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# Improving Customer Experience at the Memorial Union Daily Scoop

VCA Kaizen Event  
July 25-27, 2011



# Three Phases of a Kaizen Event

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Overview

## **Kaizen Preparatory Steps**

- Planning checklist
- Project Charter
- Team roles & responsibilities
- Data collection

## **Kaizen Blitz Steps**

- Understanding current state
- Direct observation
- Identify waste and possible improvements
- Plan a future state and implement “1 day” changes
- Develop action plan for 10-90 day recommendations
- Verify results & “make improvements stick”

## **Kaizen Follow Up Steps**

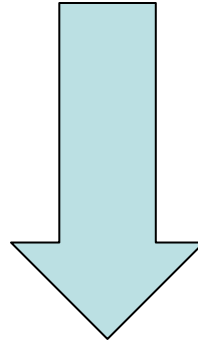
- Follow up on action plans
- Continue to measure results



## 1. Preparation

2. Blitz

3. Follow-up



### Sub-Steps of Preparation Phase:

- a) Identify potential projects
- b) Identify Kaizen Leader & team
- c) Complete the project charter
- d) Collect baseline data
- e) Form & train the team



# Planning Checklist (4-3 Weeks Prior)

Preparation  
Phase

## Kaizen Planning Checklist: Wisconsin Memorial Union Daily Scoop (July 25-27, 2011)

|                        | Activity  | Owner                     | Target Date | Status    | Comments  |
|------------------------|---|---------------------------|-------------|-----------|---|
| 4 Weeks Prior to Event | Identify event  | Alice / Mark              | 6/21/11     | Completed | Completed   |
|                        | Confirm event dates & reserve event space   | Dan                       | 6/21/11     | Completed | 7/25-7/27 Confirmed on 6/29<br>Carl to reserve team meeting space in WU                 |
|                        | Create draft charter, including:<br>^ Business Case / Problem Statement ^ Project Goal ^ Boundaries & scope ^ Project plan<br>^ Kaizen Team Members (Sponsor, Kaizen Leader, Kaizen Facilitator, Team Members, SMEs)  | Carl / Dan                | 6/21/11     | Completed | Draft completed 6/23<br>Review with Alice / Mark 6/29 based on event decision           |
|                        | Complete the Kaizen Planning Checklist  | Dan                       | 6/22/11     | Completed | Completed   |
|                        | Create Kaizen Team Roles & Responsibilities document  | Dan                       | 6/22/11     | Completed | Completed   |
|                        | Finalize Team Members   | Alice / Mark / Carl / Dan | 6/24/11     | Completed | Completed   |
|                        | Determine pre-event training needs of Team Members  | Dan                       | 6/24/11     | Completed | Completed   |
|                        | Create MyWebSpace, upload all project documentation, and set permissions  | Dan                       | 6/27/11     | Completed | Completed   |
|                        | Gain Team Member supervisor approval (purpose, time commitment, etc...)   | Mark / Carl               | 7/1/11      | Completed | Carl to f/u with Mark ASAP (7/5?)<br>Dan emailed Mark 7/8<br>Completed by Mark 7/15     |
|                        | Send meeting notices to team members, subject matter experts, and leadership, including:<br>1. Calendar for pre-event meetings & training, event dates, & date / time of final presentation<br>2. Approved Project Charter<br>3. Team Roles & Responsibilities document | Carl / Dan                | 7/1/11      | Completed | Carl to distribute invitations once time / location for 7/22 is known                   |
| 3 Weeks Prior to Event | Event Leader / Kaizen Facilitator to determine what current state metrics need to be collected  | Carl / Dan                | 7/5/11      | Completed | Completed   |
|                        | Identify supplies and equipment needed for the event  | Carl / Dan                | 7/5/11      | Completed | Completed: Carl to arrange for projector, screen, and 2 flipcharts                      |
|                        | Begin to prepare pre-event training material  | Dan                       | 7/6/11      | Completed | In progress   |
|                        | Schedule pre-event training for team members as appropriate   | Carl / Dan                | 7/8/11      | Completed | Carl to distribute invitations once time / location for 7/22 is known                   |
|                        | Reserve event space, pre-event training space, pre-kickoff team meeting space   | Carl                      | 7/8/11      | Completed | Kickoff & Training Friday 7/22  |
|                        | Collect current state metrics as appropriate, or ensure a data collection plan is in place  | Carl / Dan                | 7/8/11      | Completed | Carl to collect existing metrics from Verne<br>Dan & students to collect on 7/19 & 7/20 |
|                        | Send out communication to affected stakeholders of the event and possible disruptions during that time  | Carl / Verne              | 7/8/11      | Completed | Content tbd   |



# Planning Checklist (2-1 Weeks Prior)



## Kaizen Planning Checklist: Wisconsin Memorial Union Daily Scoop (July 25-27, 2011)

|                               | Activity  | Owner      | Target Date | Status      | Comments  |
|-------------------------------|---|------------|-------------|-------------|---|
| <b>2 Weeks Prior to Event</b> | Team lead and/or Kaizen Facilitator walk the process  | Carl / Dan | 7/15/11     | In Progress | Dan to do this on 7/19 & 7/20   |
|                               | Set up team IT resources (shared web space, email distribution list.)                                   | Dan        | 7/15/11     | Completed   |   |
|                               | Do any materials for the event need to be ordered?  | Carl / Dan | 7/15/11     | Completed   | Carl will arrange projector, flip charts (2), Dan to finalize by Wed 7/20       |
|                               | Confirm that Mark & Darrell are planning to appear at appropriate times during event                    | Carl / Dan | 7/15/11     | Completed   | Darrell scheduled 8:30 Wed; Mark was asked to say words Mon AM; need to confirm |
|                               | Get floor plans, sample data, and begin process mapping   | Carl / Dan | 7/15/11     | Completed   | Data collection started, the rest to be completed during Blitz                  |
|                               | Make arrangements for food and event housekeeping   | Carl       | 7/15/11     | Completed   | Carl to ordered lunch for 7/25, 7/26, 7/27                                      |
|                               | Organize celebration for end of event   | Carl / Dan | 7/15/11     |             | What is needed?   |
| <b>1 Week Prior to Event</b>  | Deliver pre-event training  | Dan        | 7/22/11     | Completed   | done  |
|                               | Create tentative agenda for event day(s)  | Dan        | 7/22/11     | Completed   | Drafted ... revisit on Thu 7/21   |
|                               | Floor layout / process map & current state data distributed & uploaded                                  | Carl / Dan | 7/22/11     | N/a         | N/a   |
|                               | Create or fill a team supplies box  | Dan        | 7/22/11     | Completed   | Dan to do on Thu 7/21   |
|                               | Confirm room location for team, final presentation room and A/V needs as well as supplies, food, etc... | Carl / Dan | 7/22/11     | Completed   | Carl confirmed  |



# Project Team Identified

Preparation  
Phase

| Participant       | Kaizen Team           | UW Role   |
|-------------------|-----------------------|---|
| Darrell Bazzell   | Project Sponsor       | Director, WU Admin & Marketing                                |
| Mark Guthier      | Process Owner         | Director, WU Admin & Marketing                                |
| Carl Korz         | Kaizen Leader         | Asst Director, WU Service Centers, Food Service               |
| Dan Koetke        | Kaizen Facilitator    | APR Black Belt  |
| Verne Scholl      | Team Member           | Food Svc Mgr, WU, Deli Division                               |
| Margaret Tennesen | Team Member           | Asst Dir, WU Admin & Marketing                                |
| Dee Hughes        | Team Member           | Food Service Mgr, WU, Restaurant Division, Kiosks Unit        |
| Nancy Kujak-Ford  | Team Member           | Student Services Program Mgr, WU Facilities Mgmt              |
| Heidi Lang        | Team Member           | Administrative Program Specialist, WU Social Education Office |
| Kim Yokum         | Subject Matter Expert | Manager, Memorial Union Daily Scoop                           |
| Steve Hahn        | Observer              | Graduate School, Administration                               |

Team composition included ....



