# Determining requirements for a Fast Food Outlet

In this application of our process management methodology we apply it to an existing high street fast food outlet (FFO). This will enable us to see the relationship between customer expectations and the processes that will deliver them. It will also demonstrate the importance of deriving activities from stakeholder needs and expectations rather than from the organizations own idea of what is required.

Throughout this case study we will ask questions and summarise the responses in tables. We also use coding so as to avoid lengthy explanations in the text and tables.

## *The customer driven process*

Our first question is: *"What is the sequence of actions taken by a customer from the point of feeling hungry to the hunger being satisfied?"*

The response is the following sequence that typifies a customer driven process:

S1 Locate fast food outlet
S2 Observe conditions
S3 View menu
S4 Collect tray
S5 Select food
S6 Pay bill
S7 Choose cutlery and condiments
S8 Find table
S9 Consume food
S10 Exit

## *Customer expectations (E)*

Our second question is *"What are the customer's expectations?"*

When it comes to satisfying hunger there is a wide choice available and the decision depends upon what type of meal the customer is seeking. Let us assume it is lunchtime and the customer is in the high street shopping area. He/she is therefore looking for a food outlet that is:

E1 Fast
E2 Safe
E3 Clean
E4 Hygienic
E5 Has a counter service
E6 Represents value for money
E7 and offers nutritious food

We have coded these because we will refer to the codes as we analyse the processes. We have also taken a straightforward example here and of course the expectations will vary depending upon who the customer is, how old they are, what gender they are, whether they have disabilities, allergies or particular preferences. We have deliberately omitted environmental and other regulatory issues and children's parties in order to keep it simple.

It is reasonable to suppose that from the moment the customer starts looking for a place to eat has the opportunity to evaluate his expectations at each stage of the journey.

For each step we can therefore apply the above expectations from the customer viewpoint to understanding the requirements the processes need to satisfy. We can then ask a further 5 questions and discuss the answers in order to establish the essential elements of the processes required to deliver satisfied customers. The questions are:

# ISO 9000 Quality Systems Handbook Additional Resources

1. <span style="color:red">"What outputs would the customer expect in order to determine if his/her expectations have been met?"</span> These are **Process outputs.** (Process outputs also arise from satisfying other stakeholders)

2. <span style="color:red">"What activities produce these outputs?"</span> We will call these the **Enabling Activities**

3. <span style="color:red">"What do we need to carry out the enabling activities?"</span> We will call these the **Enabling Resources**

4. <span style="color:red">"In which process would these enabling activities be found?"</span> We will call these the **Enabling Processes**

5. <span style="color:red">"What measures would the customer use to determine if his/her expectations have been met?"</span> These are **Stakeholder Measures** (Customers are not the only stakeholders)

6. <span style="color:red">"What measures would we use to determine the effectiveness of the enabling activities?"</span> We will call these the **Supplier Measures**

## *Locating the fast food outlet (S1)*

### Process outputs

For step 1 in the customer driven process we need to ask:

*<span style="color:red">"What outputs would the customer expect in order to determine if his expectations have been met when locating the fast food outlet?"</span>*

Before answering this question we need to restate the context. The fast food outlet is in the high street and it does not have a public car park.

If we pass the customer expectations through Step 1 we would find that the customer expects to be able to locate the food outlet quickly (E1) and therefore signs advertising the outlet would need to be in the right location pointing to the outlet. This becomes output (O1). The customer would expect the signs to provide some indication of the type of outlet (E5). The signs would therefore need to display a clear and relevant message and this is output (O2). The customer would also expect that the route to the outlet is not hazardous (E2), that he is not going to get his clothes dirty (E3) along this route and probably doesn't expect to encounter vermin (E4). The approach to the outlet therefore needs to be clean, safe and vermin free and this becomes output (O3).

