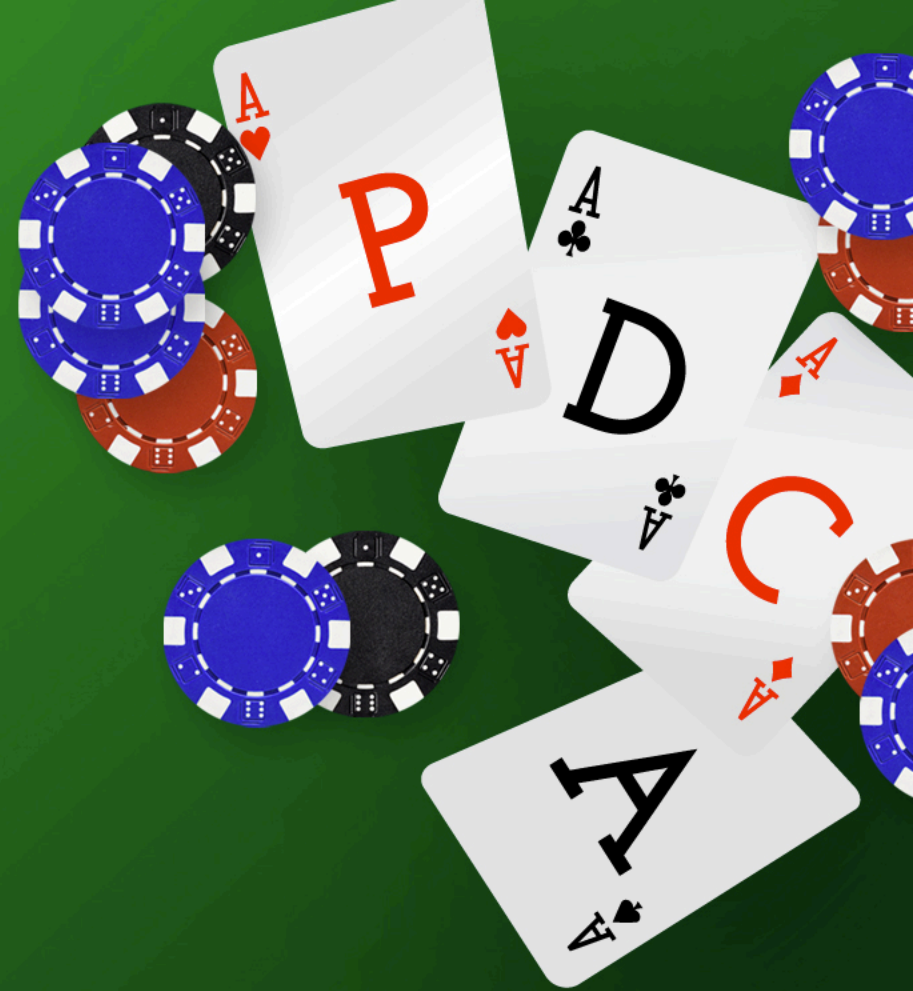


# Legal Sea Foods

Ann Marie Escobar, Scott Berkowitz,  
Rich Vellante, Peter Doire