# Project Team Identified

Preparation Phase

## APR Kaizen Team Roles & Responsibilities

| Roles                         | Designee  | Role Description   |                    |  |   |
|-------------------------------|-----------|--|--------------------|--|---|
| Kaizen Leader                 | Carl Korz | <ul style="list-style-type: none"> <li>Shares responsibility for the success of the event</li> <li>Coordinates with the leadership of all departments &amp; units participating in the event or impacted by process changes</li> <li>Partners with Kaizen Facilitator to gather and / or prepare all relevant process documentation and metrics prior to the event</li> <li>Schedules event logistics as needed (room reservations, team coordination, etc...)</li> <li>Supports usage of the kaizen methodology throughout all stages of the project &amp; provides coaching to Team Members as appropriate</li> <li>Partners with Kaizen Facilitator to prepare and deliver the final project presentation to the Process Owner &amp; Project Sponsor</li> <li>Assists the Process Owner in the completion of all post-event action items reviewed and approved by the Project Sponsor</li> <li>Be present and fully participate in all exercises and decision-making activities during the event; <b>this will require a commitment of three full days</b></li> </ul> | Kaizen Facilitator | Dan Koetke   | <ul style="list-style-type: none"> <li>Shares responsibility for the success of the event</li> <li>Ensures that all Team Members have received sufficient methodology training</li> <li>Provides coaching and expertise to Kaizen Leader and Team Members through all stages of the event, including event planning</li> <li>Leads the team through the event's day-to-day agenda, including creating the event roadmap, selecting appropriate kaizen tools, and facilitating team exercises</li> <li>Partners with Kaizen Leader to gather and / or prepare all relevant process documentation and metrics</li> <li>Partners with Kaizen Facilitator to prepare and deliver the final project presentation to the Process Owner &amp; Project Sponsor</li> </ul> |
|                               |           |  | Team Members       | Verne Scholl<br>Margaret Tennessen<br>Dee Hughes<br>Nancy Kujak-Ford<br>Heidi Lang | <ul style="list-style-type: none"> <li>Participate in event planning activities as needed</li> <li>Assist the Kaizen Leader in the gathering and / or preparation of process documentation and metrics prior to the event</li> <li>Attend appropriate training session(s) prior to the event</li> <li>Commit to following the flow of the kaizen methodology</li> <li>Be present and fully participate in all exercises and decision-making activities during the event; <b>this will require a commitment of three full days</b></li> </ul>  |
| Subject Matter Experts (SMEs) | Kim Yokum | <ul style="list-style-type: none"> <li>Provide detailed subject matter expertise to the team during all phases of the event</li> <li>Though full participation during the event is not typically required, SMEs should be considered "on call" to provide feedback &amp; input as appropriate</li> </ul>   | Project Sponsors   | Darrell Bazzell<br>VCA Directors   | <ul style="list-style-type: none"> <li>May participate in the kaizen event selection process</li> <li>Present for event kickoff as well as final report-out</li> <li>Assists in the removal of roadblocks to the implementation of improvements</li> </ul>  |



# Project Charter



**JW-Madison - Administrative Process Redesign (APR)  
Kaizen Event Team Project Charter**

|   |  |   |
|---|--|---|
| <b>Project Name</b>   | Improving Customer Experience at the Memorial Union Daily Scoop  |   |
| <b>Executive Sponsors</b>                                     | Darrell Bazzell, Vice Chancellor for Administration<br>VCA Directors   |   |
| <b>Process Owner(s)</b>                                       | Mark Guthier, Director of Wisconsin Union Administration & Marketing   |   |
| <b>Problem Statement</b>                                      | One of the more eagerly anticipated benchmarks of any visit to the University of Wisconsin Memorial Union (WMU) is the opportunity to eat Babcock ice cream. Due to this popularity, demand for ice cream far exceeds The Daily Scoop's ability to meet increasing demand, resulting in excessively long customer wait lines. Due to the historical nature of the building, we have been unable to reconfigure the physical space in a way that would help address this problem. Numerous operational solutions have been attempted, designed to either shorten wait time or enhance the customer experience to lessen the negative impact of the wait. None have resulted in the desired level of improvement. We do not want to wait until the structure of the Wisconsin Union is redesigned to solve this problem, as this is unlikely to occur within the next two years. |   |
| <b>Business Case</b>  | The current process results in lost revenue when customers make the conscious decision to forego a purchase at the Daily Scoop rather than wait for service. Additionally, excessive time spent waiting in line decreases the satisfaction level of customers that do make a purchase.   |   |
| <b>Goal</b>   | Possible goals may include: <ul style="list-style-type: none"> <li>• Reduce the amount of time customers wait in line for service</li> <li>• Enhance the overall customer experience</li> <li>• Capture missed revenue opportunities</li> <li>• Deliver long-term recommendations regarding space allocation</li> </ul>  |   |
| <b>Scope / Boundaries</b>                                     | <p><b>In Scope:</b></p> <ul style="list-style-type: none"> <li>• All processes within the (indoor) WMU Daily Scoop operation that affect the customer experience</li> <li>• Changes to the physical layout of the WMU Daily Scoop</li> </ul> <p><b>Out of Scope:</b></p> <ul style="list-style-type: none"> <li>• Changing the physical location of the WMU Daily Scoop</li> <li>• All processes of the WMU terrace and Union South locations of the Daily Scoop</li> </ul>  |   |
| <b>Team Members</b>   | <b>Team Role</b>   | <b>Home Organization</b>  |
| Carl Korz<br>Dan Koetke<br>Verne Scholl<br>Margaret Tennessen | Kaizen Leader<br>Kaizen Facilitator<br>Team Member<br>Team Member  | WU Service Centers<br>APR<br>WU Deli Division<br>WU Admin & Marketing |

|  |  |   |
|--|--|---|
| Dee Hughes<br>Nancy Kujak-Ford<br>Heidi Lang<br>Steve Hahn | Team Member<br>Team Member<br>Team Member<br>Observer, Black Belt Candidate  | WU Restaurant Division<br>WU Facilities Management<br>WU Social Education Office<br>Graduate School, Administration |
| <b>Additional Subject Matter Experts</b>                   | <b>Area of Expertise</b>   | <b>Home Organization</b>  |
| Kim Yokum  | Customer Service, WU Daily Scoop   | Wisconsin Union, Daily Scoop  |
| <b>Project Timeline</b>                                    | <p><b>Kaizen Event Pre-Planning:</b></p> <ul style="list-style-type: none"> <li>6/30 Charter approved, team members confirmed</li> <li>7/15 Current-state documentation collected; typically this includes historical data, process maps, and metrics as appropriate</li> <li>7/20 Customer &amp; stakeholder information collected</li> <li>7/22 All pre-event training needs addressed</li> </ul> <p><b>Kaizen Event:</b></p> <ul style="list-style-type: none"> <li>7/25 Event kickoff</li> <li>7/27 Final Report to Process Owner</li> </ul> |   |
| <b>Anticipated Budget / Resource Needs</b>                 | \$50,000   |   |
| <b>Date this Document was Last Updated</b>                 | July 15, 2011  |   |
| <b>Date Approved by Executive Sponsor</b>                  | June 29, 2011: approved by Mark Guthier (pending anticipated budget)<br>July 15, 2011: anticipated budget provided by Mark Guthier<br>July 18, 2011: Charter shared at VCA Directors meeting   |   |





