



A Spotlight on Leaders: Re-Thinking the Retail Food Industry

02/18/2021

What is the Lean Enterprise Institute?



Lean Enterprise Institute
lean.org

A non-profit education and research institute based in
Boston, MA, with 32 global affiliates

Our Mission:

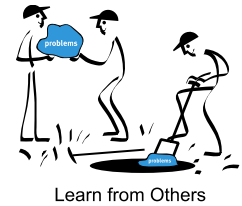
Making Things Better By Advancing Lean Thinking and Practice

Lean in Food



2021 A YEAR OF REINVENTION
#Think Differently

ACTION RESEARCH



SHARED LEARNING

Growing Lean in Food Community



Share your Learning : Learn More : kgaudet@lean.org

A Lean Leaders: Learning Discussion



Rob LaTronica
Chef & Co-Founder
Haven Hot Chicken



Steve Crowley
Co-Founder
Service Physics



Etkin Tekin
Co-Founder
Haven Hot Chicken



Brian Reece
Co-Founder
Service Physics

Lean in Food

Feb. 18th, 2021





HAVEN HOT **FOUNDERS**

ROB LATRONICA

- Seasoned Chef – a man obsessed with perfecting hot chicken

CRAIG SKLAR

- Restaurateur – founder of The Beer Collective

ETKIN TEKIN

- Start-up entrepreneur who also brings corporate experience from AB-InBev

JASON SOBOCINSKI

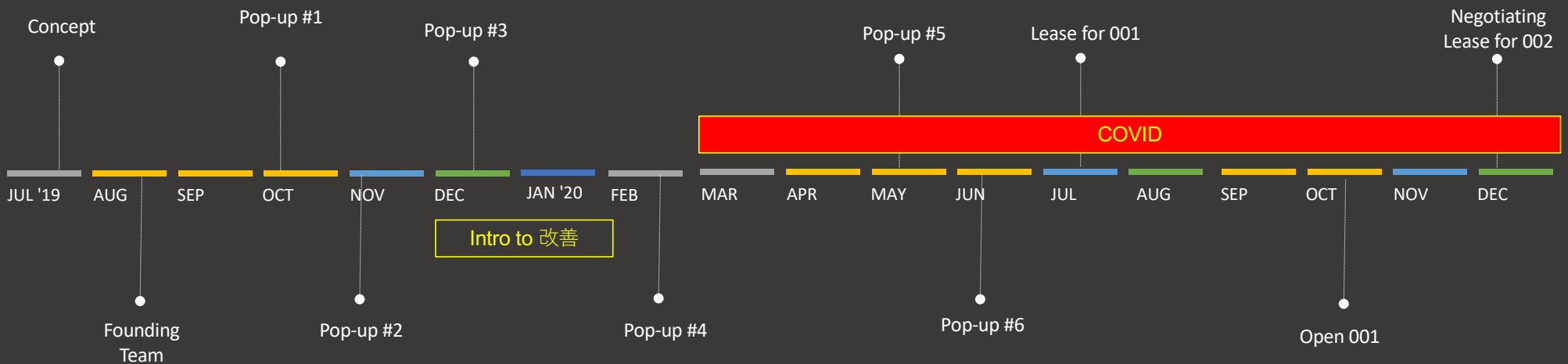
- 20-year veteran of the food service industry with successful Connecticut destinations such as Black Hog Brewing, Bear's at The Stack, and Ordinary



The Journey of Haven Hot Chicken



Built through experimentation




Understanding Value



Lean thinking helps us deliver the most VALUE with the fewest resources....

Understanding **Value**



What IS
value?

Understanding Value



Anything a customer is willing to pay for.



What IS value?

Every product has a job to do, so a product that does its job is valuable.



