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Developing an Action Plan to Increase Employee Efficiency and Improve Operational Streamlining

Adjustments after changing to a new digital performance monitoring system in Company X

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Abstract

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This thesis aims to develop an action plan to improve restaurant operations and employee productivity following the transition to a new, modern performance monitoring system. The goal was to handle delays and uneven performance, which worsened after the upgraded system was introduced.

The thesis used Applied action research and qualitative data collection methods. Key stakeholders from the case company were invited to be part of the research. Data was obtained through several organized stages: an analysis (Data 1), discussion with key stakeholders (Data 2), and validation with the decision-makers (Data 3). The study started with the current state analysis. It revealed that rigid Key Performance Indicators for MFY and R2P required workers to change how they worked, what they used to do, and their requirements. The analysis found that there were five big challenges: decreasing motivation, difficulty with how training was managed, dramatic task sharing during peak times, poor communication, and lack of role flexibility.

The theoretical framework was developed using a review of the literature about motivation models, reinforcement learning, and leadership. As a result, the researcher created and tested a proposal made up of a Recognition Program, Weekly Training Refreshers, Peak-Hour Playbooks, Pre-shift Sync Meetings, and a Peak-Hour Action Plan. According to stakeholder input, these elements were proposed to be changed to improve restaurant operations and employee productivity. Each element of the proposal addressed the key issues found in the CSA and applied best practices from the literature.

The outcome of the thesis is an approved proposal guiding how operations should be revised and started to be carried out in phases. It is expected that both the MFY and R2P metrics will increase, as well as employee morale, the team's working connection, and the efficiency of leaders. What was discovered in this study matters a lot to the case company caught in digital transformation, as it outlines a model that can help them address performance challenges through joint planning backed by data. It is expected that bringing together theories and stakeholder ideas would result in an ongoing increase in operational success, but it still needs to be checked via practical implementation.

Keywords	Service efficiency, employee productivity, restaurant operations, staff motivation, digital transformation

Contents

Glossary

B-Dap	The beverage station worker
Cambro	To divide the raw materials’ big packets into multiple small containers
CFW	Conceptual framework
CSA	Current state analysis
EOTF	Experience of the future
Kerailu	The dining hall service
MFY	Made for you (to describe kitchen service times).
OAT	Order Assembly Table
R2P	Receipt to present (to describe total service time)
UHC	Universal Holding Cabinet
Kerailu	A term for a place where front line worker works in the restaurant
TVV	This term is used in the context of training verification value

1 Introduction

In this competitive world, every company strives for triumph, always adapts to new technologies, and accepts changes to make their organization unique from competitors to stand out in the rat race. Moreover, the adoption of new technology or operations comes with manifold challenges; therefore, it makes it difficult for many. However, the change is pivotal as it helps to grow at a fast pace and comes up with many optimistic opportunities for a company to run efficiently.

Furthermore, accepting change and advanced technologies is a pivotal, as according to a famous saying by Peter Drucker, a renowned consultant and author, *"The greatest danger in times of turbulence is not the turbulence - it is to act with yesterday's logic."* Lastly, for renowned food chains, accuracy and consistency are the top priorities as they must serve the same food item to a plethora of customers at the same time with the same goal but in different locations. In that case, advanced technology plays a vital role to make things effortless for every franchise to meet their target goals through running same operations.

However, with future-forward technology or systems, any company has to go through different hurdles such as employees' demands for time to adapt to that environment, financial challenges, trainings and workshops to make it easy for workers, demand for fast pace work after installing any new system, the trial and error process which has no end, - so the change is constant. In addition, any company must go through difficulties while developing new things, which is the most crucial part of this.

1.1 Business Context

The case company is part of a globally established food chain franchise and is managed by one of the successful companies in Finland, which manages numerous restaurants of the same food chain in Finland. Additionally, the company serves excellent service to their customers daily and aims to provide a feel-good moment with high-quality food and the best environment for each customer group. Furthermore, the franchise restaurants have two operation systems, one is advanced and second is the old system. In addition, the old system has no automated kiosk system, and the kitchen equipment is not fully advanced. Therefore, the whole system runs at different paces and with different manpower.

Whereas the advanced system is more efficient in delivering quality food to the consumers within the time limit, it also has the best operating system, and has multiple kiosks at the restaurant, which makes the customer's experience memorable because they no longer need to wait in a queue. Lastly, this new system helps workers to understand their roles more precisely than the old system, which reduces the risk of confusion.

In addition, in Finland, there are only a few restaurants that work according to the old system, and the case company was one of them until September 2024. It has been fully renovated with new appliances and modern kiosks and fully changed with a whole new operating system. Therefore, the restaurant employees have a daunting task to keep their delivery times, as the goals have become stricter for delivery times than before. Now, the company must compete with other franchise restaurants for fast service times. Moreover, this competition is running 365 days to ensure which franchise is the best at their work and how fast they provide the best service to their customers.

1.2 Business Challenge

For any franchise restaurant, consistency and providing the same service play the most significant role, as consumers always knowingly or unknowingly compare one store to another. Therefore, it is important to maintain the same service quality at any branch. Furthermore, the case company went through significant renovation in September 2024, as it was running its operations according to the old system with different goals. However, in the new system workers now have different goals to achieve as the kitchen service time should be under 90 seconds, which was 200 seconds in the past and the total service time should be under 200 seconds, which was 300 seconds in the past so the whole speed of service has changed.

Moreover, in the old system, the old restaurant system used to have a big oven, in that the famous items from the menu were prepared in advanced to sell to the customers within the time limit. But now in this system, it has different UHC cabinets for preparing proteins in advance so that as per the orders employees can assemble the order under 90 seconds to serve best quality food. Nevertheless, in this new system, 90% of old employees are still struggling to adjust to this new environment, as per our KPIs, which is affecting the service time in total. Even though the company is still not getting the top 5 positions in the competition, and as per the gold standards, the timings are not that great, as per the numerical data. If this continues, then the restaurant will have less money for recreation funds, and it can lose competition in providing the best service to its customers compared to other competitive restaurants. Lastly, the management team needs to find a solution to improve our employees' productivity to make sure our service time for the kitchen is under 90 seconds, and the total service time should be under 200 seconds to stand out from the rat race.

Accordingly, the objective is *to develop an action plan to improve employees' productivity and service performance* in the newly installed digital performance monitoring system, affecting both its operations and workforce. The outcome is *an action plan to improve employees' productivity and meet the requirements of the newly installed digital performance monitoring system.*

1.3 Thesis Outline

This thesis's objective is concerned with the key stakeholders of the management department, trainers, and the Finnish management company. Moreover, the research method of this thesis is a qualitative method, where the management team, trainers, and other key employees take part as interviewees. Also, the management team of the other three restaurants, which are doing well, will play the role of experts in this research. Therefore, the study mostly reflects the management view.

This Thesis is divided into seven sections. Section 1 introduces the business context, business challenge, thesis objective, and thesis outcome. Section 2 describes research methods and data collection. Section 3 reports on the bottlenecks of the company and the effectiveness of training in the current state analysis. Section 4 presents the existing knowledge and best practices to address the key challenges found from the current state analysis and concludes with a conceptual framework for guiding the proposal building. Section 5 presents the initial proposal i.e. the action plan. Section 6 finalizes the validation of the action plan. Section 7 has the conclusion of the thesis.

2 Method and Materials

This section shows the research design, research approach, and data collection method. Also, it provides a detailed view of data collection and analysis methods and gives a larger view of this thesis project.

2.1 Research Approach

Research groups organize themselves into separate family groups through their research purpose, data collection methods, and research approaches. *Basic* research involves developing theoretical knowledge and studying fundamental principles to create new academic discoveries (Neuman, 2014). *Applied* research approaches existing practical difficulties to produce practical outcomes (Kananen, 2013). Also, businesses and technology companies, frequently use applied research as their main instrument to develop operational solutions (Kananen, 2013).

The research has three basic *methodologies*: qualitative research, quantitative research, and mixed methods research that target different study objectives. *Qualitative* research rely on non-statistical practices to understand complex phenomena by observing human-to-human interactions and experiential data. Creswell and Creswell (2018) describe in-depth interviews as a type of qualitative research. *Quantitative* research design relies on statistical methods that allow researchers to determine variable patterns and behaviour. For example, a survey adopts a numerical scale ranging from 1 to 10 to evaluate customer satisfaction through this research methodology (Creswell & Creswell, 2018). Using mixed methods allows for extensive examination by first collecting quantitative performance data from e.g. employee surveys, and then performing qualitative interviews to explain survey results (Johnson et al., 2007).

Various *research strategies* exist, such as experimental research, survey research, case study, grounded theory, ethnography, narrative research, design science research, and action research. Researchers implement action research by developing plans and then performing actions while observing results in order to solve practical issues collectively with study participants (Saunders, Lewis, and Thornhill, 2019). Action research proves most beneficial when organizations require fast changes, particularly in institutional environments like schooling systems. Action research generates theoretical knowledge through its iterative learning process of improvement, which establishes it as an advanced approach to developing practical implementations. Action research includes a dynamic process of co-creation, where participants and researchers learn together, transforming theory into tangible improvement." (Kemmis & McTaggart, 2005; Saunders, Lewis & Thornhill, 2019)

A specific type of action research, the Applied action research, creates its foundation through linking development and research to produce organizational advancements. According to Kananen (2013, p. 20), research methods in this approach function flexibly to choose methods that meet the objectives of development. Secondly, the approach becomes essential for improving organizational aspects when an organization requires changes to resolve critical situations or processes (Kananen, 2013, p. 13). Thirdly, the transformation of development activities into proper research through research conventions requires precise data collection along with comprehensive documentation and analysis methods that produce valid results relevant to the context (Kananen, 2013, p. 22). Therefore, according to Kananen (2013, p. 20), action research focuses on quick improvements in practical solutions instead of exploring complete change processes and conducts fewer research cycles.

This study uses the Applied action research and qualitative research methods. In the current state analysis, the data is collected and analysed about the current practices. The data is gathered through in-depth interviews with key stakeholders, the management team, ensuring understanding of the issues and perspectives involved. Then, existing knowledge helps to develop the solution. Last, for the validation, the key management stakeholders are involved in the solution discussion.

2.2 Research Design

This research design is illustrated in Figure 1 below with detailed stages such as objective, current state analysis, existing knowledge, proposal, and final proposal.

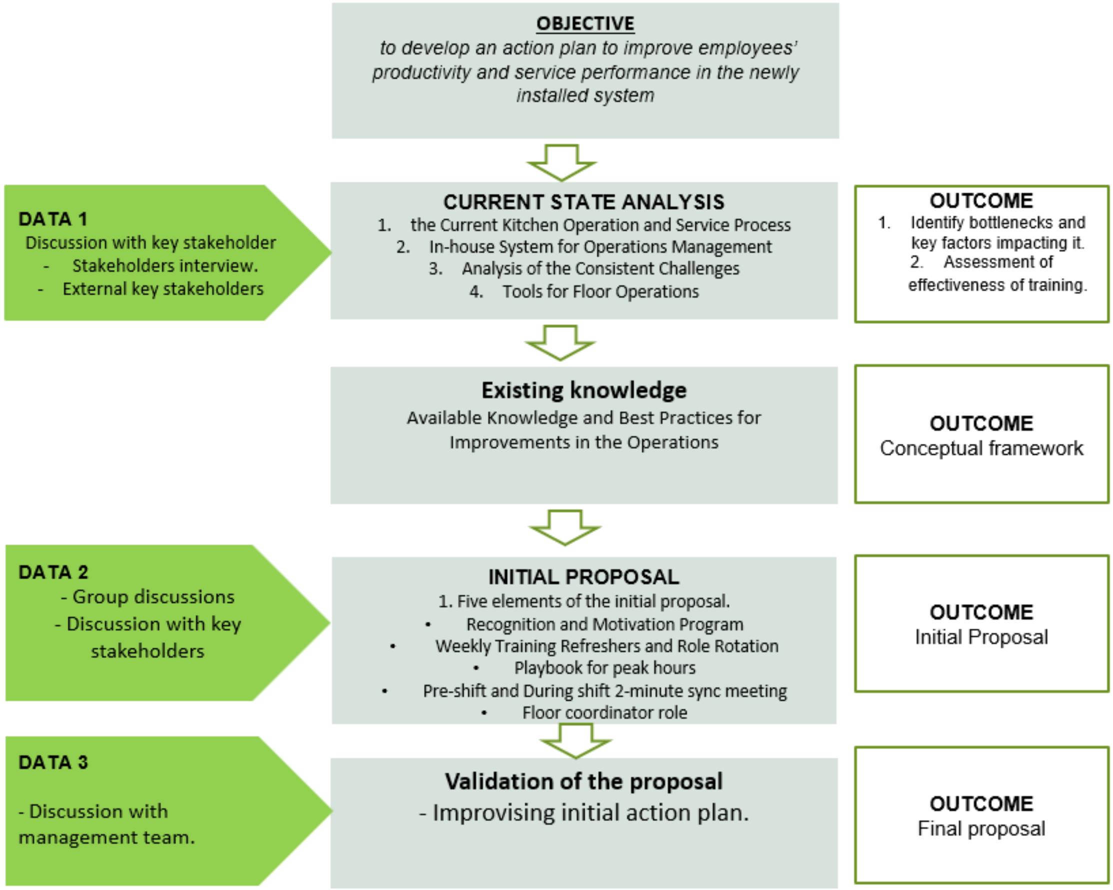


Figure 1. Research design of this thesis

According to Figure 1, it starts with the thesis objective to solve the problem of the case company. Second, the current state analysis is performed. In this stage, key stakeholders are interviewed and current KPIs are studied to identify where the problems are occurring. The outcome is the recognized bottlenecks and assessment of the current effectiveness.

Third, the exciting knowledge and best practices are explored on the problem areas identified from the current state analysis, and the outcome is a conceptual framework. Fourth, there is building an initial action plan. Data 2 collection is part of this stage where key stakeholders discuss the initial action plan, and the outcome of this is an initial action plan.

Finally, there is validation of the proposal with the case company's key stakeholders, which is part of Data 3. The outcome is the final action plan, which is a validated and approved for implementation.

2.3 Data Collection and Analysis

In this study, the qualitative method was used, where data was collected in 3 rounds: from the interviews of key stakeholders, internal documents for evaluating the current situation (such as performance indicators on the product service time, and total customer service time), and participant observations). However, no quantitative method has been used directly at any stage of the study. Table 1 shows the information on three data collections, their data types, and the outcome.

Table 1. Details of Data collections 1-3 used in this study.

	Participants/role	Data type	Topic, description	Date, length	Documented as
	Data 1, for the Current state analysis (Section 3)				
1	Respondent 1: Key stakeholder, Trainer	Face-to-face interview	Improvement areas for training, overall problems areas in productivity.	March 2024, 70 mins	Field notes
2	Respondent 2: Key stakeholder, Trainer	Face-to-face Interview	Key areas of development, improvements in specific kitchen areas, and possible solution.	March 2024, 60 mins	Field notes and recording
3	Respondent 3: Assistant shift manager	Face-to-face Interview	Interview about current process based on the process of current situation, and possible solution.	March 2024, 60 mins	Field notes and recording
4	Respondent 4: Assistant shift manager	Face-to-face Interview	Problems occur at the management level.	March 2024, 70 mins	Field notes and recording
5	Respondent 5: Assistant shift manager	Face-to-face Interview	Overall view of the current situation and possible solution.	April 2024, 75 mins	Field notes and recording
6	Respondent 6: Shift manager	Face-to-face Interview	Overall view of the current situation and possible solution.	April 2024, 90 min	Field notes and recording
7	Respondent 7: Crew employee	Face-to-face Interview	Difficulties at the basic level.	April 2024, 45 min	Field notes and recording
8	Respondent 8: Crew employee	Face-to-face	Difficulties at the basic level.	April 2024, 45 min	Field notes and recording
	Data 2, for Proposal building (Section 5)				
9	Respondent 9: Management team.	Workshop/ discussion	Proposal for building the action plan.	April 2024, 65 min.	Field notes

	Data 3, from Validation (Section 6)				
10	Respondent 13: Respondent 14: Management team.	Final presentation	Validation and evaluation of the Proposal action plan.	April 2024, 65 min.	Field notes and recording

According to Table 1, Data 1 is for the current state analysis stage. In this stage, data is gathered from interviews with different stakeholders to know about the bottlenecks and areas of improvement. Data 2 is for building a proposal. It is developed based on a new round of discussion with the management team about the initial action plan draft. Lastly, Data 3 is from validation for developing the final action with the management team.

Data 1 included a series of face-to-face interviews with eight participants who provided information for the current state evaluation. Stakeholders, along with trainers (Respondents 1 and 2), assistant shift managers (3, 4 and 5), the shift manager (6), and crew employees (7 and 8) made up the participants in the interviews. The main interviews were held during March and early April 2024 as part of their investigation focused on operational aspects. All interviews lasted between 45 and 90 minutes. The analysis covered different aspects of bottlenecks, such as training and productivity, development goals and kitchen possibilities, process comprehension, and managerial challenges and operational issues. The main documentation method during these interviews involved field notes and records from most of the sessions.

Data 2 served as the data acquisition stage for the proposal development and included discussions with the management team (Respondent 9). The April 2024 session devoted 65 minutes to building the proposal action plan as its main purpose. The collected data represents a result of co-development to the proposal steps following data collection insights.

Data 3 was gathered when validating the proposed action plan. This involved a final presentation and validation discussion with the management team (Respondents 13 and 14) in April 2024, lasting 65 minutes. Experts evaluated the prepared proposal to understand potential influences and decision-making outcomes from the proposed action plan.

Face-to-face interviews represented the main data collection approach, which the thesis researcher used throughout the study. Individual participants took part in semi-structured discussions as interviews from March to April 2024. It was held in different places. A prepared list of questions led the interview discussions toward subjects related to improvement areas, problems, development needs, process understanding, and operational difficulties. The thesis researcher recorded both interviews while noting each important observation along with key insights.

Table 2. Internal documents used in the current state analysis, Data 1

	Name of the document	Number of pages/other content	Description
A	The MFY (made for you) initiation time reports are from October 2023 to December 2023	9 diagrams	Information on Kitchen initiation service times.
B	The R2P (Receipt to present) reports are from October 2023 to December 2023.	9 diagrams	Information about total service times.
C	The MFY (made for you) initiation time reports are from January 2024 to March 2024.	9 diagrams	Information on Kitchen initiation service times.
D	The R2P (Receipt to present) reports are from January 2024 to March 2024.	9 diagrams	Information about total service times.

The study evaluated several internal documents listed in Table 3. The main documents consisted of MFY (Made for you) initiation time reports from October 2023 to December 2023 (Document A) together with R2P (Receipt to Present) reports from the same time (Document B) as well as MFY initiation time reports from January 2024 to March 2024 (Document C) and R2P reports from January 2024 to March 2024 (Document D). Altogether, the data collection for the first round analyzed 36 diagrams to study kitchen initiation times and entire service times throughout six months. Most of the data gathered and analyzed pertained to current state analysis to create understanding of the present situation. The detailed evaluation of key performance indicators yields findings that will be discussed in Section 3.

3 Current State Analysis of KPIs, Service, and Effectiveness of Training

This section examines both Kitchen Operation Timings (MFY) and Total Service Time (R2P) within the restaurant operations. The information was collected from assistant shift managers, trainers, and crew. The operations and service processes currently used in the kitchen are detailed in the description that defines roles and responsibilities and examines the tools utilized before moving to the analysis phase. After that, this section will detail the analysis of interview data gathered regarding operational efficiency, together with challenges and opportunities for MFY and R2P improvement.

