

(SILVERSMITHS)

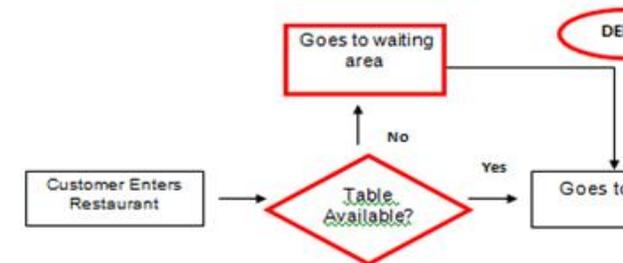
Silversmith's mission is to deliver complete customer satisfaction with every meal. They aim to create a welcoming atmosphere within a relaxed contemporary setting. Silversmiths are proud to work with the fantastic fresh produce the Sheffield area has to offer and they like to think that they offer something positive to Sheffield. They feel that the name not only reflects the cities proud history but the also the building from which the restaurant is housed. Until 40 years ago the 200 year old building was that of George Ellis (Silversmiths) Ltd, producer of silverware and cutlery. Lastly they believe that the cutlery used in the restaurant today is a shining example of the quality Sheffield has to offer and they are proud to embrace such strengths. They are also passionate about beating off the big chain restaurants.

History of improvements

Area f Improvement	Details
Restaurant Name (2007-2008)	The restaurant used to be called 'Runaway Girl'. This was changed to 'SILVERSMITHS'. New name reflects the premises as it is a converted silversmith's works and the building still features the George Ellis Ltd. Livery on the faced.
Decor (2007-2008)	Previous decor was poor and dated. Used to "look like a Strip Club" Gordon Ramsey. New decor is modern, creates a relaxing and enjoyable atmosphere.
Food Menu (2007-2008)	Used to be Spanish Tapas restaurant. Reviews shown it was poor quality food. Menu has been completely revamped,