Understanding Guest Values (and a Guest's Value)



*Emotionally engaged consumers are **52%** more valuable, on average, than those who are just highly satisfied ¹*

¹ Leemon, D., Magids, S., Zorfas, A. The New Science of Customer Emotions (2015), *Harvard Business Review*. <https://hbr.org/2015/11/the-new-science-of-customer-emotions>

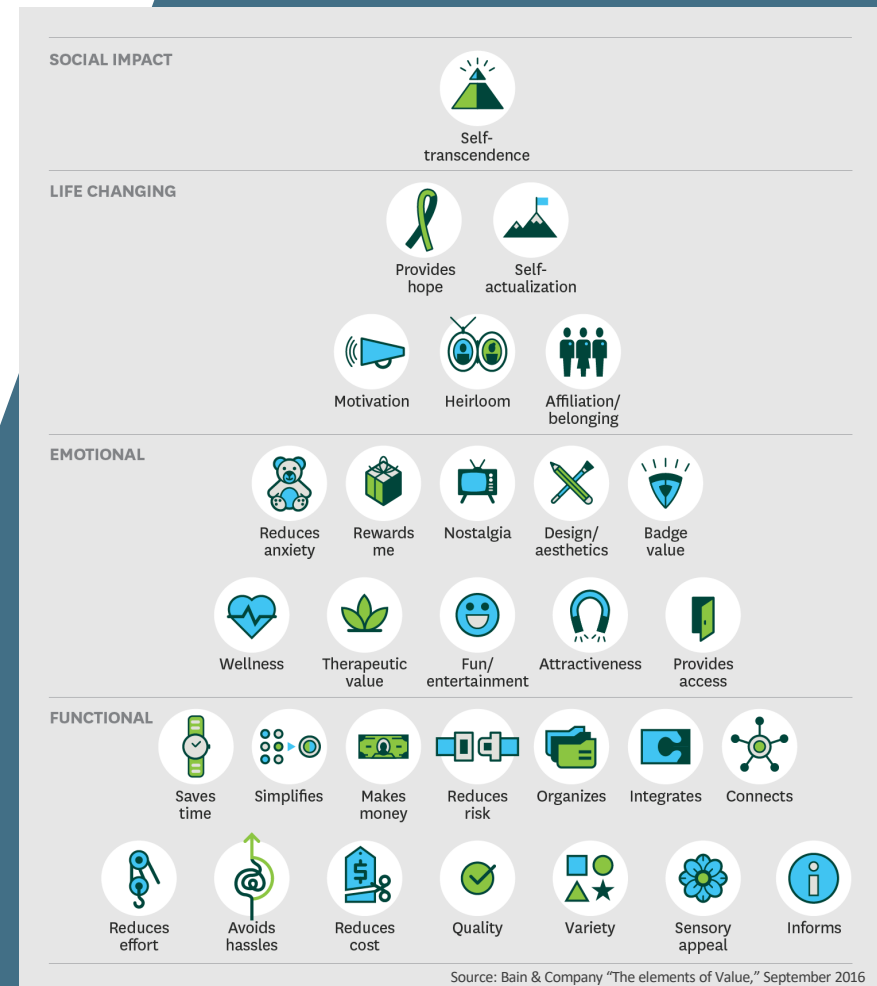
Guest Value



Companies deliver **fundamental elements of value** that address four kinds of needs:

1. Functional
2. Emotional
3. Life Changing
4. Social Impact

The **more elements provided**, the greater guests' loyalty & the higher the company's **sustained revenue growth**.

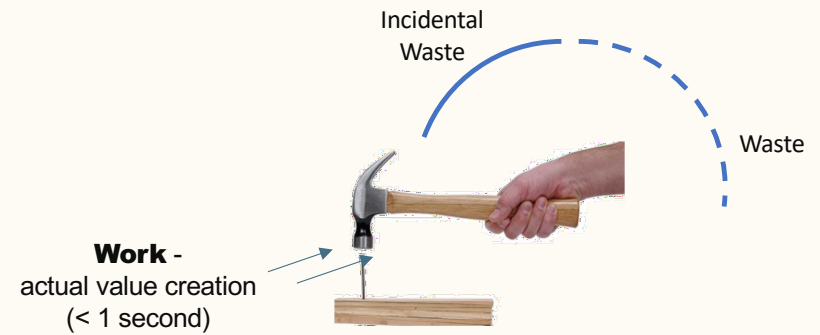


Work vs. Waste



Work creates customer value.

Waste destroys it.



