

Buzzworks Holdings is a family owned business established in 1978 and operated by the Blair family. The primary activity of the organisation is in the hospitality industry. A constant business strategy of re-investing profits back into the business has enabled growth from a single establishment to six highly successful licensed premises.



Lean Team

Angela McPhilips

HR & Training Manager

Debi Bradford

Associate Director

Martin Ward

Company Executive/Head Chef

John Kerr

General Manager

Pamela Gordon

Stock & Buying Manager

Laurent Labede

Head Chef

Lean Implementation Project

The Lean team from Buzzworks concentrated their project on looking at the Season Menu Change in order to reduce costs and waste associated with printing, time management, duplication, paper and energy usage.

Lean tools utilised:

- Value stream mapping
- Team brainstorming sessions
- Why-why analysis
- Poka-yoke (error proofing)

Mapping out the process and analysing the activities involved in the menu change resulted in the following major findings:

- A menu takes 8 weeks to change with four changes per year for each venue
- No clear process or procedure
- No clearly defined roles
- Different formats
- Duplication of work
- Too many uncontrolled changes
- Changes made during service
- No group meeting to discuss changes
- Lots of waste in time/cost/paper/energy
- High stress levels of staff due to meeting deadlines
- Poor presentation on menus: typing errors, grammar, spelling and formatting
- Hidden costs in uncontrolled printing
- Bottle neck on changing computerized till system

The changes made by the Lean Team, when all have been implemented, will reduce the process from 8 weeks to 2 weeks, there will be group meetings for fast, informed decision making, team briefings to ensure staff understand the menu changes, implementation of agreed standards, more staff trained in changing computerized till system, review costs of different formats and their impact, ownership of menu change process by Group Head Chef.

These changes will result in the following benefits to the business:

- Reduced printing costs - **£6,480.00** /
- Reduced staff costs - **£15,660.00**
- Improved process across the whole business
- Reduction in product cost
- Improved customer service

"The Lean programme has opened our mind to think 'Lean'. As a team we are highly motivated to follow this through into other project areas and we are keen to involve and encourage all staff members to create a culture of Lean Thinking"

The Buzzworks Lean Team