10ALYTICS BUSINESS ANALYSIS CAPSTONE PROJECT

UNILEVER ONLINE CANTEEN ORDERING SYSTEM

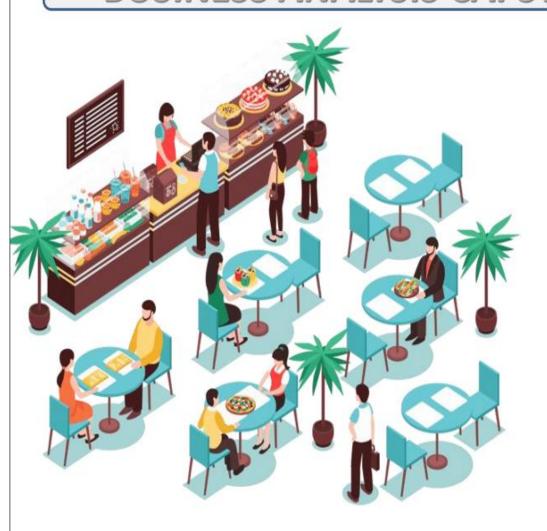
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16TH NOVEMBER, 2022.

BUSINESS ANALYSIS CAPSTONE PROJECT





UNILEVER CANTEEN ORDERING SYSTEM



Project Overview

Background

Unilever is a British-Dutch FMCG company, headquartered in London, England. Unilever is one of the oldest FMCG companies, and its products are available in around 190 countries.

In its UK offices, Unilever has around 1500 employees which are spread across 12 floors. They have 2 canteens to cater to these 1500 employees. Each canteen can seat around 150 employees at a time.

Current State

Most employees would prefer to take their lunch between 12 noon to 1 pm. This has led to a huge rush in the canteen during lunch hours resulting in employees wasting a lot of time waiting for tables to be vacant.

Management calculated that it took around 60 minutes for employees to go and come back from lunch. Almost 30-35 minutes were wasted in waiting in a queue to collect their food and get a table to sit and eat. However, the time spent eating was barely 10-15 minutes. The remaining 10 minutes were spent reaching and coming back from the canteen using the elevators.

Employees don't always get the choice of food they want because the canteen runs out of certain items. The canteen wastes a significant quantity of food by throwing away what is not purchased.

Many employees have requested a system that would permit a canteen user to order meals online, to be delivered to their work location at a specified time and date.

10Alytics

Future State

You have been given the following requirements by the Client on the proposed Future State of the System.

- 1. The employee shall open the web page of the Canteen Ordering System. He/she shall be presented with an up-to-date menu for the day. It will have a list of all the dishes available in the canteen for the day along with its prices.
- 2. The lunch order can be placed by employees latest by 11 am. After 11 am the system shall not allow the users to place orders for lunch items so that the chefs have sufficient time to cook the ordered dishes. There should be a Menu Manager (a canteen employee) who shall create the menu and update the menu.
- 3. The users can select the lunch dishes they would like to eat and create an order. They should be able to edit the items they want to order anytime before checking out.
- 4. Once the order is confirmed and the user has checked out, they should **NOT** be able to cancel or edit the order.
- 5. The canteen manager also known as order processor should be able to view the orders placed by the employees. He shall take an inventory of all the dishes ordered by different users and get them cooked by the chef.
- 6. This canteen manager should be able to request a delivery to the employees' workstation.
- 7. There shall be a meal deliverer (delivery boy) who shall deliver the lunch to the employee's desk. After delivering the lunch, this delivery boy shall close the online customer order.
- 8. If a customer does not like any food item or is not happy with the delivery system by the canteen, they should be able to submit feedback.
- 9. There is no payment gateway for the system, so the payment for dishes ordered shall be deducted from employee's salary. Hence, the employees need to enroll for salary payment deduction. The payroll system will handle payroll deductions.
- 10. At the end of the month the payroll system shall calculate the total number of dishes ordered by each employee. The payroll system shall deduct money from the employee's salary.



Your Task..

As the Business Analyst assigned to this Project, you are required to;

- 1. Identify all the impacted stakeholders.
- 2. Build a Stakeholder Analysis Matrix for the Identified Stakeholders with Justifications.
- 3. Identify the problem statement(s) within the Current Process.
- 4. Identify the objectives of the new Canteen Ordering System.
- 5. Develop a Business Case to convince Senior Management of the need for this new System.
- 6. Develop a RACI Matrix for the implementation of this Project.
- 7. Write down the main features that needs to be developed in this new System.
- 8. Create the As-Is and the To-Be Process maps (using simple flowcharts or a Swimlane Diagram).
- 9. Translate the To-Be Requirements into User Stories.
- 10. Create a Jira Project for the new system, upload the user stories on the Jira Product Backlog and proceed to create a minimum of 3 Sprints with screenshots.

