

# Beyond the kitchen

Lean strategies to  
transform Restaurant  
operations and  
Customer experience

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365



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**experiment**



WE HAVE 1 MINUTE TO PRESENT...

## What are we going to learn

### The place

Step into a restaurant like no other that was open in January and February 2024, in one of the main streets of Barcelona area.

### Lean Tools

Through revolutionary Lean tools—from Just-In-Time cooking to Kanban-powered ordering—every detail is optimized, challenging everything you thought you knew about restaurant operations.

### Experiments

What if there were no waiters? What if food was fresher, faster, and waste-free? Some daring experiments push the limits of efficiency and customer experience—and the results might just change the future of dining.

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# lean: Agenda

01

## Introduction.

- Questions
- Cell

02

## Value & Empathy

- Value Proposition
- Customer Journey Map
- VSM

03

## Project

- Works
- Layout

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## Kitchen experiments

- JIT
- Kaizen

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## Restaurant experiments

- Pull systems
- Waiter

06

## Results & Conclusions

- Media

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Lean  
♥  
food

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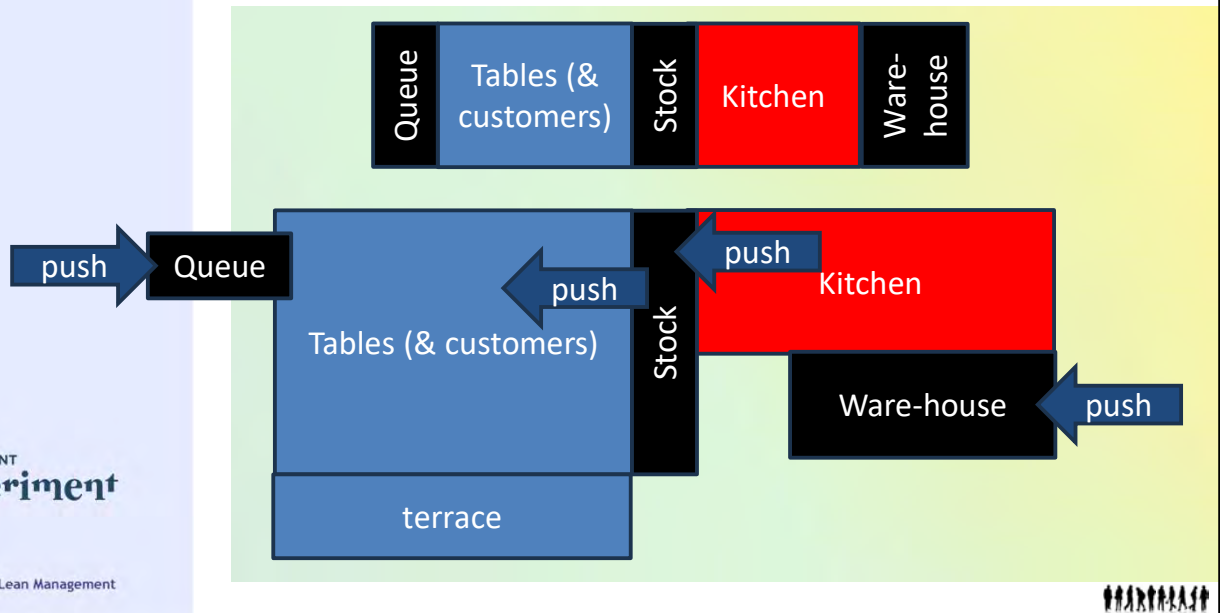
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## Questions to solve:

