





UNILEVER CANTEEN ORDERING SYSTEM

A Capstone project by

Team Agile July 2023





Presentation Outline



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EXECUTIVE SUMMARY



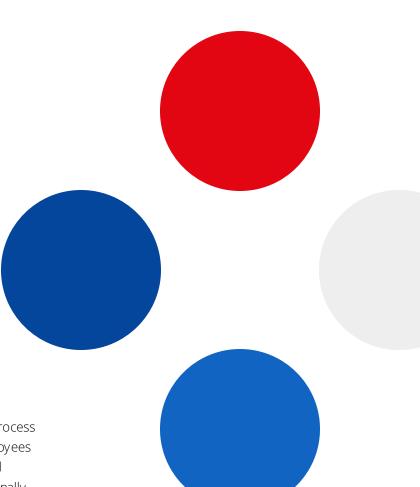
BENEFITS

- Increased efficiency
- Improved Employee experience
- Improved productivity
- Optimal Space utilization
- Data-driven insights

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FUTURE STATE

An efficient, convenient, and well-managed food ordering process effectively addresses the canteen's space constraints. Employees will experience reduced waiting times, a wider range of food options, and an overall improved dining experience. Additionally, the canteen operations will be more streamlined, cost-effective, and data-driven, contributing to enhanced productivity and employee satisfaction..



INTRODUCTION

Unilever, a multinational FMCG company with headquarters in London, England, has a rich history as one of the oldest players in the industry. Its diverse range of products is distributed across approximately 190 countries worldwide. Within the United Kingdom, Unilever operates multiple offices, employing around 1500 personnel, occupying 12 floors.

CURRENT STATE

The company operates two canteens, each capable of seating approximately 150 individuals at a time.

However, due to the limited space available, there is an immediate requirement to redesign and optimize the food ordering process within the canteen facilities.



Project Sponsor Senior Management

Project Manager

Business Analyst

Menu Management Team Menu Manager

Canteen Operations Team

Canteen Manager
Chef

Delivery Team

Delivery boys

Sanitation team
Cleaners

Health and Safety Team

Payroll Deduction System/ HR

System Developer/

Employees/Users

Task 2 Identified Stakeholders with Justification

| S/N | Role | Power | Interest | Justification/ |
|-----|-------------------------|-------|----------|---|
| 1. | Senior Management | High | Low | Sponsor of the system, interested in seamless operation at Unilever and employee satisfaction. |
| 2. | Employee | High | High | Primary users of the system, they benefit directly from the improved canteen system. They also provide feedback on the food and delivery. |
| 3. | Project Manager | High | Low | Responsible for overall implementation of the entire project, managing resources, ensure KPIs are met and project is successful and delivered in a timely manner |
| 4. | Canteen Management Team | High | High | Supervises the ordering process, Manages inventory of meals ordered, and coordinate with the chef, menu management and delivery team |
| 5. | Menu Management | High | High | Creates and update the menu and keeps employees satisfied with a wide range of meals, taking into consideration appropriate meals for the season, pricing, meal portions, allergies etc |
| 6. | Development Team | Low | High | Responsible for designing, developing and implementing the new canteen system in line with the agreed and defined requirements and specifications. |
| 7. | Payroll Management Team | Low | High | Responsible for salary deductions on total meals ordered by an employee over the month |
| 8. | Health and Safety Team | Low | High | Responsible for ensuring the system meets health and safety requirements identifying any loopholes in project's safety standards. |
| 9. | Delivery Team | Low | Low | Responsible for delivering lunch orders to employees and also completing meal orders. |
| 10. | Sanitation Team | Low | Low | Responsible for cleaning up offices immediately after lunch to prevent lingering food smell, pests growth and an unsanitary environment. |

Task 2 Identified Stakeholders with Justification





High

Ineffective Canteen Management System Resulting in Time Waste, Overcrowding, and Food Availability Challenges at Unilever's UK Offices

Task 4 Objectives of the new System



The objective of the new system is to implement an efficient and user-friendly canteen management system at Unilever's UK offices to address the issues of time wastage, overcrowding, and food availability. The system aims to achieve the following outcomes:

- <u>Reduce time wastage</u>: Streamline the queuing and food collection process to minimize waiting times for employees, allowing them to utilize their lunch breaks more effectively.
- <u>Improve dining experience</u>: Optimize the seating arrangement and utilization of dining and office spaces to create a comfortable environment for employees during lunch hours.
- Enhance food availability and reduce shortages: Develop an inventory management system that ensures an adequate supply of food items, reducing shortages and minimizing food waste.
- <u>Increase Productivity</u>: Potentially increase productivity by allowing employees to eat lunch at their convenience without having to worry about finding a table or waiting in line. This would lead to a more positive work environment.
- <u>Introduce seamless online ordering and delivery</u>: Implement a user-friendly online ordering platform that allows employees to pre-order meals, select preferred delivery times and day, and have their food delivered directly to their workstations. By successfully implementing an improved canteen management system, Unilever aims to enhance employee satisfaction, optimize time utilization, reduce food waste, and create a more efficient and enjoyable dining experience for its employees in the UK offices.



1. Executive Summary:

To continue operational excellence, employee engagement and satisfaction in our organization, there is an urgent need to implement an online canteen ordering system. The current canteen ordering process is manual and outdated, resulting in inefficiencies, and dissatisfied employees. Through a comprehensive evaluation process, we have identified the need for a modern system and have reviewed multiple options and vendors. The proposed new system offers significant benefits, including streamlined processes, improved accuracy, enhanced staff satisfaction, well managed lunch time, eliminating food waste and cost savings. This business case outlines the current implementation, reasons for change, options review, benefits, key performance indicators, implementation risks, suggested vendor, costs, implementation program, and concludes with a strong request for resources needed for successful implementation.



2. Current Implementation:

- The present procedure relies on a manual canteen ordering process. Employees go to the canteen through the central elevators, join a queue, place their lunch orders in person hoping the canteen has the food ordered, join another queue to wait for food collection with a waiting time of almost 30-35 minutes.
- After collecting their food, they roam around the canteen to find a table to sit, employee find one and eat their lunch for about 10-15 minutes. Sometimes they are informed on the food collection queue the canteen has run out of some of the items they have ordered and employee will have no choice but to eat an unwanted meal or leave the canteen disappointed without any other lunch alternatives for the day.
- Canteen also cooks some meals which are not ordered by employees and the canteen staff have no choice but to throw away unpurchased cooked meals leading to wastage.
- Menus for the day is not communicated to the staff and is not known to them until employee get to the canteen or is informed by another staff who has had lunch.
- Currently food orders are tracked in excel workbooks.
- The canteen staff who receive employee's food order consist of 4 members. However, considering the volume of requests received, the team is overwhelmed.

Task 5 Business case for the implementation of an online canteen ordering system



3. Reasons for Change:

To tackle the challenges currently encountered by the company, it is necessary to develop an Online Lunch Ordering Platform that effectively addresses the following issues:

- The Long wait times on queues
- Food shortages
- Growing number of employee complaints
- Unpleasant dining experience
- Food wastage
- Niela who works as a Customer Relations supervisor sometimes has to skip her lunch even after getting to the canteen from her office because the queues are too long and most new customer appointments end at 12 noon and begin again from 1.00pm. The same scenario applies her team members Akosua and Fatima
- Ulomida a Strategy and Planning team member in her 50s who is has been a staff for over 15 years and has **specific dietary requirements** has to spend about 20 minutes of her break on the queue for food collection only to be told there are other employees who have the same dietary requirements and she can't get her lunch due to food shortage. She remains frustrated and dissatisfied with canteen services.

By implementing a new Canteen Ordering System, we can streamline the process, improve operational efficiency, and increase employee satisfaction. This change aligns with our commitment to adopting modern technologies and providing an optimal working environment for our employees.