UNILEVER CANTEEN ORDERING SYSTEM

STAKEHOLDER ANALYSIS

IMPACTED STAKEHOLDERS

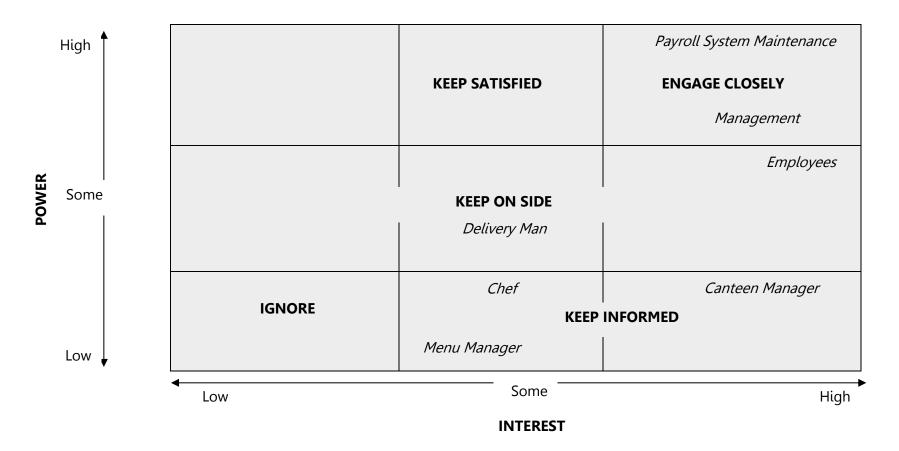
Employees	Management	Canteen Manager / Order processor
Menu Manager	Chef	Delivery Man
Payroll System / Maintenance Team		

STAKEHOLDER MATRIX DOCUMENTATION

STAKEHOLDE R	Interest / Power	JUSTIFICATION	Communication Strategy		
Employee 1. High interest 2. Some Power		 High interest- Because they are most affected by the new development. They are the direct (end) users of the online system being developed. Some Power: Their demands/ request is what influenced the development of the software ordering system. They pay for the services. Their reviews of the company's employee policies could affect or influence the brand and reputation of the company positively or negatively, hence management would like to keep them happy by listening to their demands. 	Engage Closely		
Management	1. High Interest 2. High Power	 High Interest Because: The current system causes time wastage which reduces productivity of the company which inadvertently affects the revenue which may speak poorly of the management. So, they will be interested in a system that drives efficiency and improves productivity. High Power Because: They have the finances to fund this project or not. 	Engage Closely		
Canteen Manager / Order Processor	 High Interest Low Power 	 High Interest Because: He is directly affected by this project because the project affects the efficiency of the canteen. This new project will help curb wastage as only ordered meals will be cooked. Low Power Because: They cannot necessarily influence the project's outcome even though they could give valuable suggestions to make it better. 	Keep Informed		

Menu Manager	 Some interest Low Power 	 Some Interest Because: The system makes his job easier as he approaches the menus more systematically for each day. His menus help ensure that wastage is significantly reduced as only what he listed on the menu will be ordered. Low Power Because: He isn't particularly influencing any aspect of the new system being implemented. 	Keep Informed
Chef	 Some Interest, Low Power 	 Some Interest Because: Now he knows beforehand what to prepare and has enough time to prepare those meals. He can also improve the quality of his meals by virtue of the time available. However, it becomes more complicated for him to prepare more specialized meals. He would also have the canteen manager on him more constantly to deliver the orders he has received. The new system will change his routine and would make him change his routine. Low Power Because: While he may be highly affected by the new system, he is unable to significantly influence it. 	Keep Informed
Delivery Man	 Some Interest Some Power 	 Some Interest: He is affected by the project in that he is to be paid as a delivery man, he will likely be excited to see this project go ahead. Some Power: Because of the specific nature of people's orders, he has to be particularly careful to make sure he does the deliveries right. His suggestions on how to make this system efficient and effective should be taken seriously. 	Keep Informed / Keep On side
Payroll System Maintenance Team	1. High Interest 2. High Power	 High Interest: The new system affects the payroll team as they would have to introduce new functionalities to the normal operations to ensure that the system works optimally. High Power: They are able to make decisions that influence the way the system's payment works. It's their responsibility to ensure that employees comply with the payment methods and enroll for the payment scheme laid out. Hence, they have the power to determine the functionality of the payment system. If they determine that the system is not compatible with the payment method, they could direct this project in another direction to ensure the company doesn't lose money implementing a new system. 	Engage Closely

STAKEHOLDER MATRIX



PROBLEM STATEMENT AND OBJECTIVES

UNILEVER CANTEEN PROBLEM STATEMENT:

The problem of spending an inordinate amount of time commuting to and waiting in line for food at the canteen by the company employees. The impact of this is employee dissatisfaction, low productivity and food wastage which leads to a high operational cost of canteen. A successful solution will reduce or eliminate commute time, queues and reduce wastage and costs while improving on employee morale and satisfaction.

