



TO-BE DIAGRAM REPORT

IS2114

GROUP 02

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1. Company Profile

1.1. Company Introduction

Super Serv provides food and beverage services and has been around for 29 years. It was created to manage the challenging duty of providing meals of the highest caliber to the personnel. Providing over 100,000 meals per day with over 1200 employees, Super Serv is considered the pioneer in professional catering in mass. They provide high-quality services establishing long relationships with the customers.

Super Serv strictly adheres to the recommended standards of the Department of Labour and Department of Inland Revenue. They are certified with HACCP and ISO 22000 proofing their quality assurance.

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1.2. Background

Super Serv consists of over 1200 personnel and 50+ client locations. Providing services to the Import sector pioneers such as MAS, Unilever, Brandix, and Nestle. They facilitate Industrial catering and Event catering occasions.

Industrial Catering supports diverse and healthy meal plans customized upon the request of the Individual client, with high quality and on-time delivery with skilled employees. Even catering comes with a fancy dining experience and sparkling bar service with the equivalent quality service. Unique tabletop designs customized for the occasions with elegant furnishing are provided for events.

Apart from Industrial and Event catering, Super Serv provides bulk herbs, spices, and culinary ingredients to the customers. The high-quality meals are outcomes of their own vegetable plants,

centralized butchery, and bakery. Working hand in hand with expertized suppliers and top producers in Sri Lanka, Super Serv has grown to cater within 12 districts at present.

2. Brief description of the selected 3 key business processes for redesign and the justification for the selection

2.1. Logistics

One of the main issues the company is facing currently is with regard to the expiry date of goods as there is no proper method to deal with it. We would recommend batch processing of goods in a company like this as we find it to be paramount in delivering a quality service to customers. Also, another reason we focus on logistics is that we observed that even though 80% of purchases are being delivered on time, there is still a delay in 20% of the purchases we would hinder in delivering quality service to the customer, so we focus on finding reasons for the lag in purchases being delivered and mitigating the issue. Also if any order is placed before 12 hours, it is not a sufficient time period for the order to be dispatched from the warehouse. The lack of communication ways seems to play a huge role in this. Due to the above-mentioned key factors, we have picked logistics to be an area of concern.