4. Discovery of the new ordering system:

To ensure a comprehensive grasp of the problem and facilitate the provision of solutions, we undertook the following activities:

- Engaged in interviews and collaborated with various employees and stakeholders to gather insights.
- Examined the existing process model through a thorough review.
- Conducted horizon scanning to comprehend the entire landscape, focusing on factors that would directly influence the new process, such as compliance, regulations on office lunches and employee behavior.
- Researched various products that would fit the need of our company and what systems our competitors are currently using.
- Organized stakeholder meetings to demonstrate the new product and secured stakeholders' support and endorsement.



5. Review of Options:

We have four available options to consider:

- 1. Maintain the current course of action, which would result in continued time wastage on queues, food shortages, food wastage leaving employees dissatisfied.
- 2. Off-the- shelve food ordering solutions, while this is a cost-effective choice, concerns about data privacy, integration into our system and future customization fees need to be addressed.
- 3. Develop a customized online canteen ordering platform that allows employees to place their lunch orders from anywhere on their mobile app or desktop, customizing it to their satisfaction and having it delivered at their workstations, resulting in reduced TAT for employee lunch.
- 4. Building more canteens to accommodate at least 800 employees at the same time.

After careful evaluation, we determined that a customized system offered the best fit for our unique requirements.



6. Potential Vendors:

Multiple potential vendors were evaluated based on their product offerings, track record, customer reviews, and implementation support.

The shortlisted vendors include:

- Wyatt Chase Solutions— With over a decade of operational experience, Wyatt Chase Solutions possesses extensive expertise in diverse industries and their unique requirements. It is regulator-approved company specializing in customized online ordering platform solutions.
- SMD Canada- As a Startup company, SMD has undertaken a handful of projects within different industries.
- Quinx Systems Enterprise Quinx Systems Enterprise is an international company aiming to commence operations in the United Kingdom.

Recommended Vendor- Wyatt Chase Solutions



7. Benefits of the New System:

The proposed Canteen Ordering System offers numerous benefits:

- Streamlined ordering process, reducing waiting times and increasing efficiency.
- Improved order accuracy and reduced errors through a user-friendly digital interface.
- Real-time visibility of orders, enabling effective inventory management and minimizing stockouts.
- Enhanced employee satisfaction and productivity through a modern and efficient lunch ordering experience.
- Automated salary deductions, eliminating manual efforts and improving financial accuracy.
- Support employees' work- life balance
- Detailed analytics and reports, providing valuable insights for menu planning, resource allocation, and service improvements.



8. Key Performance Indicators (KPIs):

The success of the new system implementation will be measured by the underlisted:

- Average order processing time.
- Queue time.
- Employee satisfaction surveys.
- Inventory turnover ratio.
- Number of employee order successfully processed and delivered.
- Order accuracy rate.
- Reduction in food wastage and unavailable meals.

9. Implementation Risks:

While implementing the new system, potential risks include technical challenges, integration complexities, resistance to change, and user adoption issues. To mitigate these risks, a thorough risk assessment will be conducted, and mitigation strategies will be developed. These strategies will include engaging experienced implementation partners, conducting comprehensive training programs, and establishing a change management plan.



9. Implementation Risks:

While implementing the new system, potential risk include:

- Integration complexities
- System downtime
- Employees may change their minds about food choices
- User adoption issues.

Risk Mitigation: To mitigate these risks, a thorough risk assessment will be conducted, and mitigation strategies will be developed.

- Collaborate with the stakeholders involved in system integration to ensure seamless deployment.
- Provide an alternative ordering process (order via email)
- Cut off time for order amendment is 11.00am
- Create a user- friendly platform and provide adequate training.



10. Suggested Vendor:

Based on the evaluation, Wyatt Chase Solutions Inc. is the recommended vendor for the implementation of the new Canteen Ordering System. They have been chosen for the following reasons:

- strong track record in the industry
- offer a customizable cloud-based solution
- have demonstrated their ability to meet our unique requirements.
- Cost- effectiveness



11. Option Costs:

The costs associated with the new system implementation include software licensing, customization, integration, implementation services, training, and ongoing support.

• the total cost at \$100,000, which includes all necessary components for a successful implementation and future upgrade.