OBJECTIVES OF THE NEW CANTEEN ORDERING SYSTEM:

- 1. Eliminate rush during lunch hours
- 2. Reduce/ Eliminate time spent in commuting to the canteen
- 3. Reduce/ Eliminate time spent on queues
- 4. Eliminate food wastage in the canteen thereby saving operation costs.
- 5. Provide employees with choice meals

BUSINESS CASE

ONLINE (LUNCH) ORDERING SYSTEM

UNILEVER

UNITED KINGDOM

16TH NOVEMBER, 2022.

BY TEAM 1, COHORT 7, 10ALYTICS.

1.EXECUTIVE SUMMARY

This business case outlines how the New Canteen System project will address the business concerns and issues presented by the management and employees, the benefits of the project, recommendations, as well as justifications. This business case outlines detailed project goals and phases, performance measures, assumptions, constraints and cost-benefits analysis.

1.2. Problem/ Issue:

Unilever has until now fended for its vast employees' catering needs through its in-house canteens located on the ground floor of its 12-storey building. However, as the company grows along with its employee base, this system has become rather inefficient and ineffective in serving its purpose. This ineffectiveness has led to employee dissatisfaction, time wastage and high cost of running and to a certain extent low reviews on labor websites with an average of 4.5 out of 10. In order to reduce wastage, improve employee satisfaction and reduce costs, Unilever must transition to a web-based ordering system outlined in this business case. By doing so employees will have better control of their time and the canteen management will also inculcate more budget friendly practices in their day-to-day operations.

1.3. Anticipated Outcomes

The migration to this system will improve efficiency as it'll reduce and -as more employees adopt the system -ultimately eliminate the time spent waiting in queues for food. Reduce and eliminate wastes that occurs as a result of unsold food in the canteen as only requested food items on the sent-out menus will be prepared for employees. The company will also benefit from an improved employee morale and satisfaction as this will directly impact the quality of work employees put in.

1.4. Recommendation

While a few options were weighed, this option presents a more encompassing solution to improve the process and save costs which align with the company's objectives. The recommended project will systematically migrate employee data to a user-friendly web-based system from where they can access various canteen-based functionalities. The new system will achieve the desired results by the following ways:

- Allow employees to order their meals and receive them at their desk instead of transiting to the canteen and back.
- Canteen employees (menu managers) will upload weekly/ daily menus in advance enabling employees to make orders from and this will prevent wastage that comes from cooking food nobody will buy.
- Menu items will be accessible to employees directly from their devices thereby eliminating the disappointment that comes from waiting in line and discovering their food preferences have finished.

1.5. Justification: The migration of ordering and payment for food purchases to the web-based platform will result in greater efficiency with regards to company resources and business processes. The online ordering system is also aligned with corporate strategy and objectives since it uses technology to improve the way we do business. While other alternatives and the status quo were analyzed, the online ordering system was selected for proposal in this business case because it provides the best opportunity to realize benefits in an expedited manner while also allowing for the greatest improvement in efficiency and cost reduction. Other alternatives assumed greater risk, provided less benefits, were too difficult to define, or were not suitably aligned with current corporate strategy and/or objectives.

Initial estimates for the online ordering system are:

- 25% reduction in overhead costs in the first 12months of implementation
- 20% immediate decrease in staff related costs
- 25% increase in revenue generated from canteen
- 20-30% increase in employee satisfaction using information obtained from employee surveys.

BUSINESS CASE ANALYSIS TEAM:

Role	Description	Name/Title
Executive Sponsor	Provide executive support for the project	Jeffrey Armah, VP Operations
Technology Support	Provides all technology support for the project	Nelly Ogochukwu, VP Information Technology
Business Analyst	Advises and supervises team on process improvement	Greg Ikechukwu, Lead Business Analyst
Project Manager	Manages the business case and project team	Fadekemi Ajibola, Project Manager
Canteen Management Representative	Provides information and advises on canteen operations	Modupe Adeloye, Canteen Manager.

3. PROBLEM DEFINITION

Unilever, headquartered in London, England is one of the oldest FMCG companies in the world, with its products available in about 190 countries. For a long time, Unilever in her UK offices, made use of two (2) canteens to cater for the lunch needs of her 1500 employees spread across twelve (12) floors. Each canteen can seat around one hundred and fifty (150) employees at a time.

Most of the employees prefer to take their lunch between 12 noon to 1 pm. Thus, leading to a huge rush in the canteen during lunch hours which in turn results in employees wasting a lot of time waiting for tables to be vacant. Additionally, employees don't always get the choice of food they want because the canteen runs out of certain items. The canteen wastes a significant quantity of food by throwing away what is not purchased.

Organizational Impact: The new Canteen Ordering System Project will impact Unilever in several ways. The following provides a high-level explanation of how the organization, tools, processes, and roles and responsibilities will be affected as a result of the Canteen Ordering System Project implementation:

Tools: The existing two canteens will be phased out partially or completely when the Unilever Canteen Ordering System Project becomes operational as there won't be any need for a physical canteen location. The two canteens will be put into more effective use as the company deems fit. There will be a need to train employees on how to use the Canteen Ordering System for maximum results.

