneck. • Coach crew to get through danger zone. 	<ul style="list-style-type: none"> • Consider ongoing PLX classes so enough production leaders are trained and scheduled. • Confirm following the suggested VLH Guide, scheduling correctly and using DSPT. • Review scheduling projections to ensure they are accurate. • Ensure proper pre-shift checklists are done so area is stocked.
<ul style="list-style-type: none"> • Consider repositioning to remove the bottleneck. • Coach fry/hash brown person on proper production levels. • If no fry/hash brown person is positioned, ensure it is assigned as a secondary duty. 	<ul style="list-style-type: none"> • Confirm following the suggested VLH Guide, scheduling correctly and using DSPT. • Review scheduling projections to ensure they are accurate. • Consider using a fry monitor. • Ensure proper pre-shift checklists are done so area is stocked.
<ul style="list-style-type: none"> • Ensure McCafé Beverage Specialist reacting to the beverage monitor immediately. (If no specialist scheduled, then drive-thru runner or front counter service crew.) 	<ul style="list-style-type: none"> • Confirm following the suggested VLH Guide, scheduling correctly and using DSPT. • Review scheduling projections to ensure they are accurate. • Follow Be Well Served to reduce steps, turns and bends.

AT ORDER TAKING:

Each customer question during order taking typically adds **9 seconds**.

If a customer joins the line with **5 cars** in front of them before ordering, they are more likely to drive off.

AT CASH:

Customer frustration increases when they sit idle without knowing why or for how long.

Crew need to balance process with **friendly customer interaction**. Managers should observe and experience their own drive-thru as a customer.

Cashier needs to be **faster than order-taking time**.

AT PRESENT:

Presenting needs to be **faster than order-taking time**.

Multiple order points, adequate staffing, splitting the function, parking cars and well-run kitchens are **critical to keeping the wheels moving**.

Meeting customer drive-thru speed expectations is driven by how long it takes to **make and assemble food, drinks and desserts**.

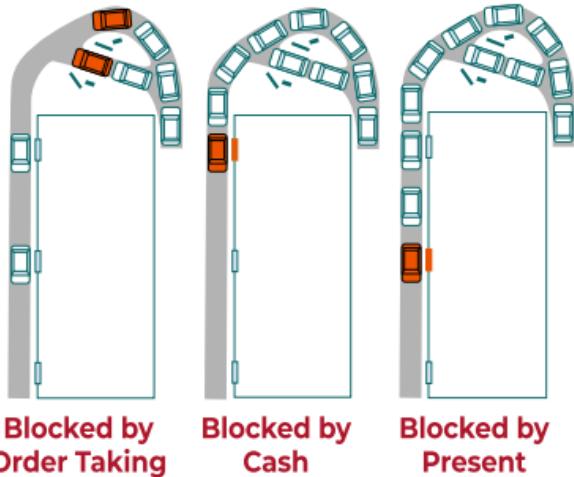
Drive-thru design matters when enabling **pull forward or roll forward**.

Drive-Thru Observations

What did your observations reveal?

Where were cars being blocked most often?

Consider the building blocks to align on the priorities and select the most important actions to take now and those to consider for the future.



Remember Recurring Barriers

Also bring into the discussion POS or drive-thru timing results for the peak and any recurring barriers that impacted the drive-thru such as:

People	staffing, scheduling, positioning, training, multitasking
Process	reaction to arrival rates, pull forward, danger zones
Product	production levels, fries and drinks ready, stock available
Communication	properly working headsets, runner monitor, Ask-Ask-Tell, R2D2
Physical Plant	pull forward or roll forward available, drive-thru layout, correct merge point
Equipment	Be Well Served (kitchen and drive-thru), coin changer, headsets

Drive-Thru Timers

If your restaurant has the drive-thru timing system.