ORIGINAL

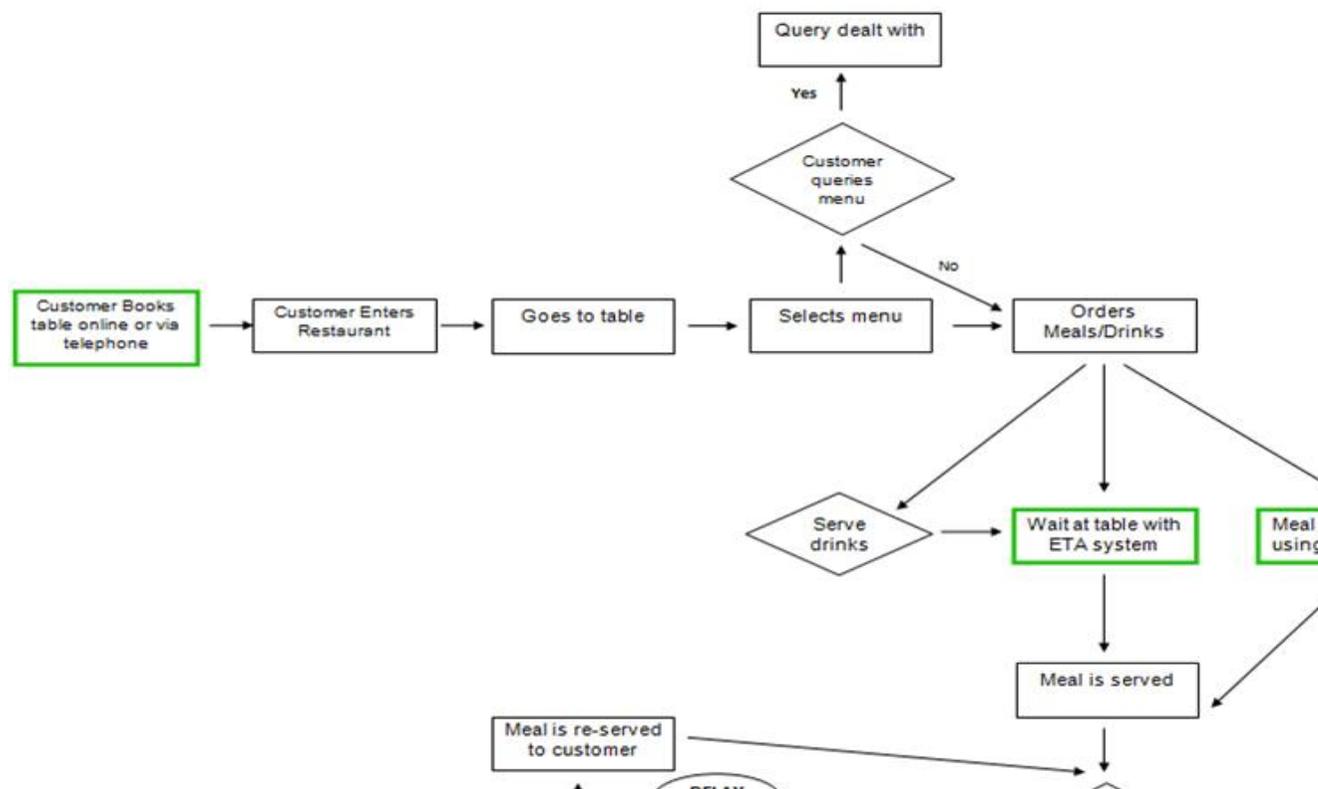
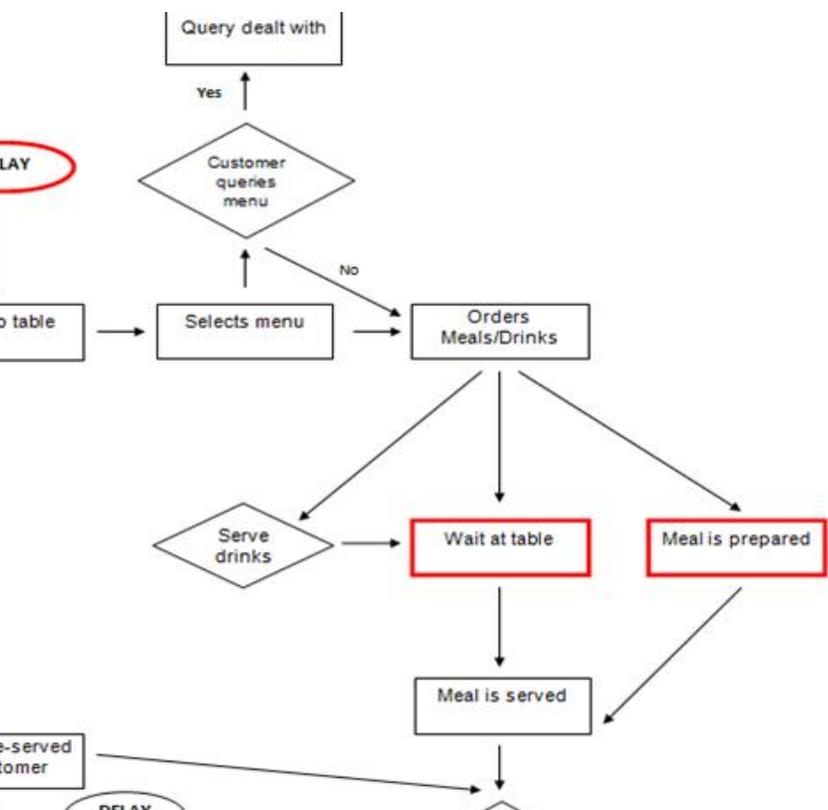