2.2. Planning

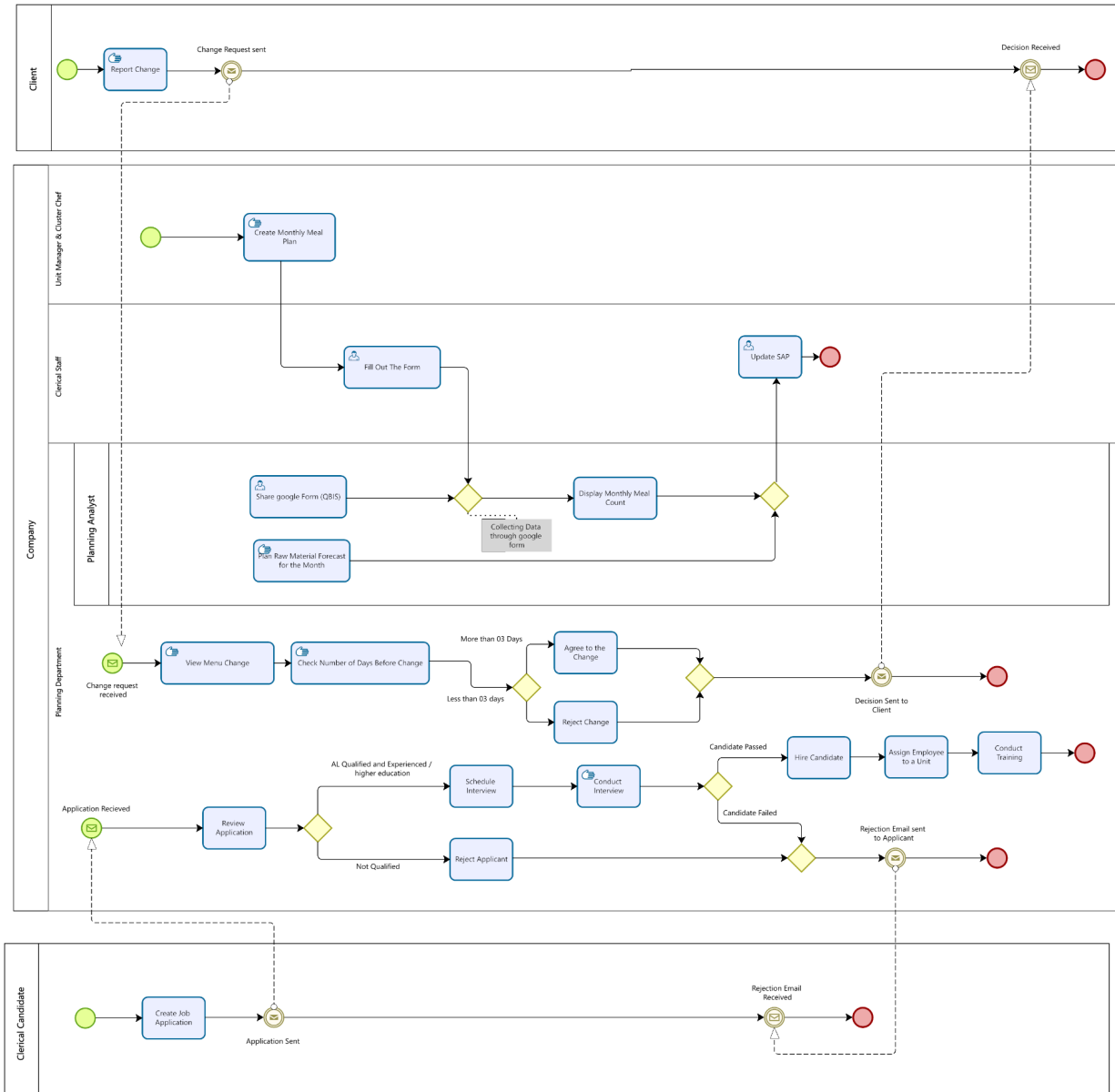
Based on the current state of the country, controlling the company's procedures and operations are vital. Product prices fluctuate often due to exchange rate fluctuations. If the procedures and operations are not adequately handled, the company may experience challenges in continuing to do business in the future. Despite being used to monitor and plan the operations and processes, QBIS and SAP software do not provide real-time updates with regard to the current status of the country. As a result, this process was chosen as a business process to be reengineered utilizing the concepts of reengineering.

