

Local Chain Develops Unit Manager Training System

Case Study



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The Situation

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A successful Chicago Hot Dog concept identifies the needs to improve unit operating levels before it can develop more units.

- ▶ Managers typically promoted from hourly positions.
- ▶ Training dependent on oral communication.
- ▶ Inconsistency causing unit management mistakes.
- ▶ Inconsistencies affecting sales and profits, negatively.
- ▶ Company unable to grow the chain.



The Actions

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CA consultants evaluated the chain's operating standards and practices then created a 4-week management training program to integrate changes.

- ▶ "School for leaders" approach designed to create business leaders as opposed to managers.
- ▶ Developed a custom approach designed to fill gaps in the existing, tech-heavy program.
- ▶ Training standards and procedures formalized with written procedures and operating manuals.
- ▶ Implemented 8-week seminar series for skill enhancement of current managers.

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The Results

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The unit managers were trained in corporate philosophies, leadership and technical procedures.

- ▶ A new type of business leader emerged.
- ▶ Food and labor costs came into line with goals.
- ▶ Guest service levels improved to standards.
- ▶ First 16 months after training, the 6-unit chain had zero unit management turnover.
- ▶ Senior management became confident about unit manager performance then began unit growth.



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