Work vs. Waste



Work creates customer value.

Waste destroys it.

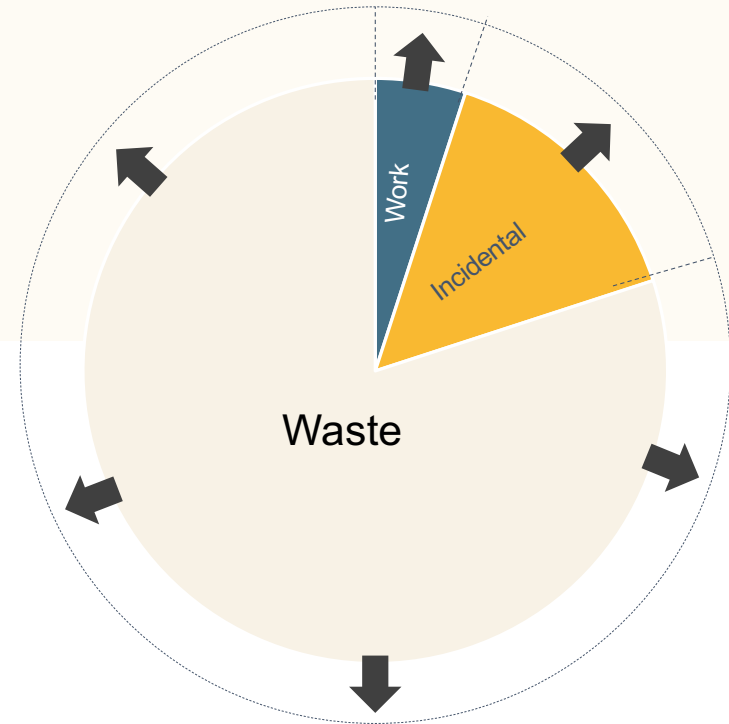


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Work vs. Waste



Work creates customer value.

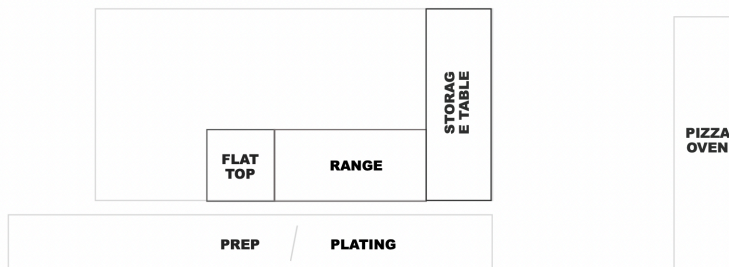
Waste destroys it.

Motion ≠ Work

Draw this



Spaghetti Diagram



motion ≠ work



Spaghetti Diagram





I see waste everywhere.

Top Value Elements From Internal Voting

- 1) Quality
- 2) Sensory Appeal
- 3) Design / Aesthetics
- 4) Fun/Entertainment
- 5) Rewards Me
- 6) Affiliation and belonging
- 7) Connects
- 8) Saves time
- 9) Simplifies
- 10) Badge Value