Drive-thru timers and leaderboards are proven to increase accuracy and speed. They provide real-time data for Drive-Thru Leaders and Shift Managers to diagnose the drive-thru and make immediate adjustments. They provide:

- **Visual representation of your drive-thru lane and where cars are RIGHT NOW**
- **Easily identify Danger Zones**
- **Work with all drive-thru configurations**

How to Read

The timer changes colors to communicate how each area of the drive-thru is doing. Green is good, yellow is an area to pay attention to, red means there is an issue to address.

The timer tracks car counts per hour. The pace function tracks cars for the last 20 minutes to show if the restaurant is meeting their car count target.

How to React

If you see bottlenecks in the drive-thru (indicated by the yellow and red colors displaying), observe the activity, ask the following questions to determine the root cause for the bottleneck and coach the crew accordingly to improve the times and meet targets.

DRIVE-THRU TIMERS

Red at Order Point

Order taking times are too high

- Are the order taking and cash functions split?
- Are greetings prompt, brief and friendly?
- Is the order taker interrupting the customer?
- Are the crew following “Ask-Ask-Tell” procedures?

0:32	0:15
Hour Avg 0:30 Order1	Hour Avg 0:25 Order2
0:23	0:21
Hour Avg 0:25 Cashier	Hour Avg 0:20 Presenter

Red at Cashier

Cash times are too high

- Are the order taking and cash functions split?
- Is the crew ready to accept payment, or taking extra time to verify the order?
- Is there enough change ready and in the drawer?
- Is the crew separating bulk change later?
- Is the credit card reader functioning properly?

0:20	0:15
Hour Avg 0:23 Order1	Hour Avg 0:25 Order2
0:33	0:21
Hour Avg 0:30 Cashier	Hour Avg 0:20 Presenter

Red at Presenter

Presenter times are too high

- Is food ready for assembly?
- Is the second side open in the production area to ensure food is ready?
- Is the crew presenting food first, then drinks (and using a drink carrier for 2 or more drinks)?
- Is the presenter pulling cars forward when the order is not ready?
- Is McCafé or beverages/desserts staffed?

0:12	0:15
Hour Avg 0:23 Order1	Hour Avg 0:25 Order2
0:23	0:31
Hour Avg 0:25 Cashier	Hour Avg 0:29 Presenter

Your timer may look different.

POS Timing Reports

Run and review this report at the end of every shift. Use the information to review performance and set targets for the next shift.

PRODSALE	Product sales Total drive-thru product net sales	
CARSV	Cars served Total number of cars served during time period	
OTT	Order taker item Starts on first menu item keystroke and ends on order stored	Optimal: 25 seconds or less
T/C	Transaction counts Number of drive-thru transactions during time period	
OECB	Order end to cash begin Starts on order store and ends on order recall	
AVG	Average check Drive-thru average check during time period	
CASH	Cash Starts on order recall and ends on order tender/drawer close	Optimal: 15 seconds or less
TOTL	Total time Starts on first keystroke and ends when order is served	
PSNT	Present Starts on order tender/drawer close and ends when order is served	Optimal: 30 seconds or less
OEPE%A	Order end to present end percentage achieved Percentage of cars during that time frame meeting 120 seconds or less	

POS TIMING REPORTS

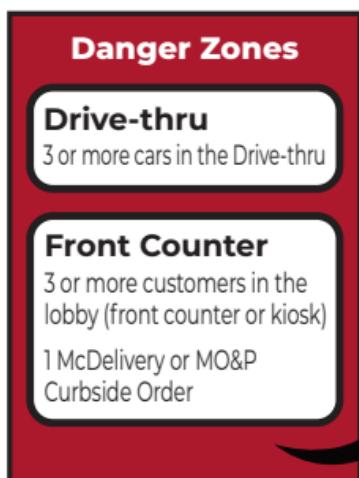
OEPE	Order end to present end Starts on order stored and ends when order is served	Optimal: 120 seconds or less
PFWD%	Pull forward percentage Percentage of cars for time period that were pulled forward	Optimal: 7-12%
PFWD	Pull forward Average pull forward time per transactions for those orders	
PRESET OEPE	Preset target for OEPE of 120 seconds Used to determine OEPE percentage achieved	

