System description case study

The beginning step in studying a productive system is to develop a description of the system. Once the system is described, we can better determine why the system works well or poorly and recommend production-related improvements. Since we are all familiar with fast-foodrestaurants, try your hand at describing the production system employed at, say, a McDonald's. In doing so, answer the following questions:

a. What are the important aspects of the service package?

The key aspects of the service package are: waiting time, quality food, delivery time, billing time, courtesy of the service personnel

b. Which skills and attitudes are needed by the service personnel?

The service personnel should have the following skills and attitudes: empathy with the customer (understand customer's preferences), proactively approaching customers and greeting them, expertise with all the menu items (contents of each item), relationship building capability with customers etc.

c. How can customer demand be altered?

The customer demand may be altered through use of special pricing and promotional schemes. For example; a new meal comprising (burger, French fries, cold drinks, dessert etc) can be offered at a discount during launch phase so that customers can try it out. Also, customers ordering items worth more than $40 (or any other amount) might be offered a free meal (take home).

d. Describe the process flow of the production/delivery system.

The process flow of the production/delivery system would be as follows:

Customer enters the McDonald Outlet -> Occupies the seat after waiting -> Orders the items from the menu to the Front staff -> Front Staff passes on the orders to the kitchen staff -> Orders is prepared by the kitchen staff -> Food item delivered to the customer -> Customer takes the food -> Customer asks for check -> Front staff gets the check -> Customer makes the payment -> Customer leaves the outlet

e. Can the customer/provider interface be changed to include moreTechnology? More self-serve?

Yes, the customer/provider interface can be changed to include more technology. For example: customer can enter into McDonald and order their food through a kiosk and pay the amount through a credit card on the kiosk itself. The ordered items are automatically passed on to the back staff for delivery within a stipulated time frame. The customer takes the food and leave the outlet without any interface with the front or back staff.

f. Which measures are being used to evaluate and measure the service? Which could be used?

Measures that are being used to evaluate the service are: speed of delivery, quality of food, efficiency of the back-staff, etc. are used to evaluate and measure the service. Some other measures that could be used are: waiting time (before ordering, for food and for the check) would be critical for evaluating the service.

How does it measure up on the seven characteristics of a well-designed service?

The seven characteristics of the service design are:

CharacteristicMatch with current evaluation measures for McDonald case Operating FocusFocuses on speed of delivery

User friendlyFocuses on courtesy, relationship management of staff RobustNot considered as staff is directly interfacing with the customer. However, if we assume kiosk based ordering and payment; then back up of staff should be there for any unforeseen problem in kiosk

Consistent

Performance

All the staff are trained on different processes so the services are replicated Effective links between back office and front officeLinkage between front staff (taking orders) and back staff (preparing food) is established

Evidence of service

Feedback about the changes in the outlet and any other product changes need to be highlighted to the customer through Point of Display Cost-effective

More than being cost effective it should provide value to the customer. The quality of food (+speed of delivery, ambience etc) against the amount paid measures the value to the client