**EXECUTIVE SUMMARY**

Unilever’s USA offices house approximately **1,500 employees**, spread across **12 floors**, with **two canteens** that accommodate **150 people at a time**. The current lunch-hour process is inefficient, leading to **long waiting times, food shortages, significant wastage,** and **decreased employee productivity**.

To address these challenges, this business case proposes the development of a **Canteen Ordering System** that will enable employees to pre-order meals online. This system will streamline canteen operations, **reduce waiting time, minimize food wastage, improve employee efficiency, and automate payroll deductions** for meals.

# **CURRENT IMPLEMENTATION**

Unilever's canteen operations currently use a manual system that includes:

* Point-of-Sale (POS) System for payment processing.
* Basic Inventory Management Software for tracking available stock.
* Payroll System that does not integrate with canteen purchases.
* Excel Spreadsheets are used by canteen managers for food tracking and ordering.
* On-premises servers hosting employee payroll and inventory data.

**Resources Required for Maintenance**

Maintaining the current system involves several costs and human resources:

* **Financial Costs:**
  + POS system licensing and maintenance: **$5,000 per year**
  + IT support for hardware and software maintenance: **$10,000 per year**
  + Food wastage costs due to inefficiencies: **$20,000 per year**
* **Work Hours:**
  + **Canteen Staff:** Spend an estimated **20 hours per week** managing food shortages and meal tracking.
  + **IT Team:** Spend approximately **10 hours per week** troubleshooting payroll mismatches and POS issues.
  + **HR & Payroll Team:** Spend about **15 hours per week** reconciling meal-related deductions manually.
* **Usage Statistics:**
  + 60% of employees visit the canteen daily, leading to **overcrowding during peak hours**.
  + Approximately **35% of the food prepared daily goes to waste** due to improper demand estimation.

**REASON FOR CHANGE**

* **Long Wait Times:** Employees spend excessive time queuing for food, leading to reduced productivity and frustration during peak lunch hours.
* **Food Wastage and Shortages:** Without accurate demand forecasting, popular meals run out quickly, while less popular items are overproduced and wasted, increasing operational costs.
* **Manual Processes:** Current manual ordering and payment systems are inefficient, time-consuming, and prone to human error.
* **Employee Dissatisfaction:** The lack of convenience and unpredictability in meal availability negatively impacts the overall employee experience.
* **No Payroll Integration:** Manual payment handling causes delays and reduces financial efficiency; there is no seamless method for deducting meal costs from salaries.
* **Operational Inefficiency:** Canteen staff spend unnecessary time managing orders and payments instead of focusing on quality food preparation and service improvements.
* **Data Limitations:** There is no reliable data on meal preferences, making it difficult to plan menus, control inventory, or improve service based on employee feedback.

**FINDING A NEW IMPLEMENTATION**

The new implementation is the **Canteen Ordering System** — a **web-based platform** that allows employees to **pre-order meals online** before the set cut-off time (e.g., 11 AM).  
Key features of the system include:

* **Employee Login:** Staff log in via a web portal (mobile/desktop).
* **Pre-Order Meals:** Choose meals from the daily menu and submit order before the cut-off time.
* **Order Consolidation:** System gathers all orders and generates reports for kitchen planning.
* **Meal Preparation:** Canteen staff prepare only what's needed, reducing wastage.
* **Delivery/Pickup:** Meals are either delivered to desks or picked up at canteen stations.
* **Payroll Processing:** No cash; all orders are charged automatically via payroll at the month-end.
* **Feedback:** Employees can submit optional ratings or feedback for improvements.

**REVIEW OF OPTIONS**

**Option 1: Maintain the Current Manual Process**

* **Pros:**
  + No immediate costs.
  + No change management or retraining needed.
* **Cons:**
  + Continued long wait times.
  + Ongoing food wastage and shortages.
  + Reduced employee productivity.
  + No data insights for meal planning.
* **Conclusion:**
  + Not viable for long-term efficiency or employee satisfaction.

**Option 2: Introduce a Basic Menu Display System (No Pre-Ordering)**

* **Pros:**
  + Employees can at least view meal options beforehand.
  + Lower implementation cost compared to full ordering system.
* **Cons:**
  + No pre-ordering: queues and wastage problems remain.
  + Limited improvement to overall productivity.
* **Conclusion:**
  + Partial improvement but doesn't fully address core issues.