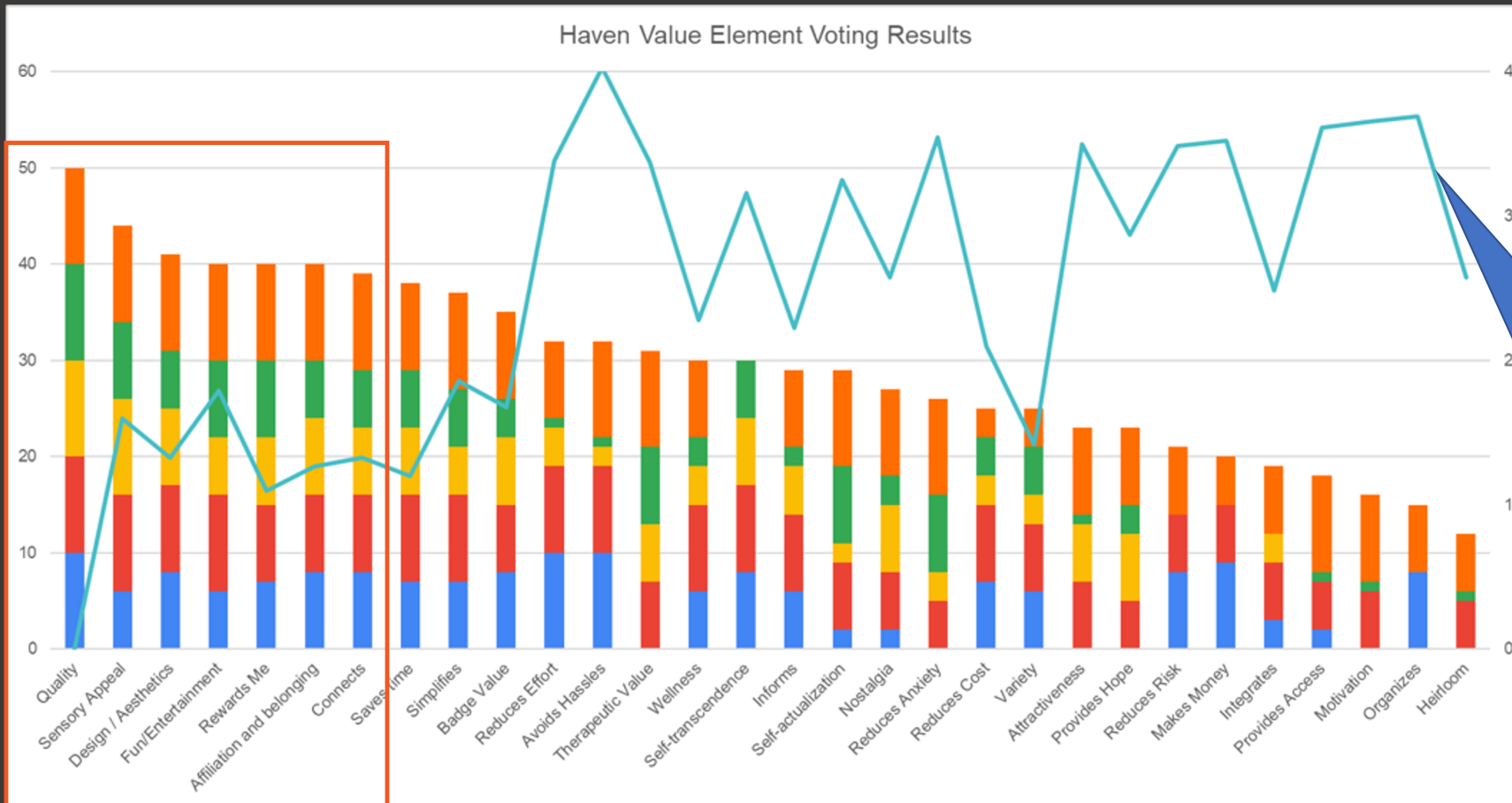


Community

Convenience



Internal Voting Customer Value



This line represents how far apart the votes were, signaling people may not be aligned

Through the utilization of Retro Boards in team settings, the team was able to define key attributes as well as how they manifest in the brand.