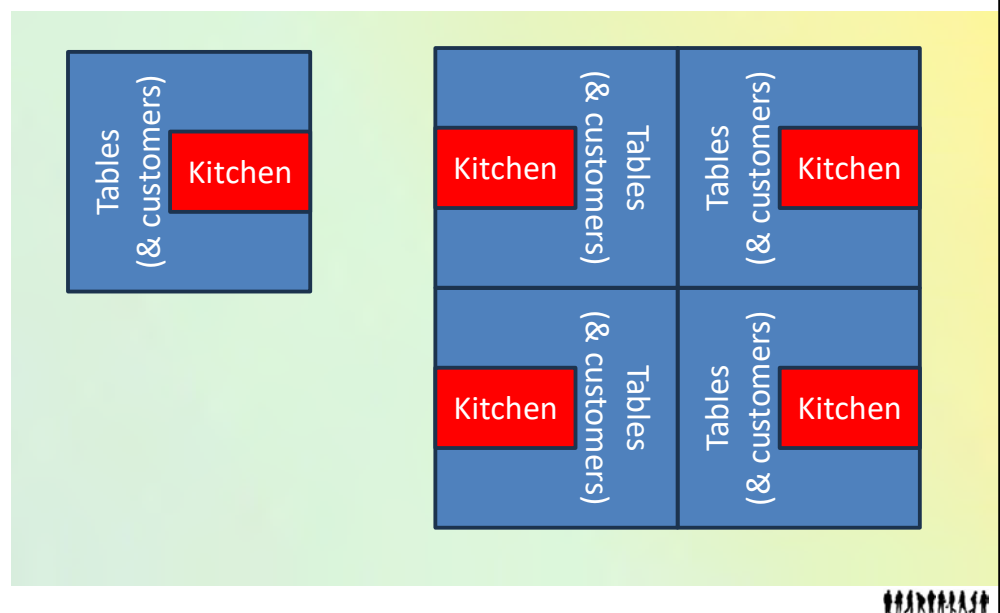
- Is the hospitality industry (restaurants) still in the 20th c?
- Why mass production and push?
- Why big batches?
- Why is Value creation disconnected from the customer?
- Why do we hide the cooks?
- Why are external (precooked stuff) more relevant, if they break the Flow?
- Do we really need all these equipment?
- ***Why is it that everything we love about food... is not in the design... except in very expensive starred restaurants?***



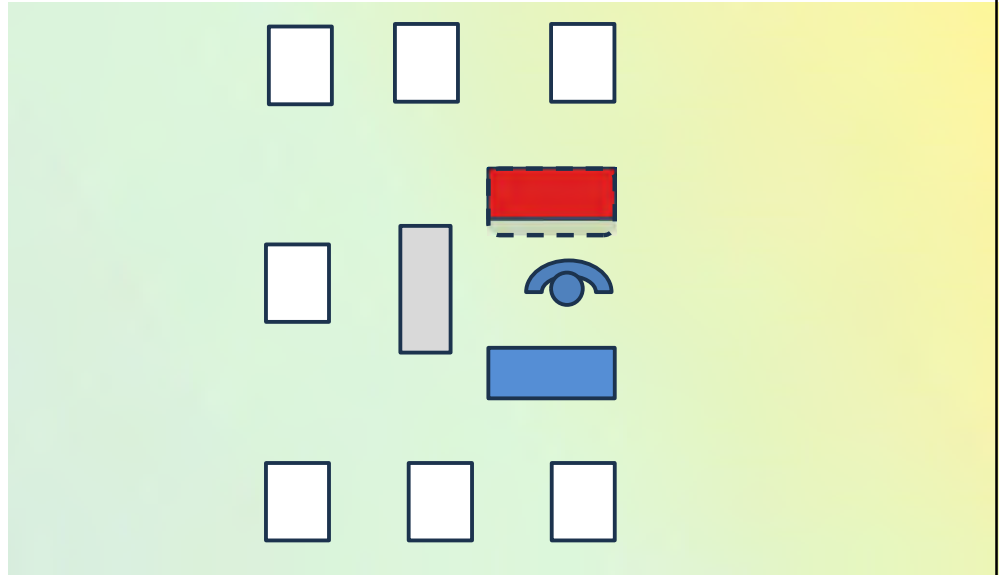
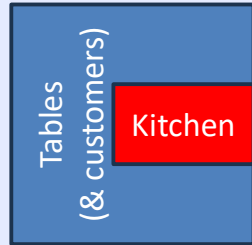
## Actual situation