Meal is re
to cust



PROCESS

IMPROVED PROCESS



SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Bespoke restaurant with a high end reputation • Gains lots of loyal/repeat customers by providing an above average service • Staff have a high level of knowledge about their job • Gain extra custom from promotional nights – I.E pie night • They have a constantly changing and innovative menu • Stylish interior which provides a nice ambiance for eating – this gives a competitive 	<ul style="list-style-type: none"> • Location of the restaurant is ‘out of the way’. Therefore it attracts very little passing customers. The university however is on the same street providing lots of student custom • Sometimes difficult to reserve a table, as floor space is limited • Although interior is stylish, it is small which can sometimes prove problematic in busy periods, as people are having to wait in the small bar area for a table • Lack of free parking around the building. • Only promotional night at the moment is ‘Pie Night’
Opportunities	Threats
<ul style="list-style-type: none"> • Increase advertising to bring in different segments of customers • More promotional nights per calendar month to add variation and bring in more customers on the less busy days • As restaurant is relatively small scale, yet very successful, we believe there 	<ul style="list-style-type: none"> • Substitutes are abundant around the university campus. For example 3 houses down there is a sandwich shop, which although isn’t in the same sector, fulfils the same need. • There is also lots of local competition around Sheffield, with a number of

	restaurant now used fresh local produce to cook innovative local dishes, but reviews show that the menu is currently overpriced.
Drinks Menu(2007-2008)	There was a lack of choice - Only sold drinks in bottles and they were pricey. Was improved by extending drinks choice to wine, cocktails, spirit and liqueurs and ports.



Value Analysis

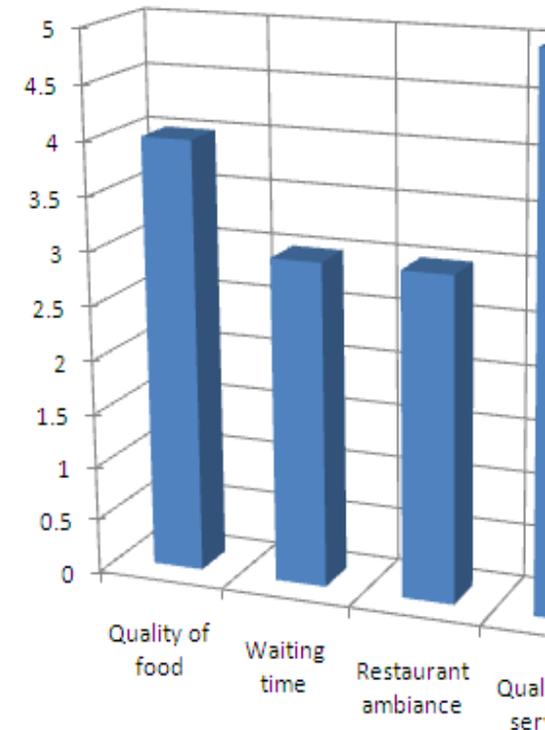
The customer values service very highly— Not only want to eat, and fulfil the hunger need, but they want to socialise and receive a superior service. It is for this reason that silversmiths can charge a higher price, providing they keep up the service standards in which the customer values.

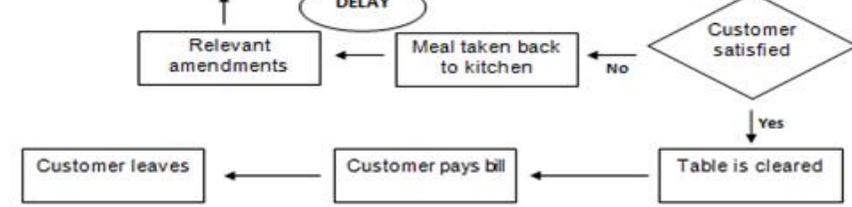
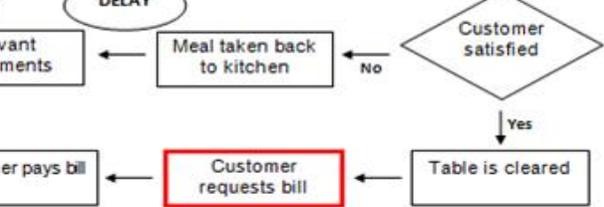
If Silversmiths were to drop in their quality standards, whether this be the case with the food, the ingredients used,