Processes: The Canteen Ordering System Project has an efficient food ordering, food delivery and payment deduction processes. This improved efficiency will eliminate rush during lunch hours, reduce/ eliminate time spent in commuting to the canteen, reduce/ eliminate time spent on queues, eliminate food wastage in the canteen thereby saving operation costs. Finally, it will also provide employees with choice meals.

Roles and Responsibilities: The Canteen Ordering System Project allows greater autonomy to employees in meal choices and less management burden on the canteen department. The manpower required to appropriately staff the canteen will be reduced. The new platform will be managed mostly by the menu manager, canteen manager and IT group.

Technological Migration: In order to effectively migrate the physical canteen ordering platform to the new canteen ordering Web-based platform, a phased approach has been developed which will result in minimal/no disruption to day- to-day operations. The following is a high-level overview of the phased approach:

Phase I: The Canteen ordering system will be created and integrated into the company's intranet.

Phase II: Employee data will be integrated into the systems and access will be given to canteen employees to view orders and upload menus.

Phase III: All employees will be registered for the payroll deduction system which enables their food payments to be deducted from their monthly salaries seamlessly.

Phase IV: The new system will be tested on all fronts for compatibility, operability, user-friendliness and functionality.

Phase V: Employees and canteen team will be trained on usage of new ordering system.

Phase VI: The new system will go live.

PROJECT OVERVIEW

4.1. Project Description:

The online ordering system will review and analyze several potential products to replace Unilever's current canteen system with a web-based platform. This will be done by determining and selecting a product which adequately replaces our existing system and still allows for improved efficiency and is sustainable for the next 5 years. Once selected, the project will replace our existing system in a phased implementation approach and be completed once the new system is operational and the legacy system is archived and no longer in use. The project will address the issues of food wastage, employee dissatisfaction and will eliminate the rush experienced during lunch hours, provide employees with choice meals, eliminate time spent on queues, eliminate time in commuting to the canteen and also eliminate food wastage thereby saving operational costs.

4.2. Goal

The online ordering system directly supports several of the corporate goals and objectives established by Unilever. The following table lists the business goals and objectives that project supports and how it supports them:

Business Goal/Objective	Description
Improved Time management	Online ordering system will drastically reduce waiting, transit times during lunch hours
Improved processes efficiency	Using the system will make even seemingly insignificant things like having lunch a highly efficient task
Employee engagement and satisfaction	Greater autonomy and flexibility will address employee concerns and improve their overall job satisfaction
Reduce overhead costs	Fewer staff required and cost saved from avoiding wastage will reduce the company's overhead

4.3. Project Performance

The following table lists the key resources, processes, or services and their anticipated business outcomes in measuring the performance of the project. These performance measures will be quantified and further defined in the detailed project plan.

Key Resource/Process/Service	Performance Measure
Purchase Revenue	The total revenue generated monthly by this system will be determined by employee acceptance and usage of the system.
Waste elimination and cost reduction	Decrease in cost and waste due to the preparation of only items published and ordered from the menu
Staff Resources	Elimination of 6 staff positions in the canteens which are no longer required as several functions will now be automated.

4.4. Project assumptions

- That only Unilever staff has access to the canteen
- That everyone will be willing to eat at their desks
- That every employee will have access to the new canteen ordering system
- Funding will be available to train the employees
- All staff will be trained to use the new system

4.5. Project Risks

- System downtime which could potentially prevent employees from having lunch altogether.
- Payment errors
- Wrong delivery (Items and customer)

4.6. Milestones and date of delivery

The following are the major project milestones identified at this time. As the project planning moves forward and the schedule is developed, the milestones and their target completion dates will be modified, adjusted, and finalized as necessary to establish the baseline schedule.

Milestones/Deliverables	Target Date
Project Charter	01/01/2023
Project Plan Review and Completion	03/01/2023
Project Kickoff	03/10/2023
Phase I Complete	04/15/2023
Phase II Complete	06/15/2023
Phase III Complete	08/15/2023
Phase IV Complete	10/15/2023
Phase V Complete	12/15/2023
Phase VI Complete	12/19/2023
Closeout/Project Completion	12/28/2023

COST BENEFIT ANALYSIS FOR ORDERING SYSTEM

Action	Action Type	Description	Amount Year 1	Amount Year 2
Software installation and training	Cost	Cost for IT group to install new system and for the training group to train all employees	-£50,000.00	
Reduce Canteen staff (Servers, cleaners and cooks)	Savings	An immediate reduction in overhead equal to the annual salary of 6 canteen staff	£216,000.00	-
Revenue generated from increased Employee purchases	Income	Income from increased employee purchases and orders	£20,000.00	£25,000.00
Revenue generated from Special meals and new menu items	Income	Introduction of more specialized meal and new menu items	£7,000.00	£8,000.00
Energy costs saved	Savings	Savings in cost due to reduced usage of lift during lunch hours by employees during transit to canteens	£70,000.00	£90,000.00
Delivery boy salary	Cost	Cost incurred from hiring 2 delivery boys	-£36,000.00	-£36,000.00
Other canteen costs	Savings	Savings from reduced purchase of cleaning materials and silver ware	£3,000.00	£5,000.00
		Net Investment Returns	£230,000.00	£92,000.00

