

The Taste Manchester Improvement Process Project

The following slides track a prototype Manchester Improvement Process Project which addressed a capacity issue within Taste Manchester the University's contract catering delivery service. The business turns over in excess of £1million a year but was struggling to maintain market share.

The Problem:

The delivery service was managed from University Place but orders were delivered by the Central Production Unit on the Fallowfield Campus. The Stores operation who delivered their orders were also responsible for servicing the FoodOnCampus retail outlets on campus.

The service's problem was that it was at capacity and yet could not collect returnable items following their deliveries, thus generating customer dissatisfaction and an inability to take on exclusive supply to CTU managed rooms.

The Improvement Process:

This project involved five members of the Taste Manchester team including the Head of Taste Manchester, the Sales Manager, the Stores Manager, a delivery driver and a retail operation manager. The team met on three separate days and focused initially on mapping the process and understanding how it was currently performing. Secondly on identifying waste, customer value, flow and root cause of variation before spending the third day planning a new process and developing a test plan. After a final presentation to the project sponsor a test was ran during the week of 12th-17th September 2011.

Outcomes:

The root cause of the process problems were the complexity of inter-relationships between the retail service side of the operation and the delivered catering service.

The team developed two new processes to run simultaneously based on improved retail ordering discipline and an agreed delivery rota plus the movement of the Taste Manchester delivery service into University Place.

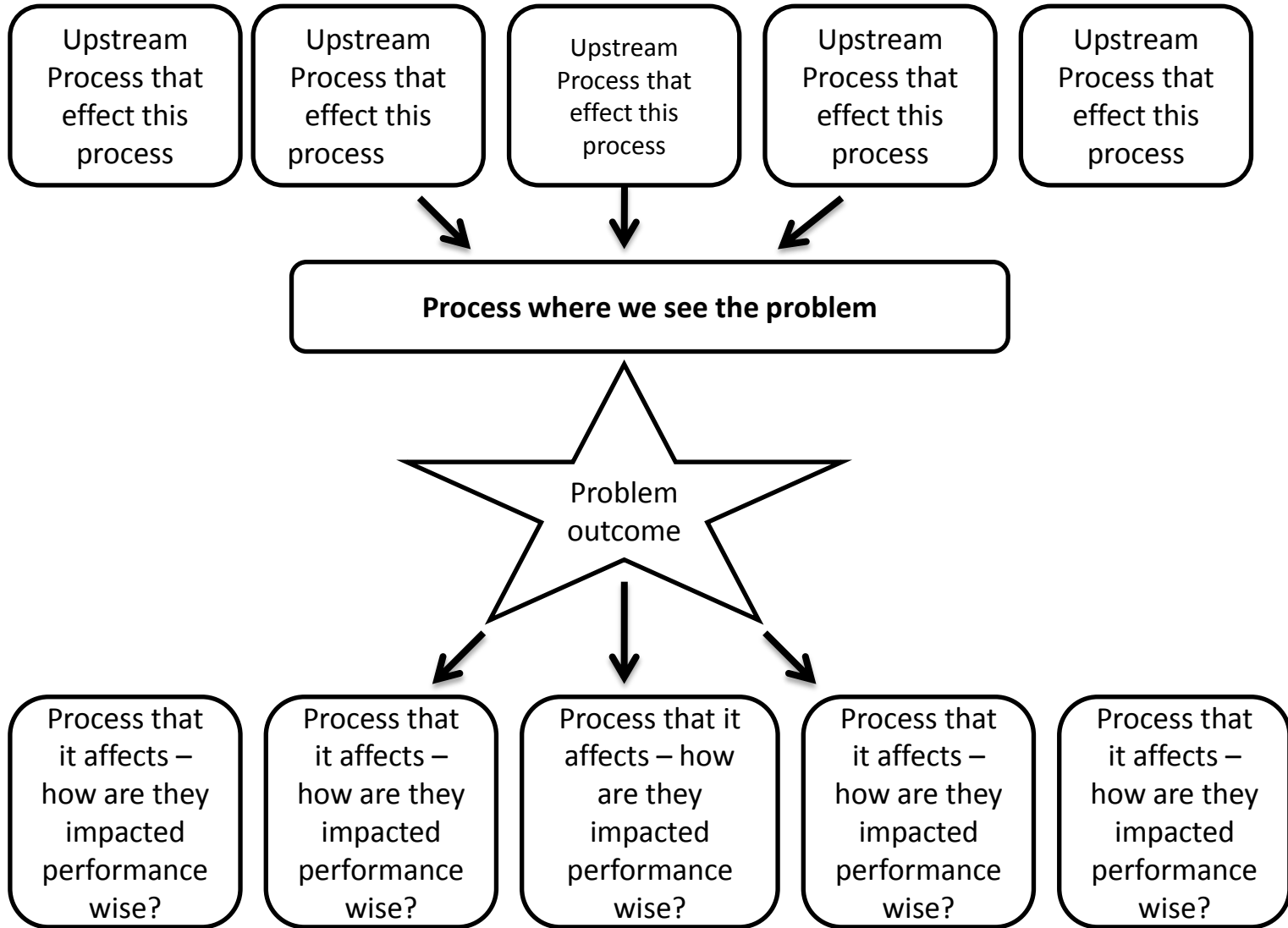
This specification means that the Taste Manchester team can now deliver up to 50-60 deliveries a day, up from a maximum of 35-40, along with completing all collections within a period of 24 hours.