**Option 3: Implement a Full Canteen Pre-Order and Payroll Deduction System (Recommended Option)**

* **Pros:**
  + Significantly reduces waiting times.
  + Minimizes food wastage through demand-based preparation.
  + Enhances employee satisfaction and saves productive work hours.
  + Seamless cashless payment process through payroll.
  + Generates valuable data insights for continuous improvement.
* **Cons:**
  + Higher upfront investment.
  + Requires initial training and change management.
* **Conclusion:**
  + The best option for achieving efficiency, cost savings, and employee satisfaction goals.

**POSSIBLE VENDORS**

| **Feature / Criteria** | **Vendor A (EazyEats Systems)** | **Vendor B (QuickDine Tech)** | **Vendor C (FreshServe Solutions)** |
| --- | --- | --- | --- |
| **Experience with corporate canteens** | 5+ years, specializes in offices | 8+ years, broad focus (canteens, restaurants) | 3 years, mainly SMEs |
| **Pre-ordering capability** | ✔️ Full pre-order system | ✔️ Full pre-order system | ✔️ Basic pre-order system |
| **Payroll system integration** | ✔️ Ready API connectors | ⚠️ Custom development needed | ❌ Manual export only |
| **Mobile & Web Apps** | ✔️ Both iOS/Android + Web | ✔️ Web only | ✔️ Mobile only |
| **Customization options** | ✔️ High (branding, menus, workflows) | ⚠️ Medium (templates only) | ⚠️ Limited |
| **Implementation time** | 3 months | 4-5 months | 2 months |
| **Support & Maintenance** | 24/7 support included | Business hours only | Email support only |
| **Client References** | ✔️ (Top FMCG companies) | ✔️ (Universities, SMEs) | ⚠️ (Small offices only) |
| **Security & GDPR compliance** | ✔️ Certified | ✔️ Certified | ⚠️ Partial compliance |
| **Estimated Cost** | $55,000 + $8,000/year | $48,000 + $6,500/year | $40,000 + $5,000/year |

**Evaluation Summary**

* **Vendor A (EazyEats Systems)**  
  ✅ Strong experience in corporate environments  
  ✅ Payroll integration already built  
  ✅ Fully customizable and scalable  
  ✅ Great after-sales support  
  ❗ Slightly higher cost, but better long-term value.
* **Vendor B (QuickDine Tech)**  
  ➡️ Decent solution but needs **custom work** to integrate with payroll, which may delay timelines.  
  ➡️ Only web app, no mobile app.
* **Vendor C (FreshServe Solutions)**  
  ➡️ Cheapest option, but **not enterprise-grade**.  
  ➡️ Weak on compliance and integration — **high operational risks** for a company like Unilever.

## **Recommended Vendor- EazyEats Systems**

After a thorough evaluation of three potential vendors — EazyEats Systems, QuickDine Tech, and FreshServe Solutions — it is recommended that Unilever proceed with **EazyEats Systems** for the implementation of the Canteen Ordering System.

EazyEats Systems demonstrated a **strong alignment with Unilever’s business needs**, offering:

* **Proven expertise** in corporate canteen environments with 5+ years of focused experience.
* **Seamless integration** with payroll systems using ready-made API connectors, minimizing custom development time and reducing risk.
* **Fully customizable platform** across web and mobile applications, ensuring flexibility to adapt to Unilever's branding and operational processes.
* **24/7 customer support**, critical for a company operating across multiple shifts and time zones.
* **Robust GDPR compliance and security certifications**, ensuring the safeguarding of employee data.

Although EazyEats has a slightly higher initial investment compared to competitors, the **total cost of ownership is justified** by the reduced implementation risks, faster go-live time, and lower long-term support overheads. Selecting EazyEats Systems provides Unilever with a scalable, reliable, and future-proof solution that supports operational efficiency and enhances employee experience.