### Enabling activities

Now we know what outputs are needed to satisfy customer expectations for locating the outlet the next stage is to ask:

<span style="color:red">"What activities produce these outputs?"</span>

For output (O1) the activities would be advertising the outlet in the media (A1) and erecting the signs (A2).

For output (O2) the outlet sign needs to be designed (A3).

For the output (O3) the outlet manager might need to lobby the local authority to clean up the area (A4) so that the approach to the premises does not deter customers. However, in addition, the manager might also install bins (A5) outside the premises to contain garbage that attracts vermin.

Having passed the 7 customer expectations through S1 we get 3 process outputs generated by 5 enabling activities with the expectation of value for money (E6) and nutritious food (E7) apparently not relevant here.

## *Observe conditions (S2)*

### Process outputs

For step 2 in the customer driven process we need to ask:

*<span style="color:red">"What outputs would the customer expect in order to determine if his expectations have been met when observing conditions in the fast food outlet?"</span>*

If we pass the customer expectations through Step 2 we would find that in entering a fast food outlet the customer expects to be able to establish whether service will be quick (E1) and therefore queue length needs to be short. This is output (O1). The customer also expects a counter-service (E5) and the conditions to be safe (E2) and clean with a pleasant décor (E3). Therefore an output would be a well-designed entry, serving and dining area. This is output (O2). On casting an eye around, customers might expect to see that it is no-smoking establishment, good lighting, directional signs to the toilets, and no vermin or insects (E4) therefore all areas would be maintained to high standards. This is output (O3).

It is quite possible to fail to meet customers' expectations even before customers approach the serving area.

## Enabling activities
Now we know what outputs are needed to satisfy customer expectations on observing the conditions, the next stage is to ask:

*"What activities produce these outputs?"*

For output (O1) the number of serving points needs to be optimised (A1) and trained greeters should be provided when necessary (A2) to advise customers of delays.

For output (O2) the entry, service areas, dining areas, toilets and exits need to be built (A3)

For output (O3) cleanliness needs to be maintained in all areas (A4), action would also be needed to monitor and prevent vermin and insects entering and breading in the premises (A5).

Having passed the 7 customer expectations through S2 we get 3 process outputs generated by 5 enabling activities with the expectation of value for money (E6) and nutritious food (E7) apparently not relevant here.

# *View menu (S3)*

## Process outputs
For step 3 in the customer driven process we need to ask:

*"What outputs would the customer expect in order to determine if his expectations have been met when viewing the menu?"*

If we apply the customer expectations to step 3 we would probably find that whether the menu is visible from outside or inside the premises, the customer is likely to expect it to be displayed for all to see and not expected it to be different on every visit – thus saving time (E1), positioned so that he does not encounter any hazards trying to read it such as getting knocked down by other customers leaving the serving counter (E2). Therefore an output the customer is looking for is a menu in the right location and this would be output (O1). Customers are likely to expect to find the menu clean and not obscured by other signs or dirt (E3) therefore output (O2) would be a clean menu. Finally, on examining the menu the customer expects everything to be priced, that there is a good but consistent choice and that the dishes offered and prices charged represent value for money (E6). Output (O3) would therefore be a competitive priced menu of appealing food and drink.

## Enabling Activities
Now we know what outputs are needed to satisfy customer expectations on viewing the menu, the next stage is to ask:

*"What activities produce these outputs?"*

For output (O1) the menus need to be produced (A1) and displayed (A2) Menu renewal is unnecessary because the customer expects it to be the same each time he visits thereby cutting time through the process.

For output (O2) the menus need to be kept clean (A3).

For output (O3) the menu needs to be designed (A4) and items priced (A5).

Having passed the 7 customer expectations through S3 we get 3 process outputs generated by 5 enabling activities with the expectation of hygienic (E4), counter service (E6) and nutritious food (E7) apparently not relevant here.