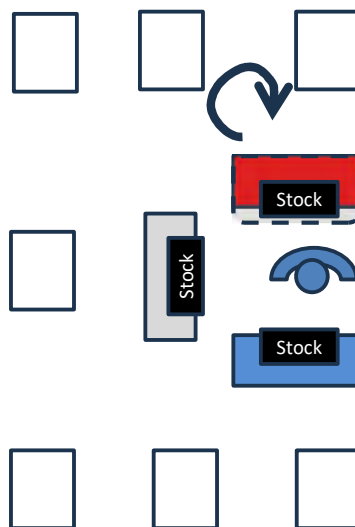
## Proposed situation



## Restaurant cell



## And Stock and Queue?



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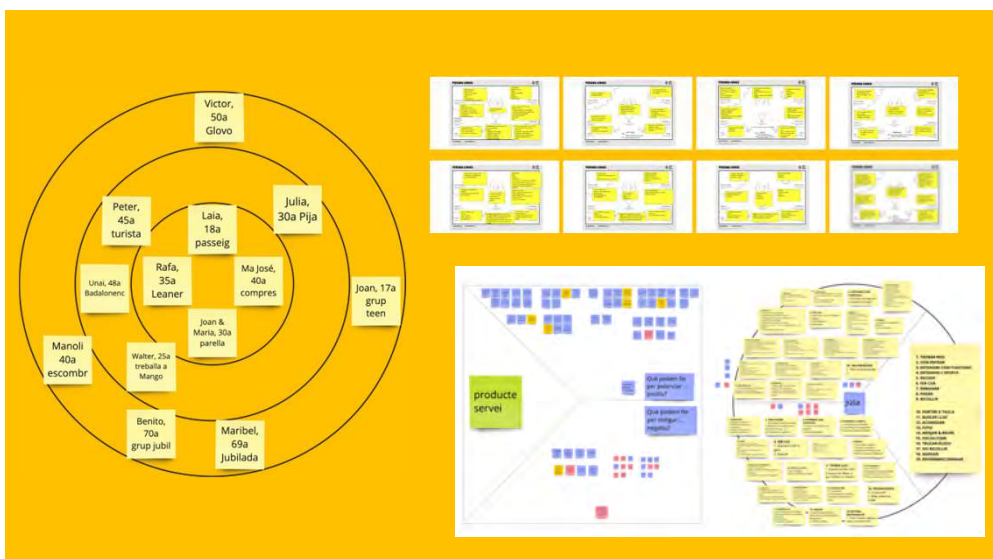
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## Lean Customer Value

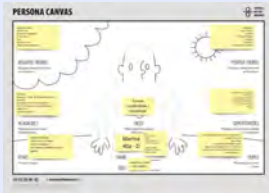


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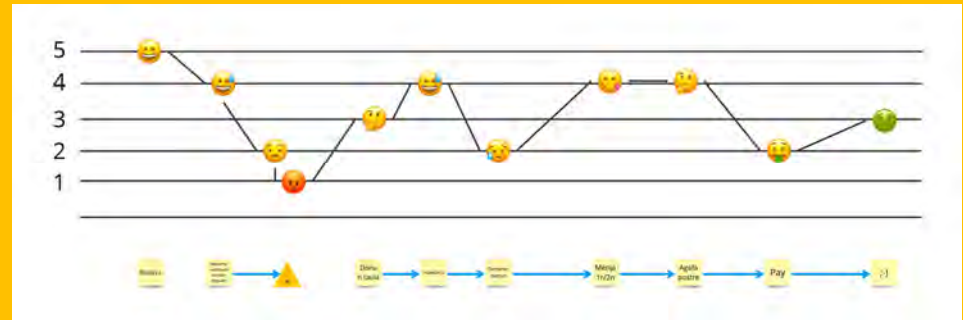


# Lean Customer Stream Map



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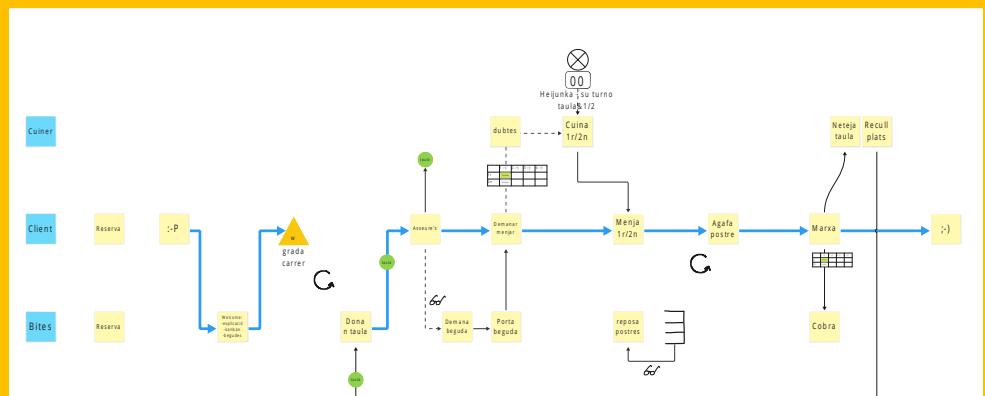