3.1 Overview of the Current State Analysis

The main goal of this analysis was to identify the inefficiencies at multiple operational levels affecting MFY (Kitchen Operation Timings) and R2P (Total Service Time), and employees' productivity. The three major steps were carried out to achieve this goal.

First, initial Management, training Personnel, and employee interaction: The first step involved interviews with assistant shift managers, trainers, and crew employees. The interviews were focused on three main areas: Current Kitchen Operation and Service Process, tools for floor operations, and an In-house system for operations management. These subjects brought more insightful details and an overview of the current scenario of the case company.

Second, review current performance numbers to ensure that the current KPIs are met. Mainly, focused on: what were the results from the past few months of MFY, R2P, and Delivery for analyzing the speed of service and employees' productivity.

Third, this phase involved analyzing the consistent challenges reported by interviewees. Moreover, there is a detailed view of the different perspectives on the company level. The comparison of staff members' perspectives on operational troubles and the evaluation of existing procedures and training perceptions revealed shared and different viewpoints about MFY and R2P factors. The analysis based on comparisons served to provide a better perspective on the existing situation.

3.2 **Description** of the Current Kitchen Operation and Service Process

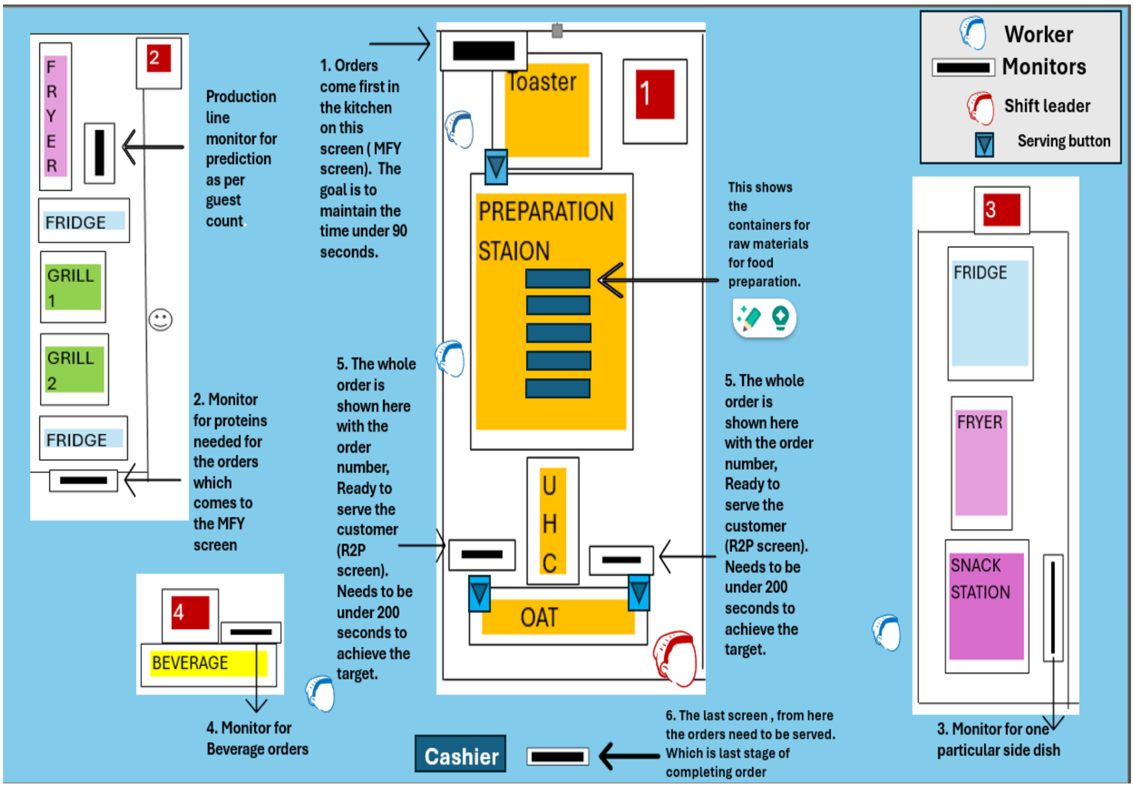


Figure 2. The floor map with key information on the importance of the operation

Figure 2 shows how a customer order travels from systematic entry through the preparation stages until it reaches the service-ready point. The figure displays both operational flow and essential time goals for efficiency. This process map identifies critical operational stations where parameters for Kitchen Operation Timings (MFY) and Total Service Time (R2P) will be assessed at key information monitoring points.

The system process is initiated when customers input orders, which are displayed on the MFY (Kitchen Operation Timings) screen situated in the kitchen area (Step 1). Incoming orders displayed in the first stage have two essential functions: they inform kitchen staff about immediate needs and provide essential data for production line monitoring (Step 2) to estimate protein requirements based on the projected number of guests. The process map placed next to the MFY screen contains the stage operational goal, which states that each kitchen order should receive service within 90 seconds, and each order needs to respond within 5 seconds. The specified target reinforces the kitchen staff's need to create efficiently prepared food as quickly as possible. The yellow materials located near the "PREPARATION STATION" show the accessible raw ingredients, which help speed up food preparation processes.

> “It is very important that the kitchen worker immediately respond to the new order within 5 seconds to maintain the service quality time. We are facing this problem when it is the busy hour, and the reaction time starts increasing, which can also be one of the reasons where we are lacking “(interviewee 1)

After the first level of receiving the order and preparing the ingredients, foods are prepared in the PREPARATION STATION, the first preparation area. Here, the first step is to prepare the correct initial item for the order, followed by prepared components passed on to the dressing area, this is the time when order needs to be serve from the kitchen screen to the OAT screens with the help of serving button, then it is ready to add correct protein items from UHC (Universal Holding Cabinet), which is geared to keeping the temperature and quality of cooked proteins, ready for immediate assembly into a final order. It is another potential staging area for an order, driven from OAT (Order Assembly Table), where various components are ready for an order to present together before the final stage.

> “After passing the orders to the dressing table, this is the correct time to serve the order from the kitchen area so that the front worker starts collecting the whole order, which might include beverages, side dish, dessert, or something else.” (interviewee 2)

On the same basis as the MFY, the entire service flow is followed towards the R2P screen (Step 5). This monitor displays the complete customer order with the order number, which indicates that it is ready to hand over to the customer. The process map also significantly indicates the timings of the Total Service Time from order initiation until the order is available for service on this screen, which is our second goal to make it under 200 seconds. The target at which this should aim is the entire operational process, including kitchen MFY and, if applicable, any previous front-of-house activities. The existence of a “Serving button” near the OAT indicates a final confirmation or action that happens before presenting the order to the customer.

In addition to the main preparation for the food in the central kitchen area, the process map suggests other order components supported in parallel operations. In step 4, the beverage order is tracked separately in a dedicated monitor that determines the order of preparation of beverages on time according to the order of the food. Likewise, the snack station (Step 3) also has a dedicated monitor for tracking orders for specific side dishes to be served upon leaving the fryer. The coordinated effort is necessary to assemble a complete customer order successfully in parallel. After serving those orders, it goes to the final stage.

At the final stage, the process then ends at the Cashier (Step 6), where the actual completion of placing the order occurs before it is served to the customer. The display of information on the monitor near the cashier, the television display, shows the final status of the order, and insists on accuracy following the transaction and handover. Which is visible on dining hall monitors from where the customer in the hallway can see that the order is ready to receive or it's soon coming to the table.

Therefore, Figure 3 depicts the different connected stages of the restaurant's order fulfillment process. Clearly, the map depicts the flow of information and food preparation, and the critical performance targets are to keep kitchen operation time below 90 seconds and total service time under 200 seconds. This process must be understood, and its associated time constraints are crucial for analyzing the MFY and R2P factors and examining possible areas of optimization.

3.2.1 Roles and responsibilities

Special Functions relating to the establishment of the specific staff roles and responsibilities within a restaurant have a very great effect on both the efficiency of Kitchen Operation Timings (MFY) and Total Service Time (R2P).

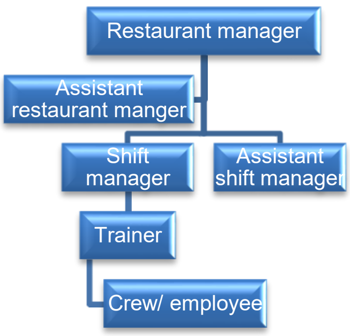


Figure 3. The restaurant organization structure

Figure 3 shows the information regarding the organization structure roles for providing clear ideas on how this role works. The crew and employees are the ones who mostly work in different areas. The trainers work normally as a crew, with additional responsibilities to coach, train, guide, and teach new or old workers continuously. The shift manager and the Assistant shift manager are in charge of leading the shift; they always make sure that their team is fully motivated, and that the shift runs smoothly. The restaurant manager and the Assistant shift manager handle the management work of the restaurant. However, this role differs a little bit when it comes to kitchen and frontline operations, which will be discussed further.

The roles and responsibilities are a bit different when any employee works in the kitchen and frontline operations, and to avoid confusion, every shift manager uses a floor map which mentions roles and responsibilities of team members. This is to make their team understand what their main role and task are for that shift, so without explaining, many employees start working on their allocated areas. It is always available at the entrance of the operations. Here is an example of it.

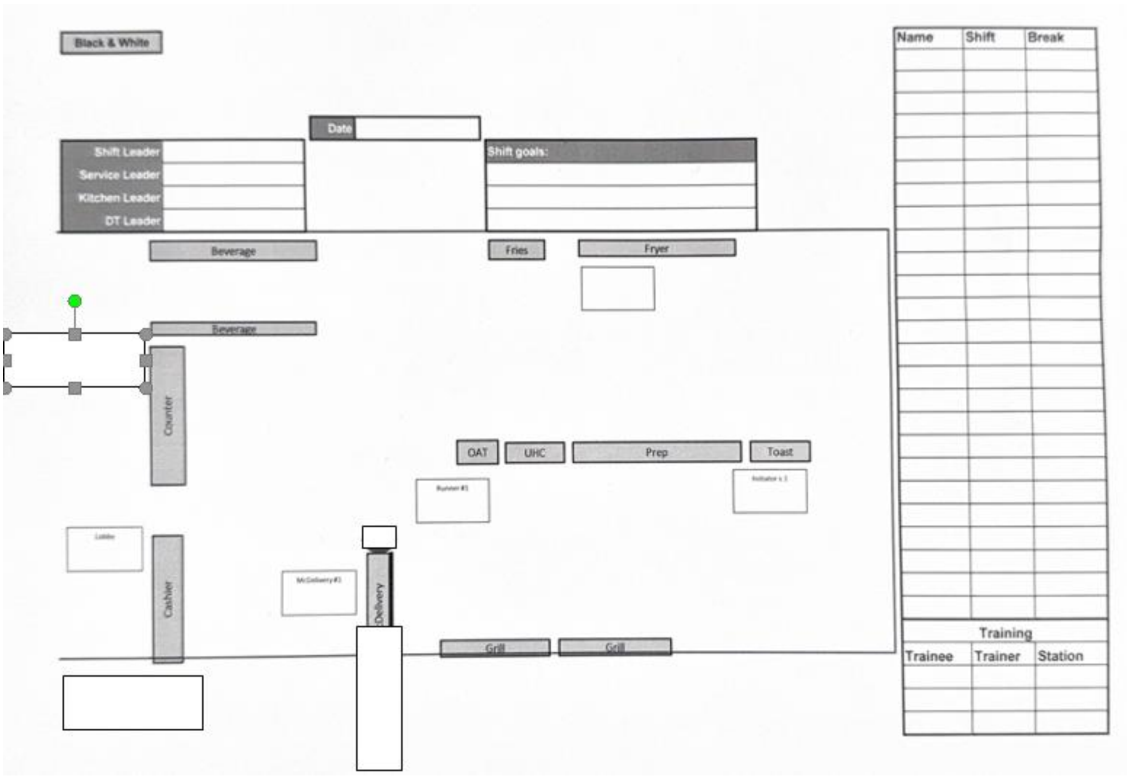


Figure 4. The original shift planner for assigning roles and tasks

Figure 4 demonstrates the real document used for daily planning shifts by shift managers daily. This provides every shift team member with clear and precise goals with responsibilities.

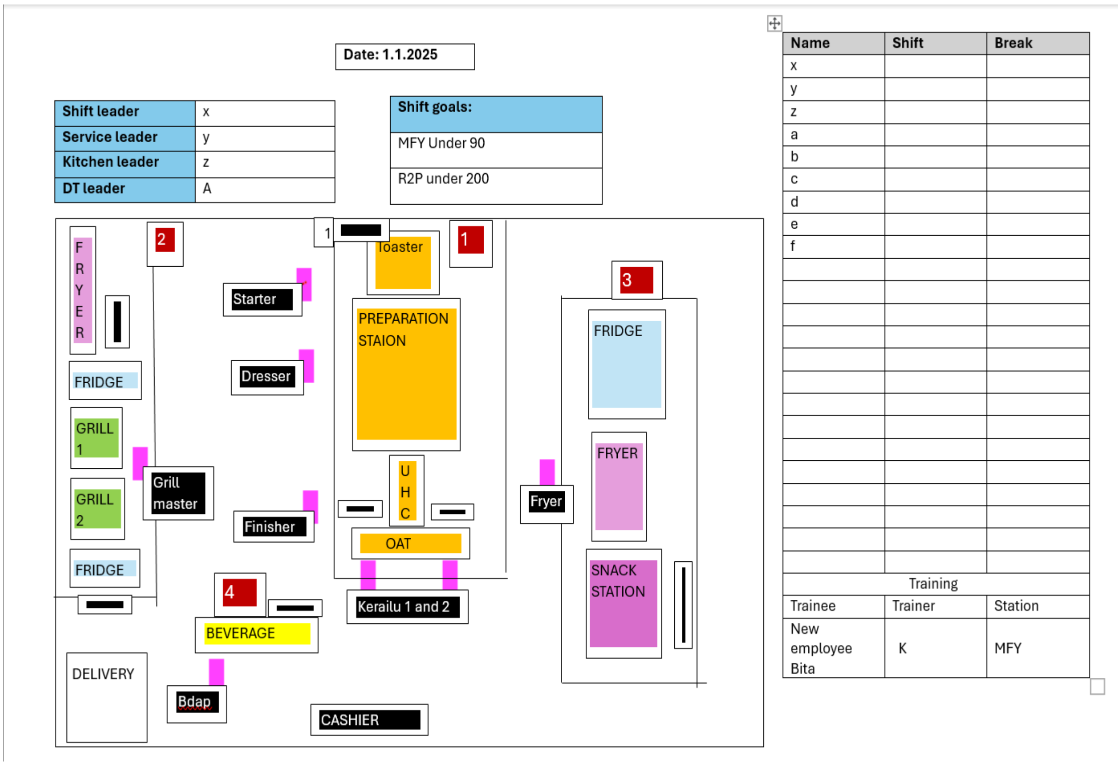


Figure 5. The replica of the shift planner for assigning roles and tasks

Figure 5 illustrates the replica of the shift planner that every shift manager uses to plan the shift. During the operations, there are many key roles that play a vital role in providing the best service to the customer, such as starter, dresser, finisher, gill master, fryer, B-dap, and two employees collect orders from the OAT.

Moreover, stations one and two are a major part of the kitchen operations; in these areas, a total of four or more employees work together to complete the orders on time. First is the starter, who reacts to the order immediately within 5 seconds. This is one of the crucial roles, as if the starter does not react on time, then the whole process gets slowed down, with the starter always having to check that the kitchen team has enough Cambro and stock in the kitchen. Then the order is passed on to the dresser, who dresses the order as per instructions, then the finisher must finish the orders by adding the correct proteins to it, also the finisher always checks that the UHC cabinet is always maintained with the correct number of proteins. Lastly, the grill master is someone who always prepares proteins on the grill on time to make sure that the grill proteins are enough in the UHC cabinet, as per the orders coming.

The team faces problems when the kitchen workers ignore the responsibilities that they have. If there are no Cambro made earlier, less stock is available, no preparedness for the rush hours, or the UHC cabinet is running low on proteins, these are perfect examples of red zone areas.

Furthermore, on the front line, there should always be four employees who handle the operations. The employee who works at the beverage station is called B-dap, whose responsibility is to prepare drinks and desserts for the orders, and to pack delivery orders as well. The worker who works at the fryer station always makes sure that the side dish is ready to be collected. Then the last kerailu workers collect the correct items from the OAT (where the kitchen orders are ready to be collected), the beverage station, and the side dish counter to complete the order, and give it to the customer.

> “I try having all of the aces in the right places. Meaning that if someone shines on starter then I put them to start. While if someone shines on the finisher position then kitchen will automatically be faster. When I lead a shift, I try to always pay attention to when a lot of customers come in. Then I let the kitchen know that it is time to get protein ready” (interviewee – 4)

Therefore, it is significant to have the right people in the right place at the right time so that everything works smoothly. From all these roles, if someone could not give their 100%, then, consequently, the whole operation gets slowed down, and the MFY and the R2P times are affected.

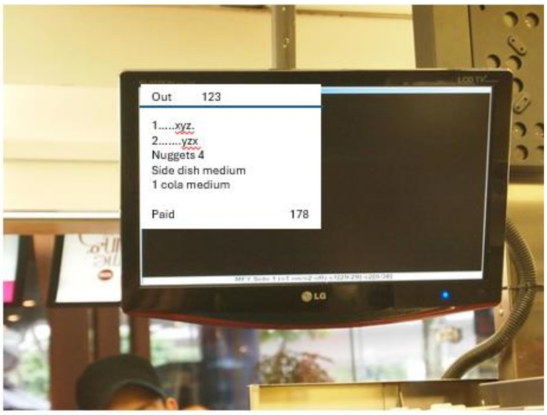
3.3 **Description** of Tools for Floor Operations

There are numerous tools and systems available to run the operations correctly and efficiently. The significant tools and systems will be discussed further according to their importance in the thesis’s objective.

3.3.1 Tools and systems of the EOTF system

The major tools and systems of the EOTF system are the kitchen and frontline monitors, UHC cabinets, the Cambro, the kitchen equipment, and an in-house system for managing all the necessary things.

First, the different kinds of monitors guide the employees in manifold ways, such as the order that comes first in the kitchen, where the starter can see it through the monitor. After they serve it from the kitchen, the order goes to the R2P screen, where it shows the whole order, which comes from the kitchen, beverage station, and side dish station to complete it.



MFY screen (kitchen)

R2P screen (front-line)

Figure 6. An example of MFY and R2P monitors

Figure 6 shows an example image of the MFY and R2P monitors of the operating system. As it displays first the order with only kitchen items in the kitchen station, with the order number, the order is taken away, on the right side of the order, it shows the time the order was placed (like time is 5 seconds after it has been placed). After that, the whole order comes to the R2P screen with all the order items. This way, the whole order system works.

Figure 7. The UHC cabinet

Figure 7 shows the UHC cabinet that is in use for storing prepared proteins, which helps the protein to stay hot and fresh for a certain period. Every protein has a different shelf life after being stored here, such as a maximum time of 20 minutes.

Figure 8. The picture of Cambros

Figure 8 illustrates the piles of Cambro that have been prepared in advance for use. This process is to maintain the freshness of raw materials; the small boxes prevent the food from growing microbes and bacteria at room temperature, as small portions get finished soon. The other reason is that there is less waste.

Furthermore, the kitchen equipment includes toasters, grills, frying machines, and freezers, which makes the whole operation concrete because without these basic tools, it would be impossible to run a restaurant.

3.4 **Description** of In-house System for Operations Management

In-house system (this is just for reference; this has nothing to do with the real name) operates as a complete web-based information centre and data repository, which functions as the digital framework that connects all franchise locations. Through an In-house system, franchise owners can get one access point to all necessary data resources through which they execute restaurant management and maintain brand consistency for operational excellence and financial success across their franchise network.