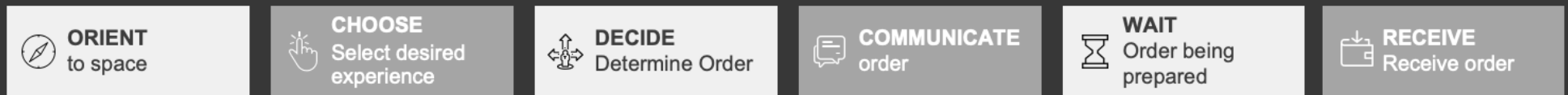
Retail Customer Journey



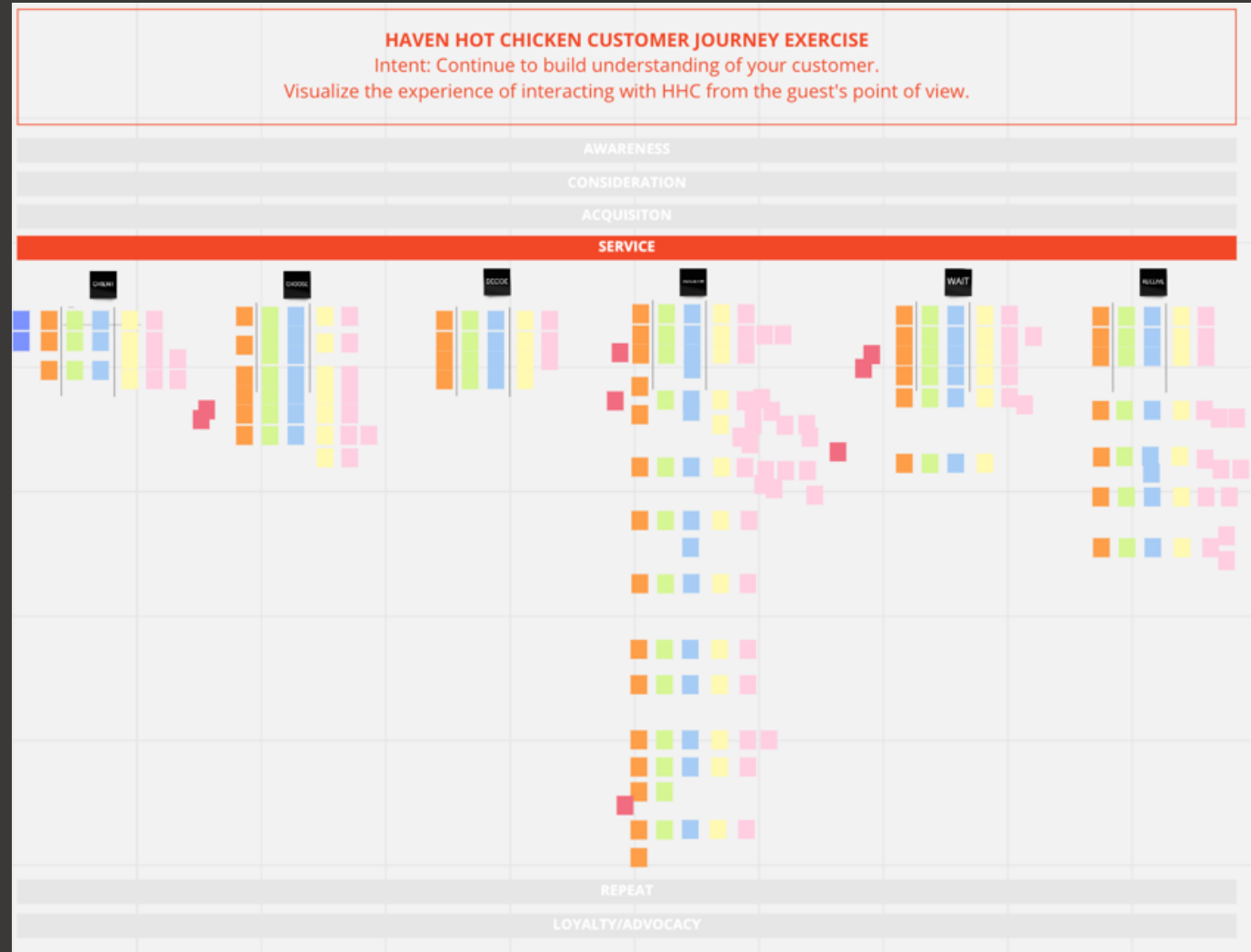
Stages:



Steps:



Commitment to a great product *and* a great experience. By breaking down each part of the guest journey and identifying components and variables that we could control, we were able to hone our buildout and interaction with guests with intent.



Mission



To satisfy the world's craving for something better

Haven brings great people together over the best food because feeding people
is fun and eating happy is for everyone

What is the work?