# Data Collection Plan



| Metric                                      | Operational Definition   | Data Source   | Who?                                 |
|---|--|---|--------------------------------------|
| <b><i>Volume Metrics</i></b>                |  |   |                                      |
| Customer Arrival Rate                       | The number of new customers arriving at a service facility per hour  | DCP Template  | Data Collector                       |
| Customer Service Rate                       | The number of customers that can be serviced by one server per hour  | DCP Template  | Data Collector                       |
| Average Queue Length                        | The average number of customers waiting in the service line per hour   | DCP Template  | Data Collector                       |
| Staffing Level                              | The number of servers working during a given hour  | DCP Template  | Data Collector                       |
| Rework                                      | Count of customers that, after completion of payment, return to the counter with an unmet need (i.e., place additional order, correct an order, etc...) per hour | DCP Template  | Data Collector                       |
| Line Abandonment Rate                       | The number of potential customers that enter the line, then abandon the line before placing an order per hour  | DCP Template  | Data Collector                       |
| "Walk-By" Rate                              | The number of potential customers that intend to make a purchase, but do walk due to their perception that "the line is too long" per hour                       | DCP Template  | Data Collector                       |
| <b><i>Time - Based Metrics</i></b>          |  |   |                                      |
| Process Time                                | The "touch time" and "think time" it takes to serve a single customer  | DCP Template  | Data Collector                       |
| Lead Time                                   | The time from the moment a customer is greeted through completion of payment   | DCP Template  | Data Collector                       |
| Customer Wait Time                          | The time from the moment a customer enters the line until the server is ready to take their order  | DCP Template  | Data Collector                       |
| <b><i>Customer Satisfaction Metrics</i></b> |  |   |                                      |
| Overall Customer Satisfaction               | Customer rating of 1-10 (10 being "perfect")   | Customer Survey (25% of customers)                  | Cust Surveyor                        |
| Perceived Customer Wait Time                | Estimate provided by customer, in minutes  | Customer Survey (25% of customers)                  | Cust Surveyor                        |
| <b><i>Revenue Metrics</i></b>               |  |   |                                      |
| Total Revenue                               | Total revenue collected per hour   | Collect end-of-day totals                           | Dan & Carl<br>(post-data collection) |
| Lost Revenue                                | Total revenue "lost" as a result of customers intending to make a purchase that either abandon the line, or walk by the line, expressed in dollars per hour      | (# abandoned + # walk by)<br>X (avg purchase price) | Dan & Carl<br>(post-data collection) |



# Customer Satisfaction Metrics: Simple Survey

Preparation  
Phase

## Wisconsin Union Daily Scoop: Pre-Kaizen Event Customer Survey

|                           |  |                          |
|---------------------------|--|--------------------------|
| <b>Name of Surveyor:</b>  | _____  |                          |
| <b>Date:</b>              | _____  |                          |
| <b>Customer Initials:</b> | _____  | <b>Customer Response</b> |
| 1                         | On a scale of 1 to 10 (10 being perfect), how would you rate your overall experience at the Daily Scoop today? | _____ RATING             |
| 2                         | Why would you rate it a ____?  |                          |
| 3                         | In minutes, about how long did you need to wait for service today?   | _____ MINUTES            |
| 4                         | Do you have any other comments or suggestions as to how we could improve our service?                          |                          |
| <b>Customer Initials:</b> | _____  | <b>Customer Response</b> |
| 1                         | On a scale of 1 to 10 (10 being perfect), how would you rate your overall experience at the Daily Scoop today? | _____ RATING             |
| 2                         | Why would you rate it a ____?  |                          |
| 3                         | In minutes, about how long did you need to wait for service today?   | _____ MINUTES            |
| 4                         | Do you have any other comments or suggestions as to how we could improve our service?                          |                          |



# Volume & Time Metrics: Data Collection Template

Preparation  
Phase

## Daily Scoop Kaizen Event: Data Collection Template

| Name of Data Collector:              | Dan Koetke |           |              |                    |                  |  |
|--------------------------------------|------------|-----------|--------------|--------------------|------------------|--|
| Date of Data Collection:             | 7/15/2011  |           |              |                    |                  |  |
| Customer Description                 | # in Party | # in Line | ARRIVAL TIME | Service START TIME | Service END TIME | Comments   |
| Woman in black shirt                 | 1          | 5         | 10:02:15     | 10:04:36           | 10:07:09         |  |
| 2 Couples (tall man w/ backward cap) | 4          | 9         | 10:15:58     | 10:15:47           | 10:19:21         |  |
| Friends of above - joined later      | 3          | 11        | 10:15:02     | 10:19:22           | 10:19:58         |  |
| Elderly man w/ glasses               | 1          | 12        | 12:33:11     | Left               | n/a              | left line after about 30 seconds   |
| Couple with toddler                  | 3          | 15        | 12:45:29     | Walked By          | n/a              | overheard man saying "we don't have time to wait"                        |
| Jansport backpack                    | 1          | 9         | 1:08:38      | 1:12:50            | 1:13:47          | customer forgot to order a cone for his friend waiting at a nearby table |



# Baseline Data: Analysis



## Volume & Time Metrics:

|                          | Avg # Cust In Line | Served (Total #) | Served (per hr) | Time in Line (Range) | Time in Line (Mean) | Service Time (Range) | Service Time (Mean) | Total Visit (Range) | Total Visit (Mean) |
|--------------------------|--------------------|------------------|-----------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|
| Tue 7/19<br>10:45 - Noon | 0.8                | 36               | 29              | 0:05 to 1:10         | 0:43                | 0:13 to 2:00         | 0:33                | 0:50 to 3:16        | 2:15               |
| Wed 7/20<br>2:30 - 4:30  | unavailable        | 261              | 131             | 0:00 TO 5:28         | 1:59                | 0:18 to 3:00         | 0:56                | 0:56 TO 9:20        | 3:14               |
| Sat 7/23<br>4:05-5:05    | 9.6                | 199              | 199             | 0:02 TO 8:31         | 3:16                | unavailable          | unavailable         | unavailable         | unavailable        |

## Customer Satisfaction Metrics:

| Positive Characteristic  | Count     | %           |
|--------------------------|-----------|-------------|
| quality of ice cream     | 26        | 30%         |
| speed of service         | 20        | 23%         |
| short or no waiting line | 7         | 8%          |
| friendly service         | 7         | 8%          |
| good service             | 6         | 7%          |
| order correct            | 6         | 7%          |
| easy / smooth process    | 5         | 6%          |
| free taste               | 2         | 2%          |
| clean                    | 2         | 2%          |
| portion size             | 2         | 2%          |
| good selection           | 1         | 1%          |
| no sales pressure        | 1         | 1%          |
| air temperature          | 1         | 1%          |
| <b>TOTAL</b>             | <b>86</b> | <b>100%</b> |

| Characteristics identified | Surveyor | Customer Rating |
|----------------------------|----------|-----------------|
| 86                         | Overall  | 8.98            |

| Rating | # Cust | %   | %   |
|--------|--------|-----|-----|
| 10     | 31     | 53% | 74% |
| 9      | 12     | 21% |     |
| 8      | 8      | 14% | 26% |
| 7      | 5      | 9%  |     |
| 6      | 2      | 3%  |     |



# Baseline Data: Summary of Observations

Preparation  
Phase

Customer  
Wait Time:

- Though the wait line is approximately 10 customers long during “busy times” it moved faster than expected.
- Average wait time during the “busy times” was less than expected - 3 min 16 sec.
- Perceived wait time may be more critical than actual wait time.

Customer  
Satisfaction:

- The average overall customer satisfaction rating of 8.98 illustrates that most customers are very satisfied with their experience at The Daily Scoop.
- Ice cream quality and friendly, speedy service are the key drivers of customer satisfaction.



# Train the Team: Provided Refresher Training

Preparation  
Phase



## APR Kaizen Orientation - The Kaizen Event Detailed



Materials Derived from APR Kaizen  
Training Developed by:  
Scott Converse  
Director Six Sigma Programs  
UW-Madison School of Business  
[sconverse@bus.wisc.edu](mailto:sconverse@bus.wisc.edu)  
(608) 441-7342



# Phases of a Kaizen Event: Phase Two

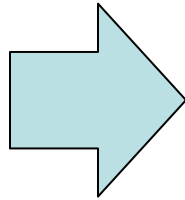
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Blitz  
Phase

1. Preparation

**2. Blitz**

3. Follow-up



## Sub-Steps of the Blitz Phase:

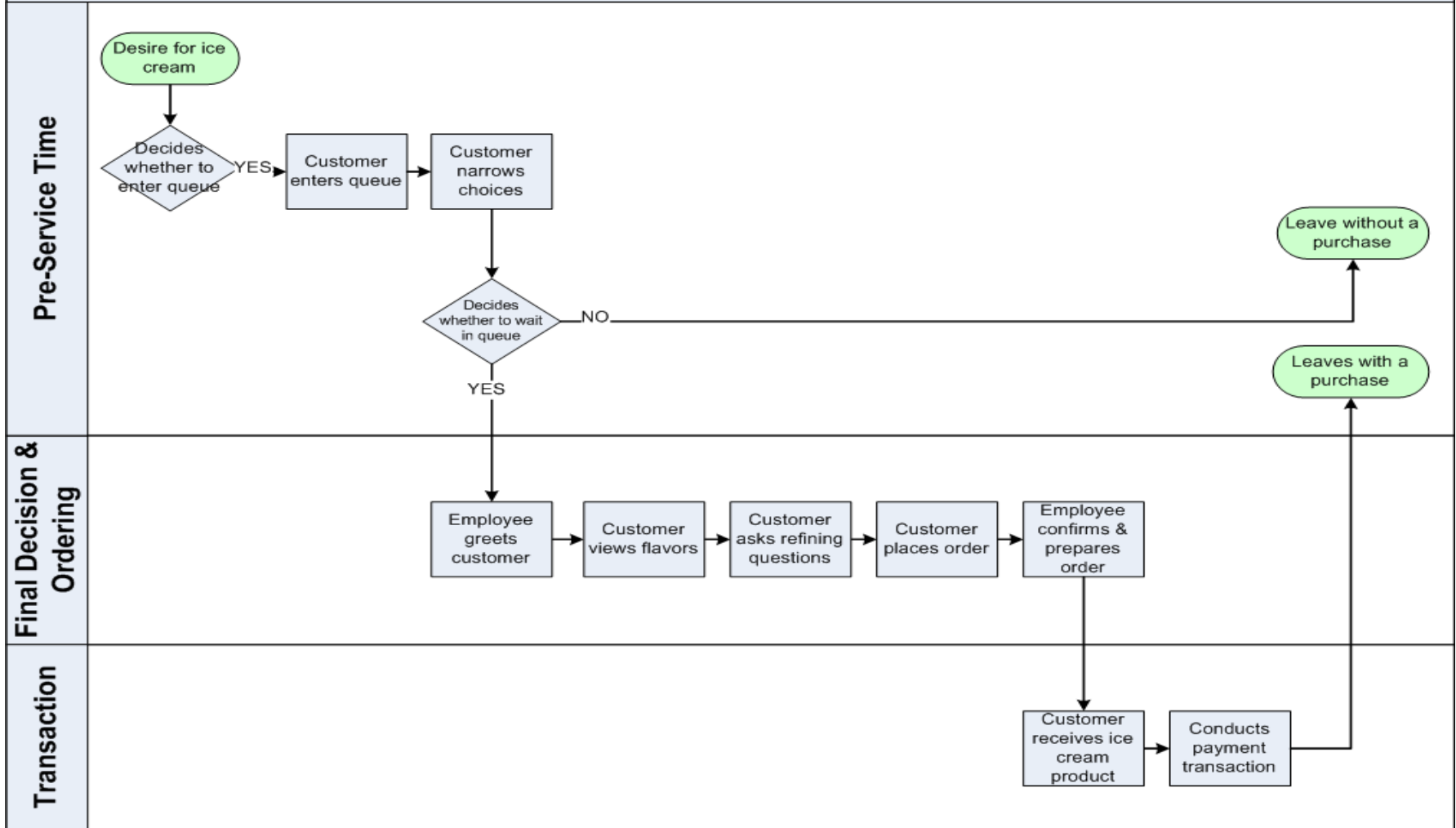
- a) Document reality and get a baseline
- b) Identify wastes in the process
- c) Plan a future state
- d) Risk mitigate
- e) Implement changes
- f) Verify changes with measured results
- g) Set the new standard



# Document Reality: Current State Process Map



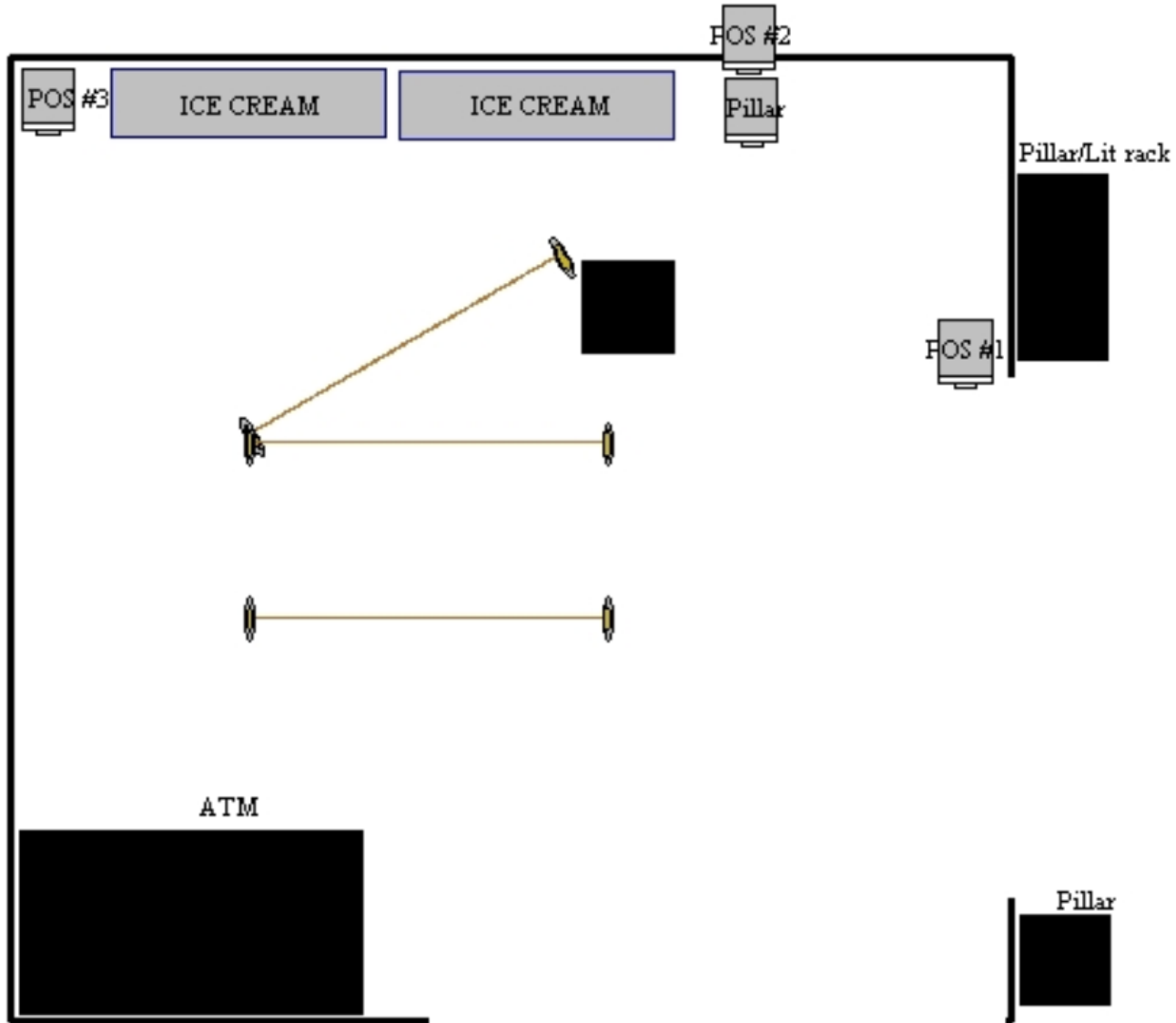
## Walk the Process: Customer Service at The Daily Scoop







# Document Reality: Daily Scoop Floor Plan





# Identify Root Causes of Process Failures



Root Causes of:

- 1.Excessive customer wait time
- 2.Customer dissatisfaction

## Pre-Service

|  |
|--|
| Customer doesn't know which line to enter  |
| Customer is not sure who is in line  |
| Non-customers are in or near the line  |
| Distracted customers not actively moving forward in the line   |
| Stanchions are moved from proper positions   |
| Inefficient line management when it is long enough to enter hallway traffic  |
| <b>Customer Decisions:</b><br>Flavor?<br>Type of product?<br>Size?<br>What's the group getting?<br>What's my budget? |

## Final Decision & Ordering

|  |
|--|
| <b>Customer Decisions:</b><br>Flavor?<br>Type of product?<br>Size?<br>What's the group getting?<br>What's my budget? |
| Customer is not sure who's in line   |
| Large group disorganization  |
| Customers step up to case before it is their turn  |
| Paying @ register creates a traffic jam in front of the counter  |
| Running out of stock; having to change 2 sign boards to change a flavor  |
| Non-Ice cream related questions  |
| Untimely customer decision making  |