## Collect tray (S4)

### Process outputs

For step 4 in the customer driven process we need to ask:

<span style="color:red">"What outputs would the customer expect in order to determine if his expectations have been met when collecting a tray?"</span>

If we apply the customer expectations to step 4 we would probably find that customers expect the trays close to the entry point to the serving area and would not have to navigate through the crowd to find them (E1). Customers would not expect tray collection to be hazardous (E2) for instance, having to dodge other customers coming away from the counter. An output would therefore be a convenient tray access point (O1). The trays would be expected to be clean on both sides (E3) and there to be no insects crawling over them (E4) therefore another output would be clean trays (O2). In the event of customers needing assistance they would expect to be treated courteously (E6) therefore an output would be customer assistance (O3).

### Enabling Activities

Now we know what outputs are needed to satisfy customer expectations for collecting a tray the next stage is to ask:

<span style="color:red">"What activities produce these outputs?"</span>

For output (O1) tray access points need to be built (A1) and stacked with trays of the correct type (A2).

For output (O2) tray cleaning/ disinfecting is needed(A3).

For output (O3) staff would need to provide assistance when called to do so (A4)

Having passed the 7 customer expectations through S4 we get 3 process outputs generated by 4 enabling activities with the expectation of value for money (E6) and nutritious food (E7) apparently not relevant here.

## Select food (S5)

### Process outputs

For step 6 in the customer driven process we need to ask:

<span style="color:red">*"What outputs would the customer expect in order to determine if his expectations have been met in selecting food?"*</span>

If we apply the customer expectations to step 5 we would probably find that having examined the menu customers would expect the journey to and from the counter to be free from hazard (E2) and wish to make their selections quickly (E1) and also expect to be able to take delivery of their selection whilst at the counter (E5). The outputs here are a well designed serving area (O1). They would expect to be able to see whether the range of dishes was appetizing and whether customers were given reasonable portions. (E6). The outputs to match these expectations could be realistic images of the food and drink on sale (O2), attractive presentation of fresh food in consistent portions (O3). They would expect the counter, the food display area and the containers to be clean (E3) and would expect them free of insects and food hygiene standards observed (E4). The output here would clean counters and serving areas (O4) and staff employing appropriate food hygiene practices (O5)

**Enabling Activities**

Now we know what outputs are needed to satisfy customer expectations on selecting food, the next stage is to ask:

<span style="color:red">"What activities produce these outputs?"</span>

For output (O1) serving area needs to be designed to accommodate multiple service queues and safe exit routes (A1)

For output (O2) graphic images need to be incorporated into the menus (A2)

For output (O3) provisions need to be installed in the food delivery mechanism that removes food that no longer meets the freshness criteria (A3). The food would need to be served in appropriate containers (A4) and mechanisms for portion control need to be implemented (A5)

For output (O4) the food delivery and serving areas need to be cleaned regularly (A6)

For output (05) staff would need to implement correct hygiene practices (A7)

Having passed the 7 customer expectations through S4 we get 5 process outputs generated by 7 enabling activities with the expectation of nutritious food (E7) apparently not relevant here.

## *Pay bill (S6)*

**Process outputs**

For step 6 in the customer driven process we need to ask:

<span style="color:red">*"What outputs would the customer expect in order to determine if his expectations have been met in paying the bill?"*</span>

If we apply the customer expectations to step 6 we would find that customers would expect a till on the counter (E5) at the front of each serving queue so there was no separate queue to pay and that payment would be quick (E1). An output here would be a till for each queue (O1). Customers would also expect the bill to accord with their selection from the menu and to be given the correct change (E6) and the cashier would not be handling cash and serving food without taking appropriate precautions (E4). An output would therefore be competent cashiers (O2). The area around the till would be expected to be clean (E3) and safe (E2) therefore an output here would be Clean and safe payment points (O3).