Balance Scorecard

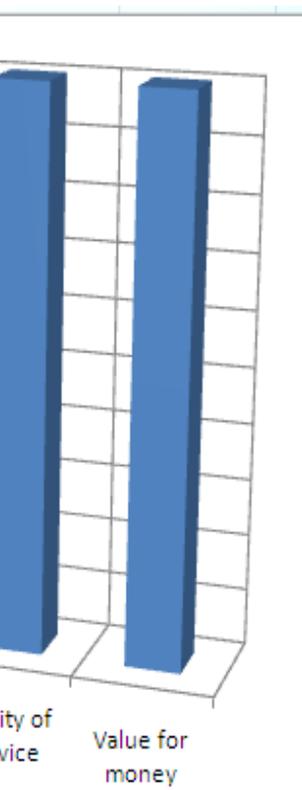
	Issue	Indicator	Why?
Financial	Loss of cash	Decrease in revenue	Cash is needed in the business in order for it to operate
	Wages too high	Actual wages are higher than budgeted wages	Overspending on budgets can lead to an overall loss
Internal	Menu options	Customer complaints about the lack of choice	Create a menu with a wider meal choice to keep customers satisfied
	Dated interior	Customer reviews and feedback point out that the interior looks dated	Interior needs to be modern and fashionable, customers may choose to go elsewhere if not.
Innovative	Special promotions	Level of sales increased	Promotions keep and gain new customers
	Lack of	Meals taking too long to	Meal preparation needs to be low, this enables

PRIMARY RESI

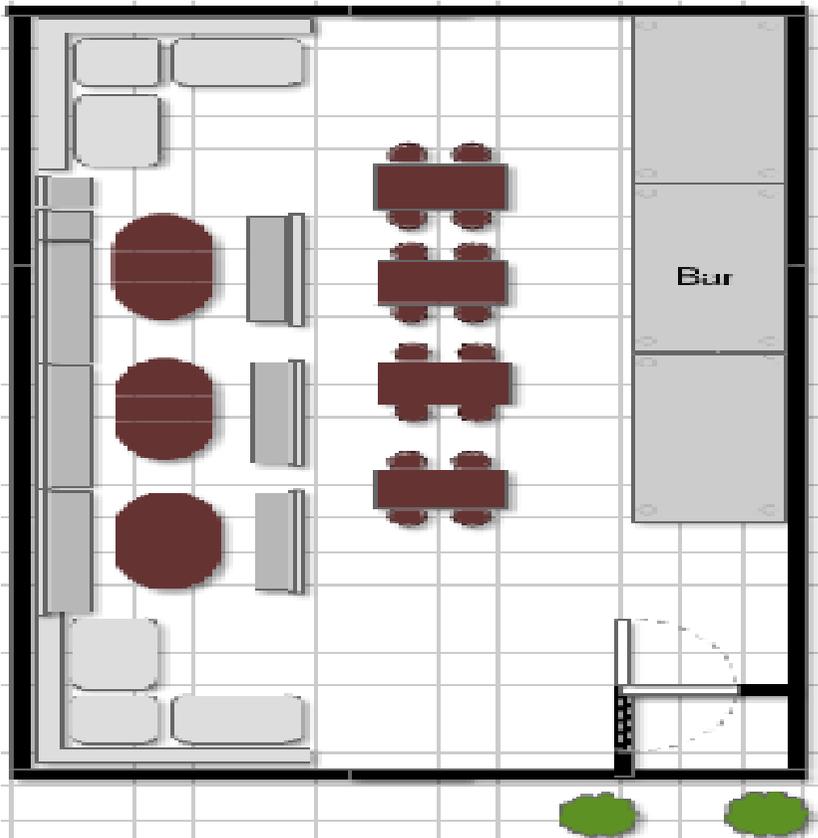




RESEARCH



FLOOR PLAN



1. Uncooked locally sourced food
2. People - waiters etc
3. People, restaurant and customers

BEFORE

Process: *Restaurant experience*
 Subject: *Customer in restaurant*
 Beginning: *Enters restaurant*
 Ending: *Customer leaves*