## Transaction

|   |
|---|
| Incorrect order received                                    |
| Too much customer traffic due to register placement         |
| Inefficient use of registers                                |
| Customer confusion regarding coupons & promotions           |
| Inefficient & frustrating exchange of ice cream and payment |



# Identified Root Causes & Possible Improvements Through Direct Observation



Difficult to find the end of the line beyond the formal queuing stanchions



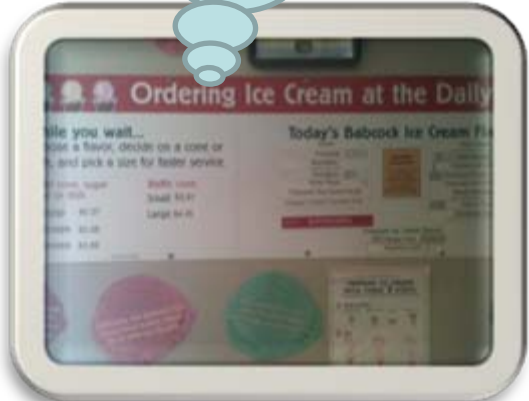
If rearranged, the stanchions could accommodate more customers

Though it helps to guide customers through their order, the sign on the pillar causes bottlenecks in the queue



It's difficult to read the posted flavors, even from less than ten feet away

This sign provides great information for customers, but perhaps it could be simpler





# Plan a Future State: Brainstorm Solutions (1 of 2)

Blitz  
Phase

| Time Needed | Solution Possibilities   |
|-------------|--|
| A           | Coordinate cyclical busy times & make other busy times more predictable (SOAR, tours, etc)                               |
| A           | Perception of line wait time: 1. Post average wait time or 2. "You are 'x' minutes away"                                 |
| A           | Develop a more robust customer experience survey to drive future improvements (ie: "What would it take to make a '10'?") |
| A           | Provide staff with a best practice or script to help customers "refine their order decision" expediently                 |
| A           | Designate stanchion locations on floor (eg, tape outlines on floor)  |
| A           | Dedicated rope / stanchion plan  |
| A           | Consider weather forecast (weekly?) in staffing & planning decisions   |
| A           | Move / remove small sign on pillar   |
| A           | Create a lower / flat transaction space out of the current condiment area  |
| A           | Improve "Enter" and "Exit" signs (i.e., "enter here for world famous babcock ice cream")                                 |
| A           | More than one place for cones + supplies   |
| A           | Ticket system for groups larger than 10? 15? 20?   |
| A           | Swap odwalla + red bull coolers  |
| A           | Stop using POS #1 and start using POS #2 on island   |
| A           | Move cone holders to POS registers   |
| A           | Make the lit stand a condiment station   |
| A           | Hand customers at end of line a number for service   |
| A           | Encourage cashiers to guide line (eg, move to the POS after receiving ice cream)   |
| A           | Colored flags for kids for easy identification that they're all in the same party  |
| AB          | Execute a more robust customer experience survey to drive future improvements (ie: "What would it take to make a '10'?") |
| AB          | Move POS to other side of the I.C. Case  |

**Based on direct observation and data collection, team identified 45 unique solution ideas, coding each with a "time needed" estimate**



# Plan a Future State: Brainstorm Solutions (2 of 2)

Blitz  
Phase

| Time Needed | Solution Possibilities   |
|-------------|--|
| B           | Crete ticket for order & payment   |
| B           | "I'll have a #1" --> popular items are assigned numbers (like fast food) |
| B           | Affix stanchions to floor  |
| B           | Hang the 'main' wall sign higher   |
| B           | Create kid-friendly signange at kids' height                             |
| B           | Remove the unutilized literature rack                                    |
| B           | Better integrated, strategic signage                                     |
| B           | Add visuals (photos?) to price list                                      |
| B           | Menu handout (5 x 7), by hand or out front                               |
| B           | Fun facts handout (5 x 7)  |
| B           | Simplify pricing   |
| B           | Pipe out music in an intentional way                                     |
| B           | Increase the size of the lettering on most signs                         |
| B           | Make mains sign along the back wall bigger                               |
| B           | Rethink 'flow' signange  |
| C           | Strategically boost perceived value of the product                       |
| C           | Sample case + staff <u>in</u> the line during busy times                 |
| C           | Remove ATMs & install 2 new dipping cases along back wall                |
| C           | Designate a supply runner (restock, etc...)                              |
| C           | Revisit the lighting strategy  |
| C           | Wall fan mounted above ATMs  |
| C           | Touch-screen ordering system from scooper to cashier (nam recognition)   |
| C           | Add flatscreen monitors for menu & place along the "back wall"           |
| C           | Get redundancy in menus / put overhead                                   |