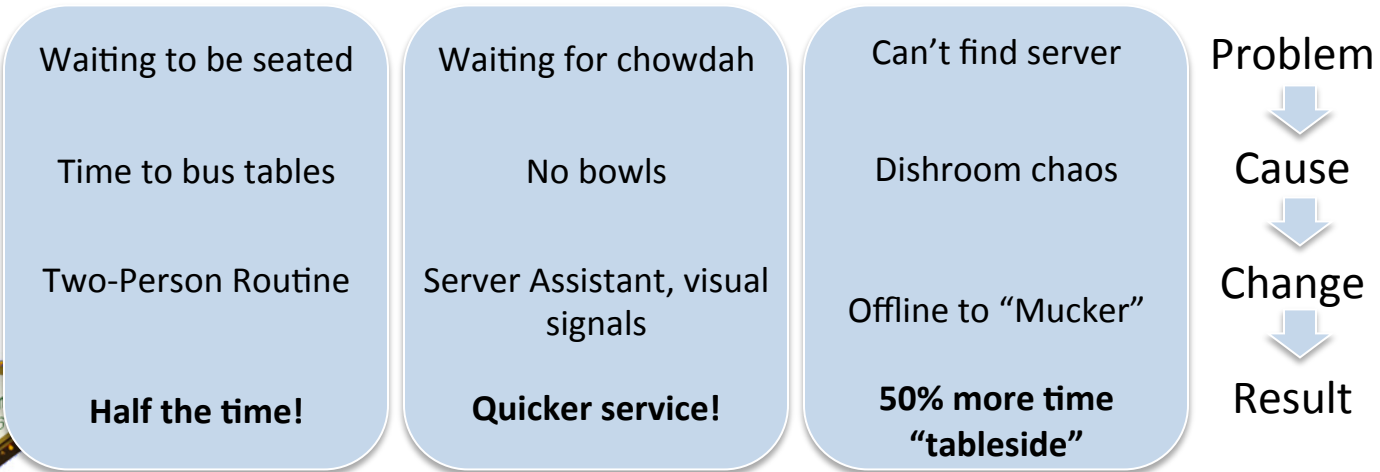
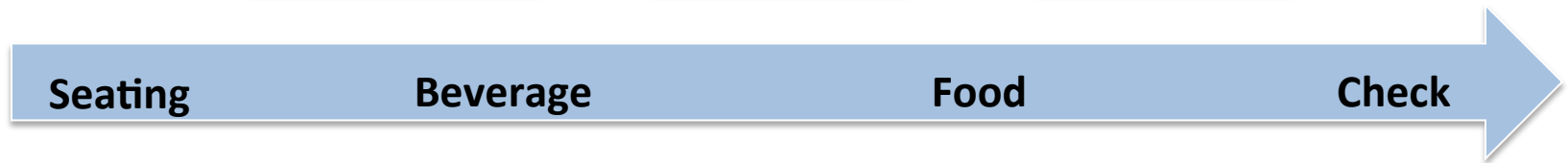
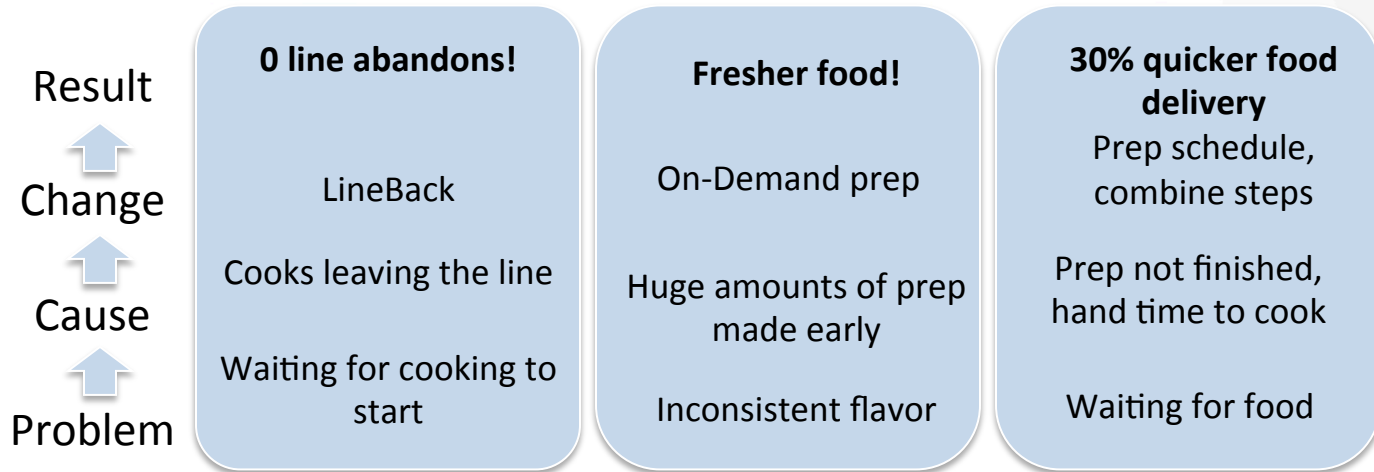
## Let's Deal With The Work