The core business intelligence function of the In-house system enables franchisees to access current and past performance indicators through key performance indicators (KPIs). This system enables restaurant health assessment as well as performance monitoring, which allows individual facilities to measure their performance against benchmark marks and other franchise outlets. The Sales Data analysis creates multiple breakdown categories for product sales data alongside daypart information and transaction types to identify top performers and monitor sales patterns.

Moreover, Operational Metrics use Speed of Service measurements that analyse how quickly customers receive their food at MFY and how long their meals require preparation to find operational delays. Companies obtain organization-wide client-interaction details through Total Customer Satisfaction ratings that users accumulate via various feedback platforms. Management controls Labor Productivity using labor hour measurements, and Food Cost control happens through ingredient tracking and waste evaluation. A real-time inventory display helps organizations maintain their stock information for better management. The evaluation of financial health becomes possible through P&L statements, which belong to Comprehensive Financial Performance reports. Sales data reflects the marketing performance changes caused by campaigns.

> “This system helps a lot to understand the KPIs, with the help of this, every shift manager makes improvements during the shifts because it shows the actual data. This is even easier to understand as it provides the historical data in a simple method that is useful in decision-making.” (Interviewee- 6)

The operational tools in the In-house system enable daily procedures with brand conformity through their diverse resource offerings. The franchise system offers digital access to Standard Operating Procedures and provides Training Materials for employee education at all stages of employment. Along with that, a complete central repository of Menu Information with updates. It also has all Equipment Manuals alongside Maintenance Schedules, Food Safety, Quality Standards, and authorized Marketing and Promotional Materials.

Through an In-house system, users can maintain effortless communication and teamwork between franchisor teams and regional offices and standalone franchise units through merged systems, which include toolkits for Announcements and News, Document Libraries, possible Forums, Discussion Groups for knowledge sharing, and Contact Information directories.

In-house system develops platform-based features that help franchisees create business plans and set performance objectives while measuring their achievement progress through goal-tracking features.

Through its platform, the management system integrates capabilities to monitor and track audit schedules and address both brand requirements and industry standards, in addition to creating audit feedback reports.

The Finnish parent organization employs In-house system to manage its franchise operations as follows: Norwegian franchise operates multiple restaurants in Finland through In-house system which enables the tracking of individual restaurant performance data alongside benchmark comparisons while assuring brand and operational compliance, enabling access to training and update distributions, conducting sales and customer statistics review for location-based adjustments, creating efficient inventory management systems and cost control strategies, operating a communication hub between shareholders and potentially using business planning resources.

In-house system creates all necessary resources for your parent company to make informed decisions through data that improves restaurant performance while maintaining brand standards, which supports continuous improvement across your entire network in Finland. Each business system operates with different specific functions.

3.4.1 Data gathering measurement tools

This part of the research contains a detailed view of how the information is measured. The Majority of the data collection is gathered by the company's In-house system, which helps the management team evaluate the situations.

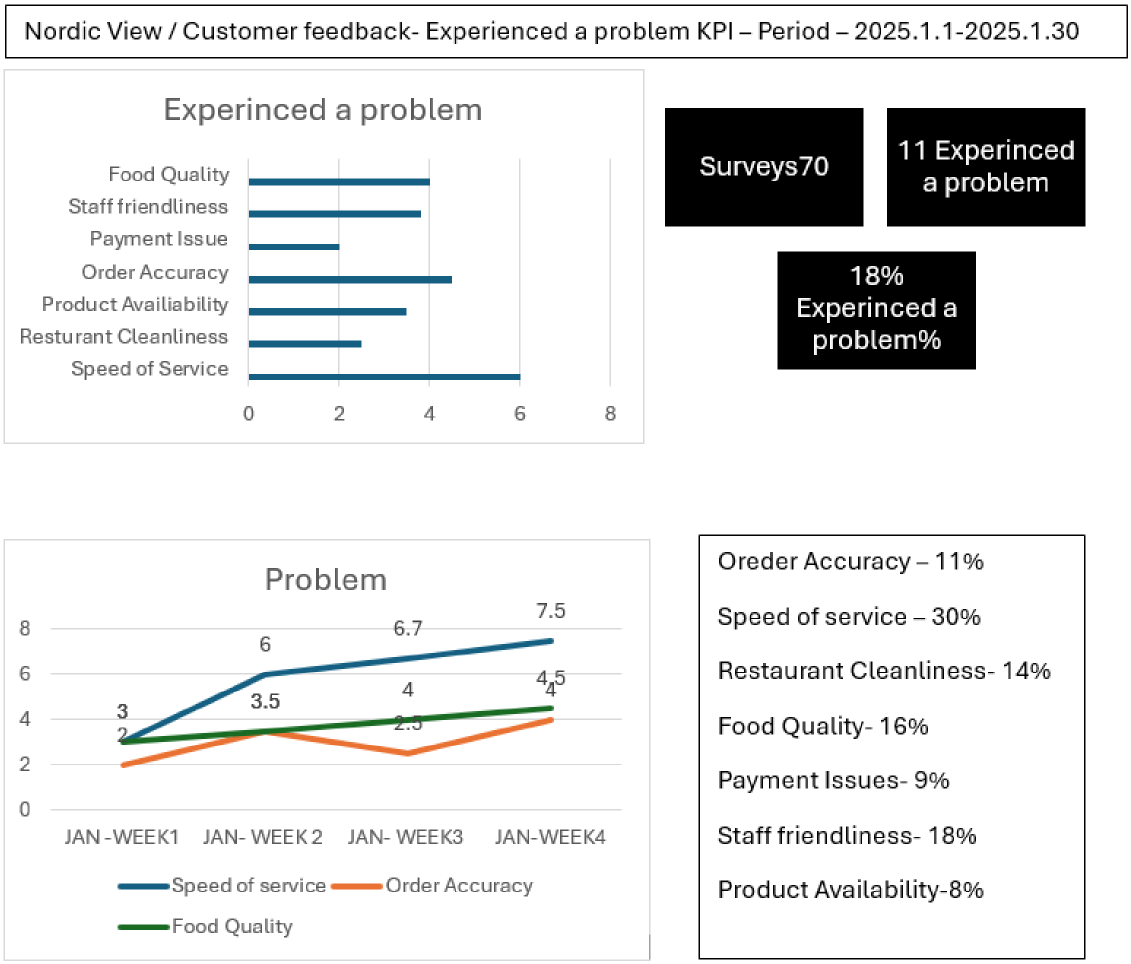


Figure 9. The customer feedback dashboard

The customer feedback dashboard for the Nordic View restaurant supplies important information about how customers feel during their visits every day. This specific Example data is during the period from January 1 to January 30, 2025. In total, 70 surveys were returned, and 11 respondents shared that they faced a problem, making up 18% of the survey results. The value of this percentage points out that service quality and business operations should be the main priorities for management. Finding out what challenges customers are having makes it much easier to satisfy them and find out where to make the biggest improvements.

Breaking down the feedback into classifications helps the business find which services are not being handled well. Six complainants, or about 30% of all complaints, reported that the service took too long. Another four complaints were related to food quality, being greeted by friendly staff, and getting the right order. Issues that also arise are missing products on the menu, unsanitary places, and problems with paying. With the breakdown, we can identify the most common challenges and their frequency and proportion, allowing us to fully understand what customers are concerned about. The manager can also view the data by modifying specific dates or a single date.

Along with outlining the typical problems, the data contains weekly analysis about the top three types: the time food is served, how well it's prepared, and how correctly it's made. During January, service complaints about speed went from 3 in the first week to 7.5 by the end of the fourth week. Even though the accuracy of orders fluctuated somewhat, it ended higher, nonetheless. These are informative because they alert the management team to existing issues and how these problems are changing as time goes on. It allows operators to respond quickly and effectively to avoid any further decline in service.

These data are most relevant for the case company as they directly come from the customers. Therefore, the company is better able to make customer-centred choices. It means management can easily find emerging issues and settle on the best ways to address them. Dealing with these matters improves how satisfied customers are, makes the business profitable, draws more loyal customers, and boosts success.

> "Using the average restaurant scores helps set context for performance management. As the approach examines metrics in combination, it makes it easier to apply successful principles from advanced branches to branches that need to improve. As a result, monitoring time to resolve issues helps spot any upcoming service difficulties or areas where things can be improved fast." (Interviewee- 3)

This data played a huge role in identifying the problems from the customer's perspective. After this January, the management team has started monitoring this data more so that the team can find the appropriate solutions and can focus on the correct problem. Moreover, since the beginning of the year till May, the data always showed the speed of service as one of the impactful issues, and then agreed to tackle this situation as soon as possible.

The organization of the dashboard is particularly useful. The data is clear in both form and chart because it includes bar charts, line graphs, and detailed percentage breakdowns. This allows key stakeholders to learn fast and still get into the details of each issue. Adding weekly trends allows us to find out if a problem is consistently present or only appears once. With these figures, the dashboard clearly indicates what is being done well and what could be improved. Essentially, it supports the business in bettering its customer relations by gathering and analysing data for guidance.

3.4.2 MFY and R2P KPIs

The In-house system generates numerous data points, one of which is supporting data relevant to the objective, which includes MFY (kitchen service time) and R2P(overall service time) KPIs. In which management can see the data by hours, on which specific day or hour, the speed of service is accurate to the goals. Discuss more about it with the examples.

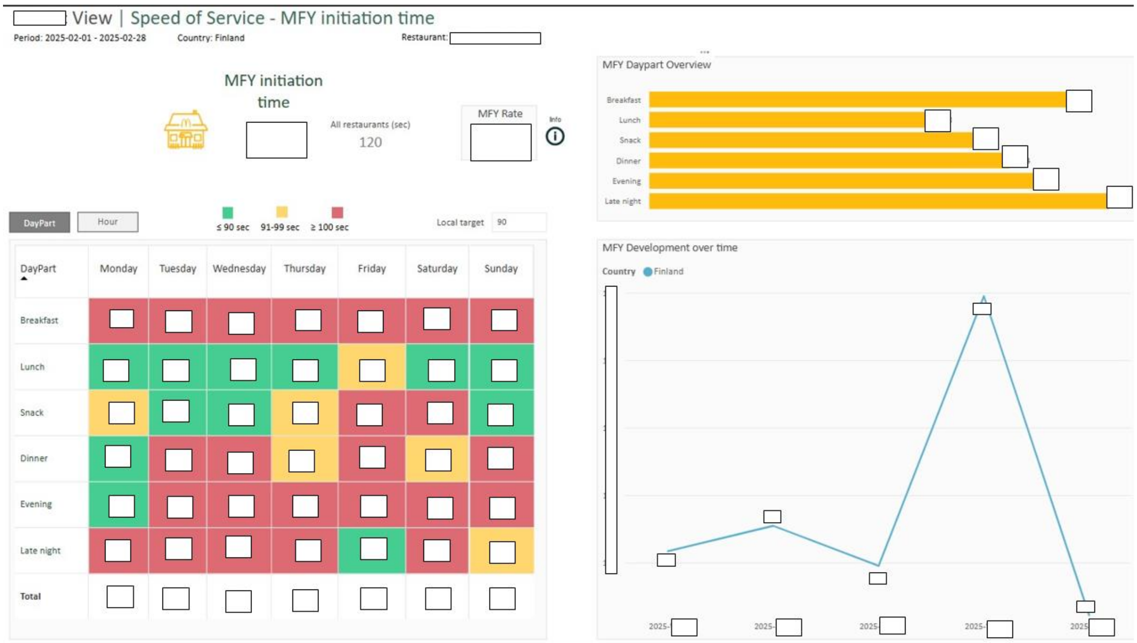


Figure 10. The MFY monthly report

This dashboard shows an extensive overview of MFY (Made-For-You) initiation during February 2025 to analyze preparation readiness following client order placement. The dashboard's top section displays an entire group average MFY initiation time of 120 seconds while surpassing the local target of 90 seconds. Using a Day Part/Hour tab in the left section, the currently displayed Day Part view shows MFY initiation performance through a color-coded heatmap, which uses green for target or below, yellow for slightly above, and red for significantly above performance. The visual display clearly exposes periods during the day that are facing challenging initiation times across different days. The bar chart section located in the top right area shows "MFY Daypart Overview" data that presents average initiation times during different daily parts for monthly assessment purposes. The bottom right section displays a line graph titled "MFY Development over time" that tracks MFY initiation time changes by week through February, which generates a significant time increase during week 7. This combined dashboard presents a range of performance metrics about MFY initiation, which helps managers recognize particular times and areas for kitchen improvement to achieve service goals.

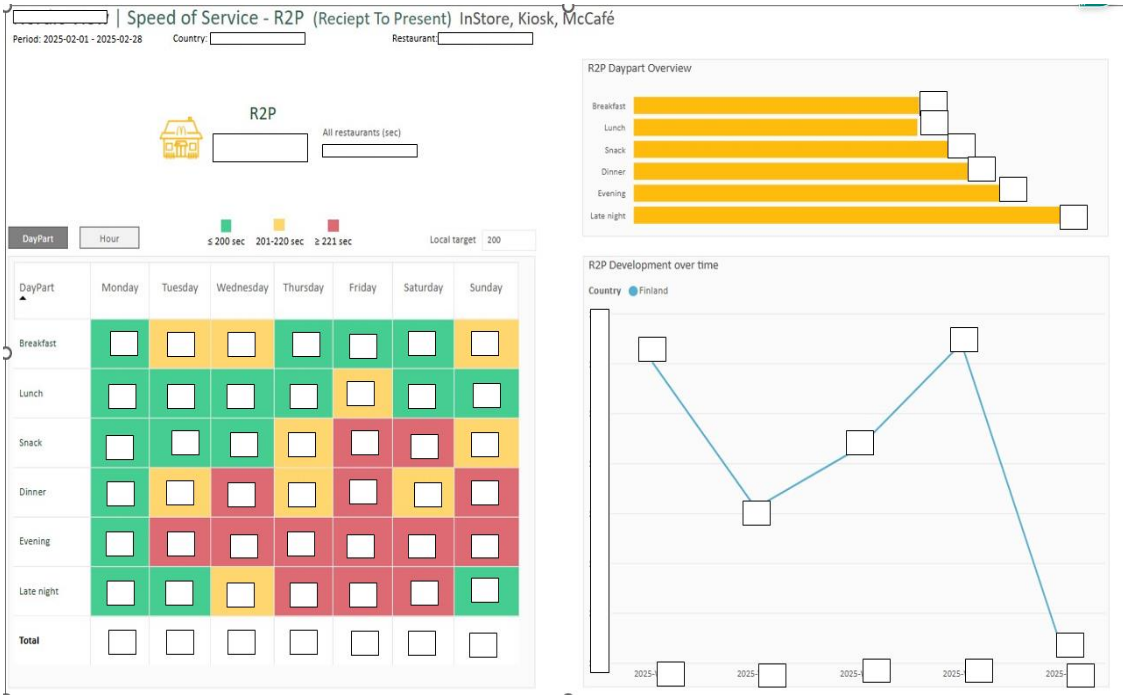


Figure 11. The R2P report by month

The dashboard in this figure focuses on studying the R2P (Receipt to Present) time, which represents the total service period from order receipt to order presentation, including its entities such as Instore, Kiosk, and McCafé, for February 2025. The dashboard displays a median R2P result of 230 seconds, which exceeds the company target of 200 seconds, along with an area to display the R2P percentage. Selecting the Day Part/Hour tab reveals service speed performance data through a color-coded heatmap where periods below 200 seconds are green, 201 to 220 seconds are yellow, and periods above 221 seconds are red. The R2P Daypart Overview bar diagram displays complete average service times for each segment, allowing users to compare individual service operations. The "R2P Development Over Time" line graph presents weekly average R2P metrics from February, highlighting changing patterns that include a significant rise in R2P in week 7. The dashboard provides a comprehensive breakdown of service time performance, enabling managers to identify areas and times that require improvement for enhanced service speed.

3.4.3 Data related to partner companies

The case company has two delivery partner companies from Finland: Wolt and Foodora. These courier partners help the restaurant deliver food to customers' doorsteps on time.

Figure 12. The delivery service time report

The data shows vital statistics about the speed of service for the company’s delivery at one specific place. The Delivery R2P metric shows the time in seconds it takes from receiving an order to getting it ready for shipping. The R2P time at the restaurant in the case comes out to be 328 seconds by the company’s analysis.

Overall, the company’s restaurants reach the R2P point in an average of 378 seconds. It proves that the assessed region yields a time advantage of 50 seconds when compared to the overall average. When having such results, it confirms that cooking, order handling, and staffing all work smoothly in the kitchen during busy hours. Nevertheless, while doing better than the industry average, the case company aims to keep the Delivery R2P time below 300 seconds. The aim of the development has not been fully reached here.

> "In food service, knowing these metrics is important since customers mostly judge the service by how quickly they get their orders. When preparation is done quickly, customers are happier and are more likely to stay loyal and post good feedback. When different food service businesses are easily accessible in a market, being ahead in delivery can have a big effect on one's business performance." (Interviewee -6)

R2P time being used by the case company shows their commitment to doing things well and answering customer needs. As the restaurant is beating the outside average, but not the company's own target within, changes to the process are needed. Regularly monitoring and reviewing these data points guides strategic planning, improving service standards, and helps the company do better in delivery compared to rivals.

3.4.4 Important measuring tools

There are numerous measuring metrics that help the case company run its operations smoothly.

Table 3. Employee Productivity Measurement Tools and KPIs

Category	Tool / Metric	Description
Digital Ordering Channels	Self-Ordering Kiosks & Mobile App	Reduce front-counter workload by automating order-taking; orders sent directly to kitchen systems.
Workforce Management Systems	Digital Scheduling Tools (e.g. Reflexis, Altametrics)	Used to forecast demand, schedule staff accordingly, and track attendance and labor costs.
KPI	Labor Cost Percentage	Tracks labor cost as a % of total sales. Lower % = higher productivity.
KPI	Revenue per Employee	Total revenue divided by number of employees; measures individual productivity.
KPI	Sales per Labor Hour	Measures output per labor hour to evaluate labor efficiency.
KPI	Employee Utilization Rate	Time spent on productive tasks vs. idle time. High % = better staff efficiency.
KPI	Task Completion Time	Time required to complete key duties (e.g., restocking, prepping food, cleaning).
KPI	Absenteeism Rate	Tracks attendance reliability and potential productivity gaps.
KPI	Employee Turnover Rate	High turnover suggests possible issues with training, engagement, or workplace satisfaction.
Training & Development	E-learning and LMS Platforms	Online modules improve staff knowledge on safety, speed, and customer service; often tracked via LMS.

The company measures its employees' efficiency using technology tools and performance measurement systems. For better service, customers now have the option to order on touchscreen terminals or apps, which reduces the number of counter staff needed when the restaurant is full. As a result, employees have more time for important duties, including making food, ensuring quality, and helping customers. They make it easier for the front and back of house to communicate, which reduces mistakes and helps make operations faster.

Moreover, the case company makes staff management easier by using online scheduling and shift management tools. These platforms, which are regularly used in the industry, assist with tracking employees' hours, predicting the number of workers needed, and arranging shifts automatically. Having these forecasts ensures the right amount of staff is on hand, which keeps labor use at its highest value and holds labor costs in check.

Furthermore, the Key performance indicators (KPIs) are tracked and managed by employees within the company to enhance their productivity. These are Labor Cost Percentage, which tells how much of the revenue goes to wages; Revenue per Employee, which measures the average income an employee generates; and Sales per Labor Hour, which signals how efficiently labor is used. Employee Utilization Rate gives information on employees' time devoted to important work, and Task Completion Time measures the rate at which workers complete tasks correctly. People managers often calculate the Absenteeism Rate and the Employee Turnover Rate to judge the team's commitment and reliability.