**Kanban!** 9-17h 13-16 16-00h 20-23 **No waiter**

**Andon** **Understand your flow**



## VSM



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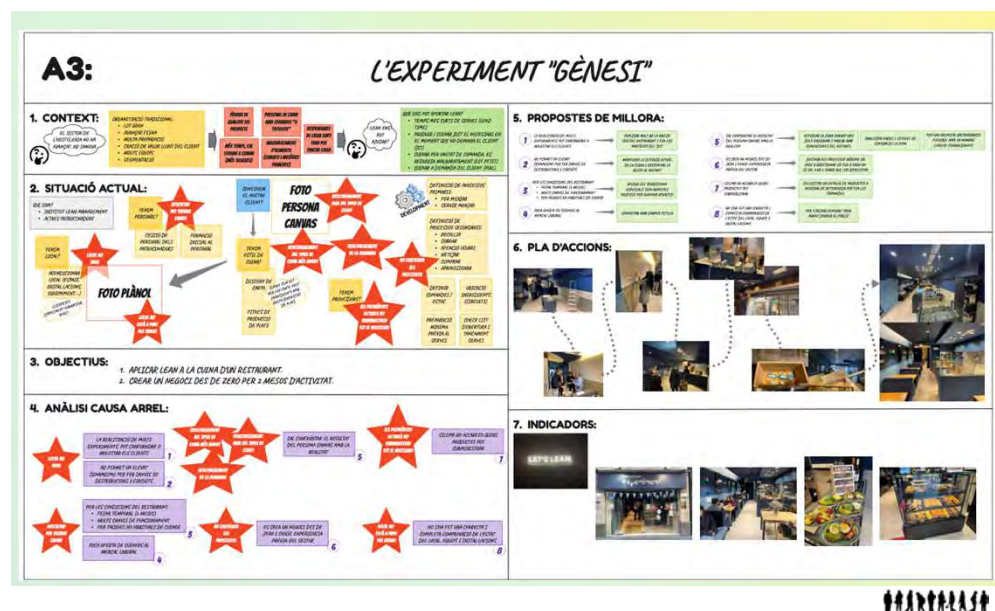
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## A3 Genesis



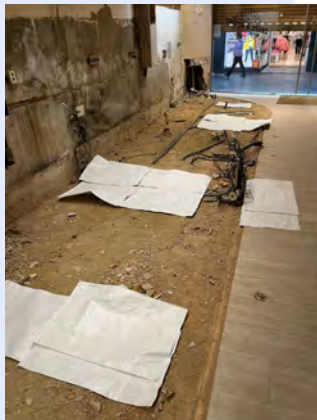
## Planning Agile for the project



- Weekly sprints, to ensure best decisions and roadmap adherence
- Risk management to avoid forecasted problems



## The work



extrabonus

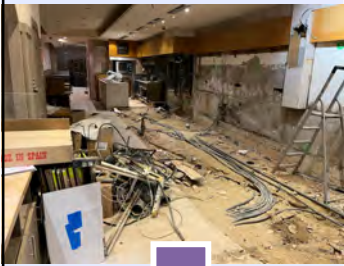


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## Creating expectation...



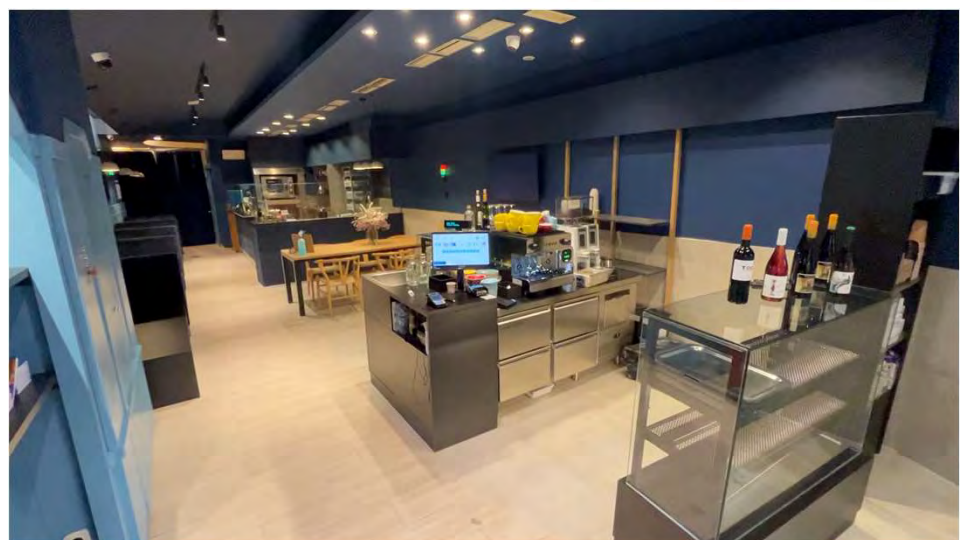
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- 26 seats
- 1 cook
- 1 beverage