March 17-18, 2016 | Las Vegas

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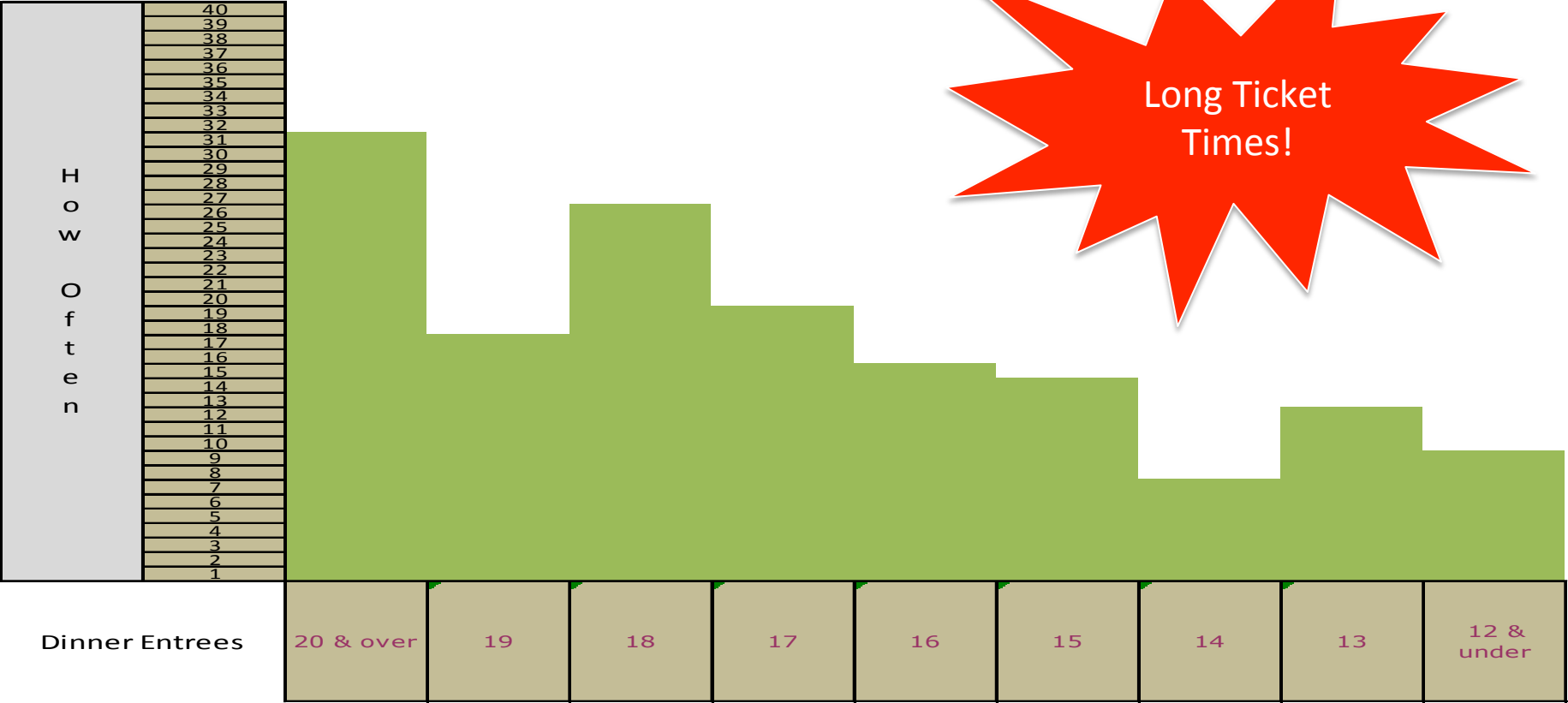
# Summary of Guest Experience Improvements



# An Example of Problem Solving



Kitchen Ticket Time



Long Ticket Times!