Table 4. The KPIs for Speed of Service

KPI / Metric	Description	Purpose
Order-to-Delivery Time	Time from order placement to order handoff	Measures overall service speed; tracked via POS/KDS
Kitchen Ticket Time	Time taken by kitchen staff to prepare each order	Monitors kitchen efficiency and identifies delays
Average Service Cycle Time	Total time from customer entry to departure	Evaluates end-to-end service experience
Peak Hour Fulfillment Rate	% of orders completed within target time during peak hours	Assesses speed under high-pressure conditions
Wait Time at Entry (Queue Time)	Time guests wait before reaching ordering point (kiosk/counter)	Helps with staffing and queue management
Number of Orders per Hour	Total fulfilled orders per hour	Tracks shift productivity and throughput
Staff Efficiency per Station	Measures staff performance per kitchen/service station	Aids in performance reviews and targeted training
Percentage of Delayed Orders	% of orders that exceed expected preparation time	Identifies bottlenecks and quality issues
POS Transaction Time	Time spent at the cash register or kiosk completing order	Monitors ordering interface efficiency (especially kiosk speed)

This table displays the most important KPIs and metrics for checking and increasing speed in a quick-service restaurant. The sheet has three columns named KPI/Metric, Description, and Purpose. The two work together to plan the main actions and resources for watching over efficiency as customers interact with the company.

The first, Order-to-Delivery Time, shows the amount of time between a customer ordering something and when they receive it, and this is a main measure of how quickly the service is completed. Usually, it is handled by systems such as the Point-of-Sale (POS) or Kitchen Display Systems (KDS). The "Kitchen Ticket Time" is almost the same idea, showing how quickly the kitchen prepares each meal. This is useful for finding problems in a shipment’s workflow or in the packing efforts. The "Average Service Cycle Time" measures the time a customer is in the establishment.

Getting a good idea of speed during high demand is through the “Peak Hour Fulfillment Rate,” where the percentage of orders delivered in a set window under pressure is checked. The purpose of "Wait Time at Entry (Queue Time)" is to monitor the length of time customers are required to wait before they place an order. Managing queues and ensuring enough help during busier moments depends on this metric. "Number of Orders per Hour" illustrates how much the business can complete in an hour and is handy for following overall productivity.

The efficiency of each worker at their station is checked with this metric, which helps management in reviewing how they perform and plan what training is needed. It shows the total number of orders that take more time than expected, following which management might look into possible reasons for slow services or lower standards. “POS Transaction Time” measures how quickly a sale can be processed from start to finish, stressing how fast and convenient the ordering systems can be.

On the whole, the data in this table influences how well the company serves customers and runs its own processes. This makes it possible for managers to use data to guide decisions, pinpoint issues in how things are run, and come up with improvements at every staff and customer-facing place.

Table 5. Monitoring Tools

Tool	Function
POS & Kitchen Display Systems	Automatically capture timestamps for each service step
Real-Time Dashboards	Show live updates on ticket times and queue lengths
Daily Operations Reports	Summarize shift KPIs and service performance
Employee Performance Logs	Connect staff productivity with station-specific KPIs
Customer Feedback Kiosks	Collect perceived wait time and satisfaction data

The following table shows what service tools the case company uses and how they are useful for overseeing and increasing the speed of service, as well as employee productivity.

The POS & Kitchen Display Systems automatically enter the time into the system at every important step in the food service process. Because of these timestamps, it is possible to measure the actual time taken for a service and spot the area where delays happen. When front and back-of-house communication is improved, orders are made more accurately and faster.

You can see instantly on the dashboard how long people are waiting in queues and how much time it takes to process tickets. For floor managers and supervisors, these dashboards help them decide how to use the staff and improve workflows quickly during the busiest times.

Key indicators and measurements from each shift are in the Daily Operations Reports, providing a combined picture of how the service is doing. They assist in understanding trends, making comparisons across shifts, and serve to develop strategies and review staff.

Employee Performance Logs allow you to relate the productivity of staff to areas of the kitchen or service. By using this information, managers can check individual work, find areas where training is necessary, and decide on tasks that match each employee's skills, which helps raise both mood and productivity.

In the end, Customer Feedback Kiosks help collect instant feedback from guests to see how they rate their service and feel about waiting. Putting this qualitative feedback together with operational results allows a deeper look at how customers perceive the service.

In total, these systems combine to ensure that service quality and efficiency can always be checked, monitored, and improved within an organization.

3.5 **Analysis** of the Consistent Challenges Reported

Many of the same issues affecting kitchens and restaurants came up in the interviews, with particular attention given to communication, motivation, training, and tasks. A significant concern is that some staff members, waiting for their orders, rush ahead to pack food, which often disrupts kitchen activities (Interviewees 7 and 8). As a result, there is a need to define roles more clearly and improve how departments join forces.

Performance was greatly impacted by both motivation and the right mindset. A number of the interview participants emphasized that employee engagement can be maintained by setting goals, making reminders a habit, and giving rewards to the team (Interviewee 4). The team accepted that confidence and clarity in the process were needed to avoid problems and felt that the kitchen played the biggest role by requiring all staff to know their roles well (Interviewee 3).

It was pointed out that sticking to regular training benefited operational improvements. Even though trainers have helped employees improve and remain interested in their work, their busy schedules limit the amount of personal support they can give, so ongoing group training is needed (Interviewees 3 and 6).

Prioritizing work and delegating among employees is often difficult, and this causes some workers to focus less on important jobs (Interviewees 1 and 5). It was found that dealing with stock and following it up are areas where improvement is necessary to maintain efficient operations.

It was often mentioned that effective communication and a good attitude support success. Being able to explain goals, provide feedback (good and bad), and help when needed are necessary for a team to succeed. When managers lead by doing, everyone at work feels more responsible and driven (said both Interviewees 5 and 6).

All of these insights help us realize how much operational efficiency, employee motivation, training, and communication rely on one another and support reaching restaurant goals.

3.5.1 Employees' motivation and mindset

The interview results indicate that MFY (Made for You) and R2P (Ready to Present) Key Performance Indicators respond directly to the combined effect of employee motivation levels and their mental approach and energy state. Various shift managers at multiple organizational levels show in their interviews that worker emotional connection and positive attitude foster direct performance improvements at the workplace. The overall employee engagement emerges from workplace connectedness, combined with purpose understanding, along with a team sense of belonging. This analysis shows work motivation surpasses basic work readiness since it operates on a complex network linking internal elements of satisfaction and significance with external reward structures that directly affect operational effectiveness.

> "I feel like the stress can be a motivator but also make them very unmotivated at the same time. I know our employees can be very productive, I've seen this side in everyone. I think the biggest problems are maybe that sometimes they just don't care, or that they don't know why they are doing the work, so it feels useless. It's about the mindset that employees have when they come to work. Some employees only work for money, but some enjoy working with our team, and I can spot the difference very easily" (Interviewee – 3)

There can be many aspects to a lack of productivity and performance.

Table 6. Positive and negative aspects of productivity and performance

Positive aspects:	Source
Clarity of goals and their importance	Interviewee -3
Efficient training and experience	Interviewee - 6
Constant feedback and motivation from managers	Interviewee - 6
Communication and teamwork	Interviewee – 5

Negative aspects:	Source
Not enough staffing	Interviewee 8
The level of stress increases during peak hours	Interviewee 6
Laid back attitude	Interviewee 1, 6.

The above table shows the different aspects suggested by the interviewees regarding the impact of productivity and performance. From this It is understandable that there main three negative impact of it such as stress during rush hours, laid back attitude, and not enough staffing.

3.5.2 Difficulties during peak hours

Operations mostly get effected during rush hours as there are numerous things happening at the same time so there are more chances of errors. This directly impacts on the service time.

For the staff, the challenges mentioned during the peak hours include: stress and panic situations, less productivity or confusion on prioritizing work, staffing issues, less stocking (not enough stock preparation for rush hours), not enough Cambro or proteins ready, and monotonous work.

> "During quiet moments, we don't face any difficulties, but during rush hours it is really difficult to maintain the timing because there is always only two people in the kitchen one is doing putting meat on the grill and all putting all the frying stuff and packing the finger food, and other is making the burger." (Interviewee- 3)

The working period known as rush hours produces continuous obstacles that impede both work efficiency and task achievement for employees. The workload pressure remains a consistent problem because it creates panic while simultaneously reducing performance quality. The employee mentioned that many staff members experience stress during rush operations and respond with panic, although maintaining focus results in improved performance. The main impediment for employees remains the concurrent experiences of distracted work and poor ability to arrange their tasks in order of importance. Manual multitasking without teamwork and first-priority understanding leads to increased mistake frequency along with task omissions.

> "Mostly people tend to forget doing stocking before rush hours, which is not a good sign of doing things, as well as we are struggling with not having Cambro, which slows down the kitchen timings many times, so the kitchen leader needs to make sure that the kitchen operations run smoothly." (Interviewee – 2)

The cooking process becomes more demanding due to limited staffing during busy periods because the kitchen normally relies on only two personnel to grill, fry, and put together dishes. Low staff levels create challenges for proper timing and overall operational performance when demand peaks in the workplace.

> "A lot of people feel the stress when a rush shows up and tend to kind of panic, which I have learned doesn't pay off. If you see the board overflowing, then just breathe and do the best you possibly can." (Interviewee – 6)

The integrated effect between stress management and adequate staffing, along with task coordination, presents a vital link toward supporting productivity during periods of elevated pressure.

> "Move around, people. If the same person is stuck on the grills, then they will probably automatically get tired and become quite warm. So, the key is to move people. Maybe even moving someone from the front to the kitchen." (Interviewee- 6)

The majority of interviewees emphasize that kitchen operations require improved decision-making about organizational structure and task planning. The lack of adequate item preparation before busy times hinders both service speed and operational flow at the establishment. The operational efficiency suffers because of inadequate task delegation and follow-up that occurs in the kitchen. Staff rotation among kitchen posts stands out as a critical point based on interview insights because it helps prevent work-related fatigue while ensuring peak performance. The absence of Cambro tools in the kitchens creates performance issues, which highlights the importance of proactive leadership that should establish preparation routines for rush hours.

In the organization, there are many employees who are struggling with these station areas, as the motivation to learn new things is lower.

> “To work in this restaurant, it is most important that every employee understands the four stations very well, so that teamwork can be improved. As many of them don’t know how to help others during rush hours, they end up standing on the side waiting for others to complete their task, rather than actually being productive.” (Interviewee – 1)

From management to the frontline worker, it is visible that there is a lack of willingness to provide help to others, which affects the teamwork, and whole operations are getting compromised.

> “Working on OAT is one of the crucial stations because during rush hours there are more chances of making mistakes while collecting the whole orders, so I always ask employees to be calm and motivate them to do better during the busy times so that there are fewer chances of making things wrong. It helps us give quality service to our customers.” (interviewee – 3)

3.5.3 Training and Development

Training and development are a crucial part of the operations, as they improve the quality of service and help to engage employees by making them learn new things or assisting them to master one.

Interviews with shift managers show that the newly implemented training system has generally been well received by them in terms of improving employee performance. Indeed, managers on all boards have made it clear that staff who have been well-trained and trained enthusiastically must gain faster confidence in their role, and that leads to faster task execution with fewer errors. Directly contributing to faster service times and therefore overall operational effectiveness, this improved proficiency. Simultaneously, however, there is a genuine acknowledgement of training's limitations. Formal training is stressed by managers, as is the fact that on-the-job experience, consistent practice, and constant learning are what bring out mastery and overall performance. This nuanced perspective emphasizes the salient point of the need for a well-balanced approach that is a combination of structured training, practice, and opportunities for further development.

> “It is important that the management team should encourage more specific training sessions so that people can focus more on that thing, rather than having a more generalized version of it. Even during a training session, there should be more people so that trainers can fully concentrate on the trainee without any disturbance for an effective training session. Also, there should be more practice of more follow-ups” (Interviewee- 2)

The first type of training that should be provided to the employees is adequate training, which gives them the basic skills and knowledge that they need to do their tasks appropriately and efficiently. It is not only the technical skills that are needed to do specific job duties, but also an understanding of the process, procedures, and, for example, safety protocols. Employees who have been well trained are less likely to make errors on a task, do not require as much supervision, and can complete the task in significantly less time, therefore also improving MFY as well as R2P times. Additionally, employee confidence should be established through the combination of effective training and experience working with the specific task, which will enable fast and smooth working. Staff who are confident in their skills are more inclined to take the initiative, to be able to tackle problems on their own, and to work under time pressure. On the contrary, not having the training or preparing well enough can lead to uncertainty, doubt, and low performance, which can greatly affect overall productivity.

Practicing over time and continuously either training or reinforcing skills is important to keep and improve skills. Menus, procedures, and technologies in the restaurant environment change; hence, the environment is dynamic. Employees are trained in such a way that they always stay up to date, become enhanced to new situations, and always grow in their roles. It can be that refresher courses, mentorship programs, and cross-training opportunities can broaden the skill sets of employees to make them more versatile. By investing in continuous training, the restaurant can develop a culture of learning and development, which will have a positive impact on key performance strategies such as MFY and R2P times.

3.5.4 Communication and teamwork

The interview data constantly reiterate the importance of effective communication, strong teamwork, and having a willingness to help others within the restaurant for success. The analysis of managerial perspective leads to a common opinion of strong consensus that issues around seamless coordination and proactive collaboration among team members are not whether it is desirable or not, but absolutely mandatory to sustain the efficient workflow, error minimization, particularly true in the situation of high demand. This emphasizes the interdependency of the roles and reliance on group work to keep things running, and the customer will be satisfied. The data shows that communication and teamwork are the ‘glue’ that bonds the operation together and that, in a pinch, can help people work around the challenges, optimize the use of resources, and reflect consistency of performance.

> “Everyone needs to start communicating more. Also, talking to other co-workers and getting to know each other helps us work together more comfortably and efficiently. Also, training everyone to both front and the kitchen, helping each other more. Everyone should know the correct operations.” (Interviewee- 5)

Teamwork builds a cooperative framework that leads to employees helping each other while sharing assignment duties for accomplishing unified aims, particularly during periods where timeline pressure and operational efficiency are crucial. Teamwork between team members reduces workflow barriers while maximizing resource use, which automatically speeds up MFY and R2P time completion. A collaborative team allows members to adapt more easily to changes and find solutions better while performing at a high level, even during stressful situations. The organizational structure that promotes teamwork creates shared responsibility, so employees actively work toward team and whole restaurant success.

3.5.5 Management Practices

Managers utilize different methods which they use to improve employee productivity while optimizing team performance according to findings from interview data collection. The implemented strategies include motivational methods alongside the setting of performance objectives and both positive and constructive performance assessments. The evaluative process shows management teams taking time to analyze their personal practices because they intend to strengthen leadership methods that aid team operational efficiency. The managers show commitment to continuous organizational advancement through self-awareness because they understand that effective leadership directly impacts performance optimization and the achievement of organizational aims.

> “We managers need to also get a better grip on what we are doing and why. We need to take things more seriously and focus on what is important.” (Interviewee – 3)

When organizations clearly communicate performance targets together with work expectations, they enable their staff to understand precisely what duties and results they need to accomplish. Operations with clear guidelines become easier to understand, thus reducing mistakes while leading employees toward a joint purposeful direction. A thorough understanding of their responsibilities helps employees demonstrate focus as well as efficiency while remaining accountable in their duties.

Employee development, together with performance advancements, depends on constructive feedback that should be given promptly in professional terms. Managers can help employees develop their competencies through specific targeted feedback that helps workers recognize what they do well and what needs improvement, and enables them to gain knowledge from their errors.

3.6 Summary of the Current State Analysis Results

The analysis revealed the strengths and weaknesses recognized in the restaurant operations and service efficiency. The operational factors that impact the restaurant's performance are listed in Table 7 below.

Table 7. Strength of the current situation

No	Category	Aspect	Explanation	Department
1	Strength	Formal training system implementation	Improved training for employees has increased their confidence and enhanced their competence, which has resulted in an improved, proactive, and efficient workforce.	Trainer and Shift manager
2	Strength	communication and teamwork	The organization places high importance on strong communication and teamwork because it supports operational efficiency during high-pressure situations.	Assistant Shift Manager
3	Strength	Managerial strategies and employee support	Managers boost team morale and performance through motivational strategies and specified expectations, and by welcoming employee feedback.	Assistant Shift Manager
4	strength	In-house operating system.	This system is very useful as it helps the operations at different stages.	Management

As shown in Table 7, Strength 1 is the formal training system implementation, noticed by the training department and management. The overall training session is helping the employees to enhance their work and giving them new opportunities. Moreover, this directly improves the MFY and R2P timings as employees are becoming efficient.

Strength 2 is communication and teamwork, which has helped a lot to maintain the quality of service during the rush hours. In rush hours, communication becomes necessary for every team to monitor the tasks. Which leads to great teamwork.

Strength 3 is Managerial strategies and employee support, which play a significant role in managing all the tasks accurately. Managers are always trying their best to motivate their employees by giving them feedback, assigning personal goals with major team goals so there is less confusion. This helps to boost the employee’s confidence and creates a positive environment.

Table 8. Weaknesses of the current situation

No	Category	Aspect	Details	Department

1	Weakness	Employee's motivation and mindset	When employees lack motivation or unclear direction, it creates negative effects on workplace productivity, together with diminished team spirit.	Managerial level
2	Weakness	Rush hour stress and workload management	Staff members face pressure along with difficulty managing tasks while working at their best during busy periods when the kitchen lacks a sufficient workforce.	Managerial level
3	Weakness	Inconsistencies in training delivery and follow-up	Fewer follow-ups due to fewer workforce at work leads to slow growth in employees' development.	Trainer
4	weakness	Less preparedness	Many times, employees need to run to the storage because of missing items.	Crew, Trainer

Weakness 1 is about the employee's motivation and mindset. The main organizational challenge stems from employees having variable motivational levels. Without clear objectives, the productivity of employees declines because staff members experience reduced focus on their work tasks. Employee motivation shortage results in decreased workplace atmosphere alongside decreased teamwork quality throughout the organization.

> "The laid-back attitude of fewer employees sometimes has a negative impact on overall operations as it automatically decreases the workflow." (Interviewee -2)

Weakness 2 is about rush hour stress and workload management. The workforce encounters acute pressure throughout busy operational periods, which especially affects the rush hour. Workers tackle their duties with limited effectiveness due to trying to reach peak performance standards. The workload pressure faced by existing teams during peak times is mainly caused by having too few employees in the kitchen.

Weakness 3 is about inconsistency in training and follow-ups. Employee training effectiveness suffers due to inconsistent delivery methods, together with insufficient standard follow-up procedures. Because of limited workforce availability, trainers must restrict their support and mentoring to new trainees only after primary instruction. The diminished follow-up slows down the speed at which employees develop their skills and enhance their performance over time.

Weakness 4 is about less preparedness. Before the peak hours, employees continuously experience stock shortages of vital supplies at their working areas. The current situation requires employees to pause their tasks to go to storage areas several times in order to get missing items. Having to regularly retrieve needed items from storage causes productive time loss, which undermines the entire workflow's productivity.

> “Many times, because of a lack of management or priority decision, employees suffer a lot from getting things again and again from the storage, which is really a minus point right now.” (Interviewee – 1).

Lastly, to summarize the current state analysis, here are the problems: (1) Lack of motivation and a different mindset; (2) Missing resources from the workstation (stock); (3) Increasing stress level during peak hours; (4) Irregularity in specific or daily training sessions and less follow-ups; (5) Constant kitchen understaffing; (6) Communication gap during high workflow, and (7) Lack of decision-making power and poor prioritization.