# Plan a Future State: Narrowed the Solution Set

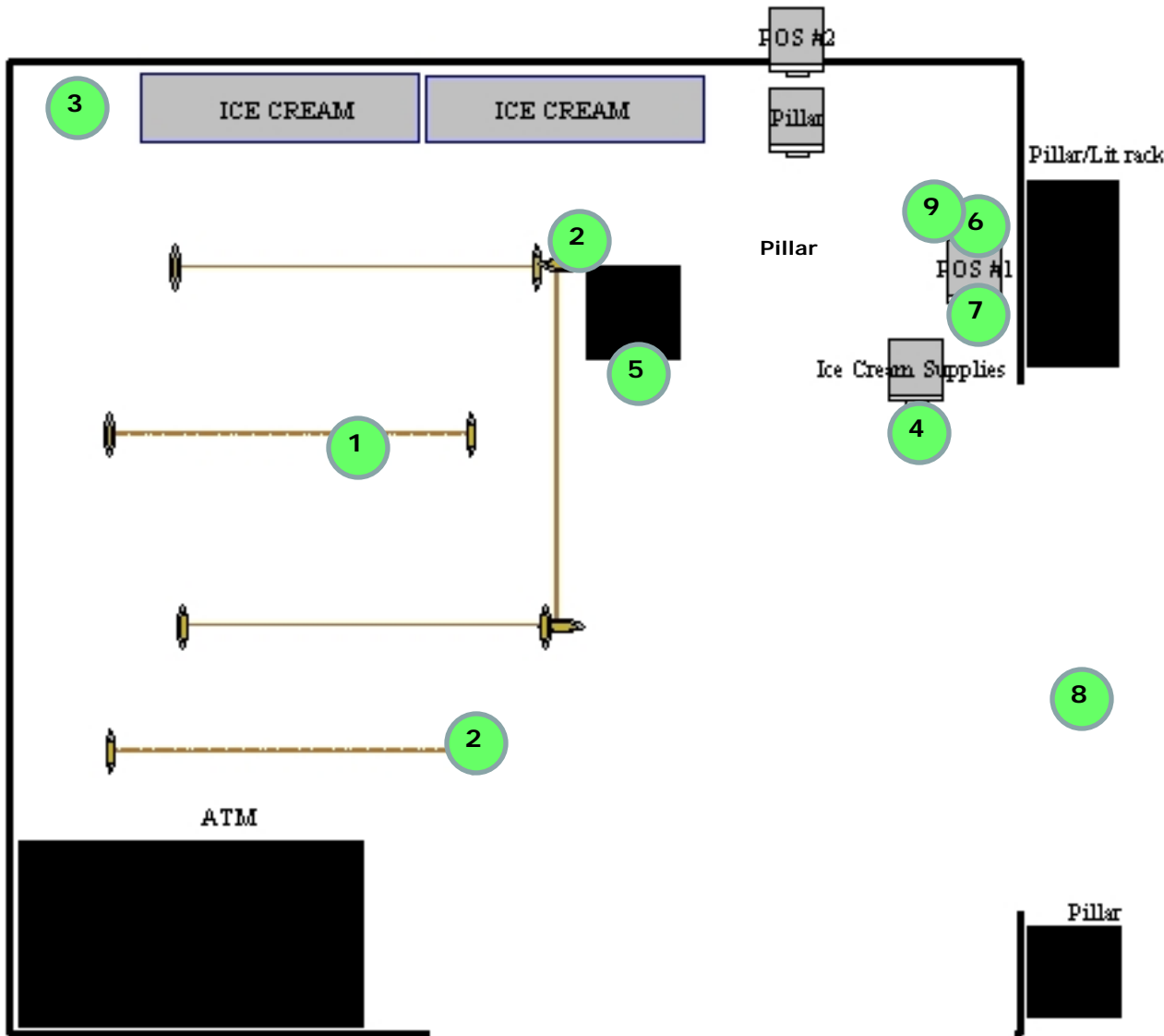


| Time Needed | Team Member 1 | Team Member 2 | Team Member 3 | Team Member 4 | Team Member 5 | Team Member 6 | Team Member 7 | TOTAL VOTES | Solution Possibilities   |
|-------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|--|
| C           | 1             | 1             | 1             | 1             | 1             | 1             | 1             | 7           | Remove ATMs & install 2 new dipping cases along back wall  |
| A           | 1             | 1             | 1             | 1             | 1             | 1             |               | 6           | Dedicated rope / stanchion plan (& start by taping out a diagram?)                                     |
| C           | 1             | 1             | 1             |               | 1             | 1             | 1             | 6           | Add flatscreen monitors for menu & place along the "back wall"   |
| A           | 1             | 1             |               | 1             | 1             | 1             |               | 5           | Perception of line wait time: 1. Post average wait time or 2. "You are 'x' minutes away"               |
| A           | 1             | 1             |               | 1             | 1             |               | 1             | 5           | Create a lower / flat transaction space out of the current condiment area                              |
| A           | 1             |               | 1             | 1             | 1             |               | 1             | 5           | Improve "Enter" and "Exit" signs (i.e., "enter here for world famous babcock ice cream")               |
| A           | 1             | 1             |               | 1             | 1             |               |               | 4           | More than one place for cones + supplies   |
| A           | 1             |               | 1             | 1             | 1             |               |               | 4           | Make the literature stand a condiment station  |
| B           | 1             | 1             | 1             |               |               | 1             |               | 4           | Create ticket for order & payment  |
| B           |               |               | 1             |               | 1             | 1             | 1             | 4           | Better integrated, strategic signage   |
| A           |               | 1             |               |               | 1             | 1             |               | 3           | Provide staff with an ordered set of prompts to help customers "refine their order decision" expedient |
| A           | 1             |               |               | 1             |               |               | 1             | 3           | Move / remove small sign on pillar   |
| A           |               | 1             |               | 1             |               |               | 1             | 3           | Stop using POS #3 and start using POS #1 on island with a dedicated cashier                            |
| A           |               | 1             |               | 1             |               |               | 1             | 3           | Move cone holders to POS registers (move one as a test before buying second holder)                    |
| A           | 1             | 1             |               | 1             |               |               |               | 3           | Encourage cashiers to guide line (eg, move to the POS after receiving ice cream)                       |
| B           |               |               | 1             | 1             |               |               | 1             | 3           | Hang the 'main' wall sign higher   |
| B           | 1             | 1             |               |               | 1             |               |               | 3           | Menu handout (5 x 7), by hand or out front   |
| C           | 1             |               |               | 1             |               |               | 1             | 3           | Touch-screen ordering system from scooper to cashier (nam recognition)                                 |

**Used N/3 team voting technique to identify the solutions with the greatest customer impact**



# Plan the Future State: Revised Floor Plan Highlights the Physical Location of Improvements



|   | Recommendation   |
|---|--|
| 1 | Dedicated rope / stanchion plan (& start by taping out a diagram?)   |
| 2 | Improve "Enter" and "Exit" signs (i.e., "you are 5 minutes from eating our world famous babcock ice cream")                          |
| 3 | Create two lower / flat transaction spaces out of the current condiment area   |
| 4 | Create a new condiment station near the new cashier island   |
| 5 | Relocate small sign on pillar to other side  |
| 6 | Stop using POS #3 and start using POS #1 on island with a dedicated cashier  |
| 7 | Move cone holders to POS#1 register & POS#2  |
| 8 | Develop & implement a more robust customer experience survey to drive future improvements (ie: "What would it take to make a '10'?") |
| 9 | Coordinate predictable busy times (SOAR, Simple business card and/or signage)  |



# Make the Changes: Day-One Implementation Plan

**Blitz  
Phase**

## Kaizen Event 1-Day Implementation Plan

|   | Recommendation   | Primary Benefits  | Action Steps   |
|---|--|---|--|
| 1 | Dedicated rope / stanchion plan (& start by taping out a diagram?)   | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Improve customer satisfaction with "fairness" managing the queue</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> </ul> | <ul style="list-style-type: none"> <li>^ Determine desired layout</li> <li>^ Carl &amp; Verne to order stanchions &amp; mark them as designated as "Daily Scoop"</li> <li>^ Mark the floor (tape?)</li> </ul>  |
| 2 | Improve "Enter" and "Exit" signs (i.e., "you are 5 minutes from eating our world famous babcock ice cream")                          | <ul style="list-style-type: none"> <li>^ Increase perceived value of product</li> <li>^ Reduce perceived customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Makes the customer experience "easier"</li> <li>^ Reduce employee frustration</li> </ul>  | <ul style="list-style-type: none"> <li>^ Create signage &amp; temporarily attach</li> <li>^ Obtain stanchion sign for longer-term</li> </ul>   |
| 3 | Create two lower / flat transaction spaces out of the current condiment area   | <ul style="list-style-type: none"> <li>^ Smoother, more efficient exchanges of products and payment</li> <li>^ Makes the customer experience "easier"</li> </ul>  | <ul style="list-style-type: none"> <li>^ Remove POS#3</li> <li>^ Create second area near POS#2</li> </ul>  |
| 4 | Create a new condiment station near the new cashier island   | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> </ul>   | <ul style="list-style-type: none"> <li>^ Obtain cabaret cart</li> <li>^ Supply with spoons, napkins, straws</li> </ul>   |
| 5 | Relocate small sign on pillar to other side  | <ul style="list-style-type: none"> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> </ul>   | <ul style="list-style-type: none"> <li>^ move it</li> </ul>  |
| 6 | Stop using POS #3 and start using POS #1 on island with a dedicated cashier  | <ul style="list-style-type: none"> <li>^ Theft prevention</li> <li>^ Improved sanitation</li> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Makes the customer experience "easier"</li> </ul>   | <ul style="list-style-type: none"> <li>^ Physically turn off POS#3 and move it to storage</li> <li>^ NOTE: During the busy season, pull POS#3 from storage &amp; place POS#2 &amp; POS #3 adjacent to one another roughly in the location of where POS#2 currently is</li> </ul>   |
| 7 | Move cone holders to POS#1 register & POS#2  | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> </ul>   | <ul style="list-style-type: none"> <li>^ move existing cone holder to POS#1</li> <li>^ Verne to secure second cone holder</li> </ul>   |
| 8 | Develop & implement a more robust customer experience survey to drive future improvements (ie: "What would it take to make a '10'?") | <ul style="list-style-type: none"> <li>^ Availability of critical customer feedback to drive future customer satisfaction improvements</li> <li>^ Enables management to make customer-centric, data-based decisions</li> </ul>  | <ul style="list-style-type: none"> <li>^ Remove "Why would you rate it a ___?" question</li> <li>^ Add the question "What would it take to make your experience a 10?"</li> </ul>  |
| 9 | Coordinate predictable busy times (SOAR, Simple business card and/or signage)  | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Makes the customer experience "easier"</li> <li>^ Reduce employee frustration</li> </ul>   | <ul style="list-style-type: none"> <li>^ Create &amp; post sign by POS#1: "Visiting the Daily Scoop with a large group? Let us make it easy for you. Please email union@union.wisc.edu to coordinate your visit"</li> <li>^ Replenish the supply of Kim's business cards</li> <li>^ Train cashiers to offer Kim's business card along with instructions how Daily Scoop can better serve large groups</li> </ul> |





# Verify Impact of Changes Through Observation

Blitz  
Phase

Customers can place their orders at the newly-opened counter space and continue to move through the queue



The new signage and formal stanchion layout reduce confusion and can accommodate more customers

Customers pay and collect their condiments at island locations several feet away from the dipping wells, easing congestion



