

Chapter 11 – Thru-Put Overview

The Thru-put program aims to serve as many customers as possible as efficiently as possible. The program allows customer satisfaction, Sandwich Artist™ job satisfaction and sales increases and profitability.

“What is Thru-put?”

Thru put is the number of units that are passed down the sandwich unit from one employee to the next, each completing designated tasks resulting in the final product for the customer.

“When do you need to complete Thru-put?”

You should complete and focus on Thru-put every day with every customer. You should aim to serve each customer as quickly and efficiently as possible without diminishing the customer experience.

The three objectives of Thru-put are:

Highest number of units

Least amount of staff to run efficiently

No long lines

The main productivity goals are:

8-12 units per hour (outside peak)

20-30 units per hour (peak periods)

Maximising Peak Hour Production

Be Prepared

- Complete the closing checklist properly so the store is ready on an open
- Complete the opening checklist completely
- Fully stock the line prior to lunch.
- Have the back fridge full of prep ready for the rush
- All hands work the line during the rush. Stay out of the back room and stay in the position the manager has assigned you
- Use the customer checklist and peak readiness checklist to ensure you are prepared.
- Follow the 3 second rule and greet all customers in 3 second with a smile, eye contact or a nod hello

Hand Movement and Hand Speeds

- All hands should be moving rapidly when customers are in line
- Idle hands at any time during rush hour indicate poor coaching and poorly trained line

Customer Waiting Times

- The ideal time to serve a customer from the entering the store to paying is less than 3 minutes.
- 6 minutes from entry to pay is long but acceptable.
- 9 minutes from order to pay is too long! Customers will walk away and business will not grow.

Thru-put hands on

There are three elements of Thru-put that work together:

- Preparation: product ready, proper scheduling
- Delivery: assembly line, well trained, communicate, teamwork
- Tools: charts for tasks and responsibilities

The Sandwich Artist™ Positioning Chart describes the number of employees, task colours, employee names and role of the runner. Your trainer will go through this chart with you in more detail. An example is illustrated below:

	Station 1		Station 2		Station 3	
60 units	Employee #1		Employee #2		Employee #3	*Runner*
90 units	Employee #1	Employee #2	Employee #3		Employee #4	*Runner*
120 units	Employee #1	Employee #2	Employee #3	Employee #4	Employee #5	*Runner*
150 units	Employee #1	Employee #2	Employee #3	Employee #4	Employee #5	*Runner*
	Take Order Cut Bread	Meat/cheese place	Pull Veggies/Sauces	Wrap Up sell Subcard®	Cashier TellSubway® Polite farewell	Clean & tidy customer area Collect trays Top up necessary areas

This is the recommended positioning with 3, 4, 5, and 6 employees producing at least 20 units per employee hour during peak lunch and dinner rush (depending on the store and customer number).

- The 'One Up, One Down' theory must be utilised in order for the customer line to flow efficiently. This is where the employee placing the vegetables takes 30 seconds to complete his duties, and the wrapper only takes 10, the wrapper could finish the vegetable placement on a few sandwiches to increase the flow of the line, allowing the vegetable person catch up. It's team work – help each other out so the line does not stop!
- All employees up front - As soon as two or more guests approach the order point to place their order all employees should be on the frontline ready to serve. Every guest should be greeted and served as quickly as possible with all employees helping put their order through as quickly and efficiently as possible. A customer who comes in early morning should not get served slower than a customer during the lunch time rush period.
- 100% attention - When serving customers, the only communication that should be occurring is between the Sandwich Artist and customer. Chatter between employees while making guests orders is unacceptable. As a team you should pass messages along the line without speaking, for instance if the customers meal is not toasted the order taker should fold the corner of the deli paper so the next employee knows not to place it into the toaster. Use the add-on tags to communicate to the cashier that an extra has been added to the order.
- Place & Pull Theory - This is when the Greeter places the sandwich into the speed oven and the vegetable placer who is the next person down on the assembly line, removes the sandwich from the oven and continues to complete the order. The greeter is “placing” the sandwich and the next employee in the assembly line is “pulling” the sandwich.

Recovery

Once the queue has reduced and the store becomes less busy the employees should use this time to re-stock, clean and continue to serve customer entering the store. Employees should follow the '4 Step Priority List'.



4 Step Priority List

1. Customer

Always ensure that customers come first and all staff are serving – for each customer there should be one member of staff serving, until all available staff are serving.

2. Clean & Clear

The food counter should be clean, tidy, free of crumbs, looking full and fresh and the glass should be sparkling. Ensure all customer areas of the restaurant are clean and tidy with no rubbish, including the customer toilet and the floor area inside and out, and there are no crumbs on the tables, chairs and bins.

3. Fully Stocked & Fresh

Bottled drinks, sugar, straws and all condiments at the drink station should be fully stocked. All napkins, sub wraps, dine in baskets, cups and other consumables for the back and front counters are stocked up.

4. Prep & Clean

Once the above 3 steps have been completed then food prep, back of house cleaning and any other tasks can be started.

Thru-Put – Question Time

1. What does Thru-put mean?

2 .Explain the three objectives of the Thru-put program

3. How can you help prepare your store for the Peak Hour production?

4. Which position will govern the top Thru-put speed?

- a. Order Taker
- b. Vegetable stacker
- c. Till/POS employee

5. What are 'idle hands'?

6. What is 'One Up, One down'?

7. What is the Place & Pull theory?

8. What are the four steps on the Priority List?

- 1.
- 2.
- 3.
- 4.

Trainer
Sign & date:

Trainee
Sign & date:

