

Completed Example: Customer Order Pacing

Illustrative example only. Each restaurant must establish its own baseline and approved target.

Control		Completed Example	
Plan owner		Jordan Lee, Assistant Manager	
Dates		March 2–31	
Baseline period		February 16–22; dinner shifts	
Primary area		Friday and Saturday dinner; Sections B and C	
Supporting roles		FOH manager, expo, lead server, kitchen manager	
Measure	Baseline	Target	Final
Median seating-to-greeting	3.8 min	≤ 2.5 min	2.3 min
Median beverage-to-order entry	11.2 min	≤ 9.0 min	8.7 min
Course-collision incidents	14 per week	≤ 9 per week	8 per week
Pacing complaints	5 per month	No increase	2 per month

What the baseline showed

- Servers batched greetings after simultaneous seating waves.
- Orders were sometimes held without an approved pacing reason.
- Expo and servers lacked a consistent course-readiness call.
- Saturday weather and a nearby event increased walk-in volume beyond forecast.

Completed Example: Decisions and Sustainment

Checkpoint	Evidence	Decision
Day 5	Baseline confirmed across 42 complete table paths.	Proceed with standard design.
Day 10	Definitions, responsibilities, and observation form approved.	Train two pilot sections.
Day 15	Pilot improved greeting time; expo handoff still inconsistent.	Coach handoff and expand gradually.
Day 23	Targets met on normal volume; one peak-period breakdown.	Stress-test Saturday peak.
Day 27	Peak test passed after host-manager seating call.	Prepare sustained standard.
Day 30	Primary metrics improved without quality or complaint harm.	Standardize and review weekly for four weeks.

Documented sustained method

- Host alerts the floor manager before seating a third table into one section within five minutes.
- Servers acknowledge newly seated tables immediately and follow the approved greeting standard.
- Expo uses the course-readiness call before firing held entrées.
- Manager reviews pacing exceptions each Monday and completes a monthly timed table-path audit.

WHY THIS EXAMPLE PASSES The conclusion uses comparable evidence, identifies system and staffing causes, records an event-related factor, verifies protections, and assigns continued ownership.