The analysis of operational efficiency through qualitative research methods with shift managers shows positive aspects along with crucial difficulties that affect service speed and productivity. At the same time, the implemented training system generates positive effects as well as a team environment that demonstrates collaborative habits.

Multiple interrelated issues require improvement in the restaurant since employee motivation and work mindset are inconsistent, stock shortages frequently occur, peak-hour stress levels increase from kitchen understaffing, and training delivery lacks consistency, as does follow-up communication breakdowns during busy workflow. Operational inefficiencies are caused by restricted decision-making power at lower levels of the organization.

The organization should focus on resolving these weaknesses because they are fundamental to boost service performance while optimizing employee working conditions and customer satisfaction outcomes. The findings of this assessment will direct future stages of study by helping to investigate academic research and produce specific evidence-backed solutions.

The selected focus areas for the next steps in the thesis are listed below:

1. Employee engagement and motivation

2. Efficiency in operation and workflow management during peak hours.

3. Importance of training in various industries.

4. Strategies for cross-functional productivity in restaurant operations.

4 Available Knowledge and Best Practices for Improvements in the Operations

Theis section discusses operational efficiency through academic material, business research, and practical guideline information. This section uses weaknesses found in Section 3 to direct the exploration of available knowledge and established practices to find practical tools and guidance for improving employee motivation and mindset alongside operational management, and stock management, with particular emphasis on data utilization.

4.1 Employee Engagement and Motivation

Employee engagement and motivation plays a vital role in any organization, having a productive environment means the employees are motivated and self-aware about their responsibilities (Gallup,2020; Armstrong,2014).

The internal, along with external factors that lead employees to pursue work-based goals, constitute *employee motivation* (Ryan & Deci, 2000). Motivating employees occurs through intrinsic factors that stem from work fulfillment, while extrinsic motivation needs external benefits such as pay increases and promotions.

Employee engagement happens when staff members care strongly about their company and its goals (Gallup,2020). The development of psychological conditions that promote engagement follows three specific steps as described by Kahn (1990). First, employee work maintains a meaningful determination that gives it purpose and significance; second, employees with psychological safety feel able to share opinions without facing any threats, and third, the ability to finish work needs both physical and emotional resources, which constitute psychological availability.

The same thoughts appear in literature directed toward industry practitioners. A CT Innovations (2023) article defines employee engagement through the lens of how much employees care about their work while staying dedicated to their organization and offering additional voluntary effort. The article shows how continuous resource-demand imbalances can trigger employee fatigue, together with disengaging workforce behavior.

The Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2017) gives workers an evidence-based system to examine the relationship between job requirements and work-related assets. The engagement of workers increases to a higher level if job resources such as autonomy, support, and recognition remain high despite demanding work situations. If not, disengagement follows. Organization structure, combined with tools, acts as a concrete elements that drive employee motivation within businesses (Armstrong, 2014).

4.1.1 Key Features of Motivation and Tools to Develop It

Recognition content can manifest through verbal appreciation as well as public recognition, together with bonus programs and career advancement opportunities. CT Innovations (2023) explains that trust and value can be built through regular personalized appreciation rather than standard rewards (CT Innovations,2023). Furthermore, every recognition event should happen right after the desired behavior and focus on a particular action to strengthen its impact (CT Innovations, 2023).

Transformational leadership remains associated with high employee engagement because it inspires staff members and stimulates their intellectual growth while showing personalized attention to each individual employee (Bass & Riggio, 2006). Leaders who demonstrate both empathy and openness create safety for their employees at challenging times because it turns out to be crucial for maintaining engagement (CT Innovations, 2023).

Employee motivation increases when they perceive professional prospects within their current organization. Structured learning alongside mentorship, along with promotion paths, engages people through intrinsic motivation because it demonstrates the worth of their work contributions to the organization (London, 1983). Conversely, CT Innovations notes that a personal value mismatch within professional duties leads employees to disengage (CT Innovations, 2023).

4.1.2 Exciting Practical Tools

Research indicates that organizations that achieve top quartile scores on Gallup surveys outperform their competitors regarding all three performance metrics, which include profitability, productivity, and retention level (Harter, Schmidt, & Hayes, 2002).

The Employee Net Promoter Score (eNPS) tool determines staff willingness to refer to their workplace to outside individuals. Divides respondents into three groups based on their responses: Promoters (9–10), Passives (7–8), and Detractors (0–6) (Bain & Company, 2020). The eNPS rating reveals positive employee attitudes and a high commitment to the organization, and the fast implementation phase enables easy progress tracking through time-based analysis systems, (Bain & Company, 2020).

360-degree feedback and behavioral metrics helps organizations to analyze verbal expressions and use various evidence points, which include: peer reviews, missed deadlines, and participation in training programs. The identified behavioral indicators during these assessments offer warning signs about disengagement before formal performance reviews take place (CT Innovation, 2023).

Thus, the workforce motivation functions of Human Resources enable organizations to achieve strategic performance goals that drive cultural changes and productivity while promoting adaptive measures (Armstrong, 2014). Through engagement, workers develop active participation, which generates their dedication and innovative thinking to their job requirements (Gallup, 2020). These employees enhance organizational output among team members through their support for minimal interactions alongside their capability to produce transformative concepts that help organizations improve change reactions (Bakker & Demerouti, 2017).

Disengaged employees remove themselves by staying absent from work and working minimally towards production while simultaneously resisting organizational changes that might benefit the organization, which propagates through other teams to deteriorate performance (Gallup, 2020; Harter, Schmidt, & Hayes, 2002).

Bakker and Demerouti (2017) show through their Job Demands–Resources Model that employees develop burnout combined with disengagement because of high workplace requirements with few professional resources, such as insufficient autonomy and lack of recognition.

The Gallup Global Workplace Report (2020) offers strong empirical backing: organizations with low engagement report 18% lower productivity, 15% higher absenteeism, and 23% less profitability (Gallup, 2020). Disengaged personnel generate extensive undesirable effects on teamwork dynamics, which increase workplace service deficiencies and produce monetary damage to the business (Harter, Schmidt, & Hayes, 2002).

CT Innovations (2023) uses practical examples to show that profound mismatches between work values and expectations and organizational leadership approach and prevailing culture will culminate in employee disenchantment. CT Innovations starts with immediate reactive steps to establish safe psychological environments that realign all internal departments under this framework. The preventive and rehabilitative approaches combine forces to recover employee energy and attention when they disengage from their work (CT Innovations, 2023).

Organizations that use Gallup Q12, eNPS, and 360-degree feedback as structured tools create a feedback monitoring system to trigger immediate reaction-based interventions (Gallup, 2020; Bain & Company, 2020; CT Innovations, 2023). Realizing voice within the organization enables employees to feel included, and it serves as the main building block for strengthening trust and engagement at work (Gallup, 2020).

In summary, the employee-oriented strategic approaches need motivated and engaged workers to act as core strategic intervention areas (Armstrong, 2014). Workflow optimization, together with other optional performance strategies, functions effectively only due to the foundation established by emotional and psychological processes (Kahn, 1990; Bakker & Demerouti, 2017). A successful transformation of organizational culture demands diagnostic assessment, leadership development programs, and motivational recognition programs that guide employee development. Operation efficiency and workflow management (NectarHR, n.d; Bass & Riggio, 2006).

4.2 Efficiency in Operation and Workflow Management during Peak hours

Operational efficiency is a major concern in the hospitality industry, as workers may compromise the correct operations when a rush occurs (Barrows, Brown, & Wesson, 2010). It is so important to solve these issues with the correct and available research (Davis et al., 2018).

Workflow management as a fundamental part of operational efficiency works towards achieving process automation combined with business process design execution and coordination improvement (Dumas et al., 2018). A workflow consists of various actions and transfer points that change beginning materials into finished deliverables (Dumas et al., 2018).

Operation efficiency theory originates from multiple organizational management theories, which provide its foundation. These are:

First, *Business Process Reengineering* refers to Hammer and Champy´s (Hammer & Champy, 2001) manifesto on BPR, which in mid-2000 introduced its functionality to achieve revolutionary process transformations that enhance speed and quality while reducing costs.

Third, it is the Six Sigma approach. This method emerged from Motorola through data analysis techniques, which implement DMAIC methods (Define, Measure, Analyze, Improve, Control) for decreasing variability and minimizing defects (Al-Refaie, 2022; Montgomery, 2020).

4.2.1 Describing workflow management during peak hours

There are methods organizations can utilize to control workflow patterns, along with maximizing operational effectiveness during high-volume times (Barrows, Brown, & Wesson, 2010; Davis et al., 2018). Restaurants apply different approaches to streamline operations and maximize performance levels when the customer volume reaches its peak. These include:

Table 9. Different approaches in the hospitality industry

The procedure of demand forecasting involves analyzing previous sales records a weekly sales patterns, and special occasion data to create accurate customer volume and timing predictions (Hayes & Ninemeier, 2008).
The system makes use of software that combines forecasted demand information with staff availability data and cost analysis for developing the most efficient scheduling strategy (Noone & Leung, 2012). Food establishments rely on POS-integrated restaurant scheduling software to achieve labor optimization (Noone & Leung, 2012).
Standardized procedures for recipes along with complete order systems and kitchen workflow design elements ensure consistent rapid service (Barrows, Brown, & Wesson, 2010).
Technology Adoption: Utilizing technology like Kitchen Display Systems (KDS), Point of Sale (POS) systems, and online ordering platforms to streamline order flow and communication (Noone & Leung, 2012).
A strategic workplace design exists to optimize kitchen formats as well as service areas for maximum productivity and reduced staff travel (Neufert & Neufert, 2000).
menu engineering analyzes customer choices for profitable menu optimization to produce streamlined and satisfactory experiences (Miller, Hayes, & Dopson, 2008).

The above table contains different approaches mentioned by various experts on building enhanced operations management during peak hours. These findings are meaningful as it has the potential to minimize the problems (Davis et al., 2018).

4.2.2 Management of workflow operation functions at maximum levels of demand

A restaurant achieves success through well-managed peak hour operations that provide maximum productivity, maintain customer happiness, and establish business profitability (Barrows, Brown, & Wesson, 2010). A formal system of methods and procedures enhances the sequence of customer orders as well as food preparation and table service during times when there are high numbers of customers (Davis et al., 2018). Time periods require strategic preparation and organizational implementation for achieving effective workflow management.

A number of decisive factors help establish successful workflow management when high work volumes occur:

First, kitchen design, together with layout engineering, determines the food preparation speed, which occurs within the workspace area. A properly designed kitchen creates paths that minimize staff movement and lets personnel straighten out their work zone while boosting inter-staff communication (Neufert & Neufert, 2000).

Second, a smooth service depends on the ability of front-of-house staff to communicate effectively with back-of-house personnel. The implementation of Kitchen Display Systems (KDS) provides a solution for efficient order processing to keep all staff members informed (Miller, Hayes, & Dopson, 2008).

Third, standardized Procedures help maintain consistency and speed through established recipes together with order-taking procedures and service protocols in spite of kitchen and service areas under high pressure (Barrows, Brown, & Wesson, 2010).

Fourth, the essentiality of staff preparation includes proper training for all personnel who need to understand their tasks while developing readiness for handling higher workloads during peak periods. The training system should include preparing employees for various positions and responsibilities, together with lessons on effective methods for dealing with demanding circumstances (Hayes & Ninemeier, 2008).

Employee productivity needs enhancement during peak hours because it directly affects restaurant operational efficiency. Relevant strategies:

First, all employees must understand the precise responsibilities that belong to them through defined roles and organized task management. The organization prevents both employee confusion and time-wasting circumstances. The implementation of checklists with shift briefings represents efficient productivity tools (Barrows, Brown, and Wesson, 2010).

Second, workstations should be arranged to reduce extra steps, and employees must keep all required equipment and supplies directly accessible (Neufert & Neufert, 2000).

Third, a business environment that sustains team-based work should combine open communication channels. The staff should offer their help to coworkers and swiftly communicate obstacles or challenges that arise (Miller, Hayes, & Dopson, 2008).

Fourth, the productivity of workers increases when they receive proper motivation, together with incentives. Incentive schemes, along with appreciation of excellent work results and ongoing performance assessments (Hayes & Ninemeier, 2008)

Fifth, the work environment should contain minimal disruptions, which include both personal phone restrictions and eliminating unnecessary conversations (Barrows, Brown, & Wesson 2010).

Sixth, providers of brief scheduled breaks for staff actually enhance performance levels by helping employees sustain their focus and maintain their energy. Staff members should stay hydrated while the team avoids excessive work (Hayes & Ninemeier, 2008).

Seven, professionals should implement technological solutions to operate smoothly and enhance operational speed. KDS technology helps kitchen staff organize their orders better while POS devices make the order-taking process faster (Noone & Leung, 2012).

Thus, organizations should integrate strategic methods with performance indicators as well as technological solutions to optimize operational functions and workflow management (Dumas et al., 2018; Hammer & Champy, 2001). Organizations can utilize multiple essential components for their operations, including the methods discussed below.

4.2.2.1 Process Mapping and Optimization

The visual presentation of workflow lets managers pinpoint areas where there are multiple processes and process inefficiencies, along with bottlenecks. Common techniques include:

First, Business Process Model and Notation: The visualization of standardized processes depends on BPMN (Dumas et al., 2018).

Second, Value Stream Mapping: It allows organizations to detect operations elements that offer value creation and also produce process losses (Womack & Jones, 1996).

Third, sales management at the Indian Branch of MyCo was focused on enhancing process observability through automation tools to strengthen inter-departmental relationships while minimizing task repetition (Zada et al., 2025).

4.2.2.2 Lean, Six Sigma and the DMAIC Method

Lean directs organizations to eliminate economic waste by focusing on the eight waste categories named TIMWOODS, which include Transportation, Inventory, and Motion, together with Waiting, Overproduction, Overprocessing, Defects, and Skills underutilization (Womack & Jones, 1996). The process discipline, together with continuous feedback systems, is supported through 5S along with Kaizen and Kanban boards (Womack & Jones, 1996; Al-Refaie, 2022).

Process capability and defect reduction become core elements of Six Sigma based on statistical control, which utilizes tools such as control charts and FMEA (Failure Modes and Effects Analysis) and root cause analysis (Montgomery, 2020). A combination of Lean and Six Sigma applied to service sectors produced a 30% shorter cycle time and 25% less expense for each transaction (Al-Refaie, 2022).

The data-driven Six Sigma offers a business methodology that works to enhance processes through error reduction and variable reduction (Montgomery, 2020). Motorola developed this method during the 1980s, and businesses worldwide started implementing its principles. A process characterized as six sigma produces only 3.4 defects per million opportunities (DPMO) when measuring its ability to yield minimal defects (Montgomery, 2020).

Six Sigma functions by detecting all factors behind system defects to achieve better operational performance, along with decreased expenses and enhanced customer satisfaction results.

Six Sigma achieves process enhancement through DMAIC (Define, Measure, Analyse, Improve, Control), which serves as an organized approach based on statistical data. The process improvement model through Six Sigma consists of five essential stages, which work together to create a successful roadmap (Montgomery, 2020).

Table 10. The DMAIC – The Six Sigma

DMAIC – The Core of Six Sigma (Explained)

Step	Description
Define	Identify the problem and clarify what the customer values most.
Measure	Collect data on the current process to establish a performance baseline.
Analyze	Use statistical tools to discover root causes of inefficiencies or variation.
Improve	Design and test solutions to eliminate problems and streamline the process.
Control	Implement monitoring systems to maintain improvements over time.

According to Table 10, First is define: Identify the problem, project goals, and customer requirements. The first step requires a detailed description of the problem, along with its effects and the preferred results. (Montgomery, 2020)

Second is measure: The baseline requires quantitative information collected from present process data in order to understand performance levels. Business managers select vital performance indicators for measuring the identified issue precisely. (Montgomery, 2020)

Third is analysis: The analysis stage reviews the collected information to detect the fundamental reasons behind the problem. The evaluation depends on statistical methods for detecting what elements lead to variations in manufacturing processes and device failures. (Montgomery, 2020)

Fourth is improve: Develop solutions that address important root causes while implementing these solutions to enhance the process operations. Process redesign, technological implementations, and alternative operational modifications serve the purpose of trimming down process variation while reducing defects. (Montgomery, 2020)

Fifth is control: Throughout each phase, an organization must create strategies to maintain improvements, together with processes to keep performance levels where they were measured. Monitoring will be conducted along with control implementation and standardization of procedures to stop performance degradation. (Montgomery, 2020)

4.2.2.3 Automation and Digital Tools, KPIs and Dashboards

Operations efficiency now significantly depends on intelligent systems because of modern digital transformations. Platforms like: IBM's Business Process Manager (BPM), Jira (workflow tracking), Asana, Trello, and Zapier (automation) (IBM, 2023). The mentioned technology enables real-time update capabilities alongside automated approval processes that maintain department task accountability (IBM, 2023). Cloud-native BPM platforms have incorporated artificial intelligence to perform pattern recognition and delay forecasting and to launch automatic fix processes (IBM, 2023).

Current performance issues and workflow delays can be diagnosed through the use of Key Performance Indicators (KPIs). Common KPIs include: cycle time, on-time Delivery Rate, error/defect Rate, process Cost per Unit (Parmenter, 2015; Kaplan & Norton, 1996). Real-time visualization through tools like Power BI and Tableau allows executives to access metrics and make decisions based on data while maintaining operational clarity (IBM, 2023).

Organizations that want to build operational excellence through resilient agility must focus on workflow management as well as operational efficiency (Dumas et al., 2018; Hammer & Champy, 2001). Among current business conditions that include hybrid teams alongside rapid digital changes and worldwide supply networks, inefficient processes result in miscommunication and decreased customer satisfaction, alongside wasted resources (Womack & Jones, 1996).

A strategic management approach to workflow redesign goes beyond simply implementing technical changes according to organizational development principles. The workflow redesign technique enables better employee performance while simultaneously decreasing operational issues and establishing clear inter-team connection visibility (Dumas et al., 2018). Workers gain the capacity to discover and fix operational inefficiencies when organizations implement daily use of BPMN and Lean tools. Automated systems both decrease administrative tasks as well as minimize business cycle durations (Dumas et al., 2018).

Workflow transparency enables significant improvement in cross-functional trust, and this leads to better collaboration and increased responsibility of staff members and superior customer service (Dumas et al., 2018). The thesis goal benefits from operational efficiency enhancements and workflow design strategies that advance total departmental performance improvement. Better organization-wide system alignment becomes achievable for strategic goals through continuous feedback loops, delayed reduction, and optimal handoff implementation (Parmenter, 2015).

4.3 Importance of Training in the Hospitality Industry

Training plays a vital role in any industry. It is important that every employee continuously gets sufficient training and follow-ups from the employer.

Employee training and development means a systematic improvement and acquisition of necessary knowledge along with skills and behaviours serve as to achieve effective performance in immediate and future job roles (Armstrong, 2014). Long-term personal and professional development establishes a broader base than training because it focuses on sustained growth (Armstrong, 2014).

Employee competence stands as a strategic resource per the Resource-Based View (RBV) of the firm, which creates sustained competitive advantage because it holds characteristics of being valuable, rare, inimitable, and non-substitutable (Barney, 1991).

Creswell (2018) stresses that true learning appears when people keep engaged, reflect on what they do, and adapt in real-life situations. Although he gives most importance to qualitative research, his ideas still point out that knowledge and abilities are improved best through situations where people have experience, receive feedback, and continue to learn. It matches the way most workplaces encourage their staff to learn today, since constant training and review help workers improve and remember things better (Creswell, 2018).