# BENEFITS OF AN UPDATE

* **Boost Operational Efficiency:**  
  Streamlines ordering, preparation, and delivery, cutting manual errors and delays.
* **Reduce Costs:**  
  Minimizes food wastage through accurate pre-ordering, leading to substantial yearly savings.
* **Enhance Employee Productivity:**  
  Shortens lunch queues, helping employees maximize their break time and return to work faster.
* **Improve Employee Experience:**  
  Offers a seamless, modern ordering journey, boosting satisfaction and retention.
* **Enable Smarter Decisions:**  
  Provides actionable data insights to optimize menus, staffing, and resource planning.
* **Simplify Payroll Integration:**  
  Automates meal payments directly through salary deductions — no cash handling needed.
* **Future-Ready Infrastructure:**  
  Scalable system architecture that supports future enhancements like dietary customizations and employee perks.

Updating the canteen system will transform lunch breaks into a faster, smarter, and more cost-effective experience, boosting both employee satisfaction and organizational efficiency.

KEY PERFORMANCE INDICATORS

**🔵 Employee Experience KPIs**

* **Average Wait Time Reduction**  
  → Goal: Reduce canteen waiting times by **70%** within 3 months.
* **Employee Adoption Rate**  
  → Goal: **85%+** of employees are actively using the ordering system within the first 2 months.
* **Employee Satisfaction Score** (via surveys)  
  → Goal: Achieve a **90% satisfaction rate** regarding lunch experience after implementation

**🔵 Operational KPIs**

* **Reduction in Food Wastage**  
  → Goal: Decrease food waste by **40%** in the first 6 months.
* **Order Accuracy Rate**  
  → Goal: Achieve **98% accuracy** between orders placed and meals delivered.
* **Time Saved Per Employee**  
  → Goal: Save at least **20–25 minutes per employee** per day during lunch breaks.

**🔵 Financial KPIs**

* **Cost Savings from Reduced Wastage**  
  → Goal: Save **£20,000+ per year** in canteen operating costs.
* **ROI Achievement**  
  → Goal: Full Return on Investment (**ROI**) within **12 months** post-deployment.

**🔵 System Performance KPIs**

* **System Uptime/Availability**  
  → Goal: **99.9% uptime** for the ordering platform.
* **Average Order Processing Time** (backend)  
  → Goal: Orders processed and confirmed in **under 5 seconds**.

SUGGESTED VENDOR

**Vendor Recommendation Statement**

After a thorough evaluation of available vendors, **Vendor A** has been selected as the best choice for the implementation of the Canteen Ordering System at Unilever’s UK offices. This recommendation is based on the following key criteria:

1. **Cost Effectiveness**: Vendor A offers the most competitive pricing structure, providing the best value for money without compromising on essential features and functionality. This will result in significant cost savings for Unilever both in the short and long term.
2. **Comprehensive Features**: Vendor A delivers all required features, including an intuitive employee ordering portal, robust canteen management tools, payroll integration, and a feedback system. This feature aligns directly with the needs and objectives of the new system.
3. **Seamless Integration**: Vendor A ensures a smooth integration process with Unilever's existing HR and payroll systems, reducing implementation time and minimizing disruption to daily operations.
4. **Scalability**: Vendor A’s system is highly scalable, allowing for future expansion to multiple canteens or office locations, ensuring long-term usability and growth.
5. **Support and Maintenance**: Vendor A provides 24/7 support, ensuring the smooth functioning of the system and quick resolution of any issues. This level of service is critical to maintaining continuous operations in the canteen.
6. **Security and Compliance**: Vendor A complies with GDPR and other industry standards, ensuring that employee data is protected and secure throughout the entire ordering process.

Based on these factors, Vendor A not only meets the immediate needs of the Canteen Ordering System but also positions Unilever for future scalability and success. Therefore, it is recommended to proceed with Vendor A for the development and implementation of this system.

