Kristen's Cookie Company

The following is a fairly simple case that brings out many operational issues. Please read the case carefully and answer the following six questions. Include Gantt Charts with your assignment. Template is provided in an Excel file.

Question 1: Flow time

How long will it take you to fill a one-dozen order, assuming no other cookies are in process?

Question 2: Capacity

How many orders can you fill in a night, if all orders are one-dozen orders? (assume you are open 4 hours each night)

Question 3: Labor

How much of your own and your roommate's time will it take to fill a one-dozen order? (Assume that the baking process or the cooling process need not to be monitored)

Question 4: Cost

Assuming you value your time at $0.2 per minute, what is the total cost of a one-dozen cookie? What is the total cost of a two-dozen cookie?

Question 5 and 6: same as at the end of the case:

How many electric mixers and baking trays will you need?

Are there any changes you can make in your production plans that will allow you to make better cookies or more cookies in less time or at lower cost? For example, is there a bottleneck operation in your production process that you can expand cheaply? What is the effect of adding another over? How much would you be willing to pay to rent an additional over?