The improvement has been achieved without the need for additional investment. After the successful test the team are now planning a full implementation to start from the 11th October.

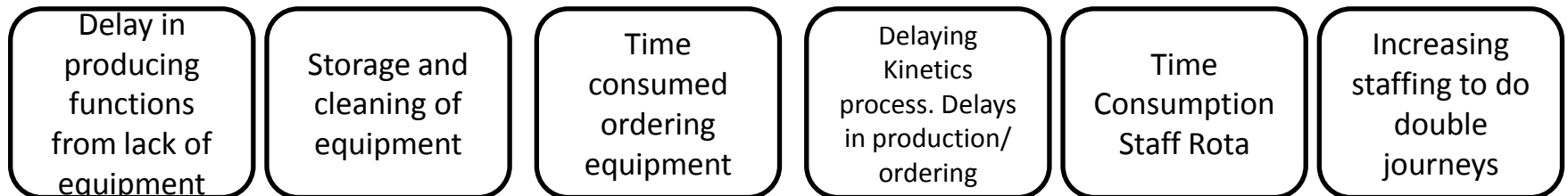
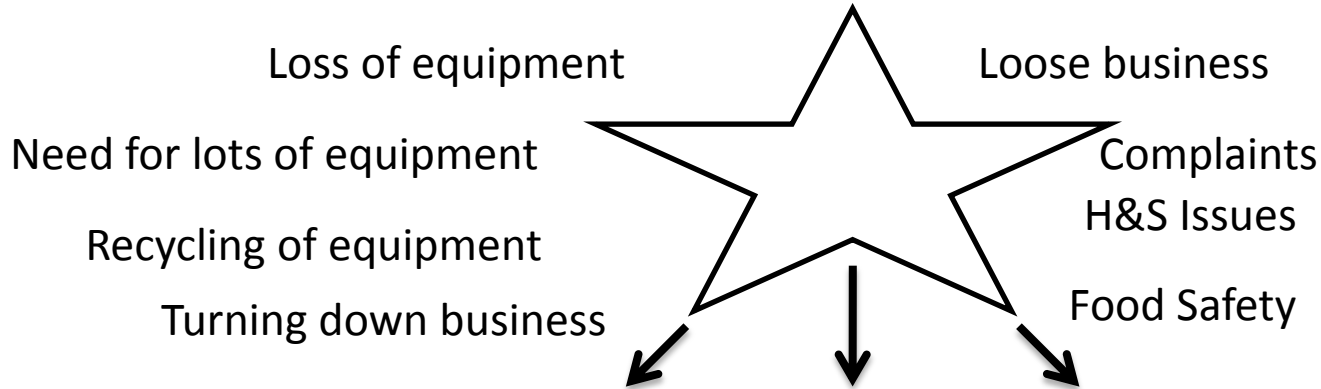
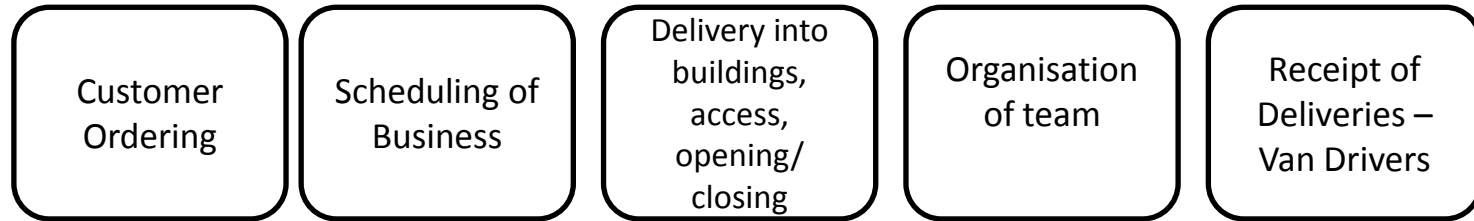
The increase in capacity should generate at least an extra £200k of sales per year and should allow the team to take over sole supply over much of the main campus.