Activity	Number of steps
Operation ●	3
Transport	6
Inspect ■	2
Delay ○	1

FISH BONE DIAGRAM

is an opportunity to expand the business

- The current food served is really well known and simple dishes. There is however the potential market to diversify into the a la carte & Gourmet food types to appeal to different customer segments.

high class 5* restaurants. Therefore the threat of competition taking their business is high, however they are managing to retain loyal customers by providing a superior service

1. Cooking of the food

2. staff training courses

3. cooking and eating of the food

1. Cooked, fresh well prepared food

2. Good quality of service

3. Good overall restaurant experience

PROCESS CHARTS

AFTER

Summary

Time (min)	Distance (ft)
7	—
8	120
5	—
25	—

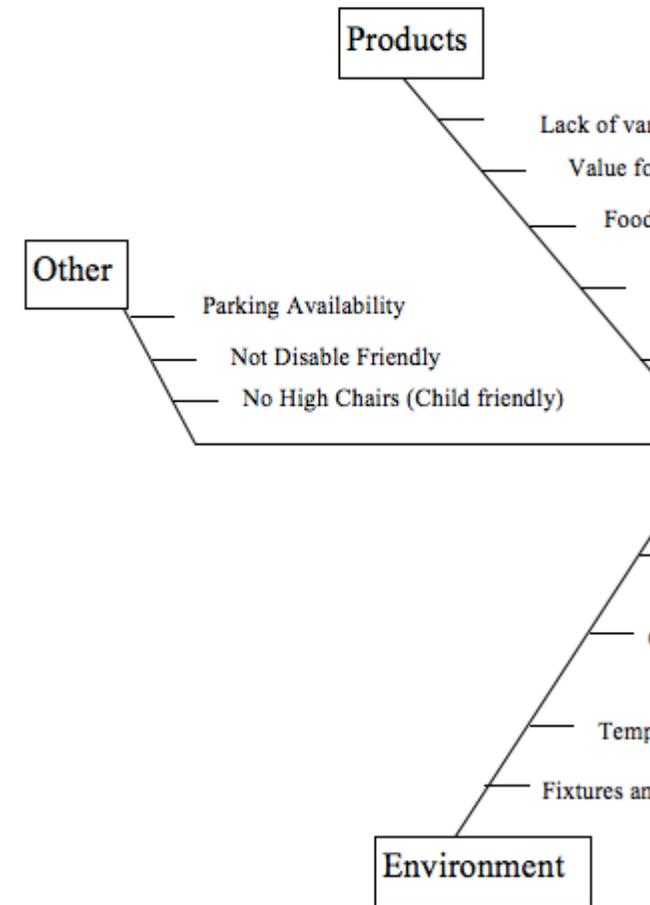
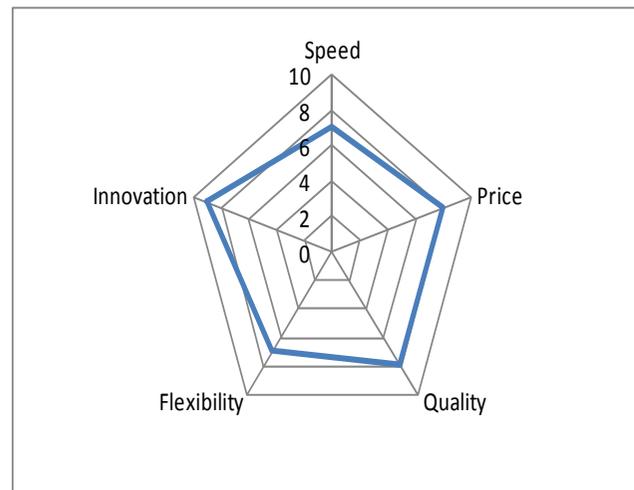
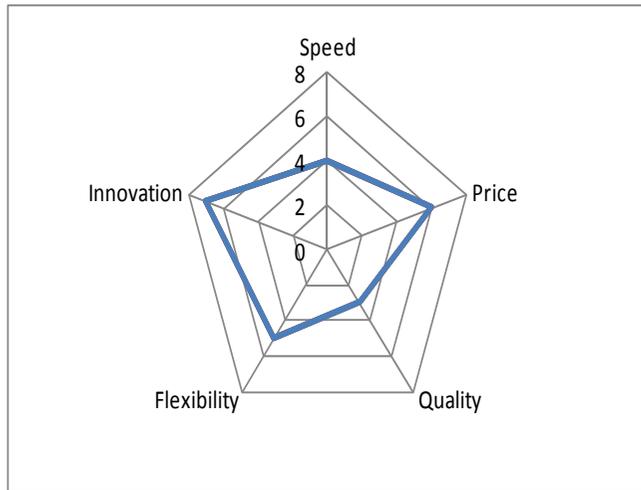
Process: <i>Restaurant experience</i>		Summary			
Subject: <i>Customer in restaurant</i>		Activity	Number of steps	Time (min)	Distance (ft)
Beginning: <i>Enters restaurant</i>					
Ending: <i>Customer leaves</i>					
Operation	●	3	7	—	
Transport		7	21	120	
Inspect	■	4	11.5	—	
Delay		5	50	10	
Store	▼	—	—	—	