ENTER HERE  
for world famous  
Babcock Ice Cream  
  
Estimated wait  
time is 5 minutes  
from this point

daily scoop



## Verify Impact of Changes Through Metrics

Blitz  
Phase

| Metric  | Performance Before | Performance as of Sep | Improvement         |
|---|--------------------|-----------------------|---------------------|
| Customer Satisfaction Rating  | 8.98               | 9.2                   | Increased by 0.22   |
| Customer Wait Time  | 3min 16sec         | 2min 21sec            | Decreased by 55 sec |
| Average # of Customers in Line<br>(during periods classified as "busy") | 9.86               | 6.62                  | Reduced by 3.24     |

**Team observed a positive shift in all three critical metrics**



# Set the New Standard: Process Control Plan

Blitz  
Phase

| Improvement   | % Complete | Process Control Plan   |
|---|------------|--|
| Dedicated rope / stanchion plan (& start by taping out a diagram?)  | 100%       | 1. Daily Check Sheet:<br>^ Tape location markers in place<br>^ Stanchions to remain on the tape location markers at all times<br>2. Photograph of proper set-up to be posted in employee area  |
| Improve "Enter" and "Exit" signs (i.e., "you are 5 minutes from eating our world famous babcock ice cream")                         | 100%       | 1. Daily Check Sheet:<br>^ All new signs checked 3X daily to ensure proper display<br>2. Photograph of proper set-up to be posted in employee area   |
| Create two lower / flat transaction spaces out of the current condiment area  | 100%       | 1. Daily Check Sheet:<br>Ensure that the two new customer transaction spaces are clean & clear:<br>^ Former POS#3 location<br>^ Between dipping cabinet & pillar<br>2. Photograph of proper set-up to be posted in employee area   |
| Create a new condiment station near the new cashier island  | 100%       | 1. Daily Check Sheet:<br>^ Prior to opening, stock cabaret table with straws, napkins, spoons<br>^ Pull the cabaret table in at night<br>2. Photograph of proper set-up to be posted in employee area  |
| Relocate small sign on pillar to other side   | 100%       | Same as #2   |
| Stop using POS #3 and start using POS #1 on island with a dedicated cashier   | 100%       | POS#3 moved to storage   |
| Move cone holders to POS#1 register & POS#2   | 100%       | Daily Check Sheet:<br>^ is a cone holder available by POS#1 & POS#2?   |
| Develop & implement a more robust customer experience survey to drive future improvements (ie: "What would it take to make a '10'") | 100%       | Daily Check Sheet:<br><b>1. Customer surveys are to be completed DAILY for a half hour during a busy time of the afternoon (i.e.4-4:30 PM) during the same half hour every day:</b><br>^ interviewers are to ask the questions from the "Post Event Survey" and hand write their answers; an easy way to do accomplish this is to supply interviewers with 10 copies of the Post Event Survey form prior to starting their hour of interviews<br>^ at least 10 customer interviews must be completed daily (each takes less than a minute) but the interviewer should continue for the full half hour, even after 10 are completed<br>^ customers are to be selected at random; the best way to do this is to ensure that the moment the interviewer completes an interview, he or she interviews the immediate next customer that completes a purchase<br><b>2. Information from the handwritten survey form is to be keyed into the Excel file called "Daily Scoop Kaizen Control Plan" on the tab called "Survey Responses"</b> |
| Coordinate predictable busy times (SOAR, Simple business card and/or signage)   | 100%       | Daily Check Sheet: Supervisor to remind cashiers to offer Kim's business card to large groups at the time of payment and offer to make their experience easier the next time by emailing union@union.wisc.edu in advance to coordinate   |

**Developed a Process Control Plan to Ensure the Benefits of the One-Day Improvements Would be Sustained**



# Set the New Standard: Supervisor Checklist



## The Daily Scoop Kaizen Event: 3X Daily Supervisor Check List

### Instructions

1. Three times daily, **until August 3rd**, shift supervisor is to confirm whether or not each of the below tasks have been completed / or observed to be satisfactory; check off all items for which the response is "yes"
2. Though Daily Scoop employees are likely to think of very valuable suggestions that should be implemented, until August 3rd, no changes are to be made without prior approval from Verne

|                     | 1/2 hour of customer surveys completed today? | Stanchion tape location markers in place? | Stanchions set up correctly? | At least 10 trays available in place? | "All flavors now regular price" sign by the register? | Remind cashiers all flavors are now one price directional sign 2 enter 3 exit 4 Large group? | Kim's business cards at register? | Are cashiers offering Kim's card to large groups and suggesting prior contact? | 2 new open transaction sign by POS#1 and POS#2? | Condiment cart stocked & in place? | Condiment cart brought in at close? | Observations & Recommendations |
|---------------------|---|---|------------------------------|---------------------------------------|---|--|-----------------------------------|--|---|------------------------------------|-------------------------------------|--------------------------------|
| Monday (opening)    |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Monday (2pm)        |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Monday (7pm)        |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Tuesday (opening)   |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Tuesday (2pm)       |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Tuesday (7pm)       |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Wednesday (opening) |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Wednesday (2pm)     |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Wednesday (7pm)     |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Thursday (opening)  |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Thursday (2pm)      |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Thursday (7pm)      |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Friday (opening)    |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Friday (2pm)        |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Friday (7pm)        |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Saturday (opening)  |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Saturday (2pm)      |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Saturday (7pm)      |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Sunday (opening)    |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Sunday (2pm)        |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |
| Sunday (7pm)        |   |   |                              |                                       |   |  |                                   |  |   |                                    |                                     |                                |

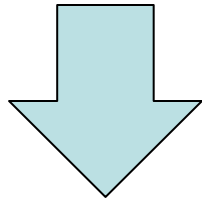
For one week after the Kaizen Event, each shift supervisor would be responsible for completing to ensure that changes remain functional



1. Preparation

2. Blitz

# 3. Follow-up



### **Sub-Steps of the Follow-up Phase:**

- a) Survey Kaizen Team Members to evaluate the team's effectiveness
- b) Survey affected staff to understand their perception of the event
- c) Kaizen Leader follows up on action items, pulling in resources as needed
- d) Monitor control tools to ensure improvements are sustained



# Update the Solution Action Plan (1 of 3)

Blitz  
Phase

## Kaizen Event 90-Day Implementation Plan

| Project Sponsors: Darrell Bazzell / Mark Guthier  |                  |  |  |                       |            |
|---|------------------|--|--|-----------------------|------------|
| Kaizen Leader: Carl Korz  |                  |  |  |                       |            |
| Kaizen Facilitator: Dan Koetke  |                  |  |  |                       |            |
| Recommendation  | Time Frame       | Primary Benefits   | Action Steps   | Owner of Action Steps | % Complete |
| 1 Formalize the best location for stanchions  | 1 Day Refinement | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> </ul>  | <ul style="list-style-type: none"> <li>^ Carl to arrange colored duct tape dots on the floor to mark stanchion locations</li> <li>^ Take picture of proper setup as example to staff</li> <li>^ Nancy to order 20 stanchions with 10 cap opportunities (includes Daily Scoop Union South)</li> <li>^ Anna to create Daily Scoop-specific artwork for stanchions</li> </ul> | DONE                  | 100%       |
| 2 Create and post "Enter Here" sign for the <u>deli</u> entrance that directs ice cream customers and deli customers to the right areas   | 1 Day Refinement | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Improve customer satisfaction with "fairness" managing the queue</li> <li>^ Reduce employee frustration</li> </ul>   | <ul style="list-style-type: none"> <li>^ should be 11X17</li> </ul>  | DONE                  | 100%       |
| 3 Create & Display a bigger, more informative Daily Scoop "Enter Here" sign:<br><ul style="list-style-type: none"> <li>^ Easier to read</li> <li>^ Communicates estimated wait time</li> <li>^ Verbiage about quality of Babcock ice cream</li> </ul> | 1 Day Refinement | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Improve customer satisfaction with "fairness" managing the queue</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> </ul>   | <ul style="list-style-type: none"> <li>^ Increase size of the Enter Here sign to 11X17</li> </ul>  | DONE                  | 100%       |
| 4 As a short-term measure, allow cashiers to charge "regular" prices for "premium" ice cream  | 1 Day Refinement | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> <li>^ Smoother, more efficient exchanges of products and payment</li> </ul> | <ul style="list-style-type: none"> <li>^ Verne to communicate this change to Kim</li> <li>^ Kim to communicate this change to staff</li> <li>^ Change pricing visible by customers to reflect this (if it's simple)</li> </ul>   | Verne                 | 100%       |
| 5 Fix the coupon issue:<br><ul style="list-style-type: none"> <li>^ remove the customer signature requirement</li> <li>^ ensure message from VIP to customer is correct (buy 1, 1 free single only)</li> </ul>  | 10 Days          | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Reduce employee frustration</li> <li>^ Smoother, more efficient exchanges of products and payment</li> </ul>   | <ul style="list-style-type: none"> <li>^ Margaret confirmed that signature is not requirement from an audit perspective</li> <li>^ Communicate to Kim / staff that signatures are not required</li> <li>^ on 7/28: Revisit "split tender" and possible coupon solutions to allow TDS to be compensated</li> </ul>  | Carl / Margaret       | 100%       |
| 6 Create a second cone and supply station for employees   | 10 Days          | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> </ul>  | <ul style="list-style-type: none"> <li>^ After several days of pilot, Carl &amp; Verne to reconsider the addition of a supply runner</li> <li>^ Verne and Kim to decide and purchase appropriate equipment</li> </ul>  | Carl / Verne          | 100%       |
| 7 Obtain 4-door pepsi cooler that will accommodate odwalla, red bull and other items  | 30 Days          | <ul style="list-style-type: none"> <li>^ Makes the customer experience "easier"</li> <li>^ Smoother, more efficient exchanges of products and payment</li> </ul>   | <ul style="list-style-type: none"> <li>^ Obtain 4-door pepsi cooler that will accommodate odwalla, red bull and other items</li> </ul>   | Carl / Verne          | 100%       |