**OPTION COSTS**

| **Cost Component** | **Details** | **Estimated Cost (£)** |
| --- | --- | --- |
| **Software Licensing** | One-time license fee for canteen management, employee portal, admin dashboard | £25,000 |
| **Development & Customization** | Customization to integrate with Unilever payroll systems, branding, and workflows | £15,000 |
| **System Integration** | API setup, payroll linkage, SSO (Single Sign-On) integration | £5,000 |
| **Infrastructure Setup** | Cloud hosting setup, security compliance, server configuration (first year) | £5,000 |
| **Annual Cloud Hosting &**  **Maintenance** | Ongoing hosting, technical support, minor updates (annual) | £10,000/year |
| **Training & User Onboarding** | Training sessions for canteen staff, HR, IT, and a small employee group | £3,000 |
| **Change Management &**  **Communication** | Internal awareness campaign (emailers, posters, webinars) | £2,000 |
| **Contingency** | 10% buffer for unexpected costs (scope changes, urgent fixes) | £6,500 |

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| **Total Implementation Cost (Year 1)** | | **£71,500** |

| **Ongoing Annual Costs (from Year 2)** | Cloud hosting, support, minor upgrades | **£10,000/year** |

**Key Notes:**

* **Payroll Deduction Integration** is considered critical and included in customization cost.
* **Security and Compliance** (GDPR) standards are included in the infrastructure cost.
* **Training** covers admin users, canteen staff, and 1,500 employees through online modules.
* **Contingency** is deliberately included to manage any unforeseen scope or timeline changes.
* **Cost Savings** are expected to outweigh these costs, given annual productivity and efficiency improvements (as outlined in the Cost-Benefit Analysis).

TECHNOLOGY MIGRATION

To ensure a smooth transition from the current manual system to the new Canteen Ordering System, a structured Integration and Migration Plan will be followed. This plan will minimize disruption, ensure data integrity, and maintain continuous operational flow.

**1. Pre-Migration Activities (Preparation Phase)**

* **Data Assessment:** Review existing canteen-related operational data (menus, pricing, popular items, employee meal preferences if available).
* **Backup Creation:** Create full backups of all relevant data and operational documentation for historical reference and compliance.
* **Infrastructure Preparation:**
  + Provision cloud hosting services.
  + Set up secure databases, servers, and firewalls.
  + Establish VPN/secure access protocols for internal users.
* **System Testing Environment:**
  + Deploy a staging version of the new system.
  + Conduct integration tests with Unilever’s payroll system (API connectivity, authentication, data flow tests)

**2. Migration Activities (Execution Phase)**

* **System Configuration:**
  + Configure system settings (meal categories, pricing, user roles).
  + Upload canteen menus and historical preferences to personalize the ordering system at launch.
* **Payroll Integration:**
  + Map employee IDs and salary deduction codes.
  + Test payroll deduction in sandbox environment.
* **User Setup:**
  + Batch creation of user accounts through HR employee database import.
  + Assign permissions for canteen staff, managers, and employees.

**3. Validation & Cutover (Go-Live Phase)**

* **Pilot Testing:**
  + Limited group of employees (100 users) will pilot the system for two weeks.
  + Feedback collection and adjustments will be made.
* **Final Validation:**
  + Confirm all data migration accuracy (menu items, prices, employee accounts).
  + Validate payroll deductions through a mock payroll run.
* **Full Rollout:**
  + Official go-live for all 1,500 employees after successful pilot adjustments.
* **Old System Decommission:**
  + Once the new system stabilizes (2-4 weeks post-launch), manual processes will be phased out.

**4. High-Level Migration Schedule**

| **Phase** | **Timeline** | **Key Activities** |
| --- | --- | --- |
| **Preparation Phase** | Week 1-2 | Data review, backups, infrastructure setup |
| **System Setup & Testing** | Week 3-5 | Staging deployment, initial testing, payroll integration |
| **User Migration & Training** | Week 6 | Account creation, staff & user training |
| **Pilot Launch** | Week 7-8 | Limited user testing, adjustments |
| **Full Go-Live** | Week 9 | System launches across organization |
| **Stabilization & Support** | Week 10-12 | Bug fixes, performance monitoring, old process shutdown |

**Key Considerations:**

* 🔒 **Data Security:** All data migration activities will follow GDPR guidelines and Unilever’s IT Security policies.
* 🛠️ **Rollback Plan:** In case of critical failure during cutover, employees will revert temporarily to the manual process while the system issues are corrected.
* 📢 **User Communication:** Weekly updates will be sent during the migration phases to keep stakeholders informed and reduce anxiety.

