FasterLines

2025

Watching the line helps move the line: Results and Findings

FasterLines is all about time! There is truly nothing more valuable than the gift of time. Giving customers back time by not waiting in line as long is our mission and passion.

At FasterLines, we track lines of cars and people, identifying each time there is a delay in a client's line of service. FasterLines constant analysis of lines of service and customer delays, identifies and alerts when they are not moving to your time standards, allowing you to find:

- ***Scheduling Mismatches***
- ***Training Opportunities***
- ***Process Improvements***

Watching the line moves the line: even before you implement changes to scheduling, training, and process, improvement is possible.

Just letting your team know they are being measured, and sharing the data, ***moves the line faster***.

This white paper will show examples of our client's experience, discuss unintended consequences of management measurements, and then dig into the Return On Investment (ROI) of our solution.

Case Study: Ohio

Looking at one of our clients in Ohio, we measured their customer queue prior to service. They expected that they would have some alerts, but nowhere near **32%** of volume.

This client had a goal time of 30 seconds and we alerted when a customer had not moved in the line for 40 seconds. Over **32%** of customers were taking longer than 40 seconds.

YTD	MTD
31.30%	31.30%

Alerts by day and hour (4 weeks)								
Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
07:00	7	19	7	17	30	26	8	114
08:00	45	53	17	15	40	48	10	228
09:00	46	51	16	24	56	28	27	248
10:00	49	62	27	41	84	78	26	367
11:00	45	80	36	39	73	77	61	411
12:00	62	85	25	36	113	72	67	460
13:00	67	62	24	74	116	70	88	501
14:00	51	73	22	71	103	69	102	491
15:00	59	83	36	73	60	73	92	476
16:00	60	85	33	48	65	86	91	468
17:00	39	36	15	21	41	50	60	262
18:00	39	33	21	15	42	29	42	221
19:00	23	32	14	21	33	14	15	152
20:00	19	13	12	9	21	11	7	92
21:00	0	0	2	1	0	3	0	6
Total	**611**	**767**	**307**	**505**	**877**	**734**	**696**	**4,497**

This data was collected during our Status Quo period measuring service levels before we start informing the local team of the data we are collecting. We then started to inform the local team when there was a cluster of alerts (more than 3 in 20 minutes) plus sending mid-day and end of day reports to stakeholders.

The results were quick, ***a 5% drop in service delays in less than 4 weeks.***

The manager motivated the team throughout the day as the alerts came in (helping with focus and performance) before any scheduling or process adjustments were made.

Later they identified a clear issue when an employee was at the same task for a certain amount of time, their productivity dropped. They started sending team members on breaks earlier and shifting them to a different job function after the break. This made a huge impact, driving alerts below **23%** per customers served.

YTD	MTD
28.00%	26.20%

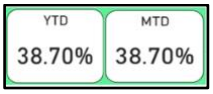
Alerts by day and hour (4 weeks)								
Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
07:00	28	13	4	25	63	31	41	205
08:00	46	16	10	35	95	64	37	303
09:00	63	22	13	63	78	103	30	372
10:00	82	42	25	69	118	169	84	589
11:00	94	48	25	91	132	178	79	647
12:00	96	65	23	72	124	145	77	602
13:00	73	92	37	101	134	139	70	646
14:00	55	79	43	101	145	134	73	630
15:00	35	56	49	100	134	127	74	575
16:00	41	48	60	61	96	140	70	516
17:00	24	33	30	40	92	115	29	363
18:00	16	26	26	33	85	74	66	326
19:00	8	16	11	18	63	45	55	216
20:00	7	6	15	16	41	55	38	178
21:00	4	0	0	1	1	2	1	9
Total	**672**	**562**	**371**	**826**	**1,401**	**1,521**	**824**	**6,177**

Case Study: The Carolinas

Our next example is from our oldest client, in the Carolinas, where we started measuring cars in queue prior to service over 14 years ago. The lasting value and proven success of measuring the line led them to expand to more than **90 locations.**

Looking at the numbers, for one of their locations … You can see from the data measured that they had:

- ***43.4% alerts on customers served for the week***
- ***38.7% alerts on volume for the month***



Alerts by day and hour (4 weeks)								
Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
08:00	7	2	5	0	0	11	2	27
09:00	12	7	19	4	2	10	6	60
10:00	10	13	22	5	4	15	11	80
11:00	13	14	17	9	6	8	18	85
12:00	15	9	24	4	2	11	11	76
13:00	19	19	27	14	3	6	6	94
14:00	20	7	17	3	3	12	11	73
15:00	15	13	16	4	7	12	22	89
16:00	13	17	16	4	1	14	22	87
17:00	4	2	4	2	2	13	4	31
18:00	0	1	0	0	0	3	0	4
Total	**128**	**104**	**167**	**49**	**30**	**115**	**113**	**706**

This is a typical starting point for our clients. They realized quickly that they were not hitting their time standards. This location had a 48 second service time goal and we alerted at 63 seconds. That means every 4th alert could have been another customer served.

5 months later, the manager is aware that the line is being measured, has focused on this area of their business, and made a big impact reducing delays. **Alerts per cars served was cut by over 40%... Imagine that extra revenue!** *(You don't have to imagine; we calculate the ROI on page 5)* This was accomplished by identifying high alert hours and adjusting scheduling to ensure the right team members are in the right space.