TICKET TIMES

tickets

150

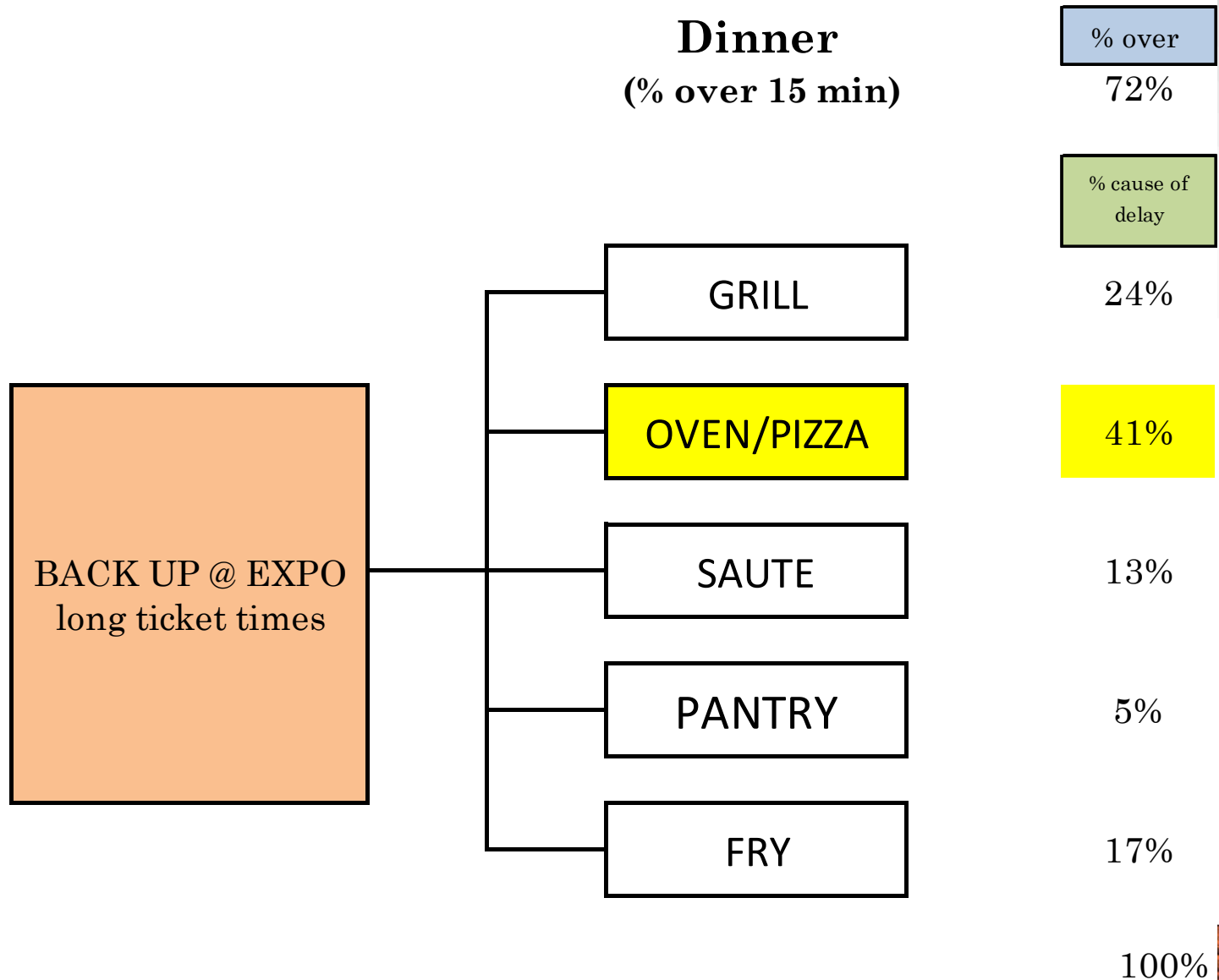
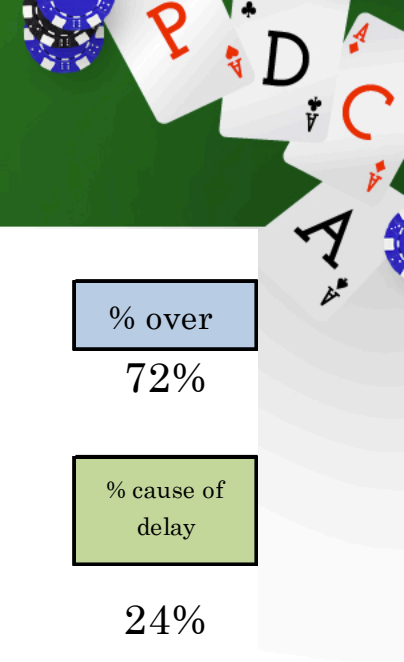
tickets over 15

