

Food on Campus – Taste Manchester

The Challenge

The Taste Manchester delivered catering service was working at capacity with a turnover of £861k. We had started to receive an increased number of customer complaints which resulted in customers starting to use external suppliers. As the service was working at capacity we were unable to increase the number of deliveries made or to collect returnable items following their deliveries, thus generating even more customer dissatisfaction. We engaged the CMPI team with the aims of increasing the turnover of Taste Manchester and at the same time reducing the number of customer complaints.

What happened?

- A project team was established made up of five members of the Taste Manchester team including, the Head of Taste Manchester, the Sales Manager, the Stores driver, a Delivery driver and a Retail Operation manager.
- We met on three separate days focusing initially on mapping the process and understanding how it was performing. We then worked to understand what our customers wanted and why we weren't able to consistently provide it. The third day was spent planning a new process and developing a test plan.
- We ran the test during the week of 12th-17th September 2011. The test was a success and we implemented the new process immediately.

Key Benefits

- The Taste Manchester team can now deliver and collect up to 80 deliveries a day, (previous maximum was 60).
- The total Taste Manchester delivered sales increased from £861k in 2010/11 to £982,096 in 2011/12 an increase of £120k
- Additional delivery capacity has been created at zero additional cost which could potentially increase sales by £250k.

The Verdict

“The logistics involved in delivering Taste Manchester events across campus is complex to say the least, with over 50 deliveries a day. There was a need from the University for Taste to ensure that all deliveries were collected in a timely manner and to increase the capacity of deliveries. As a result a Process Review was conducted. Understandably the team were nervous to start, it is never comfortable looking closely at yourselves. However without exception the whole team loved the experience, the ability to spend time out of the day to day to look in detail at your area may seem a luxury but for us it has delivered real deliverable. The team can deliver up over 80 events a day and can collect in a timely manner. This increases income, improves service to our customers and supports our colleagues in Estates. A true Win Win!”

Alison Aucott, Head of Hospitality and Events and the Project Sponsor