4.3.1 Training management in the hospitality industry

There are various ways to train employees in the hospitality industry, but especially in restaurants, and this includes using practical, formal, and advanced technology approaches to help them learn the skills needed for both high-quality service and strong operations.

Table 11. Different practices of training in the restaurant industry

Employees perform tasks under the direct supervision of experienced workers through On-the-Job Training (OJT) programs (Tracey, Tews, and Mosca, 2011).
Training sessions in classroom environment present formal instruction about food safety and customer service and operational procedures (Ninemeier and Hayes, 2006).
The E-Learning system provides online modules which enable employees to learn at their own pace. The delivery and tracking of e-learning within restaurants exists through Learning Management Systems (LMS) (Ruetzler, Hafner, Willibald, 2011).
The practice of simulation-based training enables personnel to develop skills in risk-free laboratory contexts.
A combination of mentoring and coaching exists where less experienced staff pair with veteran mentors while receiving performance-enhancement coaching sessions.
Monitoring at different intervals helps employees retain new skills and adapt trained competencies to their day-to-day work, while it detects remaining knowledge or skill deficits. Effective follow-up methods include:
The observation technique helps managers detect employee performance during tasks, followed by a helpful performance assessment.
Organizations conduct regular renewal training sessions that strengthen essential principles while treating performance issues.
Performance Tracking Involves Monitoring Work-Related Performance Metrics Such As Speed Of Service And Order Accuracy To Evaluate The Effects Of Training. POS operational data, along with other system data, can be easily integrated to enable this process.

The assessment method consists of quizzes and tests used to determine employee mastery of training information. The majority of LMS platforms provide built-in assessment functionality.

Organizational training programs need alignment between goals and how people learn based on their individual preferences. The design of effective programs aims to reduce skill deficiencies and promote innovative approaches together with employee participation.

Every training initiative requires its base in a training needs analysis (TNA). The assessment process guarantees that personal growth objectives remain consistent with company strategy (Okeke, 2025). Three essential tools, which are 360-degree feedback, competency matrices, and performance appraisals, work together to identify growth opportunities (Noe, 2020).

Learning Management Systems (LMS) and e-Learning are two systems that organizations use to manage their training approach. Current learning platforms, including Moodle, TalentLMS, SAP SuccessFactors, and LinkedIn Learning, enable the delivery of interactive, scalable training systems. These systems support personalized learning paths (Clark & Mayer, 2016), certifications and progress tracking (Watkins & Marsick, 2018), and mobile learning access (Ally, 2009).

The combination of classroom teaching and digital methods makes up blended approaches of instruction (Graham, 2013). The technique of microlearning presents focused short segments of content that specifically benefit technology-comfortable staff members who retain information best when learning in small portions (Hug, 2016). The learning approach helps individuals keep information better while providing them with adaptable ways to study.

4.3.2 On-the-Job and Cross-Functional Training, Mentoring and Coaching

The practice of cross-training enables staff members to adapt better because it introduces them to various organizational functions. The program enables team building as well as employee readiness for future leadership positions or moves into different areas (Noe, 2020). Some of the main methods here are job shadowing, participating in rotational programs, and being given stretch assignments which allow people to build their skills in practical ways (Saks & Haccoun, 2019).

Employee training and development serve as fundamental human resources functions that directly influence organizational adaptiveness, together with company productivity, while defining the corporate strategy (Noe, 2020). Employee training builds human capacities to match the evolving business requirements in our transforming digital work environment and employee-driven workplace.

The training and development of employees produces advantages that extend from personal abilities to business readiness. Regular upskilling of employees results in quick system adaptation and increased work commitment, leading to better employee initiative for organizational enhancement.

Training methods in modern education systems integrate four elements: practical expertise, behavioral competencies, and organizational know-how alongside supervisory competencies (Saks & Haccoun, 2019).

Digital environments strengthen the strategic value of development at the organizational level. The learning environment supported by adaptability through AI and gamification functions, together with the ability to learn at one's own pace, enables employees to create unique development trajectories (Clark & Mayer, 2016). Employers should prioritize motivation through this approach because remote work restricts customary supervision and peer-based learning programs.

Internal efficiency and collaborative workflows are the main focus of this thesis, and training emerges as the essential binding element according to this perspective. It supports, first, shared language and expectations help different work teams to collaborate effectively (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012). Second, it supports workflow consistency (through process standardization) (Noe, 2020). Finally, the organization demonstrates its dedication to personnel through engagement initiatives (Saks & Haccoun, 2019).

The implementation of proper employee training functions as both motivation and a foundational requirement for enhancing these performance-based practices that this research focuses on, including engagement programs, operational efficiency creation, and inter-team communication improvement.

4.4 Strategies for Cross-Functional Productivity in Restaurant Operations

The ability of restaurant departments, including kitchen staff, service team, procurement team, and administrative staff, to work together as one in achieving performance targets represents cross-functional productivity in restaurant operations. Organizations adopting cross-functional operations unite separate departments into integrated systems, which distribute mutual responsibility among their employees (National Restaurant Association, 2025). Effective coordination between the teams in a food establishment is achieved with cross-functional productivity. Clearly guiding all these areas helps the company improve its workflow, teamwork and performance.

4.4.1 Strategies for Enhancing Employee Productivity and Service Speed

Hospitality success in the front-of-house operations requires coordination and performance between back-of-house departments, supply chain, and human resource systems (Senge, 2006). A restaurant achieves operational improvement by uniting different operational processes with its communication methods, along with technological applications (National Restaurant Association, 2025). Table 12 lists popular strategies for Cross-Functional Productivity in Restaurant Operations.

Table 12. Popular strategies for Cross-functional Productivity in the Restaurant Industry

Integrated Task Design and Role Fluidity	Employees become more adaptable if they learn additional roles and can do various jobs. In such cases, if servers are trained to fix certain problems with the POS or kitchen workers are aware of various diets, the whole process becomes easier and more adaptable, especially during the busiest days or when not enough hands are available (Noe, 2020). When team members perform different functions, restaurants are more easily able to react to changes in their operations.
Daily Coordination Rituals	Multiple restaurant start-ups require short meetings among different departments. The staff holds short meetings that keep everyone on the same page regarding upcoming bookings, along with special occasions, different menu ideas, and personnel distribution plans. The rituals help teams observe their operational surroundings better while developing a responsibility for guest satisfaction among everyone involved (Walker, 2021).
Joint Problem Solving and Continuous Improvement	The daily team debrief sessions enable workers to examine service incidents alongside their peers for improving operational processes. The lean labour practices of Kaizen boards and Root Cause Analysis (RCA) allow organizations to identify waste together (Womack, Jones, 1996).
Shared Performance Metrics	Enterprise management improves complete productivity through informational exchanges about department-specific KPIs. Performance metrics shared between kitchen staff and service staff reduce pointing behaviour by using measurement areas such as “table turn time” in conjunction with “order error rate.” (National Restaurant Association, 2025).

Thus, organization-wide performance integration acts as a strategic operational force that enhances functionality and service quality while boosting the ability to handle critical moments (National Restaurant Association, 2025). Guest experience suffers when departments operate independently from one another because delays, misunderstandings, and errors become more frequent.

Systems that incorporate functional departments achieve better agility in their operations than those with single-function systems. The flexible coordination process between teams enables swift adjustments, such as reorganizing tasks, handling priority orders, and addressing operational issues as they occur during crowded service periods. Such rapid responses lead to standardized services and faster service times, vital for customers in time-sensitive situations (Walker, 2021).

During COVID-19, those restaurants that hired skilled workers were able to easily switch to delivery, change the inside space and handle staff shortages, without affecting food quality. Besides using automation, the company's success was shaped by a culture that encouraged staff to cooperate and learn from one another (National Restaurant Association, 2025).

The strategic design promotes other key components of this discussion while creating departments that drive shared operational objectives and maintain operational transparency. Team members from different departments collaborate for innovation while simultaneously improving each other's productivity levels (Noe, 2020).

4.4.2 Available Measuring Tools and Actions for Enhancing Employee Productivity and Service Speed

The purpose of this section is to look at research on and industry expertise around measuring and boosting performance in two key restaurant operations: (1) Employees' productivity and (2) speed of service. With the use of KPIs and best practices, organizations track their progress, hold everyone accountable, and use key actions to solve problems.

Table 13. The Key Performance Indicator for Employee Productivity

KPI	Description	Reference/Date
Labor Cost Percentage	Measures labor costs as a percentage of total sales. Lower ratios signal greater productivity.	(Armstrong, 2020)
Revenue per Employee	Total revenue divided by the number of employees shows how much income each staff member helps generate.	(OECD, 2020)
Sales per Labor Hour	Measures output per labor hour; used to assess scheduling efficiency and productivity.	(Dessler, 2020)
Employee Utilization Rate	Time spent on productive tasks vs. idle time. High utilization indicates effective time use.	(Cascio, 2019)

Task Completion Time	Tracks how long staff take to complete key responsibilities.	(Noe et al., 2020)
Absenteeism Rate	Measures workforce reliability and its effect on productivity.	(Armstrong, 2020)
Employee Turnover Rate	High turnover can signal poor engagement and lower productivity.	(Cascio, 2019)

The table shows important performance indicators that are used to evaluate employee productivity in a restaurant. To determine Labor Cost Percentage, this compares labor costs to sales, and a smaller percentage means the company is managing labor more efficiently. Revenue per Employee and Sales per Labor Hour track how much money the company earns for each staff member or work hour, underlining how efficiently the workforce operates. Employee Utilization Rate shows the difference between employees working and being idle, and Task Completion Time records how fast essential jobs are handled. The Absenteeism Rate shows how often workers are absent, which can disrupt productivity, and the Employee Turnover Rate points out if staff members are unhappy, as many resignations can reduce output.

Table 14. Best practices for employees' productivity

Best Practice	Description	Source(s)
Cross-training staff for role flexibility	Enhances adaptability and operational coverage during peak times or staff shortages	Mintzberg (1979)
Incentive-based motivation programs	Encourages higher performance through rewards and recognition systems	Herzberg (1968); Ryan & Deci (2000)
Task standardization using SOPs	Establishes consistent procedures to reduce errors and improve efficiency	Hayes & Ninemeier (2008)
Real-time feedback and coaching tools via POS or LMS	Provides on-the-spot performance insights and targeted training through tech platforms	Ruetzler et al. (2011)
Kaizen approach for continuous improvement	Engages employees in small, regular process enhancements to boost efficiency and morale	Womack & Jones (1996)
Use of job design theory to increase engagement and output	Matches job roles with employee strengths to boost satisfaction and performance	Hackman & Oldham (1976)

The table shows different best practices that can help improve how effectively employees function in a restaurant. Allowing employees to practice different roles increases flexibility and ensures the company can function smoothly even when some people are missing or there is a sudden boost in workload (Mintzberg, 1979). Rewarding and recognizing workers when they try brings about good results, according to established motivation researchers like Ryan & Deci (2000). SOPs help guarantee consistent operations and lower mistakes (Hayes & Ninemeier, 2008), and immediate feedback tools combined with POS or LMS software make it easy for managers to give instant coaching and maintain ongoing employee training (Ruetzler et al., 2011). Inviting employees to take part in Kaizen supports their involvement in improving work processes using small improvements all the time (Womack & Jones, 1996).

Table 15. The Key Performance Indicators for speed of service

KPI	Description	Reference/Date
Table Turnover Rate	Number of tables served during a period; key for optimizing seat capacity.	(Barrows et al., 2019)
Order-to-Delivery Time	Time from placing to receiving the order. Shorter times improve guest satisfaction.	(Heizer et al., 2020)
Kitchen Ticket Time	Tracks average time to prepare dishes.	(Walker, 2019)
Wait Time at Entry	Duration guests wait before being seated.	(Barrows et al., 2019)
Service Cycle Time	Total time from customer entry to departure.	(Walker, 2019)
Speed of Payment Processing	Measures checkout time per customer.	(Heizer et al., 2020)

The table shows the key performance indicators (KPIs) restaurants use to improve their speed of service. It is important to watch the Table Turnover Rate, as it shows how often tables are served and allows you to manage seating efficiency and revenue. The period between ordering and receiving food is measured by Order-to-Delivery Time, which significantly impacts customer satisfaction. Kitchen Ticket Time helps spotlight the rate at which the kitchen prepares meals, giving insights into how well the back-of-house functions. Moreover, how long a guest must wait after entering is the Wait Time at Entry and usually reveals the service efficiency early. Service Cycle Time marks the time a person spends from entering the service till they exit, demonstrating the whole process. Also, the Speed of Payment Processing is measured, as issues during checkout can reduce how much guests enjoy their stay and whether they come back. Altogether, these measures help show the level of service speed and point out which areas need specific improvement.

Table 16. Best Practices for speed of service

Best Practice	Description	Source(s)
Integrated POS and Kitchen Display Systems (KDS)	Speeds up order transmission and reduces communication delays between front and back of house	Noone & Leung (2012)
Pre-service briefings for role clarity	Aligns team members on responsibilities and expectations before service begins	Davis et al. (2018)
Workflow engineering using lean principles	Streamlines tasks and minimizes waste or inefficiencies in service delivery	Womack & Jones (1996)
Menu engineering to eliminate time-heavy items	Optimizes the menu to focus on fast-preparation dishes without compromising quality	Miller et al. (2008)
Bottleneck analysis and staff allocation based on peak hours	Identifies slow points and reassigns resources during high-volume periods	Hammer & Champy (2001)
Real-time performance monitoring dashboards	Uses live data to track service times and make quick operational decisions	IBM (2023)

The table shows the main strategies restaurants take to increase services and the flow of their operations. Moreover, with these systems, communication and order accuracy between staff in the service and kitchen parts of the business increase, eliminating most of the delays (Noone & Leung, 2012). A briefing session before service makes sure all staff know what is expected of them, making everything run more smoothly (Davis et al., 2018). Furthermore, by following lean principles, workflow engineering helps remove unnecessary parts and lets service happen efficiently and in a timely way (Womack & Jones, 1996). The main goal of menu engineering is to remove slow-to-make dishes to help the kitchen process improve quality while still serving customers (Miller et al., 2008). Also, analysing bottlenecks and making sure staff are allocated wisely speed up processes by spreading people out during the busiest times (Hammer & Champy, 2001). Real-time performance dashboards also allow managers to view and respond right away to any problems affecting service metrics (IBM, 2023). Applying all these strategies forms a regulated yet flexible system that makes services more time-effective.

4.5 Conceptual Framework

The conceptual framework pulls together the key themes to create a structure that aids restaurant operation performance improvement. Each of the four sections of the framework displays themes, enhancement tools, models, and best practices for performance improvement. Key references point to the origins of these ideas.

Table 17. Conceptual Framework

Theme	Tools & Concepts	Key References
Motivation & Engagement	eNPS, Recognition Programs, JD-R model	Bain & Company, 2020; Ryan & Deci (2000); Gallup (2020); (Bakker & Demerouti, 2017); NectarHR
Operational Efficiency & Workflow	Lean, Six Sigma, BPMN, POS/KDS Systems, KPI Dashboards	Womack & Jones, 1996; Hammer & Champy (2001); Al-Refaie (2022); IBM (2023)
Training & Development	LMS, Microlearning, TNA, Coaching, Cross-Training, Continuous learning, practice + feedback loop	Armstrong (2014); Okeke (2025); (Creswell, 2018)
Cross-Functional Productivity	Briefings, Shared KPIs, Role Flexibility, Team Collaboration Tools	National Restaurant Association (2025); Womack & Jones (1996), Noe, (2020), Walker, (2021), Noe, (2020)

First, improving Motivation & Engagement relies on workforce commitment. For measuring it, eNPS tools can be used, along with recognition programs and JD-R model (NectarHR, n.d, Bain & Company,2020 Ryan & Deci 2000, Bakker & Demerouti, 2017).

Second, improving Operational Efficiency & Workflow can rely on using Lean and Six Sigma approaches with BPMN tools alongside KPI dashboards to optimize processes and minimize waste (see: Womack & Jones 1996, Hammer & Champy 1993, Al-Refaie 2015, and IBM's process management resource 2023).

Third, improving Training & Development can be addressed with LMS and microlearning as well as TNA coaching and cross-training, (following practical elements from Armstrong 2014, Okeke 2025, the training loop by Creswell, 2018).

Finally, improving Cross-Functional Productivity can be addressed through regular meetings and shared performance indicators while allowing employees to switch roles and aiding their teamwork with tools (see: National Restaurant Association 2025, Noe 2020, Walker 2021, Womack & Jones 1996 etc).

These ideas were selected as relevant to guide the building of a proposal in Section 5, done with the key stakeholders, for developing an action plan.

5 Building Proposal for Improving Employees' Productivity and Service Performance

This stage includes the process of building a proposal, and the detailed information has been discussed further.

5.1 Overview of the Proposal Building Stage

This section outlines the proposal development process that creates an operational action plan to enhance employee productivity and service performance in the newly installed system. The proposal will be devoted to tackling the main issues observed through the Current State Analysis (CSA, Section 3), which include low motivation among the employees, unevenness of training follow-ups, inefficiency at workflows during the majority of the shifts, lack of communication, and imprecise task orders. The areas have been chosen because they have a direct influence on the restaurant's MFY and R2P performance levels.

The proposal is based on information provided by the CSA and the Conceptual Framework (Section 4.6). The literature review themes defined in Section 4, which include employee engagement, operational efficiency, training methodologies, and cross-functional collaboration, were based on the selected focus areas in the CSA. Throughout the literature, the relevant best practices, including the recognition program (NectarHR, n.d), optimization of the lean workflow (Womack & Jones, 1996), and reinforcement learning (Creswell, 2018) were incorporated as evidence-based solutions in the proposal.

The proposal has been created with the help of key stakeholders, a group-inspired procedure. As a first step, the results of the CSA and the Conceptual Framework were combined to describe possible solutions. Second, collaborators (such as the management team) went through a co-creation session (Data 2) to improve such solutions, so that they would be operationally feasible. Their contribution played a pivotal role in the development of the five fundamental elements of the proposal so as to make it practical and fit into real-time constraints. Third, the first proposal was written down, including the feedback of stakeholders and theoretical best practices. This strategy ensured the rationality of the final action plan, which is both logically supported and properly aligned with the organization's needs. The pertinent results of the said stakeholder discussions are shown in Section 5.2.

For this systematic procedure, the proposal has a close correlation between the specified problems, theoretical bases, and implementation strategies. These elements will be explained in more detail in the next sections in order to show how all of them address the operational issues in the restaurant.

5.2 Findings from Data 2 (pulling together CSA, CF, and Data 2 for the Proposal)

The management team participated in co-creation sessions during April 2024 to obtain Data 2. Stakeholders cooperated to evaluate major weaknesses in the CSA and generate solutions focused on their occupational requirements. The proposal received its direction from direct contributions made by stakeholders, which maintained practical implementation.

A breakdown details important stakeholder recommendations that correspond to both CSA emphasis points and documented optimal practices.

Table 18. Key stakeholder suggestions for the proposal building in relation to findings from the CSA and the conceptual framework

Focus Area (CSA – Section 3)	**Literature Insight (CF – Section 4)**	**Stakeholder Suggestions (Data 2)**	**Description**
1. Low motivation and mindset	Motivation Models	a) Introduce performance-based rewards and visible recognition	Incentive program linked to MFY/R2P performance; visual leaderboards to boost morale
2. Training loops and lack of follow-up	Training Methodologies	b) Monthly or weekly session for reporting.	Mandatory at least 30-minute swipes for refreshment and readiness.
3. High stress during peak hours	Lean Operations	c) Develop station-specific “Peak-Hour Playbooks”	Visual SOPs with checklists and time goals for each area
4. Poor communication during rush hours	Team Productivity	d) Daily pre-shift sync meetings	2-minute briefings to assign roles, highlight busy periods, and communicate more during the rush hours.