**Enabling Activities**

Now we know what outputs are needed to satisfy customer expectations in paying the bill, the next stage is to ask:

<span style="color:red">"What activities produce these outputs?"</span>

For output (O1) the tills need to be procured (A1), installed (A2) and programmed with the menu items for rapid error free transaction entry (A3)

For output (O2) the cashier would need effective training (A4)

For output (O3) till areas would need to be cleaned (A5) and tills maintained (A6)

Having passed the 7 customer expectations through S6 we get 3 process outputs generated by 6 enabling activities with the expectation of nutritious food (E7) apparently not relevant here.

## *Choose cutlery and condiments (S7)*

### Process outputs

For step 7 in the customer driven process we need to ask:

*"What outputs would the customer expect in order to determine if his expectations have been met in choosing cutlery and condiments?"*

If we apply the customer expectations to step 7 we would find customers expecting cutlery and condiments of the appropriate type to be close to the till (E1) and to do so without encountering any hazards (E2). An output here would be a serviced cutlery and condiment dispenser in the right location (O1). They would expect to find the area free of insects (E4) and the cutlery clean (E3). An output here would be clean cutlery in hygienic containers (O2). In the event customers needed to seek assistance the manner in which they were treated would represent value for money (E6). The output here would be a customer assistance point (O3).

### Enabling Activities

Now we know what outputs are needed to satisfy customer expectations in choosing cutlery and condiments, the next stage is to ask:

"What activities produce these outputs?"

For output (O1) the activities would be incorporating cutlery and condiment dispenser into the serving area design (A1), and replenishment of cutlery and condiment (A2)

For output (O2) the activities would be cleaning cutlery and condiment area (A3) and washing and drying cutlery (A4).

For output (O3) all staff need to be trained to deal with customer queries (A5).

Having passed the 7 customer expectations through S7 we get 3 process outputs generated by 5 enabling activities with the expectation of counter service (E5) and nutritious food (E7) apparently not relevant here

## *Find table (S8)*

### Process outputs

For step 8 in the customer driven process we need to ask:

*"What outputs would the customer expect in order to determine if his expectations have been met in finding a table?"*

If we apply the customer expectations to step 8 we would find customers expecting to locate a vacant table and not having to stand waiting while the food goes cold (E1). The output here is a dining area design with sufficient tables (O1). The tables and chairs would be expected to be clean (E3) and the cleaning regime to be free from hazard (E2). The output would be clean tables, chairs and floors (O2). The manner in which customers were treated in the event they needed to seek assistance would represent value for money (E6). The output here would be a customer assistance point (O3)

### Enabling Activities

For output (O1) the dining area needs to be designed to accommodate the appropriate number of customers (A1)

For output (O2) tables, chairs and floors need to be cleaned frequently (A2) in line with a cleaning policy that was customer focused.

For output (O3) the activity is assisting customers (A3)

Having passed the 7 customer expectations through S8 we get 4 process outputs generated by 3 enabling activities with the expectation of counter service (E5) and nutritious food (E7) apparently not relevant here.

## Consume food (S9)

### Process outputs

For step 9 in the customer driven process we need to ask:

*"What outputs would the customer expect in order to determine if his expectations have been met in consuming the food?"*

### Expectations

If we apply the customer expectations to step 9 we would find customers expecting to be able to consume the food quickly without any unnecessary distractions, hazards or interruptions (E1 & E2). The output here would be a predictable environment (O1). The food would be expected to match the expectations established by the way it was described (E6) nutritious (E7) and safe to eat (E4). The output here would be a perception that the food was good to eat (O2). During the course of the meal, the customer would expect the area to remain clean (E3) and free of insects, birds, dust and other sources of contamination (E4). The output here would be a controlled environment (O3)

### Enabling Activities

Now we know what outputs are needed to satisfy customer expectations in consuming the food, the next stage is to ask:

"What activities produce these outputs?"

For output (O1) the dining area needs to be maintained (A1)

For output (O2) the appropriate food needs to be prepared (A2).

