TRAINING & IMPLEMENTATION OF LEAN PRACTICES

To enhance restaurants' business performance

Improving the

RESTAURANT MANAGEMENT SYSTEM (RMS)

USING

JAPANESE MANAGEMEMT PRACTICES

THEME:
PROFITABILITY AND EXCEPTIONAL CUSTOMER SATISFACTION

SUCCESS THRO'
JAPANESE MANAGEMENT PRACTICES (JMP)
QC, 5S, TPM, Gemba KAIZEN, Poka-Yoke, TSM, TQM. TEI, LEAN MFG.

3 GEN CONSULTANTS

Dr. R. BALAKRISHNAN Cell. 73587 30580
Consultant – Japanese Management Practices Cell. 94440 36603
Block-11, Villa-5, Bollineni Hillside,
Nookampalayam Email: rbalakrish@gmail.com
Sithalabakkam Post, Chennai – 600 126. Web:www.3genconsultants.com

1. INTRODUCTION:

Today your restaurant's success involves more than just serving delicious dishes. It requires a strategic focus on efficiency, profitability, and exceptional customer satisfaction.

Most of the restaurant operators expecting more intense competition this year and coming years, your restaurant business needs to stand out for delivering a high-quality experience, which you can achieve through efficient restaurant operations.

A Restaurant Management System (RMS) streamlines operations by integrating inventory tracking, order processing, and sales analytics, providing data-driven insights for better decision-making.

The primary goal of a restaurant management system (RMS) is to streamline operations, reduce manual errors, and increase profitability by integrating front-of-house, back-of-house, and administrative tasks into one platform. It enhances customer satisfaction through faster service and improves efficiency by automating inventory management, staff scheduling, and reporting.

Effective managers combine leadership, financial control, and problem-solving skills to manage food quality, inventory, and labour costs. It requires balancing front-of-house service with back-of-house efficiency to create a successful, customer-focused environment.

2. STRATEGIES TO ENHANCE YOUR RESTAURANT OPERATIONS:

1. Analyse your restaurant's strengths and weaknesses using SWOT analysis.
2. Establish clear Standard Operating Procedures
3. Invest in technology for operational efficiency.
4. Optimize your restaurant menu
5. Have an inventory management strategy
6. Provide extensive training to your employees
7. Conduct regular financial analysis
8. Audit your kitchen processes
9. Improve food delivery operations.
10. Build strong supplier relationships
11. Listen to customer feedback. 12. Prioritize safety

S.No.	STRATEGY	Japanese Management Practices LEAN TOOLS TO BE USED
1	Improving Leadership Skills, SWOT Analysis	Visual Communication methods Team building, Daily work Management (DWM)
2	Standard Operation Procedures (SOP). Zero error in each activity.	Standardization using visuals. **Standardized work**.
3	Invest in technology for operational efficiency.	**Value Stream Mapping** (to visualize bottlenecks), **5S** (to organize digital/physical workstations), **Kanban** (for inventory/ordering), and **Kaizen** (continuous improvement).
4	Optimize your restaurant menu	Application of **ECRS** (Eliminate, Combine, Rearrange & Simplify)
5	Inventory management	**Kanban** system (Visual inventory control)
6	Extensive training to your employees	5S practices, Kaizen events, Visual Management practices, FMEA, Poka-yoke, Makigami chart etc.
7	Regular financial analysis	Data-driven decision-making tool -**CONTROL CHARTS**
8	Auditing the Kitchen process	Best **5S Practices** with audit checklist.
9	Food delivery operation	Layout preparation to eliminate **Muda** (waste), Quick Change over Methods **(SMED), Makigami chart(**mapping information flow across departments/ sections)
10	Strong supplier relationships	Value Stream Mapping (**VSM)**, **Supplier Kanban** and **Joint Kaizen** events.
11	Listen to customer feedback	**Process Mapping** for analysis, Problem solving tools **(Quality Control Circle)**
12	Prioritize safety	Using **Kaizen** with daily check sheet, **5S** Methodologies, **Visual management practices** and standardized work.

3. LIST OF LEAN TOOLS USED IN THE RMS:

1) 5S Practices

2) Kaizen practices

3) SWOT analysis

4) Process Mapping

5) Value Stream Mapping

6) Makigami chart (Swim Lane chart)

7) Failure Mode Effect Analysis

8) Control charts

9) Poka-yoke

10) Kanban

11) SMED

12) Daily Work Management (DWM)

13) Elimination of 7 wastes (Muda Tori)

14) Standardized Work

15) Seven QC Tools for problem solving

16) E,C,R & S

4) Top Benefits of a Restaurant Management System:

- **Improved Efficiency & Speed:** Automates order-taking and reduces wait times by connecting front-of-house to back-of-house, significantly speeding up service.
- **Enhanced Inventory Control:** Tracks stock levels in real-time to prevent shortages, reduces food waste through better ordering, and optimizes ingredient usage to protect profit margins.
- **Reduced Operational Errors:** Minimizes manual mistakes in ordering, billing, and scheduling.