Focus Area (CSA – Section 3)	Literature Insight (CF – Section 4)	Stakeholder Suggestions (Data 2)	Description
5. Confused task prioritization	Team Productivity	e) Introduce the “floor coordinator” role during peak times	Senior crew member designated to help prioritize tasks and assist the team

This table presents a logical process for addressing management issues in a dynamic service environment, integrating current phenomena, theoretical knowledge, and stakeholder-inspired recommendations. Targeted areas identified include a lack of motivation, inadequate training follow-up, excessive pressure during peak hours, insufficient communication, and unclear task prioritization.

Moreover, to help reduce low motivation, performance-related rewards and visual forms of recognition (leaderboard based on MFY or R2P statistics) have been suggested by the stakeholders to help raise morale. Where the training is deficient, stakeholders propose periodic 30-min refresher courses so as to maintain the skills performance level. It is advised that, in such times of high stress, the designation of what are called Peak-Hour Playbooks be put in place that allow visual SOPs and checklists along with time objectives that will help in streamlining the operations and mitigate the pressure.

The enhanced communication aims at the implementation of two-minute pre-shift sync sessions every working day to delegate duties, focus on the anticipated busy hours as well as to coordinate the working processes of all team members. Finally, the misconception of prioritizing tasks is eliminated by appointing a so-called floor coordinator during the peak hours, where one of the seniors of the team is posted to coordinate the flow of tasks and assist the crew on a real-time basis. All of these strategies are designed to enhance the efficiency, communication, and motivation of a team.

5.3 Initial proposal

The initial proposal consists of five main elements that will be discussed further individually with their process, and a detailed perspective on how these elements are beneficial for improving the service timings and employees' productivity.

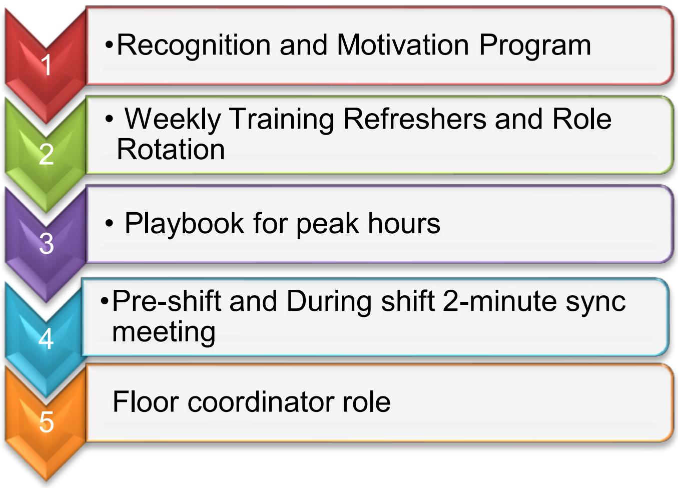


Figure 13. The five elements of the CSA

5.3.1 Element 1: Recognition and Motivation Program

The first strategy tackles the motivation reduction present in the CSA. An established system of monthly worker recognition operates to improve quality services while sustaining team member involvement. Public acknowledgment will be given to employees who reach both Main Frame Yield at less than 90 seconds and Ready-to-Present at less than 200 seconds KPI targets. Data from Power BI and In-house system reports are distributed updates every week to the staff section's real-time leaderboard.

Table 19. The example of the Leaderboard

Name of the employees	Week/ month	MFY goals achieved	R2P goals achieved
X			
Y			

z			

The leader board is a graphical representation that allows the management team to monitor staff accomplishments, as well as display the names of employees and the specific week (s) or month (s) in which they achieved their service provision targets. To facilitate such a recognition program, a poster shall be placed in the break area in which the employee's achievements shall be highlighted either weekly or monthly, and verbal shoutouts shall accompany it as an addition to the program. This practice is one of the immediate contributions to better service times as it makes for healthy competition and recognition. The management team will use Power BI reports and the in-house system to track the results and identify where they need improvement. In order to analyze the effectiveness of the Recognition and Motivation Program, a complex measurement framework was developed in the CSA and used the integration of statistical analysis with performance review to monitor the key indicators. This program enables frequent evaluation of the effects of the program on the staff productivity and level of service delivery.

Table 20. Timeline and measuring tools

Phase	Timeframe	Key Activities
Baseline Data Collection	Month 0	Gather historical MFY and R2P data from Power BI and in-house systems
Program Setup & Launch	Week 1	Leaderboard design, communication rollout, define criteria, start recognition
Weekly Tracking	Week 2 onward	Weekly data extraction, leaderboard updates, public recognition (e.g., shoutouts)
Monthly Participation Review	Monthly	Count unique achievers, analyze inclusion, monitor consistency
Employee Feedback Collection	Monthly	Pulse surveys, team feedback, qualitative morale assessment
Program Impact Evaluation	End of Month 2	Compare KPI data to baseline, assess morale, submit findings to management
Ongoing Improvements	Post Month 2 onward	Adjust strategy based on insights, expand recognition methods, iterate the process

The Recognition and Motivation Program provides a systematic approach to inform the change in service times (MFY <90s, R2P <200s) and staff engagement. Data concerning the first hypothetical data is gathered with the assistance of Power BI, as well as internal reports, in 2-3 months. The program is also initiated, with leaderboards and publicity to promote healthy competition. Performance measures are tracked on an updated basis weekly on the dashboard and by monthly reports, which capture feedback from the employees. After two months, performance is measured by comparing it to the baseline data in order to assess its effectiveness and make changes to the recognition and requirements in the leaderboard on a monthly basis. This is a data-driven strategy that will continue to enhance excellence and heighten its activities to be consistent with the organizational goals by being adaptive and accommodating in the recognition and rewards practices.

5.3.2 Element 2: Weekly Training Refreshers and Role Rotation

Skill gaps brought about by incomplete training follow-ups form the basis of the second aspect of this system. Team members will conduct 30-minute weekly training sessions that integrate into regular schedules through the leadership of trainers and crew members with experience. Moreover, the company will maintain weekly role-changing exercises that build skilled proficiency in handling various stations. The success indicator includes achieving a monthly role exchange among 90% of staff members, which results in enhanced peak-time operations.

This will also help management to monitor how the training process will go, and these learning sessions will enhance the employees' learning path. With that, everyone will learn the weekly focus areas, but that should not affect other areas.

Table 21. Example Layout of a Rotating Training Calendar

week	Monday	Wednesday	Friday	Focus area for a week	Trainer
Week 1	Employee X: Grill master	Employee A: OAT	Employee B: Delivery	Kitchen area	xyzzzz
Week 2					
Week 3					
Week 4					

The above table shows the example calendar that will be created for training and rotation, which includes week, focus area for a week, trainer, and trainee's name.

This is specifically used for improving service and productivity as employees can learn operations from experts. The trainers can see the growth of the employees and take follow-ups accordingly. After two months, most of the employees learn most stations and during peak hours, the team will become stronger. follow-ups accordingly. After two months, most of the employees learn most stations and during peak hours, the team will become stronger.

> "This is a great idea to motivate workers, as they will feel heard and noticed every time, and the assigned team can also plan some bonuses to make it worth." (Restaurant Manager)

Table 22. Timeline and measurement for Element 2

Phase	Timeframe	Activities / Focus Areas	Outputs / Measures
Baseline Skill Assessment	Month 0 (Pre-Launch)	Review training records, identify skill gaps	Baseline skill profile
Program Launch & Calendar Setup	Week 1	Communicate program, share training calendar	Training calendar ready; employee awareness raised
Training Sessions & Role Rotation	Week 2 onward (Weekly)	30-min training refreshers and supervised role rotations	Skill development and role flexibility
Participation & Skill Monitoring	Weekly & Monthly	Track attendance, participation rates, skill progression	Participation data, skill progress notes
Qualitative Assessment	Monthly	Pulse surveys, informal feedback collection	Employee confidence and engagement insights
Analysis & Reporting	End of Month 2 & Ongoing	Compare outcomes vs. baseline; report to leadership	Formal report on program impact
Continuous Improvement Cycle	Ongoing (Monthly reviews)	Adjust training content, expand focus areas	Enhanced program effectiveness and relevance

Weekly Training Refreshers and Role Rotation are designed to improve employees' skills and help them become flexible in different roles. The goal is to ensure that, on average, at least 90% of staff join monthly role rotations to help improve how we manage operations when more customers visit

Before the launch, a review of the staff's abilities is done. In the first week, the program is explained, and employees receive a training calendar for the week that lists the topics, the instructors leading them, and participants included. Training sessions are 30 minutes long starting from Week 2, and every student gets a chance to try out different roles to learn from experts.

The program manages each trainee's attendance, how involved they are, and how much they have improved in their trainings. Workers are surveyed every month and informally asked about their feelings and thoughts on the company's work culture. Two months after the program starts, the results are put together in a report for the program's leaders.

The program benefits from constant improvements and checking during the monthly management reviews. Changes to the key areas, rostering, and training ensure the program is always flexible and aims for the desired results. Following this routine, the organization can gain a diverse group of employees and raise the quality of the services offered.

5.3.3 Element 3: Playbook for peak hours

The third element aims to reduce confusion and inefficiency during peak operation times. Visible Peak-Hour Playbooks specific to each station will be placed throughout the kitchen area, fryer station, and Order Assembly Table (OAT). Visual guides will be produced as laminated color-coded documents that supply fast directions together with stock reminders and action plans specific for peak operational time

This element will help to reduce the service time during rush hours as employees will be fully prepared before it starts. Which will help achieve a 10% reduction in redzone areas.

The visuals can be a poster laminated with basic icon graphics will display color-coded instructions installed throughout workstations according to the priorities. Before any rush hours, employees should check these things: Cambro is ready, enough raw materials should be tempered, enough stock is there, and so on.

Ready Cambro

Check stocking

Enough boxes for packaging

Cleaning dishes

Figure 14. Colored coded playbook

> "This element will surely lift the whole productivity process, as it helps the workers to identify tasks and make it an easy process, which will save time as well. It should be monitored regularly ."(Key stakeholders)

The above image shows an example of the playbook that can help prioritize tasks.

Table 23. Timeline and measurement for Element 3

Phase	Timeframe	Key Activities	Measurement Focus
Baseline Data Collection	Month 0 (Pre-launch)	Collect redzone data; observe workflow bottlenecks	Baseline redzone performance; workflow observations
Playbook Development & Installation	Week 1	Design and produce visual guides; staff orientation	Playbooks installed; staff awareness
Implementation & Monitoring	Week 2 onward (Weekly)	Conduct pre-rush checks; observe playbook usage	Checklist completion; playbook usage consistency
Redzone Performance Monitoring	Weekly	Track redzone KPIs via system dashboards	Weekly comparison vs. baseline redzone data
Qualitative Feedback Collection	Monthly	Conduct pulse surveys and team discussions	Employee feedback on clarity and usability
Impact Review & Reporting	End of Month 2 & Ongoing	Compare redzone outcomes; compile formal report	Achieved % reduction in redzone areas; feedback
Continuous Improvement Cycle	Ongoing (Monthly reviews)	Refine playbooks; enhance visual clarity and content	Program relevance and effectiveness

The table above shows that the process of implementing the Peak-Hour Playbook is conducted in a systematic sequence that would streamline operations into peak-time demand, whereby the main objective is to eliminate traffic delay. The procedure itself is initiated in Month 0, which involves collecting baseline data. Management evaluates the red-zone results indicated by Power BI dashboards and internal reports, as well as receives feedback from frontline personnel regarding workflow issues. In Week 1, the team formulates and implements visual playbooks at main stations (Kitchen, Fryer, OAT), with a color-coded log of chores (Cambro prep, stock checks, packaging), full of graphics and instructions, at key stations, with brief staff training.

Since Week 2, managers can do regular checks to see playbook compliance and check up on the most important prep work prior to peak periods and then review weekly performance data vs. baseline on a weekly basis. To check the playbooks' usefulness, a monthly employee survey is conducted to evaluate how effective they are. Within two months, a complete review will compare pre- and post-results to determine whether the 10 percent delay reduction goal will be achieved, including both evaluation results and qualitative comments by staff. The playbook is constantly refined on a monthly basis with the help of current operation dynamics and employee contributions, and the coordination of the teams, the speed of orders, and overall preparedness during high traffic periods are getting better and better.

5.3.4 Element 4: Pre-shift and During shift 2-minute sync meeting

The fourth element establishes 2-minute pre-shift and during-shift sync meetings as a method to reduce communication gaps. The shift management team needs to utilize a formal template to distribute job assignments while predicting busy times and explaining support partnerships using the buddy system. This will reduce the communication gap between team members, and employees will know what the expectations are. This will also help to increase positive feedback from the staff by 60 to 70%.

Table 24. Timeline and measurement for Element 4

Phase	Timeframe	Key Activities	Measurement Focus
Baseline Assessment	Month 0 (Pre-launch)	Conduct staff pulse surveys; gather informal feedback; observe current communication gaps	Baseline staff perceptions of communication effectiveness
Program Launch & Template Setup	Week 1	Train managers; distribute structured sync meeting template	Staff readiness; manager understanding of template use
Sync Meetings Implementation	Week 2 onward (Per shift)	Conduct 2-minute pre-shift and during-shift meetings; document meeting completion	% of shifts with completed sync meetings; meeting quality
Participation Tracking	Weekly	Monitor meeting completion using checklists/digital logs	Meeting coverage and consistency
Qualitative Feedback Collection	Monthly	Conduct pulse surveys; gather informal staff feedback	% increase in positive staff feedback on communication
Impact Evaluation & Reporting	End of Month 2 & Ongoing	Analyze meeting completion rates and staff feedback; report to leadership	Communication improvement vs. baseline; staff sentiment
Continuous Improvement Cycle	Ongoing (Monthly reviews)	Refine meeting template; adjust timing/content based on feedback	Program relevance; communication effectiveness

The main point of observing Pre-shift and During-shift 2-minute Sync meetings is to see how clear and organized communication brings team members closer and decreases possible misunderstandings. Staff should be giving positive feedback on communication, 60–70% more compared to the present levels. Month 0 starts with gathering information from surveys and remarks about where the company stands in terms of communication.

In the first week, the program begins officially. Each manager is taught to fill out a meeting template that covers job assignments, predicts busy days, matches people for buddies, and sets what comes first in each shift. Consistent design is made possible by using templates. Since Week 2, morning meetings have happened at the beginning of every shift and right before the main peak time. Recorders in the team use checklists or tools to report on the completion of any meetings.

Every week, the team checks to see the percentage of shifts with both of their scheduled sync meetings. Team leaders take note of how useful meetings are. By giving monthly surveys and accepting ongoing input from staff, we aim to raise communication effectiveness by about 60–70% over what it was at the beginning.

Toward the end of Month 2, examining the outcomes of the meetings and collecting feedback from staff is compared with what was seen in the baseline. The findings are delivered to the people in charge. Afterward, monthly meetings help adjust the process and template to ensure they keep the team moving forward positively.

With this process, the company guarantees that the 2-minute sync meetings boost communication, coordination, and happiness among staff members.

5.3.5 Element 5: Floor coordinator role

The fifth element establishes peer-based leadership roles to enhance time-sensitive decisions that occur when patient volumes increase. Peak shifts will have a designated Floor Coordinator selected through a process based on crew member experience, along with mastery of their roles and effective communication abilities. This framework follows principles of transformational leadership according to Bass and Riggio (2006). The Empact would be reducing the pressure on managers and helping with faster decision-making.

Staff members can determine floor coordinator leadership through badges or bands that will be clearly displayed on their garments during shifts. That will help to identify focus areas during peak hours. Tags can be, for example, kitchen leader, leader for maintaining cleanliness in a restaurant, or leader for managing deliveries on time.

> “This is a bit hard and complicated, as many of our workers are not sufficiently skilled to handle the situation alone, so the role coordinators have much more responsibilities than a normal worker, which might create some confusion. We might need to give them a different training for this.” (Assi, Restaurant manager)

Table 25. Timeline and measurement for Element 5

Phase	Timeframe	Key Activities	Measurement Focus
Baseline Assessment	Month 0	Collect R2P data; staff feedback on leadership	Baseline R2P times; crew complaints
Role Launch	Week 1	Select Floor Coordinators; provide identifiers	Coordinator readiness; visibility
Implementation	Week 2 onward (Peak shifts)	Assign coordinators; track presence and R2P data	% of shifts with coordinator; R2P data
Participation Monitoring	Weekly	Monitor presence and performance impact	R2P improvements; crew complaints
Staff Feedback Collection	Monthly	Pulse surveys; informal feedback	% improvement in staff satisfaction
Impact Review	End of Month 2	Analyze R2P times and feedback vs. baseline	Improvement in R2P; leadership impact
Continuous Improvement	Ongoing (Monthly)	Refine role; adjust based on feedback	Program effectiveness and team morale

The table illustrates that the job of the Floor Coordinator is to help make quick and informed decisions at busy times The purpose is to make peak-hour R2P times 15% shorter and reduce complaints from onboard crew.

Everything starts in Month 0 with a current assessment, taking information about R2P, and getting staff feedback on peak shift leadership and decision-making.

At the start of Week 1, the job is made available for team members. People who have worked in the industry are made Floor Coordinators and are given badges or bands to ensure they can be seen easily. Helping shifts transition, reacting quickly to different situations, and giving support to managers are part of their roles. From Week 2, Floor Coordinators will be assigned for duty in busy shifts. Management monitors employees' attendance and records R2P results and reviews from the staff every week.

Every month, want feedback on how well leaders are doing and how pleased staff are. Complaints from the crew and turnaround times are checked against what is usual for the ship. At the end of the second month, an official review of the project's impact is held. Analysts study data and pass the results to the leadership to monitor progress and suggest which areas need more work.

Having a cycle of continuous improvement allows the Floor Coordinator's duties to get better with feedback and ongoing reviews, and boosts the performance and team spirit during peak shifts.

> "For all Elements, it is very important to follow timelines to make this action plan valuable. The timelines and a detailed, clear view of measurement, which has come up late, but it is worth adding as it will be helpful, as this will ensure that the plan is going as expected. The team has to make sure that they follow all the necessary guidelines for it." – (Restaurant Manager)

5.4 Summary of the Initial Proposal

An initial proposal establishes a basis for the Action plan with five interlinked improvement focuses to address key operational flaws. The BI tools Power BI and the In-house system enable the measurement of each element for tracking ongoing performance with real-time feedback capabilities.

Table 26. The Initial proposal: five focus areas and proposed actions

Element 1	Element 2	Element 3	Element 4	Element 5
Recognition and Motivation Program	Weekly Training Refreshers and Role Rotation	Playbook for peak hours	Pre-shift and during shift, 2-minute sync meeting	Floor coordinator role

Table 27. The Initial proposal: Action plan

Area/step	What	When	Who	How measured	When achieved (how you will understand it)
Area 1: Low motivation and mindset	Introduce performance-based incentives and visual recognition (e.g., leaderboard)	Weekly tracking; monthly reward cycle	Shift managers, team leads	MFY/R2P scores, leaderboard engagement, feedback surveys	When performance scores improve and positive feedback on motivation increases, as indicated by Power BI reports
Area 2: Training loops and lack of follow-up	Implement 30-minute mandatory refresher training sessions	Weekly or monthly	Training coordinator, floor managers	Attendance records, on-floor performance checks, quizzes, After training follow-ups	When session attendance is consistent and staff show improved readiness, by monitoring data

Area 3: High stress during peak hours	Create and use “Peak-Hour Playbooks” with visual SOPs and time targets	Before every major rush period	Operations manager, area leads	SOP adherence, task timing logs, staff feedback	When tasks are completed within target times and staff reports reduce stress, MFY and R2P daily reports
Area 4: Poor communication during rush hours	Conduct daily 2-minute pre-shift sync meetings	Before every shift	Shift supervisors	Checklist for meetings held, observation of smoother shift transitions, shift leader feedback	When communication improves during rush hours and fewer task overlaps are reported
Area 5: Confused task prioritization	Assign a floor coordinator during peak periods to direct task flow	During all peak hours	Senior crew member or floor lead	Incident logs, staff feedback, task completion rate	When task flow is smoother and team reports better coordination

Next, the five elements would be developed into the Action plan for improving motivation and training, operational guidance, communication, and leadership.