## The Restaurant



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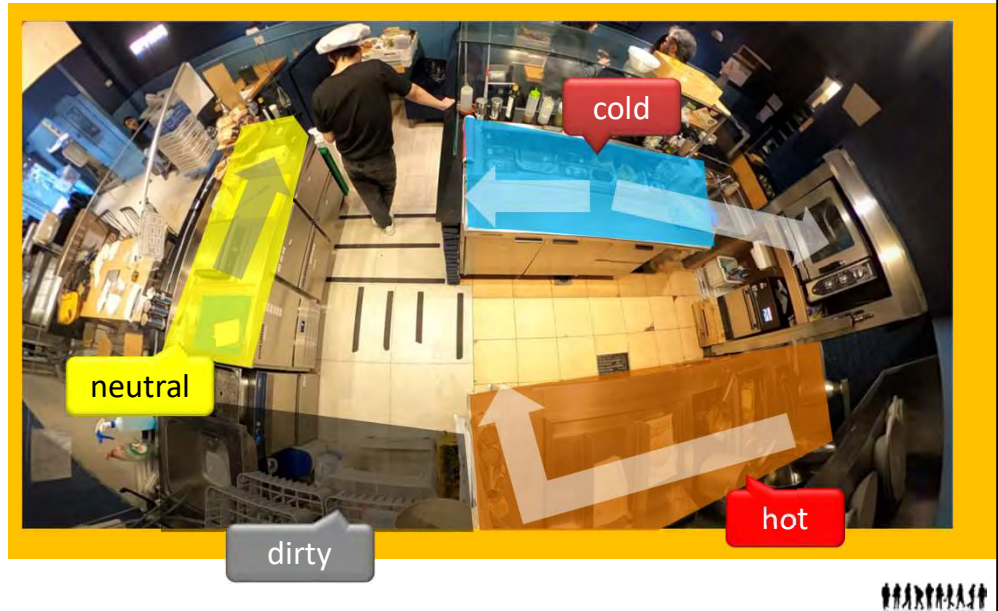
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- 26 seats
- 1 cook
- 1 beverage

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## Lean Kitchen



## Lean Kitchen



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## Two experiments!

### A lean Kitchen

- No (almost) previous work preparation
- All JIT
- Minimum equipment
- Minimum LT
- No food waste

Can this  
work?  
Where is the  
limit?

### A restaurant

- No “purpose”
- Small parties
- A-la-carte and Formula-Menu
- All-day food&beverage

How to attract  
guests!?

Is lean a  
customer  
Benefit?

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## Lean Kitchen

### Hypothesis 1:

- **JIT increases:**
  - Quality
  - Freshness
- **Decreases:**
  - Wasted food
  - Time (to prepare and stock)
  - Space



## Lean Kitchen: JIT



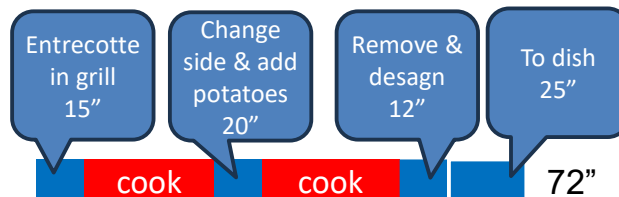
# Customers  
45' eating experience  
x 2.5 guest / table  
x 1.5 plates/guest



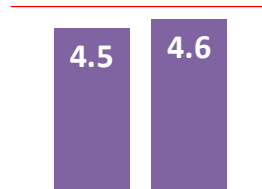
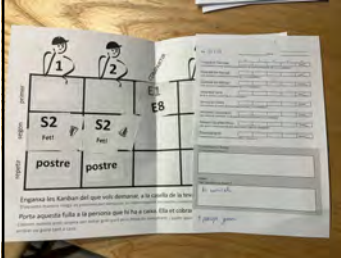
Tkt = 2'/dish