IMPLEMENTATION PROGRAM

**1. Planning Phase**

* **Timeline:** Month 1
* **Activities:**
  + **Kick-off Meeting:** Introduce project goals and timeline to key stakeholders (Canteen staff, HR, IT, Payroll, Business Analysts, Product Managers).
  + **Requirement Gathering:** Conduct workshops and interviews to capture user needs, including menu management, ordering deadlines, payment processes, and delivery.
  + **Feasibility Study:** Assess existing IT infrastructure and payroll systems for integration compatibility.
  + **Risk Assessment:** Identify initial risks (e.g., technical challenges, employee adoption) and draft mitigation strategies.
* **Deliverables:**
  + Requirements Specification Document
  + Project Plan and Resource Allocation

**2. Design Phase**

* **Timeline:** Month 2
* **Activities:**
  + **System Design:** Create detailed wireframes for the employee portal, canteen staff dashboard, and payroll integration points.
  + **Database Design:** Structure order, user, and menu management databases.
  + **Infrastructure Setup:** Finalize hosting environments (e.g., cloud servers, backup systems).
  + **Vendor Collaboration:** Coordinate with the selected vendor for system customization.
* **Deliverables:**
  + UI/UX Wireframes
  + Technical Architecture Document

**3. Development Phase**

* **Timeline:** Months 2–4
* **Activities:**
  + **Core Development:** Build the web-based application based on finalized designs.
  + **System Integrations:**
    - Integrate with existing HR and payroll systems (for automatic deductions).
    - Set up authentication with Unilever’s Single Sign-On (SSO).
  + **Unit Testing:** Continuous testing by developers for each module.
* **Deliverables:**
  + Working Beta Version of the Canteen Ordering System
  + API Integrations with Payroll and HR systems

**4. Testing Phase**

* **Timeline:** Month 4
* **Activities:**
  + **System Testing:** End-to-end testing for ordering, kitchen operations, payment processing, and reporting.
  + **User Acceptance Testing (UAT):** Select 50 employees and a small canteen team to use the system in a controlled environment.
  + **Bug Fixes & Enhancements:** Based on feedback from UAT.
* **Deliverables:**
  + Finalized and Tested System
  + UAT Sign-off Document

**5. Training & Change Management**

* **Timeline:** Month 5
* **Activities:**
  + **Training Sessions:** For canteen staff, HR/payroll team, and employees.
  + **User Guides and FAQs:** Create easy-to-follow guides for order placement, menu management, and troubleshooting.
  + **Awareness Campaign:** Posters, emails, and webinars to promote system usage before launch.
* **Deliverables:**
  + Training Materials
  + Support and Helpdesk Information

**6. Pilot Rollout**

* **Timeline:** Month 5
* **Activities:**
  + **Small-Scale Launch:** Make the system live for a few departments (e.g., HR, Finance teams) and monitor performance.
  + **Performance Monitoring:** Track order times, waiting times, feedback, and technical performance.
* **Deliverables:**
  + Pilot Review Report

Refined System Adjustments (if needed)

**7. Full Rollout**

* **Timeline:** Month 6
* **Activities:**
  + **Organization-Wide Go-Live:** Make the system available to all 1,500 employees.
  + **Dedicated Support Team:** A temporary support team will be available for the first month to handle any issues.
  + **Regular Monitoring:** Daily reports to monitor system health, usage statistics, and payroll deductions.

**8. Post-Go-Live Support**

* **Timeline:** Ongoing (first 3 months post-launch)
* **Activities:**
  + **Feedback Collection:** Regular surveys and feedback sessions with users.
  + **System Tweaks:** Fine-tune based on real-world usage.
  + **Maintenance:** Monthly system health checks and updates.
* **Deliverables:**
  + Post-Implementation Review Report
  + Continuous Improvement Plan

**Summary Timeline**

| **Phase** | **Timeline** |
| --- | --- |
| Planning & Requirements | Month 1 |
| Design | Month 2 |
| Development | Months 2–4 |
| Testing & User Training | Month 4–5 |
| Pilot Rollout | Month 5 |
| Full Rollout | Month 6 |
| Post-Go-Live Support | Month 6 onward |

# CONCLUSION

After a thorough review of the current canteen ordering process, market options, and integration requirements, the recommended solution and vendor have been carefully selected based on their ability to meet Unilever’s operational, technical, and user-experience needs.