Task 5 Business case for the implementation of an online canteen ordering system



12. Implementation Program:

To ensure a smooth and successful implementation, a detailed program is recommended. It includes the following stages: requirements gathering, system customization, integration with existing systems, user acceptance testing, training, data migration, and post-implementation support. The program will be executed over a period of 8 weeks, with clear milestones and deliverables.

The Project will run between the 2nd of August and 27st of September, 2023

- Requirement gathering from 2nd to 12th August, 2023
- System design by 24th August, 2023
- System Development by 8th of September, 2023
- The HR will conduct a sensitization session for the employees regarding the new ordering system 10th September, 2023
- Menu Management upload will take place on September 12, 2023.
- Integration of the platform with proposed systems such as Payroll system will also occur by September 14, 2023.
- Test Conducted from September 16-18, 2023
- Training period September 17 21, 2023
- After thorough testing, the new platform will be deployed.
- Last day for walk in canteen usage will be on September 18, 2023
- The go-live date for the new system is set for September 19, 2023.
- Adjustment period 19th 27th September, 2023



Conclusion and Request for Resources:

The implementation of a new Canteen Ordering System is crucial to address the current challenges and improve operational efficiency. We request the allocation of resources, including budgetary support, personnel, and necessary infrastructure, to proceed with the implementation program outlined above. The estimated resources needed are as follows:

- Budget of \$100,000 for licensing, customization, implementation services, and ongoing support.
- Dedicated project team with 11 personnel, including project manager, business analysts, system administrators, and end-user training specialists.
- Technical infrastructure upgrades, including servers, network enhancements, and security measures.

We seek senior management's approval and support for the implementation of the new Canteen Ordering System for employees. By investing in this new system, we will enhance employee satisfaction by 98%, optimize operational processes, and align with industry best practices. We believe this initiative will have a significant positive impact on our organization and enable us to provide a superior lunch experience for our employees which is in line with the company's objective of providing the best work environment in the industry.

Task 6 RACI MATRIX

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| S/N | TASKS | Project Manager | Business analyst | SME | Payroll deduction / HR | IT Design/ Development team | Canteen Operations Team | Menu Management Team | Users Acceptance Testers | Health and Safety Team | IT support Team | Trainer | Employees Stakeholders |
|-----|--|--------------------|---------------------|------|------------------------------|-----------------------------------|-------------------------------|----------------------------|--------------------------------|---------------------------|--------------------|---------|---------------------------|
| 1. | Define the problem | А | R | С | | | | | | | | | C |
| 2. | Conduct situation Analysis | А | R | С | | | | | | | | | C |
| 3. | Design the new food ordering process | А | R | С | | R | | | | | | | C |
| 4. | Develop the new food ordering process | Α | С | | | R | | | | | | | |
| 5. | Integrate with Payroll system | А | I | | С | R | | | | | | | |
| 6. | Update Menu | Α | | | | | | R | | 1 | | | |
| 7 | Conduct User acceptance testing | А | С | R | | R | | | R | | | | |
| 8 | Train Users | Α | C | C, I | | 1 | | | С | | | R | C,I |
| 9 | Deploy and communicate the new food ordering process | Α | I | I | | R | | | | I | | | |
| 10 | Provide IT Support | Α | | | | | | | | | R | | |

Task 7 Main Features of the New Canteen System



- Online ordering platform/ Mobile App- Allowing employees to sign in with their employee ID and password, browse the menu, select dishes, available delivery time slots and place orders on their computers or mobile devices
- <u>Order Scheduling</u>- Allows employees to select the desired time and date for lunch as needed. This helps to provide flexibility in case lunch is not needed or employee isn't available for lunch delivery . The system should also have a cut off time of 11.00am for ordering
- <u>Menu Management</u>- The system will provide a variety of food option for employees showing pricing, meal description, updating meal regularly to give variety to employees, removing unavailable items from the menu.
- <u>Lunch customization</u>- Employees should be able to customize their meal preferences, indicate their allergies, portion sizes, cutlery options, condiments options, calorie count, serving suggestions
- <u>Integrated Delivery services</u>- Include a delivery service option with the ordering that brings food directly to their offices eliminating the physical queues to get lunch. Online platform also opens up slots for employees who want to eat in the cafeteria.
- <u>Integration with payroll system</u> Integrate the new canteen system to Unilever's Payroll system to enable seamless and accurate deduction from employees salary.
- <u>Notifications</u> Send notifications to employees for order confirmation, delivery status and updates on menu changes.