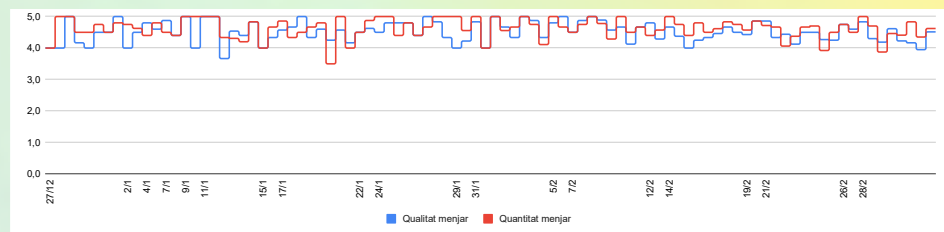
Working time  
<  
90"/dish



## Lean Kitchen: JIT → Quality



Quality & Quantity



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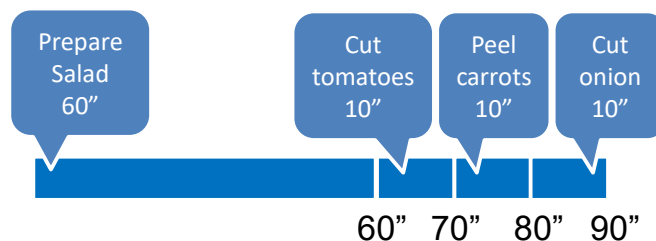
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## Lean Kitchen: STD work

### Hypothesis 2:

- When customers are in the restaurant, the cook is needed
- When customers are not in the restaurant, the cook is not needed



Working time  
<  
90''/dish

**STD preparation:** disinfect, sauces, soups,...

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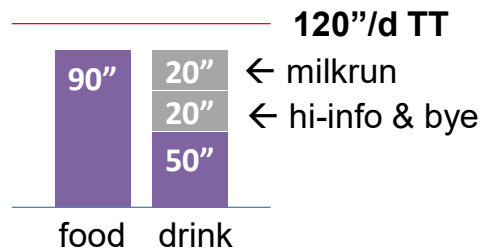


## Lean Kitchen: Work content

### Hypothesis 3:

Removing the waste → Reduces time

- Only work in the necessary VA work → Balance workers' work with VA
- Cook serves the food to the table
- Barista serves the drinks at the table & welcomes

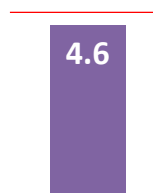
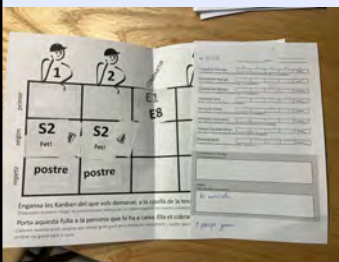


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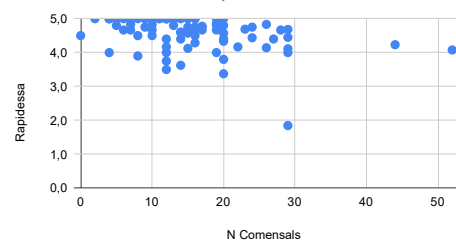


## Lean Kitchen: JIT → Speed



How fast did we go today?

Nº de comensals i Rapidesa



Nr of people don't affect how quick we are.

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## Lean Kitchen: JIT



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### Hypothesis 4:

Open kitchen + 5S → reduces NVA

- Honesty & Transparency
- No place for extra-waste
- No dirt → No cleaning
  - Grill paper
  - Ice
  - Space



## Lean Kitchen: JIT

### Hypothesis 4:

Open kitchen + 5S → reduces NVA

- Honesty & Transparency
- No place for extra-waste
- No dirt → No cleaning
  - Grill paper
  - Ice
  - Space



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## Lean Kitchen: JIT

kaizen

### Hypothesis 4:

Open kitchen + 5S → reduces NVA

- Honesty & Transparency
- No place for extra-waste
- No dirt → No cleaning
  - Grill paper
  - Ice
  - Space

Cleaning Time: 1h40' → 35'



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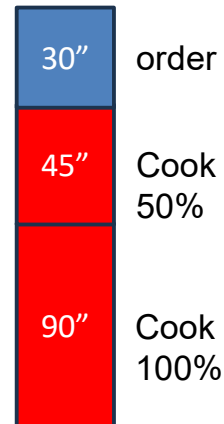
## Lean Restaurant: Waiter?