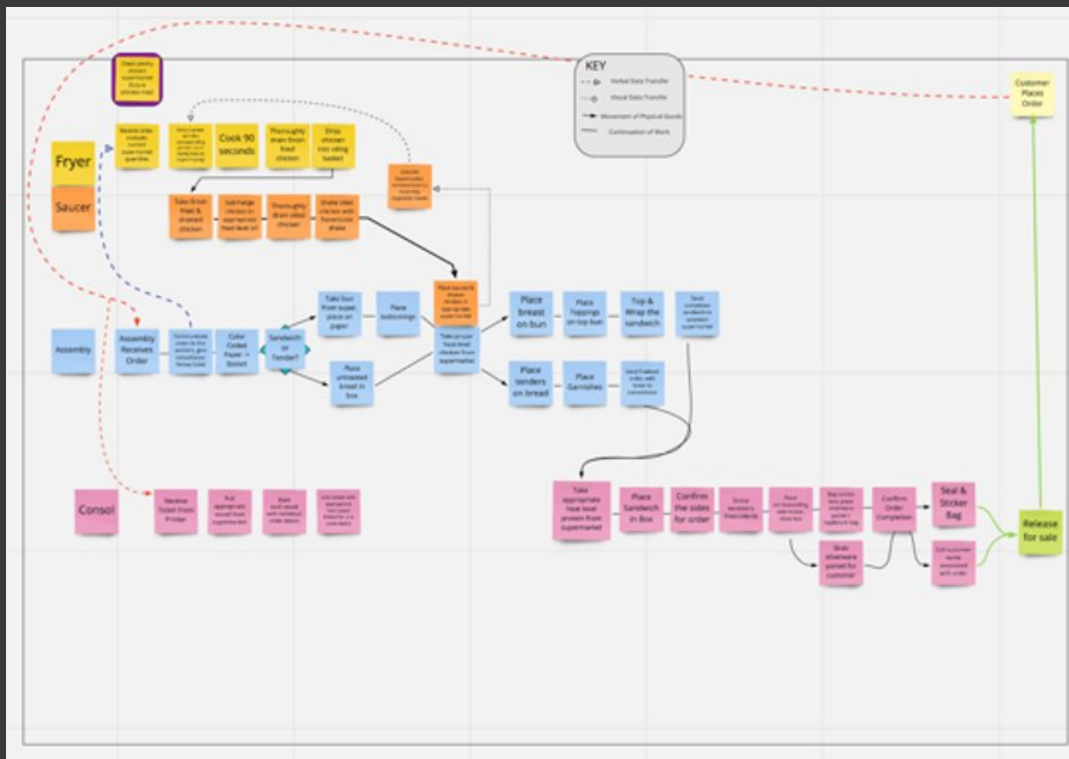
Application of lean thinking to the assembly of THE Sandwich.

Ticket times in our early pop-ups were > 20 – 30 minutes.



What is the work?

Through many work sessions, the operations team codified, and argued over, every essential and isolated step involved with making a sandwich



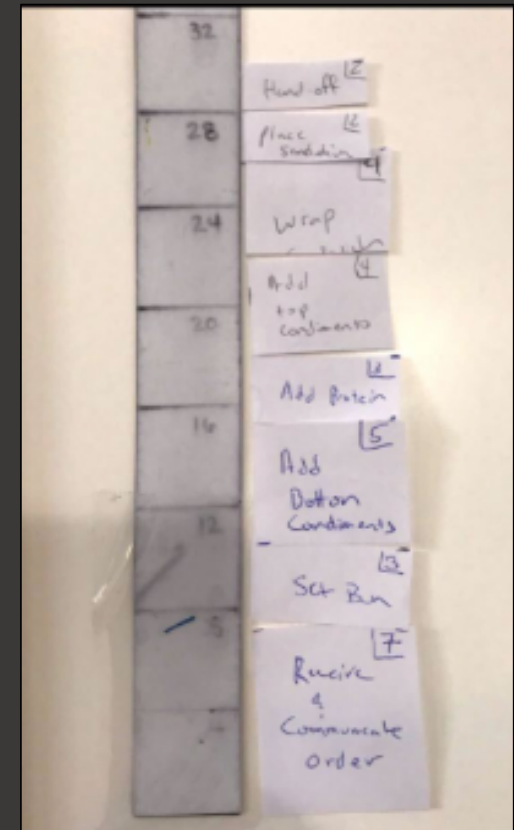
- Mapped the flow of materials and information
- Flipped inventory from batch and push to pulling form a 2-bin supermarket
- **Key insight:** information and inventory are joined at the hip. Working on one means working on the other.



