Legal Sea Foods

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Let's Deal With The Work

March 17-18, 2016 | Las Vegas

Summary of Guest Experience Improvements



Change



Problem

0 line abandons!

LineBack

Cooks leaving the line

Waiting for cooking to start

Fresher food!

On-Demand prep

Huge amounts of prep made early

Inconsistent flavor

30% quicker food delivery

Prep schedule, combine steps

Prep not finished, hand time to cook

Waiting for food

Seating Beverage Food Check

Waiting to be seated

Time to bus tables

Two-Person Routine

Half the time!

Waiting for chowdah

No bowls

Server Assistant, visual signals

Quicker service!

Can't find server

Dishroom chaos

Offline to "Mucker"

50% more time "tableside"

Problem

Cause

Change

Result



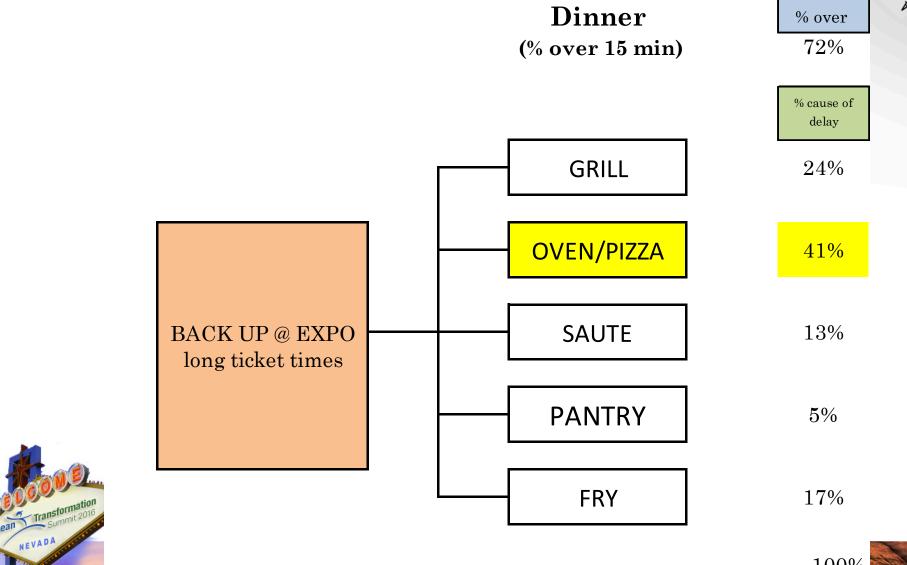
An Example of Problem Solving



 tickets
 tickets over 15
 % over 15 min

 150
 108
 72%

Back of House Observations







Oven Station Sales Mix



	25	
	24	
	23	
	22	
	21	
	20	
	19	
#	18	
	17	
0	16	
f	15	
	14	
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S	8 7	
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	6	
	5	
	4	
	3	
	2	
	1	

Seafor Cass Sherr Dinne	Scrod Baked Dinner	Shrimp Baked Stuffed	Spinach & Feta Dip	Oysters Legal Appetizer	Pizza Crab & Pepperoni	Sweet & Spicy Ribs	Lobster 1.25-1.5 Steamed	Rib & Shrimp Combo	Pizza White Clam	Lobster 1.25-1.5 Baked Stuffed	Lobster 1.5-1.75 Baked Stuffed	
% oven items sold 17.09	3.1%	8.0%	6.2%	4.7%	4.0%	3.9%	3.4%	3.4%	3.3%	2.7%	2.7%	

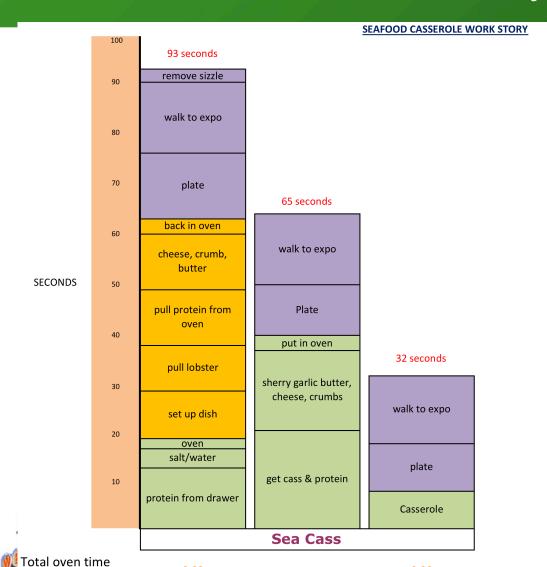
Based off a two week period of dinner sales

- *36 different items from oven station
- *16 items sales make up 80% of all items from oven station
- *5 items sales make up 50% of all items from oven station



Seafood Casserole "Work Story"





9:37

time to prepare for

second cook in oven

9:38

time to plate/get to

expo

9:33

time to prepare protein

for oven

average (in min.)

Original Hand Time - 93 Seconds

First Revised Hand Time - 65 Seconds

Savings of 28 Seconds or 30% Hand Time

Original Hand Time - 93 Seconds

Second Revised Hand Time - 32 Seconds

Savings of 61 Seconds or 65% Hand Time

Results

- Previous Ticket Times Averaged 21 Minutes Currently Running
 17 Minutes Much closer to our goal of 15 Minutes
- Oven Station causing 41% Delay Reduced to 8%
- Entree assembly changes have resulted in higher quality, much more consistent product
- Lowering Prep levels results in fresher, better quality product



Smaller Pans, Better Organization





Short and Long Term Goals

- Introduce Learnings to (4) Restaurants by March 2016
- Problem Solving Training
- Identify and train Team Leaders
- Joint Activity between QCC and Restaurants
- Introduce Lean Philosophy into the Administrative Arm of Legal Sea Foods



Current Challenges

- Rolling out in Multiple Locations
- Changing 50 yr. old mindsets
- Compliance changing how workers are classified
- Transient Work Force industry average 80% hourly turnover



P D₁ C

Appendix: QCC



If it isn't fresh, it isn't Legal! \degree



Quality Control Center

- ~ Introduce efficiencies to increase product output for both Restaurants and Value Add Business in Current Square Footage ~
- Production 7 Days / Week
- •6 Delivery Trucks
- •All Trucks Departing Warehouse at unspecified times.
- •Deliveries Arriving at Restaurants during "non authorized" times
- •Significant "Mispicks" and Product Issues



Quality Control Center

- Reduced Fleet by 2 Trucks
- Now operate 5 Days / Week
- Reallocated people and offered growth opportunities.
- Introduced daily Huddles
- Created Visual Communication Boards
- Increased SKUs to Restaurants
- Reduced Inventory resulting in fresher product
- All deliveries arriving at restaurants by 10:00 a.m.