The proposed focus areas establish a direct connection to operational challenges while providing practical solutions based on stakeholder input. Next, Section 6 discusses the results for validation of these suggestions through management evaluations and small-scale trials.

6 Validation of the Proposal

At this part of the process, the initial proposal is carefully assessed and approved by important senior colleagues at the company. The aim is to figure out if each proposed aspect is practical, relevant, and effective by interviewing expert members (Data 3). As a result of the input, each part of the proposal has been improved to fit the company's operations.

6.1 Overview of the Validation Stage

This part gives the validation of the action plan established in Section 5 and the outcomes achieved. Validation was used to verify the proposal against its feasibility and testing it in a real-world situation to examine the effectiveness of the proposal in enabling the workforce to improve productivity and service.

The validation took a systematic procedure in order to conduct a broad assessment. To begin with, the meeting had been arranged with the most important stakeholders: the restaurant manager, the senior shift supervisors, and the head trainer. These key stakeholders analyzed every aspect of the plan in relation to both the implementation needs and anticipated outcomes in terms of performance indicators, compatibility between the plan and employee skills, and affordability.

Second, a controlled pilot implementation was conducted at three representative stops at various times of the day. During these pilot shifts, some initially selected aspects of the proposal were being utilized, with the collection of performance information through automated KPI tracking, shift manager records, and employee surveys. The phase offered evidence about the proposal that was put into practical use due to its effectiveness.

Third, stakeholders participated in an evaluation workshop two weeks after the pilot testing was completed to assess the results and refine the implementation strategy.

The validation procedure was developed to meet expert opinion, along with a practical test that required the proposal to address all four significant areas of improvement as identified in Section 5. The procedure validated that the recognition schemes effectively improved motivation, the training refreshers addressed skills shortages, the visual playbooks alleviated in-peak stress, and the organized briefings enhanced communication.

With such a critical process of validation, the proposal demonstrated quantifiable developments in operational performance, accompanied by a clear indication of the type of improvements required for a broader purpose. The outcomes of this validation are directly incorporated into the final action plan, which will also be given in the next section.

6.2 Development of the Proposal (based on Data 3)

In the discussion with key stakeholders, the five key proposal parts were reviewed. To complete Data Collection 3, team members assessed each suggestion by having discussions organized around points of practicality, clarity, and impact. The purpose was to fine-tune the original proposal using what was learned from actual experiences, solution implementation based on real-time, and how it could be put into action. The table below lists the important feedback from stakeholders and the updates made to the proposal sections.

Table 28. Experts' validation (Data 3)

Proposal Element	Parts commented in Validation	Description of the comment/ feedback by experts (in detail)	Development of the Initial Proposal
Recognition program	More labor needs to be examined.	From Power BI, the team can see the data day/month, but for example, no one can filter by the number of days worked by employees X or Z. Since it would require excessive amounts of manual labor to check each day and each employee.	The leadership board can be announced or filled once a week. To make it easy, all the shift managers will suggest the name of the employee who they think did the best during their shift. Also, managers can see the reports from the in-house system.
Weekly Training Refreshers and Role Rotation	Labor and time	The main concerns were, what is the amount of total labor hours spent per month for the extra training, or would cross-training take place alongside work?	The management team came up with the TVV training lists. By following that, the company will have all the employees fully trained within six months.

Peak-hour playbook	Validated	This is helpful for prioritizing work	Need to start working on it with the Assistant restaurant managers.
Pre-shift and during shift, 2-minute sync meeting	Motivated and productive teamwork	There is a chance of missing out on following the steps easily, but if managers do that, then employees will be more motivated and create clear communication.	Managers should start practicing it and also encourage team members to do the same.
Floor coordinator role	Emotional intelligence, knowledge gap	Need to provide some kind of manual/ information about the Floor coordinator role? As stakeholders feel like it would require some kind of training to become one. Otherwise, it can easily happen that employees' decisions are based on emotions rather than facts. E.g., Employees have not received the same training as shift managers. They might be lacking in knowledge about food safety, etc.	Instead of fully assigning the tasks, the management team can create guidelines for task management for the workers.

Table 6 shows that the experts brought up concerns related to whether something could be accomplished, how it would be carried out, and what employees could manage. In place of rejecting anything, participants worked on improving how the methods would be used within the organization. When revisions are made by collaborating with users, the advantage is seen in ownership and the chances of success.

6.2.1 Developments to Element 1: Recognition program

Experts recognized that there is a problem with the original proposal because it assumes that all necessary Power BI data is easy to retrieve. Sifting through KPIs by single employee workdays would take substantial effort and was, so it was not carried out. This finding led to a new approach for recognizing employees that matches automated systems with the knowledge of managers. Managers on shift each week will choose a team member they think is doing an outstanding job based on evidence such as in-house system reports and their own experience. All the nominations will be put on the leader board every week, helping to mention employees promptly without making them look at too much data. Choosing from inside asset classes will help decisions remain consistent and fair for all. It allows for keeping the motivational goal, all while considering what the company can achieve.

6.2.2 Developments to Element 2: Weekly Training Refreshers and Role Rotation

Validating this phase focused on challenges about possible labor strains. Weekly exercise sessions and switching roles make sense in theory, but cause questions about their use during peak periods. In order to resolve this, the management team created a planned system using the TVV training lists, which shows step-by-step skill requirements at every station. With this new process, employees can learn new skills while still carrying out their usual job responsibilities. The aim of the system is to ensure that all employees complete cross-training within six months. This approach respects the spirit of the start idea yet fits it to the way real workplaces function.

Moreover, the list is presented in different color codes as per the priorities of the training station; this has been done by key stakeholders who have set a priority list. This responsibility will be managed and monitored by the trainers’ team, which consists of three members who will train the employees by following the TVV lists. After each training session, the trainers have to mark as done on the particular worker's training list. This project will run until September and will continue with new improvements further.

6.2.3 Developments to Element 3: Peak-hour playbook

The stakeholders supported and viewed the peak-hour playbook as a means to help handle busy moments and ensure employees perform well. This included no structural changes in the recommendations. Testing was mostly done to prove things in the field. Managers and Assistant Restaurant Managers have the task of working together on creating the visuals for every station. They will provide full instructions, checklists for prep, and ideas for keeping your stock up to date. Every workstation will receive them, laminated and separated by color, for quick reference. Because the element had been validated, everyone understood its use and saw the need to roll it out.

6.2.4 Developments to Element 4: Pre-shift and during shift, 2-minute sync meeting

Managers gave their support to sync meetings. However, the stakeholders had concerns about the team always following through. Lack of habitual effort and responsibility could encourage managers to miss or go through them lightly. If teams handled them well, managers get clarity and boosted team morale. To make sure this element is followed, each sync will be designed using a printed checklist. Teams will report their targets for today, the peak periods they anticipate, and which team members will be their buddy during the shift. One should aim for each meeting to be under three minutes long while having the most significant effect. One can make adoption more likely by repeating skills and modeling them for employees. This element needs more evaluation before starting to test it.

6.2.5 Developments to Element 5: Floor coordinator role

Experts pointed out that giving crew members who are not properly trained in food safety or customer interactions much authority is risky for the business. Without more rules, officials feared there would be more emotional choices and inconsistent decisions. Instead of dropping crew members as leaders, the proposal now proposes making task management guidelines rather than having a sole floor coordinator. Following these rules, mature team members help maintain pig cancellation during busier times and keep major decisions for management. Supporting materials and basic checklists will be created for this new model. Another strategy considered during validation enabled us to use a Peak-Hour Action Plan in place of creating a formal floor coordinator position. It separates shifts into three different time frames: ahead of rush hours, when rush hours happen, and at times after, following a list of tasks to make sure all critical tasks are finished.

At this early stage, it’s important to confirm there is enough stock, clean every surface, and ensure each station is in working condition. When things get busy, the plan tells employees to change roles and lend a helping hand to other teams after asking their managers. It stops people from not working and encourages them to respond instantly.

Once the rush ends, the checklist ensures the operation bounces back by verifying cleaning, restocking, considering inventory demands, and making sure stations have been reset. Employees are prompted to drink water, take part in dishwashing, and take time to reflect on how they and their team are doing. The process is brought together by encouraging individuals to rate themselves and by including feedback and praise from their peers.

A well-structured plan allows tasks to be managed well and makes it less important to rely only on one person’s judgment. Because of this, shift managers are supported in controlling things and encouraging their team to work jointly.

After this big change, the name of the element has changed from floor coordinator to Employee’s guiding book.

6.3 Final Proposal

After receiving insightful validation feedback, here are the five main optimized elements:

1. **Recognition program:** Nominations from shift managers for best performance are checked against reports prepared within the company each week.

2. **Weekly Training Refreshers and Role Rotation**: Each staff member should complete the TVV training lists within six months to ensure they learn different roles.

3. **Peak-hour playbook:** This will produce a laminated, color-coded TVV list for busy times, which managers and assistant managers will make together.

4. **Pre-shift and during shift, a 2-minute sync meeting:** It will be supported and practiced by the shift leaders to build more communication among team members.

5. **Employee guidelines: Tasks are explained in guidelines instead of assigning someone a** formal floor leadership role.

6.4 Action plan

The action plan was approved in the following final version:

Table 29. Final proposed: Action Plan (final approved version)

Week	Action Item	KPIs	Measuring Tools	Risks	Mitigation
1	Distribute proposal; kickoff meeting	- 100% lead acknowledgment - 80% meeting attendance	- Email - Meeting sign-in sheet	Delayed feedback	Follow up within 48h; summarize key points for absentees
2-3	Launch recognition system	- ≥70% manager participation - ≥60% crew awareness	- Nomination logs - Quick pulse Survey (1–2 questions), Power BI reports for monitoring	Low engagement	Public shout-outs for early adopters; simplify nomination process
3-8	Integrate TWV training + rotations	- 90% schedule compliance - 50% reduction in shift conflicts	- Rotation logs - Shift reports (pre/post) - TVV reports	Overlap errors	Pilot with 1 team first; use visual scheduling tools
4-8	Develop peak-hour playbooks	- 100% of critical peaks covered - 2+ scenarios tested/playbook	- Playbook drafts - Simulation results through the in-house system or from feedback	Unrealistic scenarios	Involve frontline staff in testing; iterate weekly
3-8	Start cross-shift sync meetings	- 100% shifts hold meetings - 50% report improved communication	- Meeting logs - 5-question feedback survey	Redundant discussions	Provide templates (agenda/time limits)
2-5	Roll out task guidelines	- ≥80% adherence - 20% faster task completion	- Random audits (5–10 tasks/week) - Time-tracking logs	Resistance to change	Link guidelines to recognition rewards
8	Monitor + collect feedback	- Feedback from 75% of shifts - 3 key improvements identified	- Structured survey - Focus groups	Feedback fatigue	Short surveys; offer incentives (e.g., raffles)

At the end, pilots should be performed over 8 weeks, with both feedback and KPI observation being constant to improve the implementation plan. Because it is practical and is owned by key stakeholders, the plan becomes more likely to be successfully adopted. The key stakeholders have mentioned that this plan can be revised after testing, and more updates can take place if needed.

The proposal, developed with the inputs of shift managers and key stakeholders, was finalized and can be carried out at the company.

7 Conclusion

This final section recaps the thesis and assesses how well the thesis was implemented. The section also suggests how ideas from this text can be put into practice.

7.1 Executive Summary

This thesis looked at the difficulties that a fast-paced restaurant chain experienced after changing to a new digital performance monitoring system, affecting both its operations and workforce. Part of the transition meant that employees had to achieve demanding time-based KPIs, especially making sure that Made For You (MFY) took less than 90 seconds and Receipt to Present (R2P) took under 200 seconds. These things make team members anxious, exhausted, and unable to cooperate, mostly during the busiest days. An applied action research design was chosen, which involved breakthrough analysis, a review of literature, and multiple engagement sessions with collaborators.

The Current State Analysis (CSA) uncovered many current problems in operations. It was also found that workers were not well motivated by strategies, the team failed to update employees on their training consistently, there were issues with communicating before and during busy spikes, and there was unclear understanding of tasks when things became very busy. The review of literature looked at available research and found the most helpful strategies for job enrichment, lean operations, reinforcement learning, leadership delegation, and team communication. Using the understanding gained, Section 5 proposed five practical elements to deal with the main problems.

The proposal suggested first a new recognition program to boost motivation. Second, frequent training sessions and role changes to better prepare team members with the help of the TVV project. Third, procedures that help to clarify tasks and prioritize tasks, reducing peak-hour stress at each station, such as a peak-hour playbook. Fourth, quick pre-shift and during shift to maintain enough communication. Fifth, a plan for peak traffic guidelines instead of using floor coordinators. The key insights of stakeholders have added valuable knowledge in the validation stage; the proposal was refined to make it easier to use and implement.

7.2 Managerial Implications

The operational management team collaborated on every proposal element, which is supported by research and scholarly sources. The plan would have a strong impact on how organizations are led. The first thing this means is that employers should recognize performance on a regular and organized basis. Managers can use the weekly leaderboard to routinely credit their best workers, as both data and actions are taken into account, and this avoids tedious manual reviews.

The second part of this issue is focused on standardizing how training is done. Having the TVV list makes it simple to design a clear, shaped training approach. According to Creswell (2018), maintaining and reviewing what employees have learned helps them to remember for a long time (Creswell, 2018). With this model, training is incorporated naturally into the work routines, so there's no longer a need for long, separate workshops.

The third implication deals with the flow of activities in the company. Peak-hour playbooks are based on Womack and Jones' lean thinking, which uses visual aids and standard approaches (Womack & Jones, 1996). These poster guides, with clear images, make employees aware of the necessary steps, so there is less chance for problems when things get busy.

Officers also make communication more organized through short sync meetings. Structured communication is crucial in times when things happen very fast, according to CT Innovations (CT Innovations, 2023). From now on, sync meetings should follow a 3-point agenda and be finished in under three minutes. By setting up these meetings, everyone on the team understands the main tasks for the day.

Finally, this change replaces the traditional floor coordinator with a Peak-Hour Action Plan, thus ensuring that staff work together to get things done without giving untrained crew members the job of making decisions. As a result of the experts' suggestions, employees use the task-based checklist to keep working actively before, during, and after peak times. It supports teams in preparation for running the business, understanding what they do best and worst, and developing strong teamwork. The results reflect studies on distributed leadership, which note that team coordination and standards improve when people share leadership (Bass & Riggio, 2006).

In the next stage, the plan described in Section 6.4 of the 8-week action plan should be used to carry out a phased rollout. It will be the role of assistant managers and team leads to train, prepare, and report. A weekly review of the KPI dashboard will help managers to monitor the situation thoroughly. In addition, monthly meetings should be set up to collect information from managers and crew members to help with ongoing improvements.

7.3 Thesis Evaluation

This research was designed using applied action research. This helped bring stakeholders directly into the process of noticing problems, developing answers, and checking their suggestions. A combination of document study and internal interviews in Section 3 help to notice areas where the study group could improve their performance, communication, or confirmation of tasks. Among other things, the framework of Section 4 incorporated the reinforcement learning (Creswell in 2018), lean operational thinking (Womack & Jones in 1996), transformational leadership (Bass & Riggio in 2006) and structured communication strategies (as recommended by CT Innovations in 2023).

In Section 5, the authors brought together both experimental and theoretical understanding to make an initial proposal. The proposal was organized by starting with a problem, then providing a solution, and finishing with the expected outcome for each of the problems in the CSA. Section 6 collected proof of this proposal through input from team leads and shift managers (Data 3). During validation, it was found that handling labor, scheduling training, and assigning roles would be challenges. As a result, the idea was improved with suggestions like managers picking names for awards, using lists for updates, and dividing main tasks into three periods during high traffic periods.

Some drawbacks are that there is no information over time to make sure behavior stays improved, and the company does not collect numerical surveys for employee happiness or involvement. These gaps could be resolved by monitoring how the results after the program meet the original plans. A research-supported, easily implementable, and clear solution to the problems was proposed in the thesis. Although the findings come from just one place, they are likely to be useful for other locations of the parent restaurant chain.

7.4 Closing Words

This thesis shows how research theory and practical analysis can help each other. Working on and confirming the proposal as a team makes it both informed by research and effective to use at work. All the needed elements in a proposal deal with confirmed obstacles, like motivation, being ready, as well as communication and coordination. Besides, every solution follows a framework that stresses consistency, openness and responsibility, all vital building blocks for success in busy service companies.

If the proposal is put in place with organization, it might result in better measurable measures (MFY and R2P) as well as happier employees. It allows for building improved team culture, so employees feel appreciated, supported and ready to handle pressured situations. Especially, the Peak-Hour Action Plan creates a flexible and transferable approach that could become a gold standard for other service domains.

As the case company progresses with digital transformation, the advice and tools found in this thesis can be applied to future updates in process design, team management and employee development. The proposal acts as a starting point for always working to improve performance and company culture.

Experience reveals that changes within an organization work best when people join forces, act on facts and ensure they happen every day. The main point to take from this study has not changed.

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WRITTEN STATEMENT on the use of AI-based tools in this thesis

by Unnatiben Rohitbhai Brahmbhatt, the student of BI Master´s Degree Programme

Thesis title: Developing an action plan to increase employee efficiency and improve operational streamlining for Company X.

According to the *“Guidance for addressing the use of AI-based tools in studies at Metropolia Business School (for written submissions)”* from August 2023, I make this statement on the use of AI-based tools in my submitted Master´s thesis.

1) Which AI-bases large language models or other AI-based tools I used:

   First, I have used **Grammarly** for the grammar check. **Second**, OpenAI (ChatGPT) was used to compare different ideations for Section 5 that were originally produced by me, with no direct use for the ideation process, such as comparison between training rotation roles on a daily basis, and focusing on cross-training with the training plan, logbook or leader board for employee’s motivation, playbook rush hour or monthly guidelines for employees. **Lastly,** for a better understanding of the thesis guidelines.

2) In which parts of the thesis which tools were used, and for which tasks *(please make a list)*

As mentioned above, only in Section 5, OpenAI (ChatGPT) was used for comparing the best ideations for the best approach further. This is used only for a better understanding of strengths and risks.

3) What portion of the text was helped with these tools, for each use:

   1. Weekly training refresher and role rotation
   2. Playbook rush hour
   3. Recognition and motivation Program

4) Which prompts were asked, exactly *(please indicate the page number in the text where used)*

I assure you that there is no direct use of any AI tools for text generation, nor has any text been used from it.

5) Here, I describe what continues an ethical and reliable use of AI-based tools that I used *(use, for example, the recommended documents from “MBS Guidance” referred to above)*

This thesis contains a structured format as per the university guidelines of the Master BI thesis template, and with the help of the thesis instructor.

6) Here, I describe how ethically and reliably I used the AI-based tools in my thesis submission

   As I mentioned earlier the true reason for using AI was just for better understating of different ideations not for any other use than that.

This written statement makes part of my thesis and is done to help in evaluation and assessment.

11.06.2025

HELSINKI, FINLAND

Unnatiben Rohitbhai Brahmbhatt