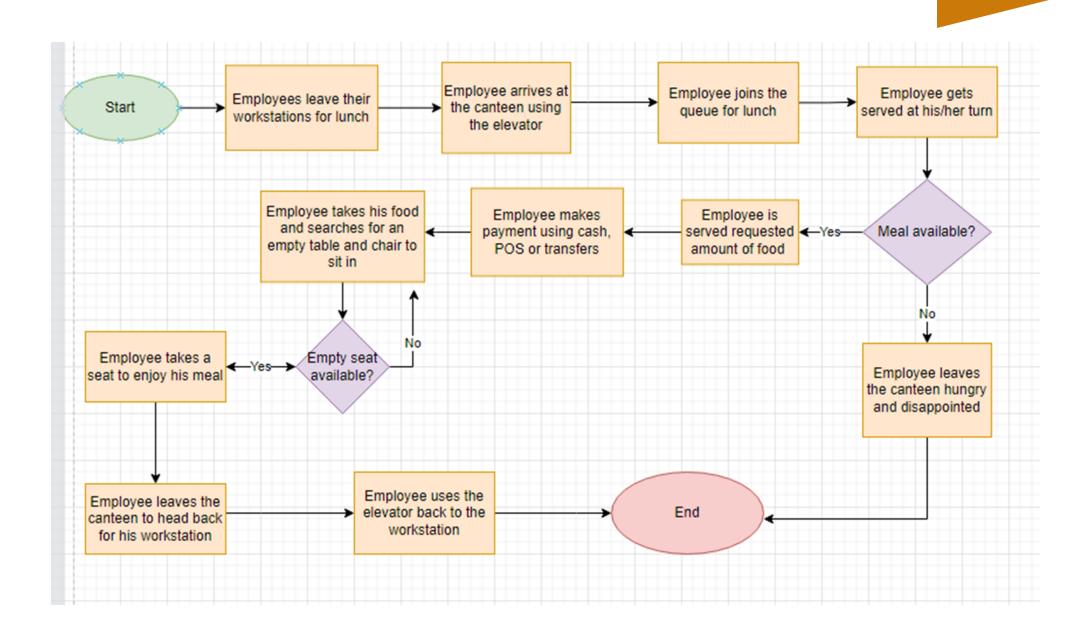
• <u>Food Inventory Management</u>- Allows employees to track availability of food real-time, available portions left. Menu manager should be able to remove unavailable items, ensure adequate items are stocked, monitor order trends thereby minimizing food waste and reducing instances of shortage.

• <u>Feedback/ Evaluation System-</u> Include a feedback mechanism to allow employees rate the ordering process, the set menu provided, food quality, delivery system and overall experience to enhance continuous improvement.