The team have been stretched by the project but have found it to be motivating, enjoyable and feel teamwork has improved immeasurably.

Problem Context Diagram



Problem Context Diagram



SIPOC Diagram

Key Business Process: Delivery and Collection Process			Created by :Project Collect		
Suppliers	Inputs	Process		Outputs	Customers
Conference Office Clients/customers Peros/ suppliers Taste Manchester University of Manchester Mandec	Kinetics; Saffron; Oracle Ingredients Email;telephone;fax orders Walk in sales CPU; University Place Kitchens; Vans	Owner: Ann Lymer Cox •Receive Order •Deliver •Collect		Buffets/ Beverages Waste Invoices Returns – dirty Kitchen area clean up	CPU production team Stores and Drivers Admin; Accounts payable Clients Other users of University Buildings
Results Measures			Customer Needs		
<ul style="list-style-type: none"> •Repeat orders •Delivery times recorded •Collection times recorded •Complaint levels monitored/ feedback recorded •Time of confirmation of order receipt recorded •Time of invoice received recorded •Sickness levels reduced in team •Number of weekly orders delivered and collected recorded •Increased capability of maximum order levels 			<ul style="list-style-type: none"> •Timely deliveries •Quality food •Timely collections / daily •Dietary requirements met •Correct orders received •Set up as SLAs state •Good Customer Service from driver/ set up staff •Communication i.e. Confirmation of order •Reassurance that orders will be met •H&S standards met – taste; temperature; presentation •Value for oney 		
Results Concerns			Date : 16.6.2011		
<ul style="list-style-type: none"> •Loss of income from deliveries •Increased sickness •Stress •Reputation suffering •Threat of loss to contract caterers 			Version : 1		

Key Business Process :