108

% over 15 min

72%

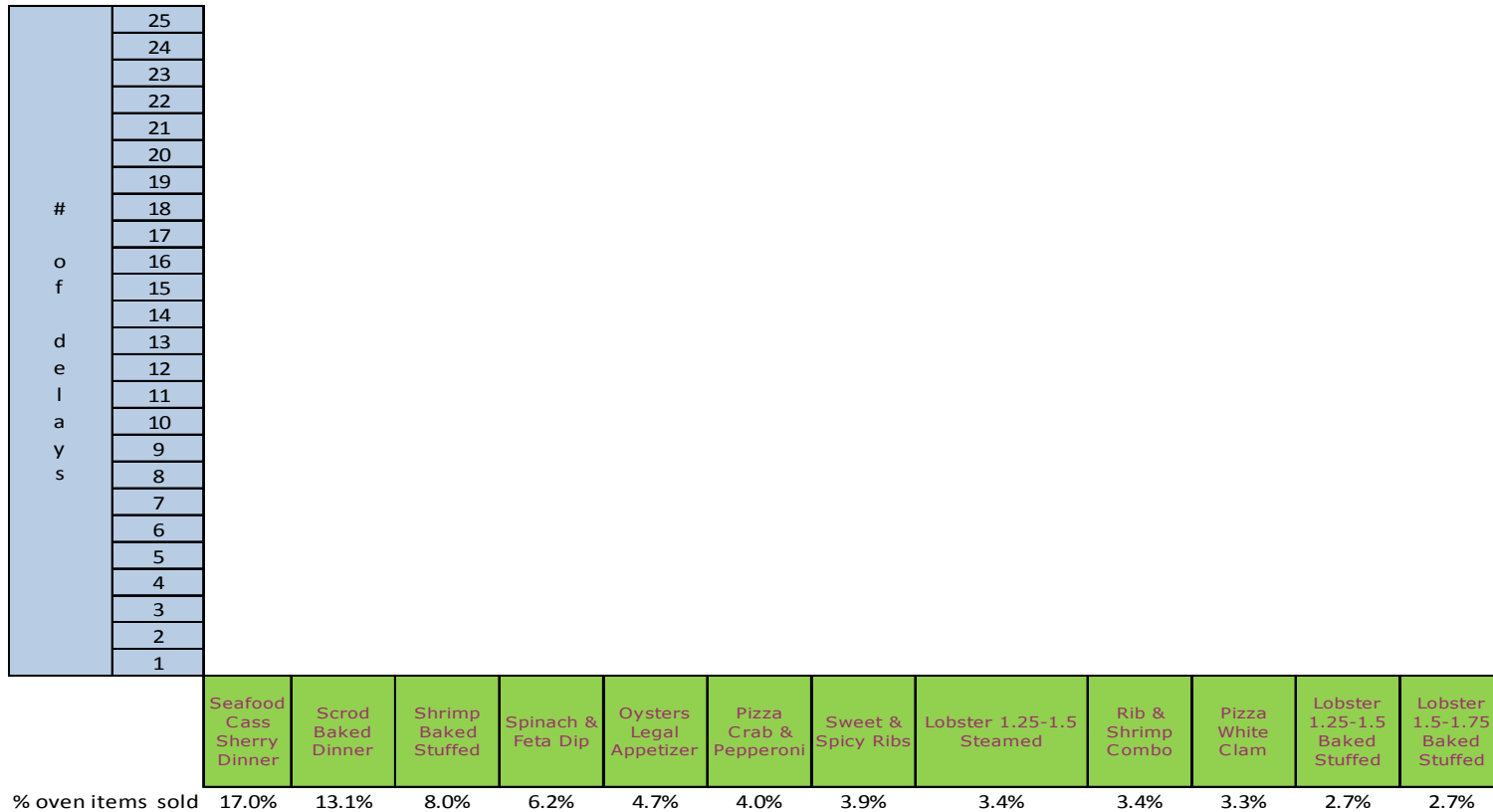
# Back of House Observations



# Oven Station Sales Mix



## OVEN COOK TIMES



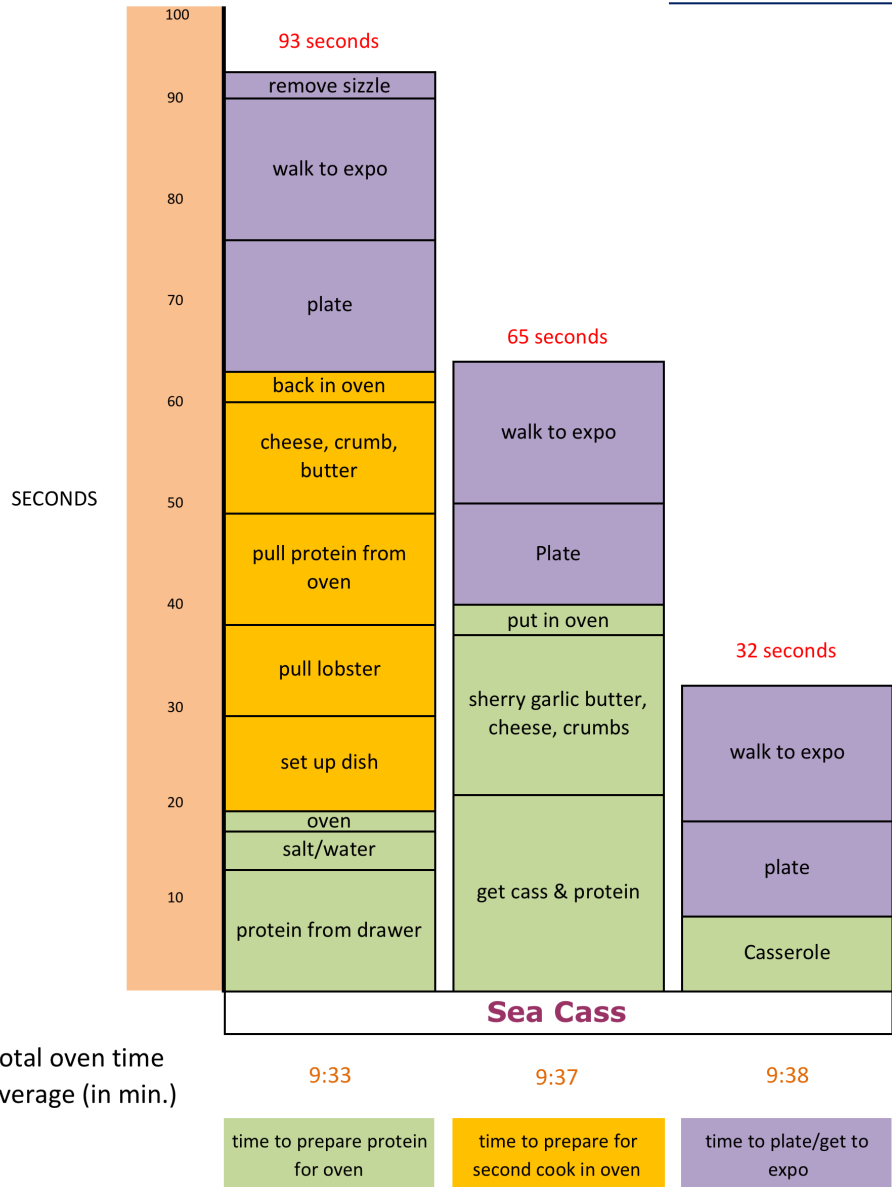
Based off a two week period of dinner sales

- \*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”

## SEAFOOD CASSEROLE WORK STORY



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

Total oven time average (in min.)

# 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





# Appendix: QCC



*If it isn't fresh, it isn't Legal!®*



# 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.