2.3. Compliance & Safety

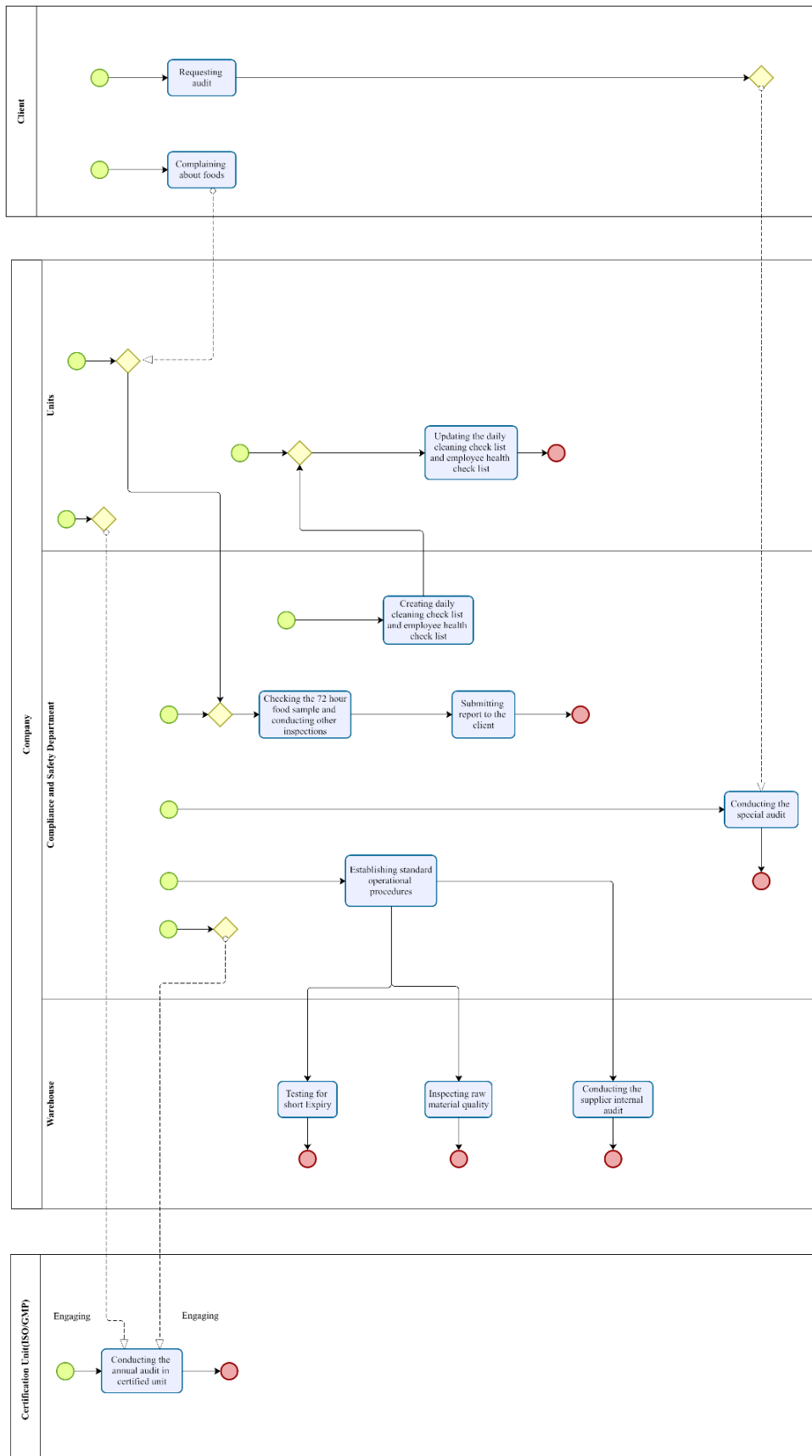
As a food catering company, the safety of the food must be a top priority. Continuous quality evaluation and maintenance must be done properly to protect the safety of the food and the company's employees. Without sufficient compliance and inspection, there is a risk of manufacturing substandard foods. This may have an impact on health and safety. We expect to improve safety and compliance above the current level of compliance and safety by reengineering this process.