Process Steps	<i>Receive order online; email; telephone ; fax</i>	<i>Put order on kinetics</i>	<i>CPU print off kinetics orders</i>	<i>Process orders</i>	<i>Produce Food Orders</i>	<i>Store Orders</i>	<i>Order checks in Stores</i>	<i>Deliver order to customer</i>	<i>Collect Empties</i>	<i>Clean and dispose of waste</i>	<i>Send /issue invoice</i>
Process Measures	Order taken within 48hrs	On kinetics within 48hrs	Printed off 1 week before	Correct stock orders for equipment hire	Time to produce to meet order demands		Check order being correctly put together	Time of delivery	Time of Collection	Time to clean and restock stores	Within 14 days
Present Data	Email of confirmation	Date of entry	Time of print off	None	None	Record Handover	None	None	None	None	Kinetics records within 14 days
Goal Performance	Within one hour	Within one hour	Daily within 24 hours of receipt	Within 24hours	Within 24 hours	Within ½ hr	5 minutes	30 mins before delivery time	Same day	Next day within 24hrs	Internal sales within 7 days
Sources of Variation or waste	Sickness; holiday Variation in orders; complicated; Volume of orders	Busy periods Computer error Missing Information	Problems with kinetics; Late editions; Cancellations	Seasonal availability; Supplier cut off times; dates for delivery; stock levels; staffing	Equipment failure ; Staffing; Equipment load, Stock availability; Volume ; Skill of staff	Staffing – lack of drivers; stock control; lack of equipment-cutlery/crockery ; delays at CPU	Volume of orders Staff working hours	Distance; traffic; room location; building access; driver knowledge; spoiled damaged produced; errors	No policy on collection; Volume of work; Staffing levels; Lack of understanding of stock locations	Staffing; equipment failure; demand for equipment; time of collection; customer requests	Lack of information; missing account codes; volume of work; knowledge/ understanding of orders
Impact on business	Loss of sales; cancellations; Customer Frustration; reputation damage; loss of ability to upsell	CPU process delayed; mistakes made; customer loss	Missed orders; customer needs not fulfilled; financial cost	Missed deadlines; substitute items used/ quality issues	Late deliveries to stores	Backlog ; stores underused	Backlog; orders missed; mistakes made if not checked	Refunds; loss of business; complaints; demotivated staff; damaged reputation	H&S Issues; pests; extra stock required; loss of stock; production slowed; complaints; cheaper equipment used due to loss of previous	H&S Issues; backlog of production; mistakes made through backlog catch up	Delays to accounts; finance systems not showing payments at month end

Project Charter

Purpose: What is the project trying to accomplish? Which process gives this output? What measure will show any improvement? What is the present performance? What is the goal performance? What is the timing for reaching this goal?

- Same Day collection
- Scheduling team organisation
- Stock Control
- Van driving
- Every collection completed daily
- Current collection performance 10%

Business Case: What impact is this problem having on our customers/ the business/ the employees? What are the key deliverables to be expected? What other indirect benefits may arise from this work?

Client: Storage; Pest Control; Smell; Disruption; Stress

Employees: Low morale; sickness; high stress; frustration; communication; abuse;

Business: Reputational damage; loss of profits; loss of custom; loss of production ability

Training plan: More efficient delivery scheduling that allow same day collection; standard operating procedures; customer service level requirements; less stress; improved communication and reduced loss of equipment

Key players: Who is the Champion/ Black Belt/ Team Leader/ other key people who need to be involved?

- MSN; SH; IB; MC; ALC; LW; AA
- Kitchen porters
- Delivery team

Scope: Which area, department within the organisation or product/ market segments/ customers are to be covered?

- Taste Manchester
- Internal and External customers
- Conference office
- Mandec

Enablers: What needs to be in place to ensure the work progresses?

- Staff
- Management support
- Flexibility with time
- Product support
- Contacts : HR;IT Procurement
- Change Management

Barriers (not the opposite of enablers) : What are the potential barriers to the work?

- Understanding
- Team spirit
- Work load
- Funds
- University building management plan
- H&S
- Deadlines and communication
- Reputation
- Time for training

Support Estimate: Estimate the people, equipment, expenses, capital required for the project

- Project Team 18 Days
- Initiation
- Data review
- Implementation

Flow Charts

A flowchart outlines a clear agreed definition of a process.