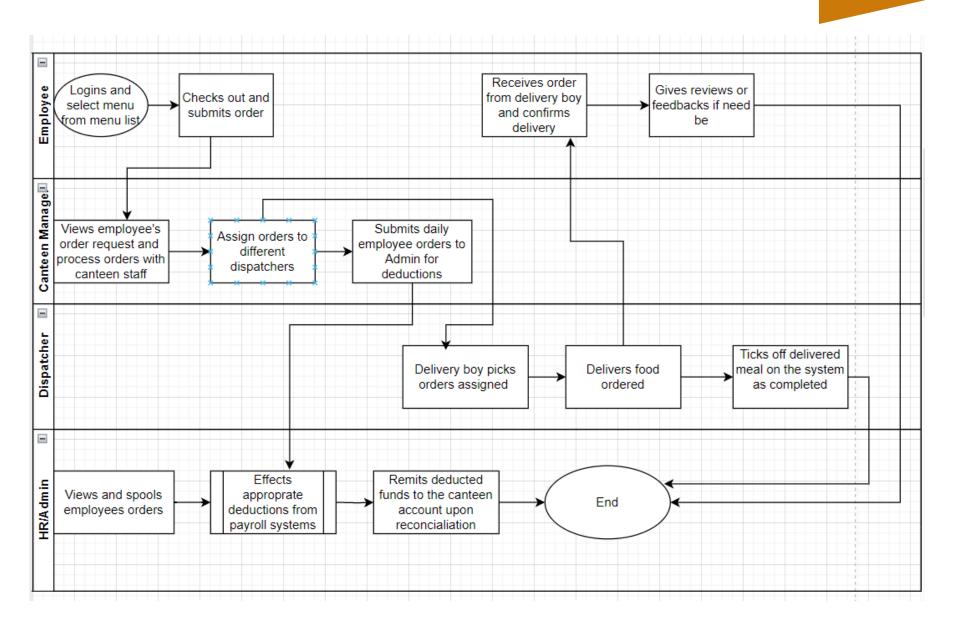
• Admin Dashboard- An intuitive dashboard for canteen managers to monitor orders, track inventory and manage menu.

• <u>Reporting and Analysis</u>—Develop a robust reporting and analytics platform to gain insights into order volumes, popular menu items, customer satisfaction, and other key metrics.