What is the work?

Through many work sessions, the operations team codified, and argued over, every essential and isolated step involved with making a sandwich.

Process Timing Sheet			Process: Chicken Sandwich Assembly										Process: The Sandwich Delivery						
Work Element			Start / Stop Point	1	2	3	4	5	6	7	Observed Times							Repeatable	
				Time Stamp	Time Stamp	Time Stamp	Time Stamp	Time Stamp	Time Stamp	Time Stamp	1	2	3	4	5	6	7		
		Select Time Class:	Printer Buzz	4:17:18 PM	4:25:04 PM	4:28:14 PM	4:32:47 PM	4:35:47 PM	4:42:18 PM	4:47:32 PM									
		Hand																	
1	Pull Ticket	Select Time Class:	Grab Ticket	4:17:20 PM	4:25:06 PM	4:28:15 PM	4:32:49 PM	4:35:48 PM	4:42:21 PM	4:47:34 PM	2	2	1	2	1	3	2		
		Hand																	
2	Read Ticket	Select Time Class:	Place in slide	4:17:24 PM	4:25:09 PM	4:28:17 PM	4:32:52 PM	4:35:50 PM	4:42:22 PM	4:47:35 PM	4	3	2	3	2	1	1		
		Hand																	
3	Call Ticket	Select Time Class:	Touch Paper	4:17:26 PM	4:25:10 PM	4:28:18 PM	4:32:54 PM	4:35:51 PM	4:42:24 PM	4:47:37 PM	2	1	1	2	1	2	2		
		Hand																	
4	Place Paper	Select Time Class:	Touch Bun	4:17:28 PM	4:25:11 PM	4:28:20 PM	4:32:55 PM	4:35:52 PM	4:42:25 PM	4:47:38 PM	2	1	2	1	1	1	1		
		Hand																	
5	Pull and Place Bun	Select Time Class:	Grab Bottle	4:17:30 PM	4:25:13 PM	4:28:21 PM	4:32:57 PM	4:35:54 PM	4:42:26 PM	4:47:39 PM	2	2	1	2	2	1	1		
		Hand																	
6	Sauce Bun	Select Time Class:	Grab Pickles	4:17:33 PM	4:25:17 PM	4:28:23 PM	4:33:00 PM	4:35:55 PM	4:42:29 PM	4:47:41 PM	3	4	2	3	1	3	2		
		Hand																	
7	Add Pickels	Select Time Class:	Grab Chicken	4:17:35 PM	4:25:20 PM	4:28:26 PM	4:33:02 PM	4:35:59 PM	4:42:31 PM	4:47:43 PM	2	3	3	2	4	2	2		
		Hand																	
8	Place chicken	Select Time Class:	Grab Scoop	4:17:38 PM	4:25:21 PM	4:28:29 PM	4:33:04 PM	4:36:01 PM	4:42:34 PM	4:47:46 PM	3	1	3	2	2	3	3		
		Hand																	
9	Add Slaw	Select Time Class:	Touch Sandwich	4:17:40 PM	4:25:25 PM	4:28:34 PM	4:33:08 PM	4:36:05 PM	4:42:38 PM	4:47:53 PM	2	4	5	4	4	4	7		
		Hand																	
10	Wrap Sandwich	Select Time Class:	Touch Pick	4:17:44 PM	4:25:29 PM	4:28:38 PM	4:33:13 PM	4:36:10 PM	4:42:43 PM	4:47:54 PM	4	4	4	5	5	5	1		
		Hand																	
11	Place Pick in Sandwich	Select Time Class:	Grab Tray	4:17:47 PM	4:25:33 PM	4:28:40 PM	4:33:15 PM	4:36:11 PM	4:42:45 PM	4:47:56 PM	3	4	2	2	1	2	2		
		Hand																	
12	Drop in Tray	Select Time Class:	Hand-off	4:17:50 PM	4:25:35 PM	4:28:42 PM	4:33:18 PM	4:36:13 PM	4:42:49 PM		3	2	2	3	2	4	2		
		Hand																	



- We broke the process down into discrete steps and timed them
- We visualized the process, representing the **work at time**
- Applied Training Within Industry (TWI) Job Methods to the process
- ERACS: eliminate, rearrange, add/subtract, combine, simplify

What is the work?