For output (O3) the environment controls within the dining area need to be maintained (A3) and action taken when necessary to deal with unwelcome variations (A4)

Having passed the 7 customer expectations through S9 we get 3 process outputs generated by 4 enabling activities with the expectation of counter service (E5) apparently not relevant here.

## Exit (S10)

### Process outputs

For step 10 in the customer driven process we need to ask:

*"What outputs would the customer expect in order to determine if his expectations have been met in exiting from the fat food outlet?"*

If we apply the customer expectations to step 10 we would find customers expecting to vacate the table and pass safely through the dining area (E2) towards the toilets/wash room. The output here would be toilets/washroom in the right location (O1) When arriving in the toilet/wash room area, the customer expects to find sufficient cubicles and washbasins commensurate with the size of the establishment (E1) and for it to be clean with no overflowing toilets and bins (E3) free of insects and other contaminants (E4) and to be of a standard commensurate with the price paid for the meal (E6). The output here would be a clean well-equipped toilet/washroom (O2). When leaving the premises the customer would probably expect to exit through a different door than the entry so as to achieve a fast getaway (E1). The output here would be designated exit doors (O3)

# ISO 9000 Quality Systems Handbook Additional Resources

**Enabling Activities**

Now we know what outputs are needed to satisfy customer expectations in exiting the fast food outlet, the next stage is to ask:

*"What activities produce these outputs?"*

For output O1 the location of the toilets/washrooms needs to be chosen when designing the establishment (A1)

For output O2 the layout needs to be specified when designing the toilets/washroom establishment (A2), the toilets/washrooms needs to be regularly cleaned (A3) and consumables replenished (A4)

For output O3 a separate exit door needs to be incorporated into the plan (A5)

Having passed the 7 customer expectations through S10 we get 3 process outputs generated by 5 enabling activities with the expectation of counter service (E5) and nutritious food apparently not relevant here.

## *Summary of results*

The table that follows summarizes the results of our analysis of customer expectations to determine the enabling activities.

**Fast food outlet analysis**

| Step | Expectation | Outputs/Requirements | Enabling Activities |
|------|-------------|----------------------|---------------------|
| S1 Locate fast food outlet | E1 Fast | O1 Signs in right location | A1 Advertise |
| | | | A2 Erect sign |
| | E2 Safe | O3 Clean, safe and vermin free approach | A3 Lobby local authority |
| | E3 Clean | | A4 Install garbage bins |
| | E4 Hygienic | | |
| | E5 Counter service | O2 Clear and relevant message | A5 Design signs |
| | E6 Value for money | NA | None |
| | E7 Nutritious food | NA | |
| S2 Observe conditions | E1 Fast | O3 Short queues | A6 Optimise service points |
| | | | A7 Provide trained greeters |
| | E2 Safe | O4 Well designed entry, serving, dining area | A8 Build entry, serving and dining areas |
| | E3 Clean | | |
| | E5 Counter service | | |
| | E4 Hygienic | O5 High standards of hygiene | A9 Maintain cleanliness |
| | | | A10 Monitor vermin and insects |
| | E6 Value for money | NA | None |
| | E7 Nutritious food | NA | |
| S3 View menu | E1 Fast | O6 Consistent menu in right location | A11 Produce menu |
| | E2 Safe | | A12 Display menus |