### Hypothesis 5:

#### Waiter VA?

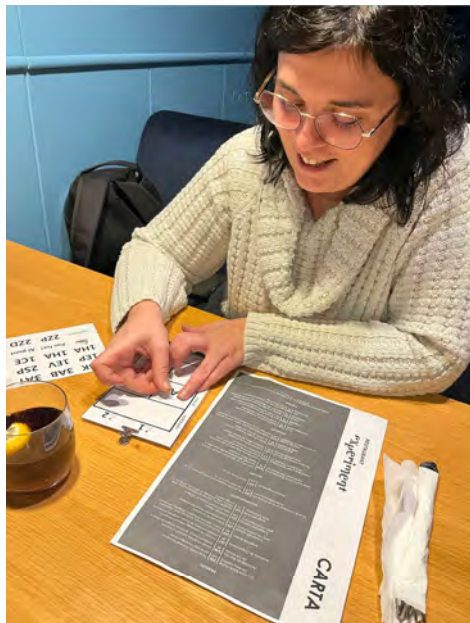
- Order
- Serve
- Attend
- Collect

Order food is 20% of “food time”



## Lean Restaurant: Pull system!!

- Order
- Serve
- Attend
- Collect



### Order SYSTEM

1. Kanban Board on each table
2. Heijunka Board on kitchen
3. Traditional order (with waiter)
4. Tablet order



## Lean Restaurant: Pull system!!

- Order ←
- Serve
- **Attend**
- Collect

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- Order ←
- Serve
- **Attend**
- Collect

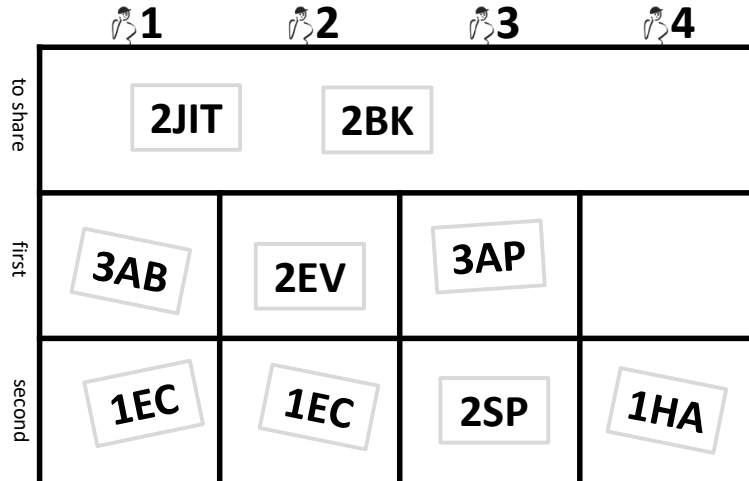
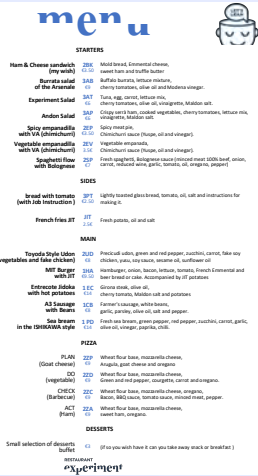
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# Lean Restaurant: Pull system!!



Stick the Kanban of what you want to order, in the box of your position, and in the order you want.  
That way no one pressures you to order, nor will we interrupt your conversations to ask who ordered by bringing it.