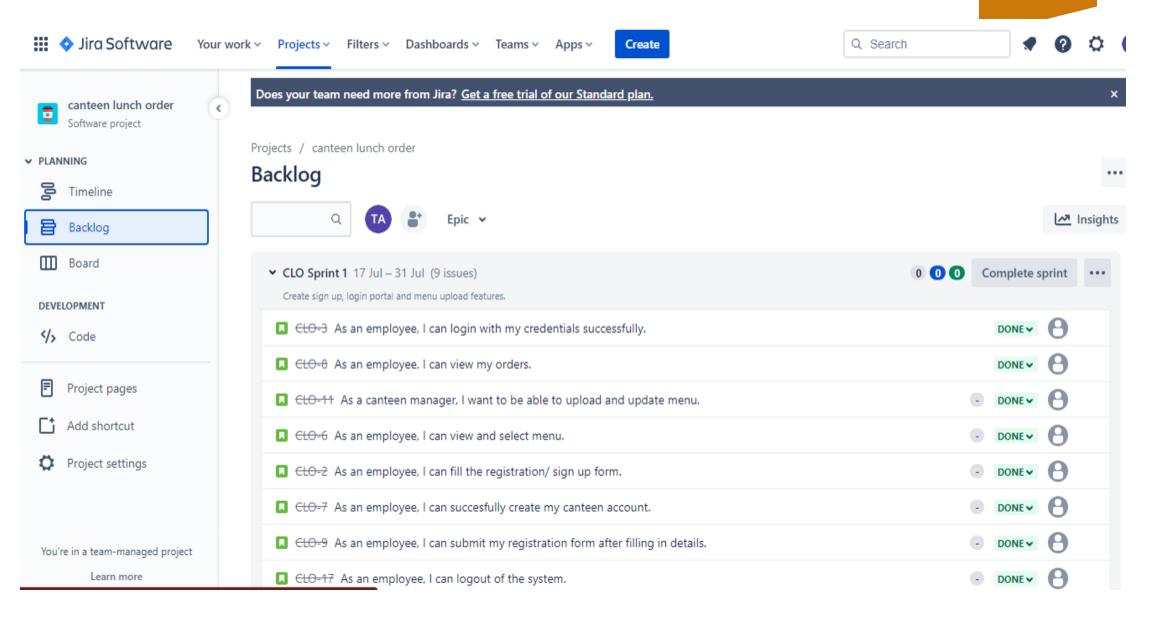


Task 9 To Be- Requirements to User Stories



| USERS | EPIC | USERS STORY |
|--|--------------------|---|
| All stakeholders (Employees, Order Processor, Admin, HR, Finance, Dispatcher) | Sign up Sign in | As an employee, I can fill the registration/ sign up form. As an employee, I can submit my registration form after filling in details As an employee, I can successfully create my account. As an employee, I can login with my credentials successfully. As an employee, I can reset my password. As an employee, I can log out of the system. |
| Employee | Activity | As an employee, I can view and select menu. As an employee, I can confirm delivered meals. As an employee, I view my order. As an employee, I can select a delivery time. As an employee, I can checkout my order. As an employee, I can edit or cancel my order before checking out. As an employee, I should be able to check my order history. As an employee, I want to be able to give feedback and reviews. |
| Order Processor/Canteen Manager | Activity | As a canteen manager, I can upload and update menu. As a canteen manager, I can view employees' orders. As a canteen manager, I can confirm employees' orders. As a canteen manager, I should be able to assign orders to available dispatchers. As a canteen manager, I can submit employees' completed transactions to HR. |
| HR/Admin Manager | Activity | As an HR manager, I can enable and disable employees canteen profile. As an HR manager, I can authorize employees bills deduction. As an HR manager, I should be able to forward authorized bills to finance for deductions. As Admin manager, I can view submitted requests by the canteen manager. |
| Payroll Management Team | Activity | As a payroll manager, I can access employees order details. As a payroll manager, I can spool employees orders periodically. As a payroll manager, I can sync employees lunch bills to the payroll system |
| Delivery Personnel | Activity | As the dispatcher, I can view and accept orders assigned to me. As the dispatcher, I can submit completed order deliveries. |