3. AS-IS Diagrams

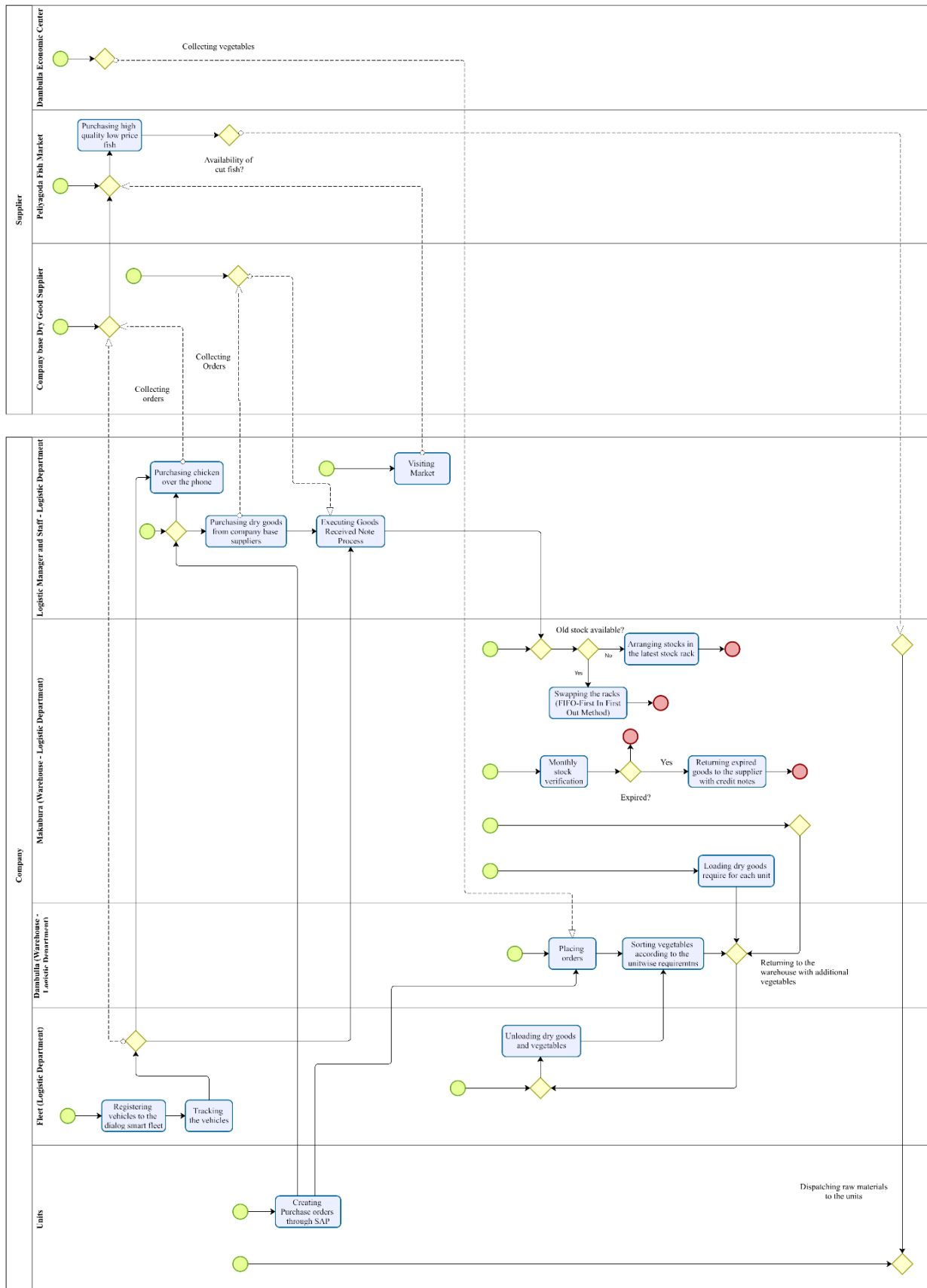
3.1. Planning



3.2. Compliance and Safety

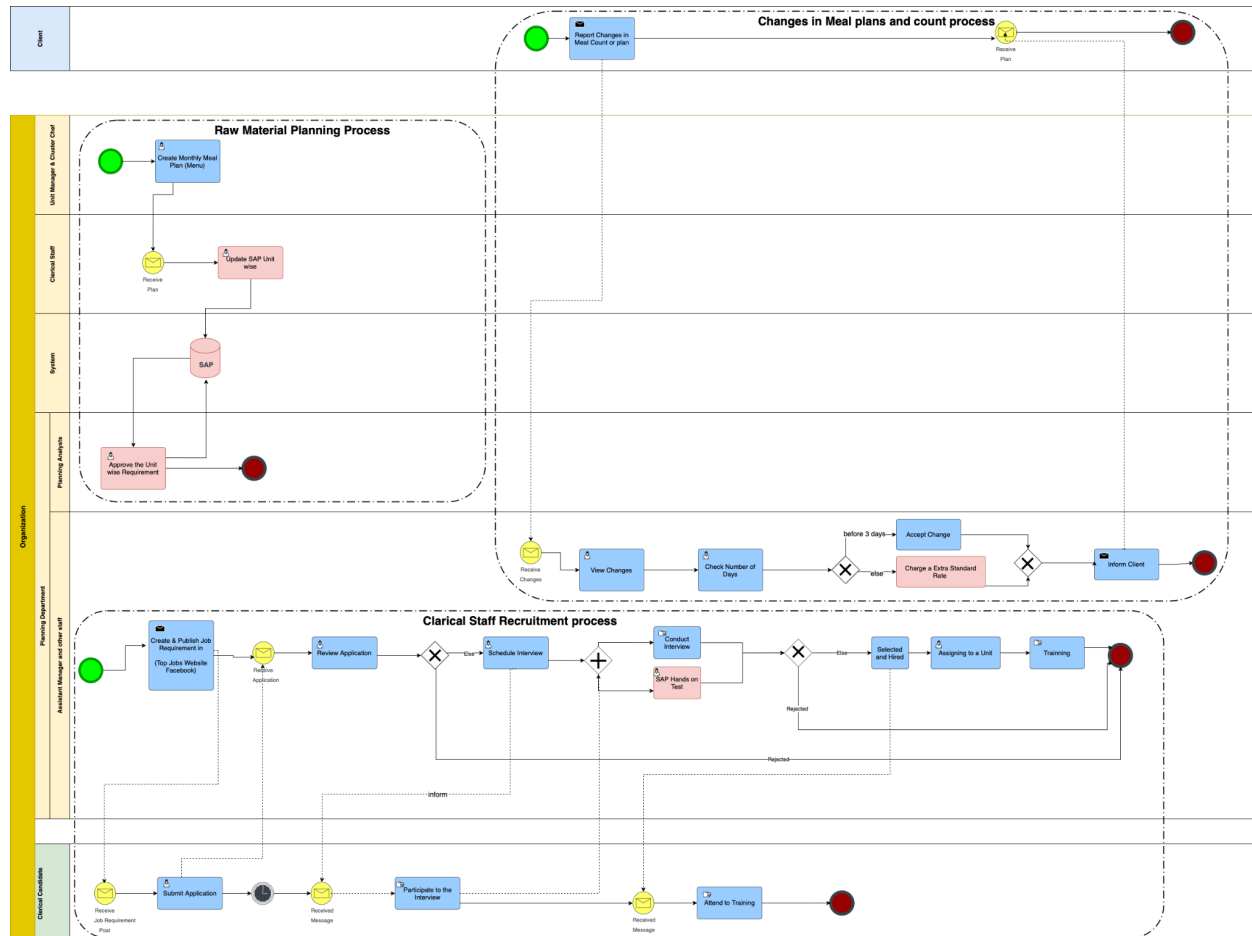


3.3. Logistic

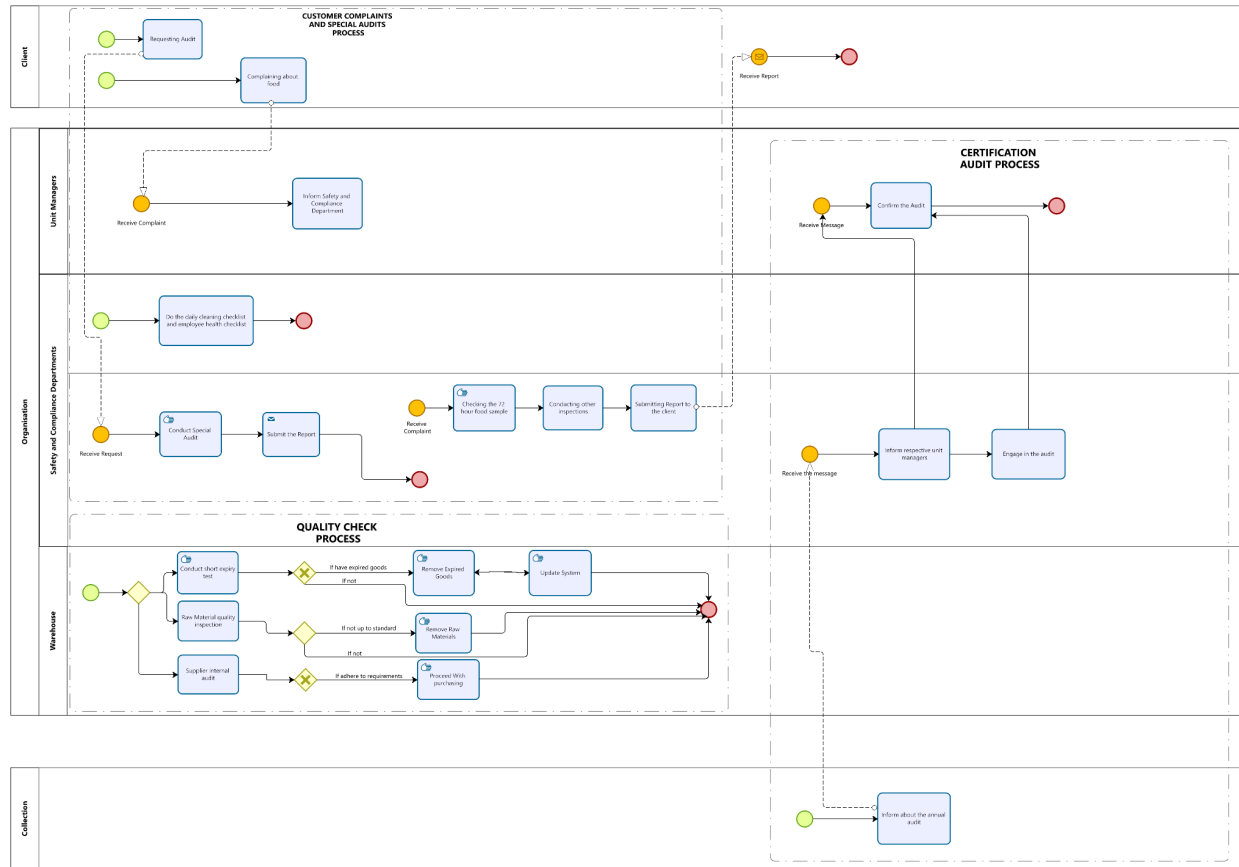


4. TO-BE Diagrams

4.1. Planning



4.2. Compliance and Safety



4.3. Logistic

5. Improvements achieved by the process redesign

Logistics

The current method of separating considering the availability of racks is replaced with separating according to the FIFO method (batch wise)

The same FIFO method is also implemented in the GRn system to store in the racks batch wise and weigh the meat items and record in the system is also implemented in reengineering the logistics process.

Planning and forecasting

The clerical staff used to update the google form which consumed too much time and often negligence of being updated which affected the forecasting of raw material for the month. With reengineering the clerical staff can directly update the SAP and planning analysts can approve the SAP updates.

Safety and compliance

The newly added daily health check approach will enhance job satisfaction and be more complying with the company objectives.

6. Possible Changes in The Organization Due to The Redesign

6.1. Changes of Organizational Structure

The changes and suggestions to be added to the organization will change the current methods to a certain level to enhance the process of achieving company objectives. It will need a certain level of attention initially for implementation and supervision in order to comply with the current processes.