Alerts by day and hour (4 weeks)								
Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
08:00	2	3	2	6	9	16	7	45
09:00	5	12	4	11	14	13	5	64
10:00	4	5	3	8	6	21	3	50
11:00	7	6	9	9	10	16	6	63
12:00	8	11	1	9	9	13	6	57
13:00	7	13	1	6	14	7	12	60
14:00	9	4	0	9	10	8	8	48
15:00	9	5	5	5	10	7	1	42
16:00	7	5	8	9	8	10	4	51
17:00	5	4	0	3	8	4	3	27
18:00	0	0	0	0	3	0	1	4
Total	**63**	**68**	**33**	**75**	**101**	**115**	**56**	**511**

Further Examples of Success!

For another client, a national burger chain, we measured the line in 3 places: before the window, before the order speaker, and at the pull forward area.

When we started measuring order alerts where about 10% of customers served, window alerts started above 30% and pull forwards below 10%. **Overall, more than 50% of the time they didn't meet their time standards**. This was the Status Quo data collection, where we measured but did not share the data with the local team.

A little over a month later, you can see where we started to share the data with the team, and the manager became aware of the alerts- the improvements were almost immediate! **A drop in over 10% in week over week numbers of customers not being served on time! The order line and pull forwards both dipped, so over all the line was moving faster!**

Around a year later they cut the window delays almost in half! Line speed was way up, alerts were down, and customers were being served closer to company time standards.

Less delays = faster lines = more revenue!

Unintended Consequences of Measurement

You must be careful about **what you measure and how you motivate** your team. Unintended consequences need to be considered as you manage through new measurements, as there is always a draw to "game the system" and try to win by manipulating a metric instead of simply improving service times.

We see this often: almost all of us have been at the drive-thru and asked to pull forward to a designated spot until our food is ready. If a customer is in a van full of people ordering a dozen burgers, that makes perfect sense and is a good example of using a relief valve. But if a customer is just waiting for one order of chicken tenders, there is a good chance the team is attempting to game the timer.

Our Chief Data Officer experienced this firsthand at his first job at a famous So Cal burger brand. This operator measured the line with a magnetic loop, and the entire team knew that if they went over the time, the extent of the delay wasn't measured. Once a customer was "in the red," they would let that customer sit and use the time to prepare for the next several customers, making the next five or six cars look artificially good.

FasterLines combats this issue by measuring a broader area, capturing all cars, and maintaining a **true time standard of stopped in line**, versus a nebulous total time of service. Our delay metric is easier to understand and communicate with the entire team.

We also identified a separate issue with one of our largest clients. For years, they gave a bonus to their site managers for meeting their man-hour goals. Our solution identified a **huge jump in delays the last week of each month** as the location went to a "skeleton crew" to ensure the manager met bonus requirements. Alerts went up, revenue and customer satisfaction went down, but the manager *always* received their bonus. Our solution became a **balancing data point** to this schedule manipulation, helping to move the line every week and driving up revenue, productivity, and correct staffing. This resulted in managers meeting their bonus goals **while simultaneously serving customers better.**

More revenue, better customer satisfaction, and bonuses for good activity/leadership.

Measuring Success: The ROI of Moving the Line

There is no better **Objective** to be measured by **Key Results** than moving the line!

To keep your teams fully engaged, even during stress and challenge, we recommend leveraging the **Objectives and Key Results (OKR) system**. Pioneered at Intel and perfected at Google, OKRs provide your team with timely and relevant data to track their progress. As Rob Meng discusses in his *book* *Speed Is Service: Focusing on faster lines!* communicating focused OKRs drives performance by helping organizations:

- ***Focus on what matters most***
- ***Ensure alignment across the business***
- ***Foster clear accountability***

So, what is the ultimate outcome of the Objective to "Move the Line" as measured by the Key Result of lower alerts? The answer is substantial revenue gain captured by FasterLines.

Calculating the Financial Return

Let's examine the revenue recovered by reducing delays:

Client Example	**Starting Loss**	**FasterLines Improvement**	**Revenue Win-Back**
Ohio Client (30-second goal)	At 32% alerts, the location was missing out on over **$160,000** annually (based on a $16 average ticket and 3 hours of lost opportunity per day).	By reducing the alert rate to **23%**, we won back 5 customers per busy hour.	**$100,000+** in revenue recovered per year.
National Burger Chain	With a lower average ticket of $9, they faced a **$97,000** loss per location annually.	Similar improvements to those in Ohio.	Over **$40,000** in revenue recovered per location annually.
Largest Client (48-second goal)	At 38% alerts, this location was missing out on over **$108,000** in revenue annually.	Reducing the alert rate to **24%** won back 3 more customers during golden hours.	An increase of **$30,000** in revenue per year.

This client is now aggressively pushing their service time goals even lower—from 48 seconds down to 40 seconds—to drive even greater revenue growth.

Beyond the Numbers: Customer Trust

The one unmeasurable factor clients consistently cite is the positive impact we have on **customer satisfaction**: specifically, how much sooner customers return because they were impressed with the faster service. Building **brand trust** and fostering a perception of **convenience** are powerful, inherent benefits of measuring and ***MOVING THE LINE!***

We hope this new perspective inspires you. Even more, we hope you will take 10 minutes to do an **ROI assessment** with our team, using your own numbers, and let us help you ***MOVE THE LINE!***

We look forward to helping you soon!

Speed Is Service

FasterLines