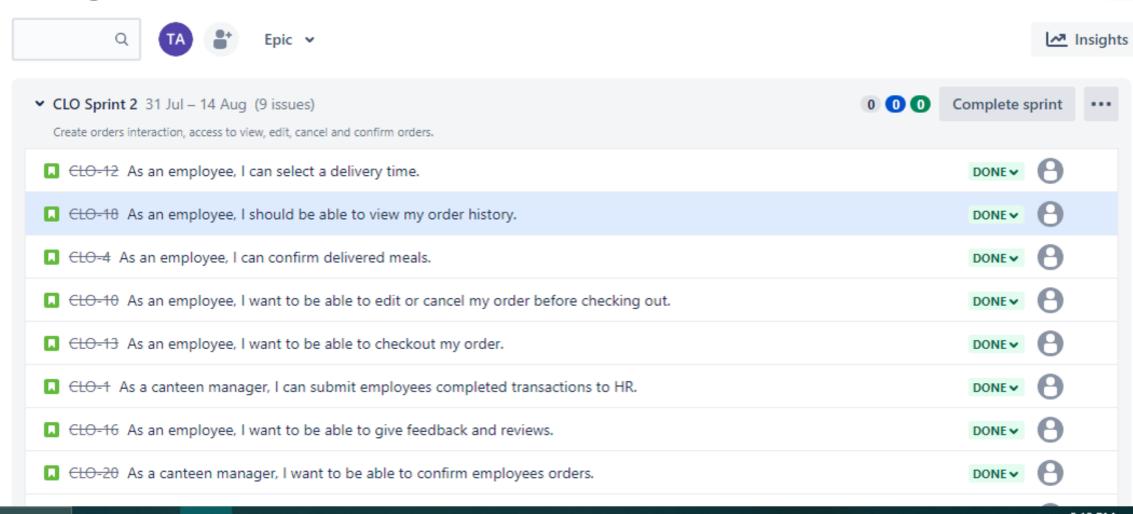




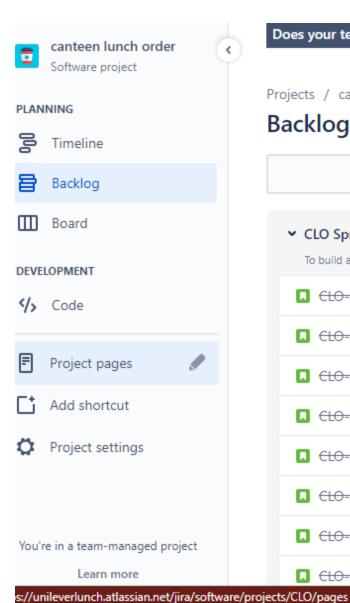


Projects / canteen lunch order

Backlog



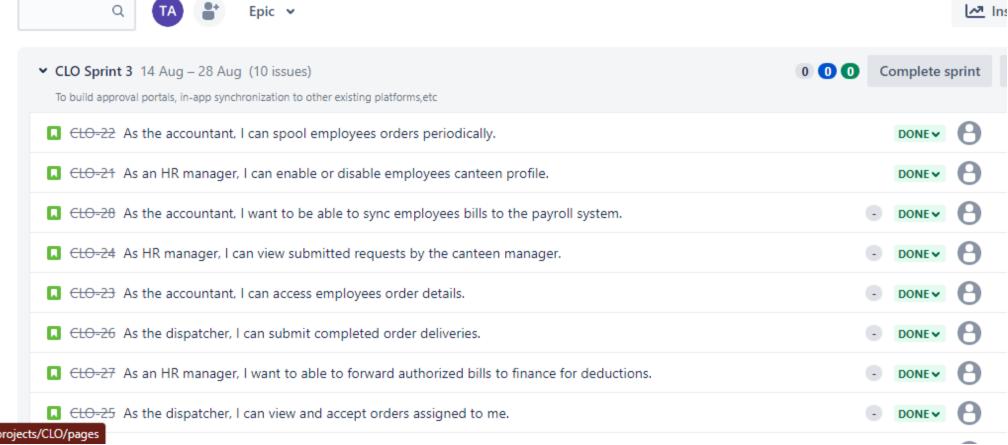




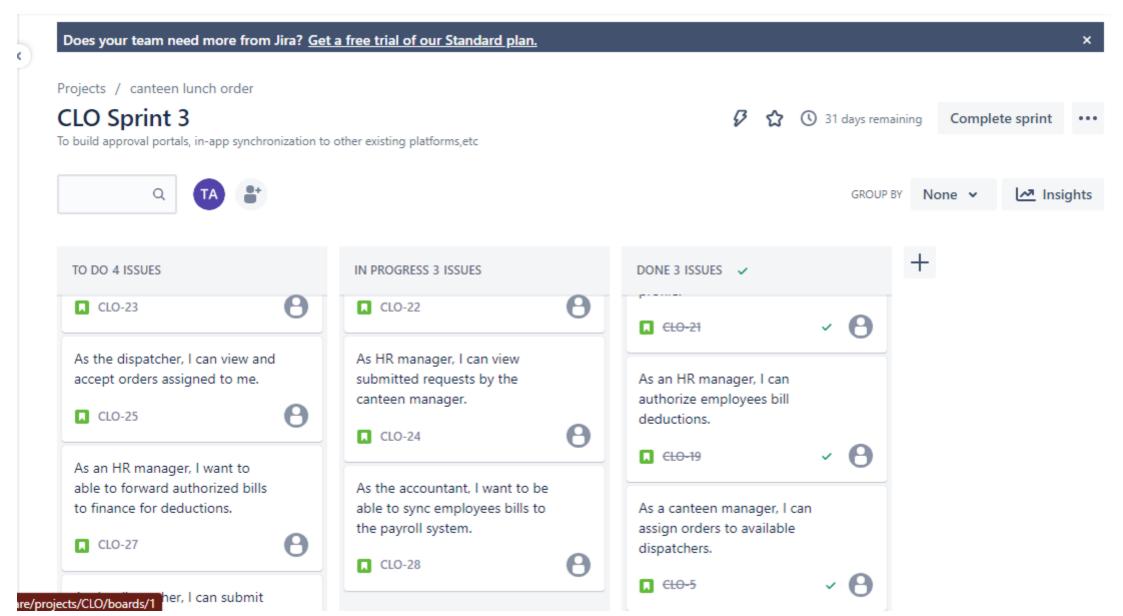
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Projects / canteen lunch order

Backlog







Thank You

Akosua Boatemaa Idongesit Umoren Fatima Saeed Daniella Odum Priscilla Idehenre Temitayo Ajayi Temitayo Obasa Busola Wale-Micaiah Oluwatooki Dasilva-Shado