The GRN process and dry goods issuing and vegetables for remaining units issuing has currently a method of applying stock item wise considering the racks are empty or not. After redesigning it is suggested to use FIFO method (batch wise) separation method to the above-mentioned processes. It would be the key factor to mitigate the time delay for 20% of the orders.

In the planning process the filling of google forms is practically time consuming as inspected and thus, the clerical staff is suggested to update the SAP unit wise and planning analysis is required to approve the unit wise requirements rather than reviewing and planning forecast.

The daily unit checkups and Biannually audit for certification requirements are added to reengineering.

These reengineered suggestions to the organization would require a certain level of expertise, knowledge and changes within the routines in the processes, and a certain amount of supervision. Thus, it requires changes in the structure to enhance the new suggestions.

6.2. Changes of Job skills /Reward systems

We have created a procedure for doing daily health examinations on employees that will enable them to work without anxiety.

6.3. Changes of Information technologies

A company should integrate technology-related components. The organization could benefit from improved performance and time savings. When it comes to SuperServ, it has a technology called QBIS that integrates with Google Forms. However, the technical knowledge of the SuperServ staff is limited. Therefore we have utilized the QBIS system.

Moreover we have introduced to initiate an inventory database to store all inventory of the organization which will increase the performance of SuperServ.

6.4. Changes of Culture, values, and beliefs

Process redesign may improve the working environment, which can have a favorable impact on the organization's culture, values, and beliefs. such that it may assist in achieving the goals and objectives of the company.

Our daily health check approach for employees may assist in adding value to the job they do and will enhance employee happiness, both of which will ultimately motivate and increase organization performance.

Moreover, employees can file complaints using the complaint portal we introduced, which helps improve the organization's values and beliefs.

Positive, neutral, and negative views are the three categories into which we could classify beliefs. Positive beliefs influence positivity, neutral views have no effect, and negative beliefs have a detrimental impact on the organization.

It was mentioned that SuperServ has a staffing issue, which might lead to unfavorable perceptions. For that, we have introduced a six-month audit program that helps them recruit support employees. It can foster a pleasant, productive work atmosphere with positive beliefs.

7. References

[1]“Impact of Business Process Re-Engineering and Improvements,” *www.managementstudyguide.com*.

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