# Lean Restaurant: Heijunka







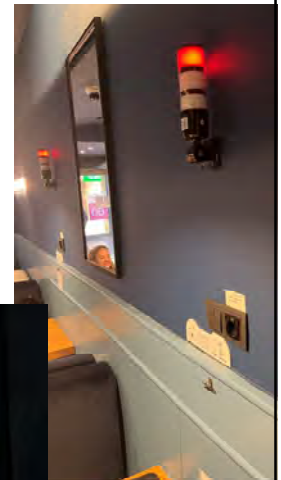
## Lean Restaurant: No waiter

### Hypothesis 7:

#### Waiter VA?

- Order
- Serve
- **Attend**
- Collect

ITEM	DESCRIPTION	UNIT	PRICE
1	WATER	GLASS	0.50
2	COFFEE	CUP	1.50
3	TEA	CUP	1.50
4	SAUSAGE	100g	2.50
5	EGG	100g	1.50
6	BREAD	100g	0.50
7	APPLE	100g	1.00
8	BANANA	100g	1.00
9	ORANGE	100g	1.00
10	LEMON	100g	1.00
11	LIME	100g	1.00
12	PINEAPPLE	100g	1.00
13	MELON	100g	1.00
14	CUCUMBER	100g	1.00
15	POTATO	100g	1.00
16	CARROT	100g	1.00
17	ONION	100g	1.00
18	GARLIC	100g	1.00
19	HERBS	100g	1.00
20	SPICES	100g	1.00
21	SAUCE	100g	1.00
22	CONDIMENTS	100g	1.00
23	BEVERAGES	100g	1.00
24	DESSERTS	100g	1.00
25	PAstry	100g	1.00
26	ICE CREAM	100g	1.00
27	YOGURT	100g	1.00
28	CHEESE	100g	1.00
29	MEAT	100g	1.00
30	FISH	100g	1.00
31	SEAFOOD	100g	1.00
32	EGGS	100g	1.00
33	MILK	100g	1.00
34	CREAM	100g	1.00
35	BUTTER	100g	1.00
36	FLOUR	100g	1.00
37	SUGAR	100g	1.00
38	SALT	100g	1.00
39	PEPPER	100g	1.00
40	VEGETABLES	100g	1.00
41	FRUITS	100g	1.00
42	GRANOLA	100g	1.00
43	COCONUT	100g	1.00
44	MACADAMIA	100g	1.00
45	ALMONDS	100g	1.00
46	PEANUTS	100g	1.00
47	WALNUTS	100g	1.00
48	CASHews	100g	1.00
49	PISTACHIOS	100g	1.00
50	RAISINS	100g	1.00
51	DRIED FRUIT	100g	1.00
52	JAM	100g	1.00
53	HONEY	100g	1.00
54	SYRUP	100g	1.00
55	LIQUOR	100g	1.00
56	WINE	100g	1.00
57	BEER	100g	1.00
58	SOFT DRINKS	100g	1.00
59	TEA BAGS	100g	1.00
60	COFFEE BAGS	100g	1.00
61	POPCORN	100g	1.00
62	CHIPS	100g	1.00
63	WINGS	100g	1.00
64	PIZZA	100g	1.00
65	PASTA	100g	1.00
66	RISOTTO	100g	1.00
67	SOUP	100g	1.00
68	SALAD	100g	1.00
69	SMITH	100g	1.00
70	STEAK	100g	1.00
71	CHICKEN	100g	1.00
72	PORK	100g	1.00
73	BEF	100g	1.00
74	LAMB	100g	1.00
75	VEGETARIAN	100g	1.00
76	VEGAN	100g	1.00
77	GLUTEN FREE	100g	1.00
78	DIET	100g	1.00
79	LOW FAT	100g	1.00
80	ORGANIC	100g	1.00
81	LOCAL	100g	1.00
82	SEASONAL	100g	1.00
83	ETHICALLY Sourced	100g	1.00
84	NON GMO	100g	1.00
85	RAW	100g	1.00
86	FERMENTED	100g	1.00
87	PASTEURIZED	100g	1.00
88	STERILIZED	100g	1.00
89	PRESERVED	100g	1.00
90	CANNED	100g	1.00
91	FROZEN	100g	1.00
92	DRIED	100g	1.00
93	POWDERED	100g	1.00
94	LIQUID	100g	1.00
95	SOLID	100g	1.00
96	SEMI SOLID	100g	1.00
97	GEL	100g	1.00
98	CRYSTAL	100g	1.00
99	PASTE	100g	1.00
100	SAUCE	100g	1.00



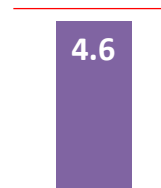
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## Lean Restaurant: No waiter

#### Waiter VA?

- Order
- Serve
- **Attend**
- Collect



Customer care



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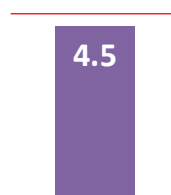
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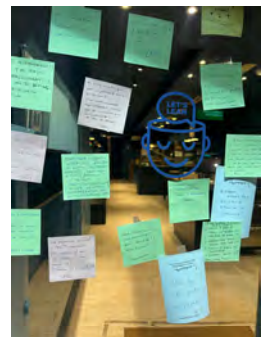
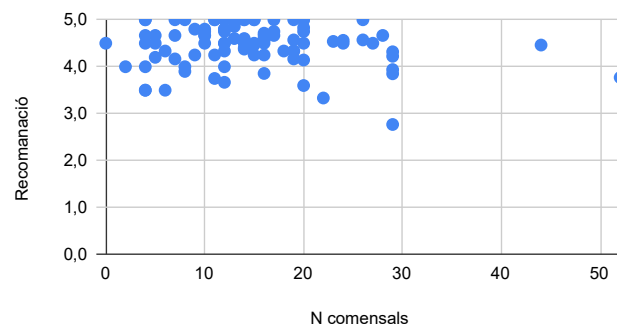
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## Lean Restaurant: Results



Are you going to recommend us?



- 

[illegible]



## Public Hoshin

- Order
- Serve
- **Attend**
- Collect

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## Holy water!



Thanks!

Q&A!

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**Bon profit!!**