ALTERNATIVE ANALYSIS

No Project (Status Quo)	Reasons For Not Selecting Alternative			
Keep using the current Canteen system for lunch	 Unnecessary expenditure of funds for increased staffing levels Excessive time wastage Employee dissatisfaction Non-recoupable money lost due to food wastage 			
Alternative Options	Reasons For Not Selecting Alternative			
Redesign the Current Canteen System, add two more canteens and employ more Canteen staff & Chef	 Still no improvement in Employees productivity due to time lost conveying to and from the canteen Does not guarantee waste will be eliminated Would cost a lot in purchase of new canteen equipment and in salaries to be paid 			
Outsourcing the Provision of Food for Employees to a Catering Service	 Significantly higher cost Expertise already exists in house Vendor's lack of familiarity with our internal requirements Health and Safety concerns about food supplied from unknown source The quality of food can only be assessed on face value once supplied. 			
Purchasing Snack Vending Machine and Smart Fridges	Lack of variety/food options for employees			
Employees Calling a Canteen Desk line to Order Food to their desks.	 Can't guarantee all employees would be served at lunch time as canteen may not have the facilities to receive all orders via calls Could overwhelm canteen staff especially in rush hours 			
Outsourcing the Web Development Project to Canteen Services (E.G R+R HUB) to design and implement a new canteen system for employees	The time and cost implication of bringing in these professionals would not be easy to present to management and maintain once implemented.			

RACI MATRIX

		PROJECT M	IANAGE EAM	MENT	Т	ECHNICA TEAM	L	TRAII TE		ADMINIS	NTENANCE	USER	MANAGEMENT TEAM
Role		Subject Matter Expert	Project Manager	Business Analyst	Developer	UX designer	Tester	Trainer	Disability Trainer	Systems Administrators	Support	Canteen Management/ Employees	Operations Finance Manager HR Manager
Activity		Subj	Proje	Busin	Ď	X			٥	S	01	Mam	Op Finan HR
Analyze Current System		C	A	R									С
Identify issues with Current system	1	С	A	R									С
Design new system		С	A	R	C/I			C/I					
Build new system			A	C/I	R			ı		ı			ı
Test new system			A	C/I	С		R						
Training				A				R			C/I	ı	1
Deploy new system		С	A	1						R			1
Maintain new system				С						R			1