- **Data-Driven Insights:** Provides detailed sales reports, analytics, and employee performance tracking to help make informed business decisions and identify profitable menu items.
- **Better Customer Experience:** Facilitates quicker service, accurate order management, and improved loyalty programs to increase repeat business.
- **Streamlined HR Management:** Simplifies employee scheduling, time tracking, and payroll, leading to increased staff productivity and satisfaction.
- **Increased Revenue:** Enables better pricing strategies, reduces costs associated with waste, and, with online booking/ordering integrations, helps maximize sales.

5. LIST OF TRAINING PROGRAMS & THEIR OBJECTIVES:

S.No.	Training program title	Objectives
1	5S Practices	To eliminate unnecessary items and activities. To arrange everything in order for easy identification and retrieval. To keep everything in clean condition and correcting the abnormalities in the workplace. To standardize and sustain all the best practices.
2	Kaizen Practices	Incremental improvement in the daily work. Today work should be better than yesterday's work.
3	SWOT Analysis	Understanding the strength, Weakness, Opportunity and Threat in the daily work. Finding the solutions using brainstorming and take corrective action to meet the daily target.

4	Process Mapping	Understand the list of activities and the sequence of doing the activities. to **visually document, analyze, and improve workflows** by creating a clear, step-by-step diagram that reveals inefficiencies, redundancies, and bottlenecks, ultimately boosting efficiency, consistency, and productivity for better understanding.
5	Value Stream Mapping	**T**o visualize, analyse, and improve the flow of materials and information in a process to identify and eliminate waste (non-value-added steps)**,** thereby increasing efficiency, reducing costs, and delivering more value to the customer.
6	Makigami Chart (Swim Lane Chart)	To visualize, analyse, and improve administrative or service-oriented business processes. It makes "invisible", non-physical, or information-based processes transparent, identifying non-value-adding activities to drastically reduce lead times, improve quality, and enhance collaboration across departments.
7	Failure Mode Effect Analysis	To proactively identify, prioritize, and mitigate potential failures in manufacturing processes, or services before they occur. It systematically analyses how something might fail, the consequences of those failures, and helps implement actions to reduce risk, enhance safety, and improve reliability.
8	Statistical Control Chart	To monitor, control, and improve process performance over time by distinguishing between normal (common cause) variation and unusual (special cause) variation. It uses data plotted over time to determine if a process is stable and predictable, enabling proactive adjustments to prevent defects.

9	Poka-yoke	To prevent, correct, or highlight human errors in real-time, effectively stopping defects before they occur. By using simple, often low-cost, mechanisms to make errors impossible or immediately obvious, it improves safety, reduces waste, and ensures high-quality production.
10	Kanban	To optimize workflow, maximize efficiency, and improve productivity by visualizing tasks on a board and limiting work-in-progress (WIP). Originating as a Toyota production inventory system, it facilitates a "pull" system to reduce waste, prevent bottlenecks, and ensure faster, more reliable delivery of value.
11	SMED	To drastically reduce equipment or service changeover or setup times, ideally to less than 10 minutes ("single-digit" minutes). As a core lean manufacturing / service methodology, it aims to minimize downtime, increase production / service flexibility, reduce inventory, and improve overall efficiency by converting internal, machine-stopped or work -stopped tasks into external, machine-running tasks.
12	DWM (Daily Work Management)	To stabilize, standardize, and improve routine daily processes. It ensures organizational goals are met by enabling teams to monitor performance, identify abnormalities immediately, and prevent the recurrence of issues, shifting focus from crisis management to proactive, continuous improvement.

13	Elimination of Seven Waste	Eliminating the seven wastes (muda) of Lean- overproduction, waiting, transportation, processing, inventory, motion, and defects—is to maximize efficiency, reduce costs, and increase value for the customer. By eliminating non-value-added activities, organizations improve profitability, reduce lead times, boost productivity, and foster a culture of continuous improvement.
14	Standardized work	To create a stable, documented baseline for processes that minimizes variability, reduces waste, and boosts efficiency. By establishing the best current, repeatable, and safest methods, it ensures consistent output quality, simplifies employee training, and enables continuous improvement (Kaizen).
15	Seven QC tools for problem solving	The 7 QC tools (fishbone, check sheet, control chart, histogram, Pareto chart, scatter diagram, flow chart/stratification) are a set of graphical techniques used to identify, analyse, and resolve manufacturing / service or process problems. Their main purpose is to visualize data to identify root causes, control fluctuations, improve product / service quality, and prevent future defects.

6) TRAINING & IMPLEMENTATION METHODOLOGIES:

1) Classroom Training by showing PowerPoint slides and videos.

2) Group exercise

3) Workplace assessment and presentation of observations.

4) Preparation of Implementation action plan with time schedule.

5) Progress review as per the action plan.

6) Guidance to improve / speed up the implementation activities to eliminate the gap between the plan and the current status.

7) Periodical auditing of the workplace activities to improve and sustain the best practices.

8) Conducting competition among the group restaurants periodically.

9) Measuring the results / benefits periodically.

10) Fixing the annual target for each restaurant. Fixing and measuring KPI (Key Performance Indicator) for each section / division.