	cooking efficiency	prepare	the staff to serve more customers
Customer	Dissatisfied customers	Customer complaints about staff per calendar month	If customers aren't happy less people are likely to visit the restaurant etc
	Lack of customers	Less revenue taken	Customers are needed to make revenue and keep the restaurant operative

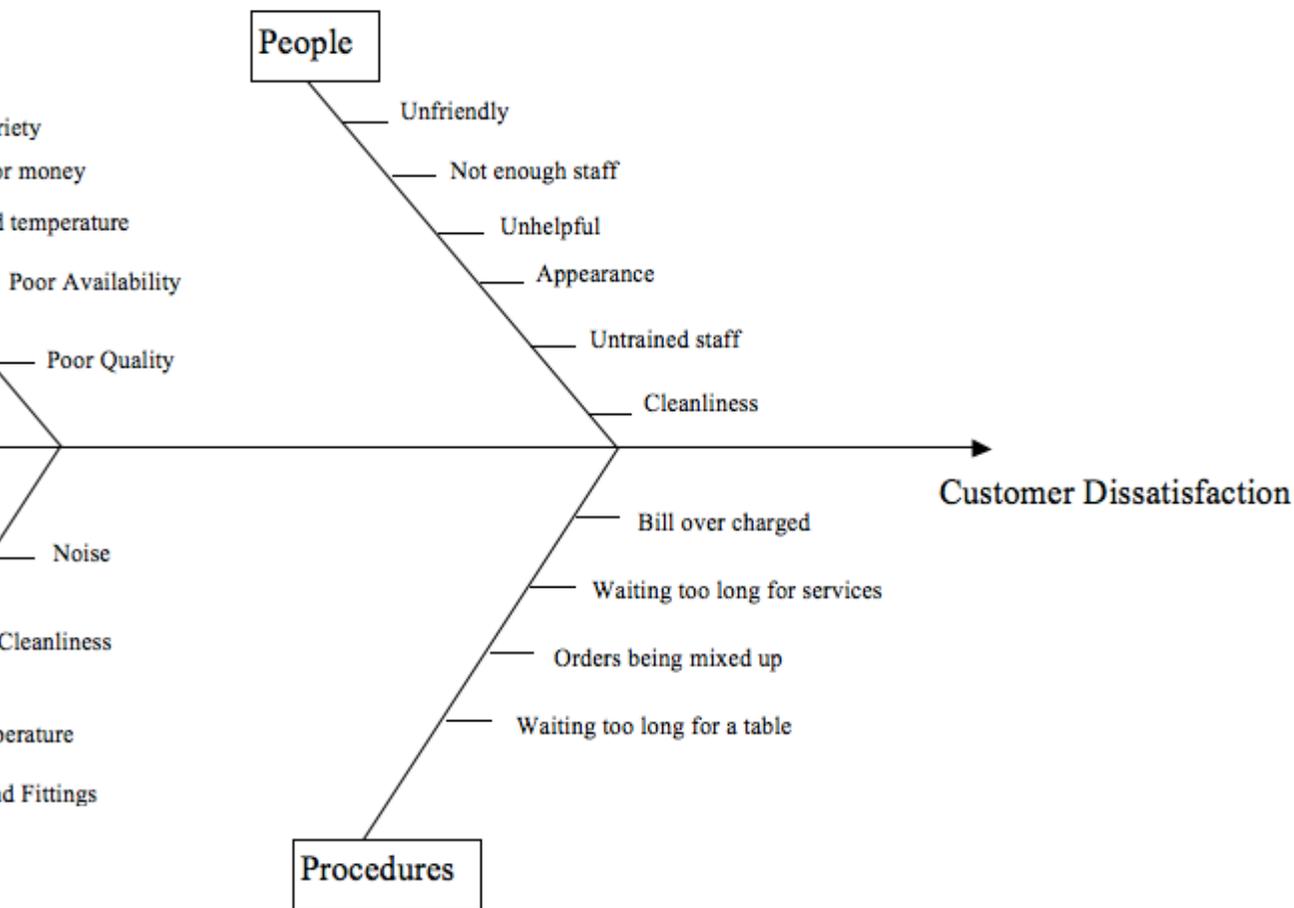
COMPETITORS ANALYSIS

BEFORE PROCESS IM-

AFTER PROCESS IM-



ISHIKAWA DIAGRAM



Step no.	Time (min)	Distance (ft)	●	■	▼	Step des
1	5		X			Customer books table
2	1	15		X		Customer enters restaurant
3	1	25		X		Goes to table
4	2				X	Selects menu
5						Orders meals/Dinks
6	25				X	Waits at table with ETA syst
7	-	30		X		Drinks are served
8	-		X			Meal is prepared using ETA
9	2	30		X		Meal is served
10	3				X	Customer satisfied
11	2			X		Table cleared
12	2		X			Customer pays bill
13		25		X		Customer leaves

Key Performance indicators

- ✓ Excellent customer service
- ✓ Good revenue generated
- ✓ Business ranking against competitors

description
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tems
system

Step no.	Time (min)	Distance (ft)	●	■	▼	Step description
1	1	15		X		Customer enters restaurant
2	1.5			X		Table available? (No)
3	20	10			X	Goes to waiting area
4	1	25		X		Customer sits at table
5	2			X		Selects menu
6	5			X		Customer queries the menu
7	2				X	Query is dealt with by staff
8	5		X			Order meals/drinks
9	25				X	Waits at table
10	-	30		X		Drinks are served
11	-		X			Meal is prepared
12	2	30		X		Meal is served
13	3			X		Customer satisfied? (No)
14	1				X	Meal taken back to kitchen
15	15			X		Meal is re-served (with amendments complete)
16	2			X		Table is cleared
17					X	Customer requests bill
18	2		X			Customer pays bill
19		25		X		Customer leaves

Quality Analysis

As it currently stands, Silversmiths Sheffield has a really well known and high quality reputation. This reputation precedes its self as foodies from all over South Yorkshire visit this restaurant, as did Gordon Ramsay in June 2008.

In recognition of the quality of the service that Silversmiths provides, its has won various awards from a wealth of different news papers, such as Sheffield news paper "The Star" who recently rated the restaurant at 5 stars.

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