===== STORE# 99999 POS# 99 STORE NAME BUSINESS DATE: MM/DD/CCYY MANAGER: 999 MonDD'YY (Day) hh:mm =====							
===== DRIVE-THRU SALES REPORT - HOURLY =====							
TIME	CARSV	PRODSALE	T/C	AVG	TOTL	OEPE%A	PFWD%
11:00	349	58	7.27	121	72%	10%	
	59	24	27	47	97	88	
12:00	414	87	7.42	104	82%	14%	
	88	26	18	38	78	120	
13:00	505	111	7.42	130	65%	15%	
	21	59	21	38	118	101	
TOTAL OR AVG	588	3368	5.72	164	52%	11%	
	23	589	25	77	141	103	
RESET OEPE		120					

Total number of cars served: **110** Cash time: **21 seconds** Present time: **38 seconds** OEPE time: **118 seconds** Pull forward: **15 % / 101 seconds**

Times are based on registered keystrokes.

Troubleshooting Tool for Shift Leaders



Likely Cause:
Product not available
Check...

**Fries/
Hash Browns**
3 or less orders of
fries prepared

**Production –
Food**
3 or more orders on
the KVS
1 Quarter Patty on
the HOTG monitor

**Production –
Beverage**
3 or more orders on
the Beverage Monitor
with a McCafé
Beverage Specialist

1 order on the
Beverage Monitor
without a McCafé
Beverage Specialist

**If the
Danger
Zone
persists,
check...**

Drive-thru

Front Counter

TROUBLESHOOTING TOOL

Positioning

- Add a fry and/or hash brown person when needed
- Make support person available for fries
- Keep crew in position

Shift Preparation

- Ensure proper stock levels

Positioning

- Go to 2-sided prep when appropriate
- Verify Production Manager added to schedule and DSPT when 5 or more crew in grill (10 or more on floor)
- Designate a leader in the production area during all hours of business
- Keep crew in position
- If needed, temporarily reposition crew from another area

Shift Preparation

- Stock for 24/2
- Ensure all equipment is available and working properly
- Confirm current promotion build guides properly posted

Positioning

- Temporarily reposition crew from another area, if possible

Shift Preparation

- Stock for 24/2
- Ensure all equipment is available and working properly
- Confirm current promotion build guides properly posted

Positioning

- Confirm runner is making McCafé beverages
- Verify Beverage Specialist added to schedule and DSPT when 20 or more drinks in the McCafé cell
- Confirm crew are reacting immediately when an order appears on the beverage monitor
- Verify crew are cross-trained on the role of McCafé Beverage Specialist

Positioning

- Split all functions when possible
- Keep crew in position
- Confirm Shift Leader is addressing blockages (bottlenecks) by repositioning crew from another area of the restaurant if available AND flexing in and out as needed

Shift Preparation

- Stock for 24/2

Positioning

- Verify GEL assigned and expectations set
- Confirm crew focused on primary roles of taking orders for in-store guests and assisting at the kiosk. (Secondary roles are assisting with assembly, presenting orders and guest hospitality.)
- Temporarily reposition crew from another area of the restaurant, if available

Shift Preparation

- Stock for 24/2

Post-Shift Analysis

Pre-Shift • During Shift • Post-Shift

Answer the following questions at the end of every shift (and at weekly manager meetings):

What do you need to communicate to the incoming Shift Manager?

Did the shift meet its targets?
Why or why not?

Are there any outstanding issues from the shift?

What drive-thru blockages occurred during the shift?

What do you need to communicate to the crew?

What can be done to prevent these drive-thru blockages in the future?

What can you do to plan for your next shift?



NOTES

NOTES

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