R = RESPONSIBLE

A = ACCOUNTABLE

C= CONSULTED

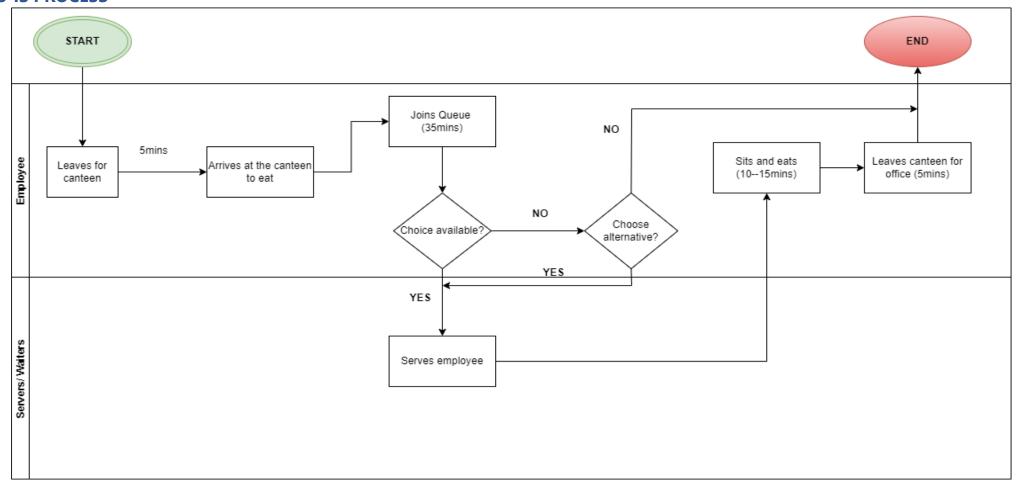
I = INFORMED

FEATURES OF NEW SYSTEM

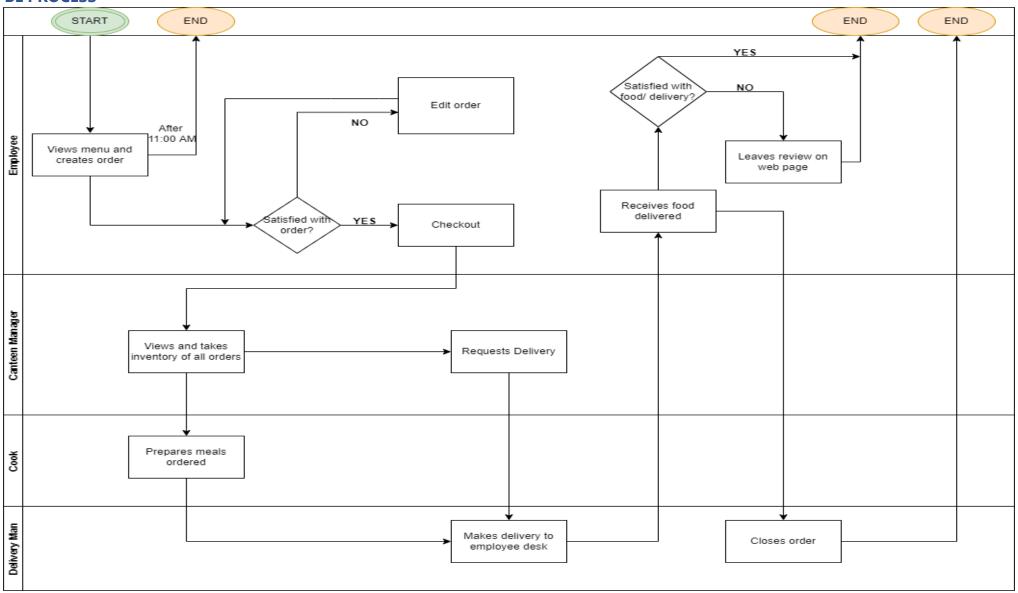
Menu Item search	User profile (Employee id, mail dept, location etc.)	Register and Activate Account		
Support/Chat/ Call-in Feature	Real time GPS tracking for delivery	Confirmation to mail		
Push notification	Payment integration with payroll	Login (Successful or Not, then support)		
Feedback section which includes ratings and review	Order history	Placing Order (Generates Order ID and Time of Delivery)		
Automatic Speech Recognition	Confirm Delivery	Delivery time with notification		
Multi-Device Synchronization	Decline Delivered Order	Delivery person profile		
Delivery location selection	Placing the order	Check out order		
Pickup scheduling	Delivery Guy (Closes Delivery or Returns Rejected Item)	Canteen Management		
Expense Dashboard	Placing in Carts	Suggestions based on frequently orders		