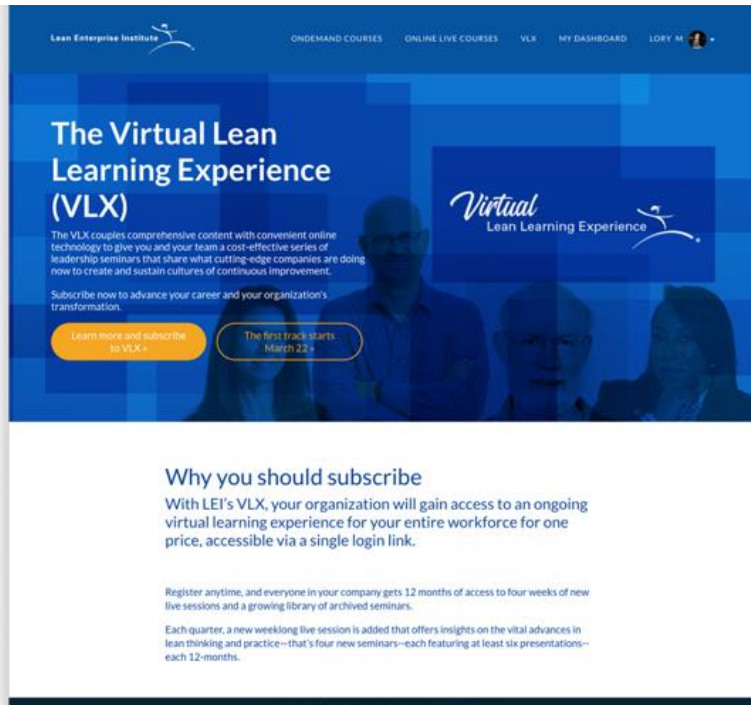
It turns out, it only takes 34 seconds! (today)

Major Step	Key Point	Reasons Why
	- Pull the ticket	- Confirms receipt
1) R	<div>Top Secret</div>	
2) S		
3) A		
4) P		
5) A		
6) W		
7) P		
8) Hand-off	the order is complete	

This Routine Delivers:

- Perfect quality
- Built in food safety
- Baseline for innovation
 - Product
 - Process
- Line off rate = 34 sec.
(105 sandwiches / hr.)
- Job instruction document for team member training and coaching

Virtual Lean Learning Experience : Subscribe today



The screenshot shows the homepage of the Virtual Lean Learning Experience (VLX) website. The header includes the Lean Enterprise Institute logo and navigation links for ONDEMAND COURSES, ONLINE LIVE COURSES, VLX, MY DASHBOARD, and a user profile for LORY M. The main section features a large blue banner with the title 'The Virtual Lean Learning Experience (VLX)' and a description: 'The VLX couples comprehensive content with convenient online technology to give you and your team a cost-effective series of leadership seminars that share what cutting-edge companies are doing now to create and sustain cultures of continuous improvement.' Below this, there is a call to action: 'Subscribe now to advance your career and your organization's transformation.' Two buttons are present: 'Learn more and subscribe to VLX' and 'The first track starts March 22'. The bottom section, titled 'Why you should subscribe', explains that with LEI's VLX, organizations gain access to an ongoing virtual learning experience for their entire workforce for one price, accessible via a single login link. It also mentions that users can register anytime and receive 12 months of access to four weeks of new live sessions and a growing library of archived seminars. Finally, it states that each quarter, a new weeklong live session is added, offering insights on the vital advances in lean thinking and practice, with four new seminars each featuring at least six presentations each 12-months.

The Virtual Lean Learning Experience

(VLX) couples' comprehensive content with convenient online technology to give you and your organization a growing library of leadership seminars and guided exercises