7. COSTING:

1) Consultant fee per day	-	Rs. 20,000/- plus GST 18%
2) Transport to the consultant	-	To be arranged by the restaurant management.
3) Travel expenses to the consultant		- To be reimbursed by the restaurant management.
4) Accommodation	-	To be reimbursed by the restaurant management.

Consultant / Faculty Profile

Dr. R. BALAKRISHNAN

Principal Consultant – Japanese Management Practices

Website: www.3genconsultants.com

1. Name	R. Balakrishnan
2. Age	71 years
3. Educational Qualification	Doctor of Philosophy in Total Quality Management Degree in Mechanical Engineering
4. Professional Experience	**Over 45 years of experience** in Manufacturing, Service, Quality improvement and Human Resource Development activities.
5. Overseas Training Courses Attended	**1990 -Training on Maintenance Management** (funded by AOTS Japan), Nissan Motor Company, JAPAN **1993 -'Training of Trainers' fellowship training** (funded by UNDP) Shipping and Transport College, Rotterdam, NETHERLANDS **1994 -'Training of Trainers' fellowship training** (funded by UNDP) Singapore port training institute, SINGAPORE **1995 - Program for Indian Entrepreneurs Development** (funded by AOTS Japan) Yokohama Kenshu Centre, JAPAN **2005 – Workplace Improvement Program for Asian Countries** (funded by AOTS), Osaka, JAPAN **2006 – 'Best Practices in Chinese Industries' for Indian entrepreneurs** Shanghai, CHINA **2009 – 'Program for Quality Problem solving – TQM'** for all the developing countries (funded by AOTS), Tokyo, Japan.
6. Areas of Expertise	Training course development activities: following international standard approved by ILO (International Labour Organization), UNDP (United Nations Development Programmes) and UNCTAD (United Nations Conference on Trade and Development). Conducting training programs related to 'Rehabilitation of Management" and 'Workplace improvement methods. Vocational Training Activities under Poverty Reduction Schemes, Small and Medium Scale enterprises (Entrepreneurs) development activities Workplace Improvement activities: **Japanese Management Techniques such as Quality Circle, 5S, Kaizen, TPM, TQM, TSM, FMEA, Poka-yoke , JIT , LEAN, Six Sigma etc.**

7. Experience in the above areas of expertise (May be as a Consultant / Trainer) INDIA & OVERSEAS	**INDIA** 1977 – 1980 – Manufacturing of process equipments 1981 – 1985: Vocational Training activities 1986 – 1990: Equipment Maintenance Mgt. activities 1991 – 1993 – Service Management activities 1991 – 1995 – Entrepreneurs development activities 1994 – 1995 – 'International Port Workers (Labour) Development activities' (ILO / UNDP Project) 2003 – 2025 – Entrepreneurs development activities **OVERSEAS** 1996 – 2000 – Rehabilitation of African Port Management activities (Funded by UNDP / European Union) Africa. 2001 – 2002 – Poverty reduction programme activities in Africa(funded by UNDP) Somalia, Africa.
8. Any other professional activities	**TRAINED EXPERT in delivering Correspondence Course on 5S and TPM offered by FAAAI and JMAM**: As correspondence course 'Instructor' on 5S and TPM, motivated many organizations to implement the Japanese management techniques and participate in the correspondence courses. **TRAINED EXPERT in QC** implementation activities. Founder Treasurer of Quality Circle Forum of India – Madras Chapter (1992-94). Since 1988 played major role to start Quality Circle activities in many industries in Tamilnadu. Also instrumental to conduct First Quality Circle chapter convention in Chennai.
9. Countries visited **(thirty one countries)**	As a part of personal development and to study the people work culture, visited and lived in USA, JAPAN, CANADA, European countries (Holland, France, Belgium, England, Germany, Italy, Swiss) Srilanka, Singapore, Malaysia, Hong Kong, China, African countries (Kenya, Ethiopia, D'jibouti, Somalia, Sudan, Egypt), Mauritius, Thailand, Nepal, Bangladesh, Indonesia, Cambodia, Vietnam, Bhutan & Middle East Countries (Dubai, Abudhabi), Jordan.

10. Training course delivery	1. Since 1991 conducted **In-house Training Programs** in more than 175 companies / industries / service organizations like Hospitals, Banks, Educational institutions in India and Africa. 2. Since 1991 conducted more than 100 **Inter-industry Training programs** in AOTS Alumni centers. More than 18,000 employees from 350 industries participated in the Japanese Management practices training programs. 3. **WNF fund**: In 2006 conducted training programmes on **5S and KAIZEN** in **SUDAN** manufacturing industries. 4. **WNF fund**: In 2009 conducted training programs on **5S** and **KAIZEN** in **BANGLADESH** manufacturing industries. 5. **16TH INTERNATIONAL CONFERENCE ON QUALITY (ICQ 2010), NEPAL:** In 2010 presented a paper on 'Quality initiatives in SME sectors". 6. **EGYPT:** TPM Practices implementation in Elaraby Group Industries in Egypt.
11. Implementation programs	Implemented **QC, 5S, TPM, TQM, KAIZEN , POKA-YOKE, KANBAN, JIT, LEAN** etc. in more than 150 industries in India and Africa.