© David Hoyle 2018

# ISO 9000 Quality Systems Handbook Additional Resources

| Step | Expectation | Outputs/Requirements | Enabling Activities |
|---|---|---|---|
| | E3 Clean | O6 Clean menus | A13 Clean menus |
| | E6 Value for money | O7 Competitively priced menu | A14 Design menu |
| | | | A15 Price menu |
| | E4 Hygienic | NA | None |
| | E5 Counter service | NA | |
| | E7 Nutritious food | NA | |
| S4 Collect tray | E1 Fast | O8 Convenient tray access point | A16 Build tray access |
| | E2 Safe | | A17 Stack trays |
| | E3 Clean | O9 Clean trays at access points | A18 Clean trays |
| | E4 Hygienic | | |
| | E6 Value for money | O10 Customer assistance | A19 Assist customers |
| | E5 Counter service | NA | None |
| | E7 Nutritious food | NA | |
| S5 Select food | E1 Fast | O11 Well designed serving area | A20 Incorporate service queues and safe exit routes in service area design |
| | E2 Safe | | |
| | E5 Counter service | | |
| | E3 Clean | O12 Clean counters and serving areas | A21 Clean counters and serving areas regularly |
| | E4 Hygienic | O13 Hygienic serving practices | A22 Implement hygiene practices |
| | E6 Value for money | O14 Realistic images of food and drink | A23 Incorporate food and drink graphics into menus |
| | | O15 attractive presentation of fresh food in consistent portions | A24 Remove nonconforming food |
| | | | A25 Serve in appropriate containers |
| | | | A26 Control portions |
| | E7 Nutritious | NA | None |
| S6 Pay bill | E1 Fast | O16 Till per queue | A27 Procure tills |
| | E5 Counter service | | A28 Install tills |
| | | | A29 Program tills |
| | E2 Safe | O17 Clean and safe payment points | A30 Clean till area |
| | E3 Clean | | A31 Maintain tills |
| | E4 Hygienic | | |
| | E6 Value for money | O18 Competent cashier | A32 Train cashiers |
| | E7 Nutritious food | NA | None |

# ISO 9000 Quality Systems Handbook Additional Resources

| Step | Expectation | Outputs/Requirements | Enabling Activities |
|------|-------------|----------------------|---------------------|
| S7 Choose cutlery and condiments | E1 Fast | O19 Cutlery and condiment dispenser in right location | A33 Incorporate cutlery and condiment dispenser in serving area design |
| | E2 Safe | | A34 Replenish cutlery and condiments |
| | E3 Clean | O20 Clean cutlery in hygienic containers | A35 Clean cutlery and condiment area |
| | E4 Hygienic | | A36 Wash and dry cutlery |
| | E6 Value for money | O21 Customer assistance | A37 Assist customers |
| | E5 Counter service | NA | None |
| | E7 Nutritious | NA | |
| S8 Find table | E1 Fast | O22 Safe dining area with sufficient tables | A38 Design dining area |
| | E2 Safe | | |
| | E3 Clean | O23 Clean tables and chairs | A39 Clean tables and chairs |
| | E6 Value for money | O24 Customer assistance | A40 Assist customers |
| | E4 Hygienic | NA | None |
| | E5 Counter service | NA | |
| | E7 Nutritious food | NA | |
| S9 Consume food | E1 Fast | O25 Predictable environment | A41 Maintain dining area |
| | E2 Safe | | |
| | E3 Clean | O26 Controlled environment | A42 Maintain environmental controls |
| | | | A43 Deal with unwelcome variations |
| | E4 Hygienic | O27 Good food | A44 Prepare food |
| | E6 Value for money | | |
| | E7 Nutritious food | | |
| | E5 Counter service | NA | None |
| S10 Exit | E2 Safe | O28 Toilet/washroom in right location | A45 Locate toilet/washroom on plan |
| | E1 Fast | O29 Clean well-equipped toilets/washroom | A46 Specify toilet/washroom layout |

# ISO 9000 Quality Systems Handbook Additional Resources

| Step | Expectation | Outputs/Requirements | Enabling Activities |
|---|---|---|---|
| | E2 Safe | | A47 Clean toilets/washroom regularly |
| | E3 Clean | | |
| | E4 Hygienic | | A48 Replenish consumables |
| | E6 Value for money | | |
| | E1 Fast | O30 Designated exit doors | A49 Install designated exit doors |
| | E5 Counter service | NA | None |
| | E7 Nutritious food | NA | None |