UNILEVER ONLINE CANTEEN ORDERING SYSTEM PROCESS FLOW MAPS

AS-IS PROCESS



TO-BE PROCESS



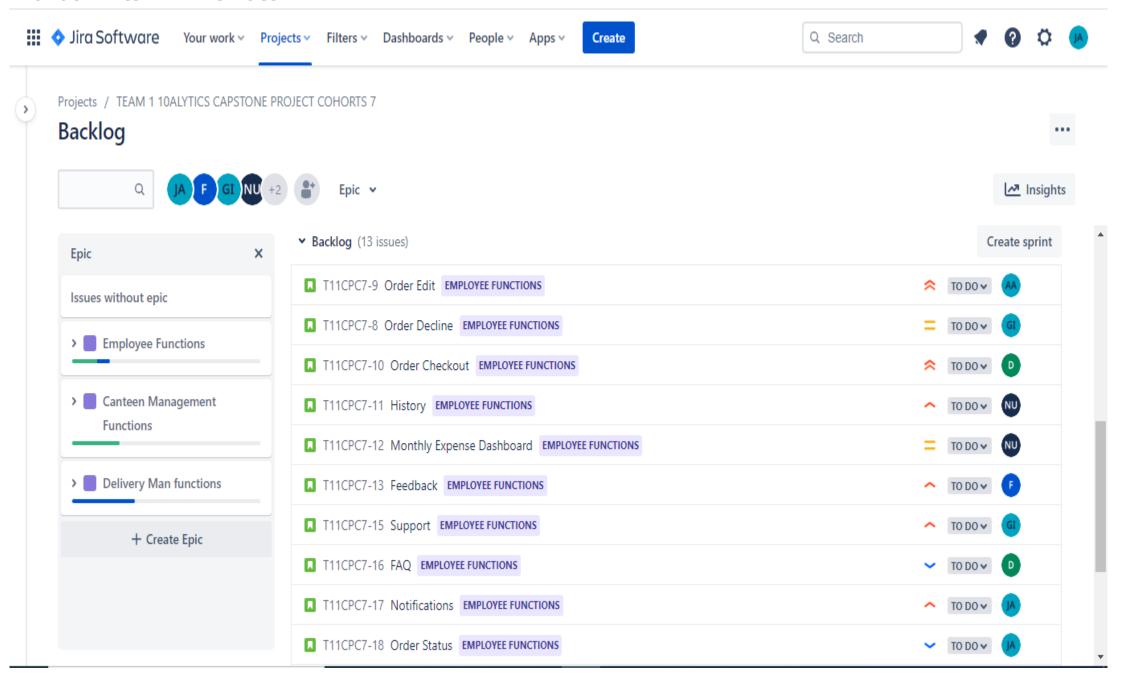
USER STORIES

EPIC	USER STORY TITLE	MOSCOW	USER STORIES	SUCCESS CRITERIA
	Menu Viewing	Must	As a user I should be able to view menu	User should be able to view menu
	Order Creation	Must	As a user I should be able to create and place an order before 11am	User should be able to create an order and must be able to place that order before 11am
	Order Decline	Would	As a user I should be able to decline an order	User should be able to decline an order
	Order Edit	Must	As a user I want to be able to edit order before check out	User should be able to edit an order before check out
	Order Checkout	Must	As a user, I must be able to check out my order	User must be able to check out their order
	History	Should	As a user I want to be able to view my previous orders(history)	User should be able to view the previous transactions
	Monthly Expense Could Dashboard		As a user I want to be able to view my monthly order expense on a dashboard	User can view their monthly expense
Employee Functions	Feedback	Feedback Should As a user I want to be able to leave feedback about my order		User can leave feedback about the order
	Support	Should	As a user I want to be able to call or chat support	User can chat or call for assistance
	FAQ	Could	As an employee I should be able to access FAQ section	User can access frequently asked questions section
	Voice	Would	As a user I should be able to use my voice to make orders	Users can use their voices to make orders
	Notifications	Notifications Should As a user I want to receive notifications		Users can receive various notifications about their orders
	Order Status		As a user I want to be able to view state of my order	Users can see the state of their orders
	Order Duration	Would	As an employee I should know how long my order will take	Users can see how long it will take to complete their orders
	Delivery Personnel	Would	As an employee I should be able to view the delivery guys' profile which includes name, photograph and phone number	User can see the profile of the delivery man

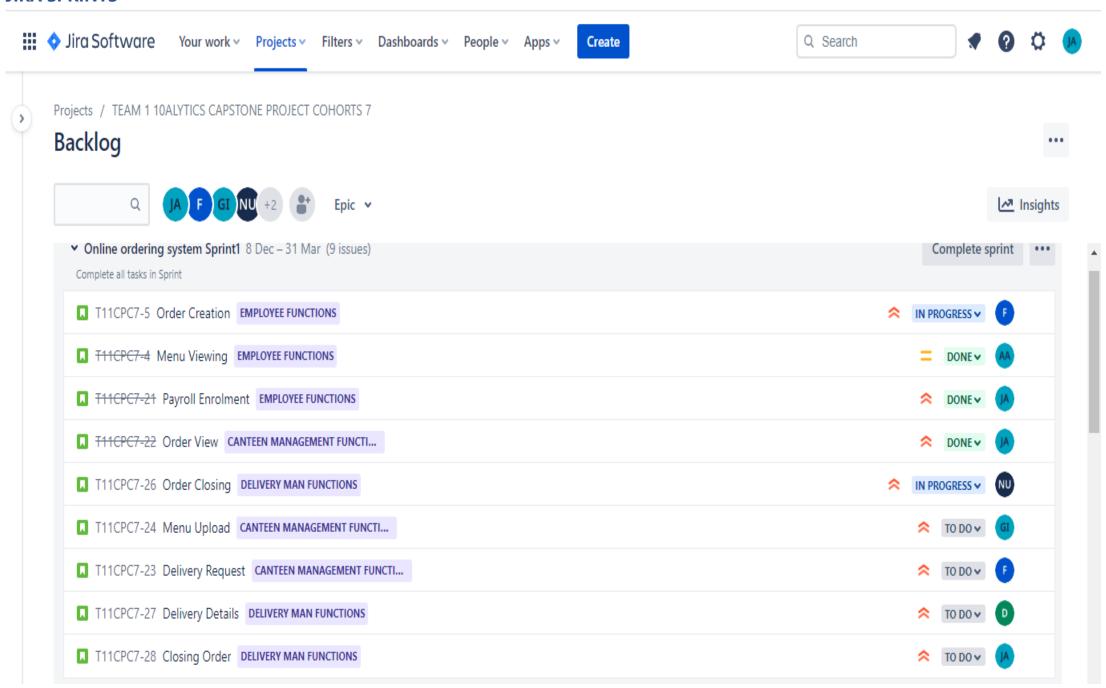
	Payroll Enrolment	Must	As a user I want to be able enroll for payroll deduction as payment option	User must be able to enroll to for salary deduction as mode of payment
Canteen Management Functions	Order View	Must	As a canteen manager I want to be able to view orders	Users should be able to View orders
	Delivery Request	Must	As a canteen manager I want to be able to request deliveries	User should be able to request for a delivery
	Menu Upload	Must	As a menu manager I want to be able to upload daily menus	User should be able to upload menu daily
	Discounting	Could	As a canteen manager I should be able to add discounts to menu items/ purchases	User should be able to add discounts to items
Delivery functions	Order Closing	Must	As a delivery man, I want to be able to close order once delivered	User should be able to close an order after delivery
	Delivery Details	Must	As a delivery man, I want to be able to view the delivery details of employees	User should be able to view delivery details of employee