# Update the Solution Action Plan (2 of 3)

**Blitz  
Phase**

|    | Recommendation  | Time Frame | Primary Benefits  | Action Steps   | Owner of Action Steps | % Complete |
|----|---|------------|---|--|-----------------------|------------|
| 8  | Revisit pricing; same price for regular vs. premium ice cream   | 45 Days    | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> <li>^ Smoother, more efficient exchanges of products and payment</li> </ul>                              | <ul style="list-style-type: none"> <li>^ Benchmark pricing @ the Chocolate Shoppe to determine best direction on 'single' price</li> <li>^ Carl and Verne to communicate any changes with Bill Klein</li> </ul>  | Carl / Verne          | 100%       |
| 9  | Standardize employee clothing   | 45 Days    | <ul style="list-style-type: none"> <li>^ Improved sanitation</li> <li>^ Improved customer satisfaction</li> </ul>   | Staff to wear the standard black WU polo shirt   | Carl / Verne          | 100%       |
| 10 | Proactively coordinate with recurring "large groups" to make busy times more predictable (Proactive coordination, specialized menu, etc...) | 90 Days    | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Improve customer satisfaction with "fairness" managing the queue</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Smoother, more efficient exchanges of products and payment</li> </ul> | <ul style="list-style-type: none"> <li>^ Nancy to have CESO reach out to sack lunch group and any other target demographic we think might be using the Daily Scoop.</li> <li>^ Contact Nancy Sandhu and others that may know when groups that may use the DS will be coming to campus.</li> </ul>  | Carl / Nancy          | 100%       |
| 11 | Develop & display customer & employee signage to better guide customers through their decision flow ( 1. cone or cup? 2. flavor? 3.size? )  | 11/30/2011 | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Improved sanitation</li> </ul>  | <ul style="list-style-type: none"> <li>^ Short term: 8 1/2 X 11 inch easy-to-read reference for employees</li> <li>^ Carl and Verne to work with marketing and graphics and source hat/shirt purveyor; Possibilities: What can I scoop for you? Single or Double? (1. cone or cup? 2. flavor? 3.size?) Daily Scoop Logo, etc...</li> </ul> | Carl / Verne          | 0%         |
| 12 | Better integrated, strategic signage:<br><br>see details in "Comments" column   | 11/30/2011 | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> </ul>  | <ul style="list-style-type: none"> <li>^ Carl / Verne / Margaret to contact Anna in marketing for assistance</li> <li>^ Margaret to arrange with her staff (B4 pictures)</li> <li>^ Carl &amp; Verne to work with marketing to design needs</li> </ul>   | Carl                  | 0%         |
| 13 | Work with data experts to develop a data management plan  | 11/30/2011 | <ul style="list-style-type: none"> <li>^ Enables management to make customer-centric, data-based decisions</li> </ul>   | 7/27: Margaret to work with Nu Vision on product mix reports and ease/time of reports  | Carl / Margaret       | 0%         |



# Update the Solution Action Plan(3 of 3)



|    | Recommendation   | Time Frame  | Primary Benefits  | Action Steps   | Owner of Action Steps | % Complete |
|----|--|-------------|---|--|-----------------------|------------|
| 14 | Remove the underutilized literature rack   | 2/28/2012   | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> <li>^ Theft prevention</li> </ul>  | ^ Carl to work with Mark Hanson & talk to Jay E.   | Carl                  | 0%         |
| 15 | Design a new condiment caddy for ice cream customers to be integrated with the wood pillar by POS#1  | 2/28/2012   | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Smoother, more efficient exchanges of products and payment</li> </ul>  | Carl and Verne to contact Mark Hanson upon return for design build   | Carl / Verne          | 0%         |
| 16 | Mount a wall fan above the ATMs  | Spring 2012 | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Improved climate control</li> </ul>   | Carl to contact tech maint. When Mark Hanson returns.  | Carl                  | 0%         |
| 17 | Relocate 2 ATMs to a new location on the MU first floor  | Spring 2012 | <ul style="list-style-type: none"> <li>^ Increase perceived value of product</li> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> </ul>  | <ul style="list-style-type: none"> <li>^ Carl to work with Hank Walters/Paul Broadhead.</li> <li>^ This was a unanimous decision by the Kaizen team</li> <li>^ If both cannot be removed, moving one will make a significant difference (either relocate elsewhere on first floor of Union, or remove entirely)</li> </ul> | Carl                  | 0%         |
| 18 | Purchase and mount 2 flatscreen monitors along the "back wall" to display menu and other information   | Spring 2012 | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> </ul>  | <ul style="list-style-type: none"> <li>^ Carl to determine graphics and interface with Anna</li> <li>^ Carl to work with Hank Walters/Paul Broadhead</li> </ul>  | Carl                  | 0%         |
| 19 | Revisit the current WU remodeling plan: <ul style="list-style-type: none"> <li>^ Queueing space</li> <li>^ Prioritize the need for at least one redundant well</li> <li>^ Reexamine cashiering function</li> </ul> | 3 Year      | <ul style="list-style-type: none"> <li>^ Reduce perceived customer wait time</li> <li>^ Reduce actual customer wait time</li> <li>^ Improve customer satisfaction with "fairness" managing the queue</li> <li>^ Makes the customer experience "easier"</li> <li>^ Decrease lost revenue</li> <li>^ Reduce employee frustration</li> <li>^ Increase perceived value of product</li> <li>^ Smoother, more efficient exchanges of products and payment</li> <li>^ Theft prevention</li> <li>^ Improved sanitation</li> </ul> | ^ Carl to work with Hank Walters/Paul Broadhead.   | N/A                   | 0%         |





# Key Learnings of the Kaizen Team

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Blitz  
Phase

- Customer waiting line moved faster than perceived by staff and customers
- Standing behind the counter offered unique perspectives on the problem
- Scooping is physically demanding work & the pace of service can be very stressful
- Customers weigh employee attitude at least as important as speed of service
- The overall customer EXPERIENCE is paramount:
  - Customer anticipation of receiving world-class ice cream
  - Positive interactions with employees
  - Customer engagement during “the wait”
  - It is important to preserve the authenticity of the product and the environment
- Change management takes energy & adherence to the control plan will be critical
- Team inclusion of folks intimately familiar with the process was critical to success
- The structured approach of Kaizen facilitates sound team decision-making and gave the team “permission” implement immediate changes