

CHAPTER 4

IMPROVING CANTEEN'S SERVICE AND OPERATIONS MANAGEMENT: A CASE STUDY USING MODELLING AND SIMULATION APPROACH

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4.1 INTRODUCTION

Operating a canteen business in an audio and visual innovation centre is a small business. However, it required good operating practices to be efficient and successful. Having good operating procedures required everyone to know its goals, objectives and be familiar with its policies. Most canteen businesses in a company or organization experienced heavy flow traffic at specific times of the day, such as breakfast, lunch, and dinner times. Queuing times for workers are extremely long and cause dissatisfaction. In a canteen, there will be a possibility for numerous inefficiencies caused by various factors. Poor business process, the lack of resources, inappropriate utilization of the available resources and an inefficient layout are the possible factors that may contribute to the inefficiencies.

This paper aims to understand the process flow of a canteen in an audio and visual innovation centre. By understanding the process flow, the bottleneck of the process flow can be identified. Another objective of this paper is to recommend possible solutions to improve the canteen's service and operations efficiency.

4.2 CANTEEN'S SERVICE AND OPERATIONS

The canteen has three food kiosks: Japanese and Western food, mixed rice, and an order from the menu. The main issue at the canteen is the process flow at the kiosk of mixed rice. A long queue of workers and a crowded environment near the cashier counter during lunch hour can always be seen. Thus, the efficiency of the canteen operation is low because of the long waiting time. Figure 4.1 shows the current layout of the mixed rice kiosk in the canteen.