JIRA PROJECT MANAGEMENT FOR UNILEVER ONLINE ORDERING SYSTEM

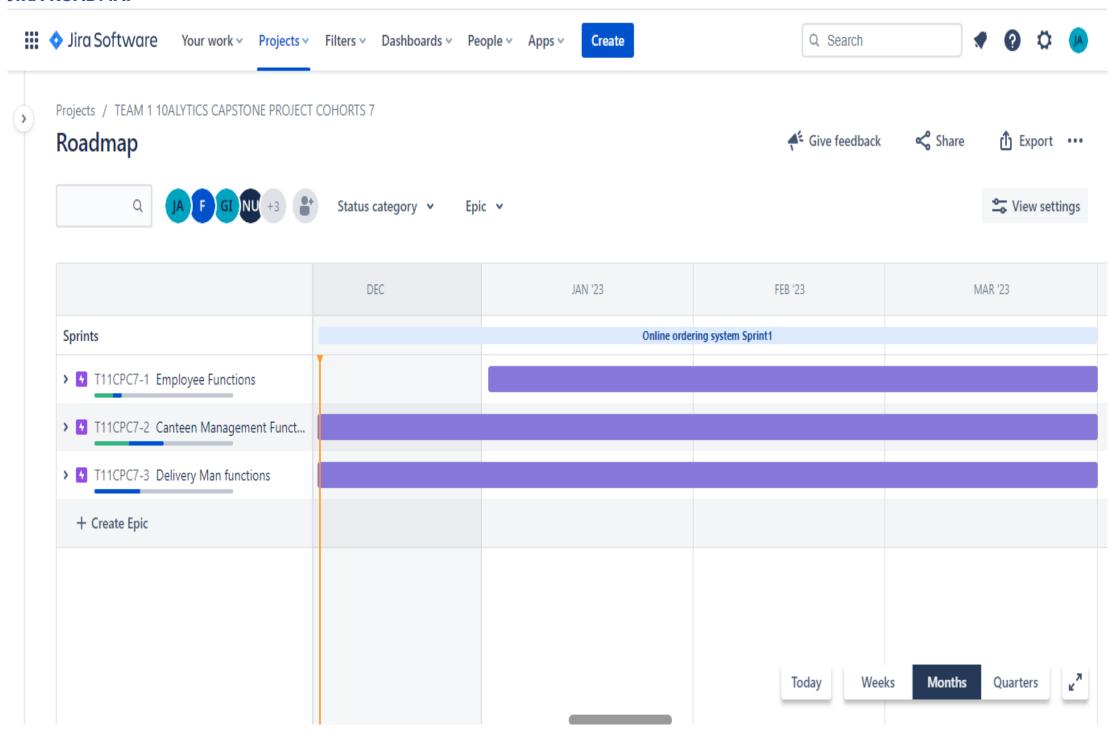
PRODUCT EPICS AND BACKLOGS



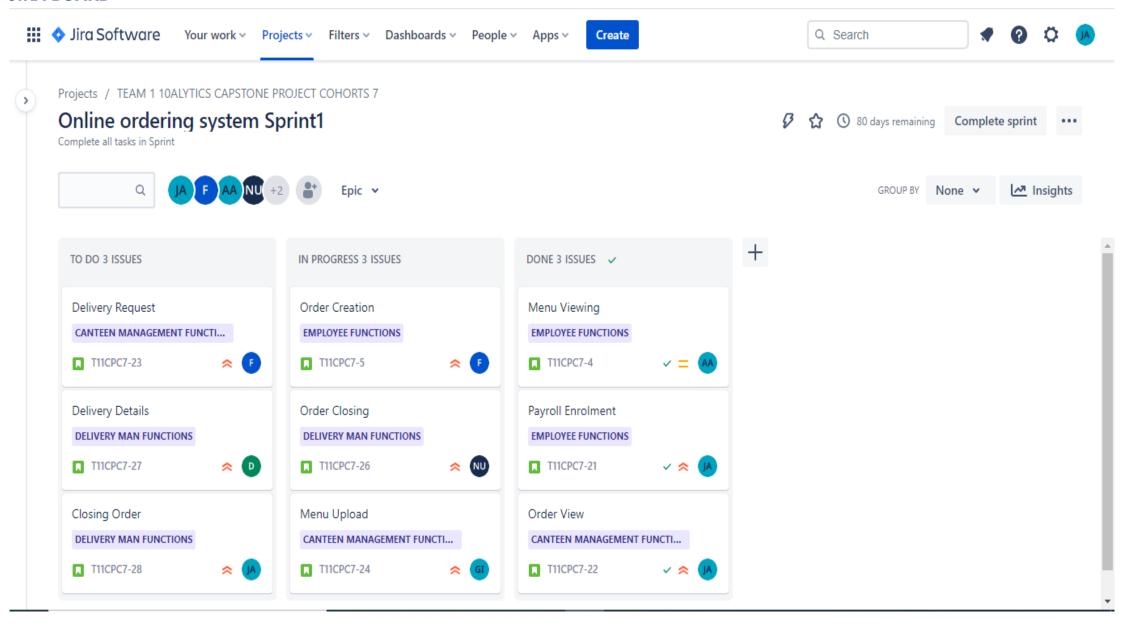
JIRA SPRINTS



JIRA ROADMAP



JIRA BOARD



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