Benefits

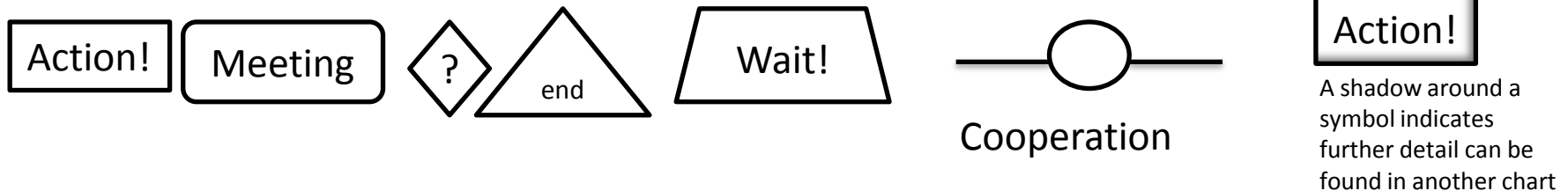
- Flowcharts help build a shared picture of the process, clarifying what needs to be done and by whom
- Flowcharts uncover duplication of effort, delays, omissions and unnecessary steps
- Flowcharts compare the actual process against the ideal
- Flowcharts clarify relationship with other parts of the organisation
- Flowcharts explain the process to new employees and others

Flowcharts may be used -

- at different stages of the strategy for process improvement, from Study to Planning.
- to answer different questions, depending upon the level of detail and information required

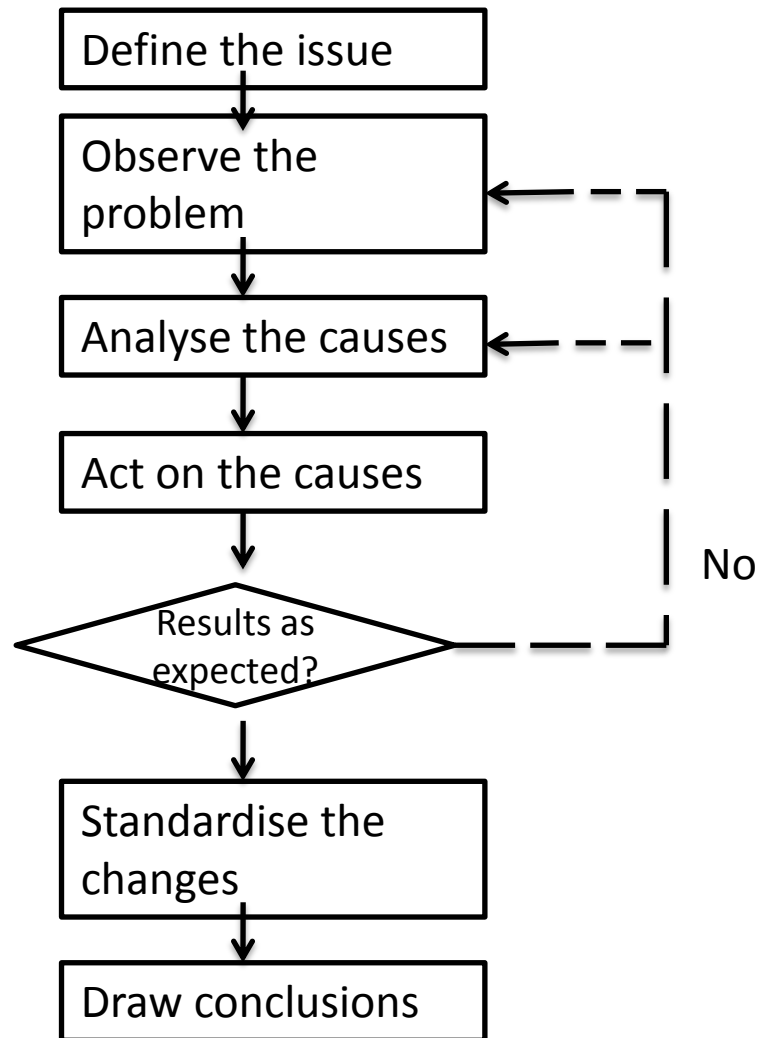
Flowcharting should start at the highest appropriate level so that the team can see the big picture and it

- Explores detail as it becomes more focused
- Avoids diving into the wrong part of the process. It also enables backtracking and making mid-course corrections in recognising priorities for improvement
- Can see how changes in one part of a process might affect other parts or processes



A shadow around a symbol indicates further detail can be found in another chart

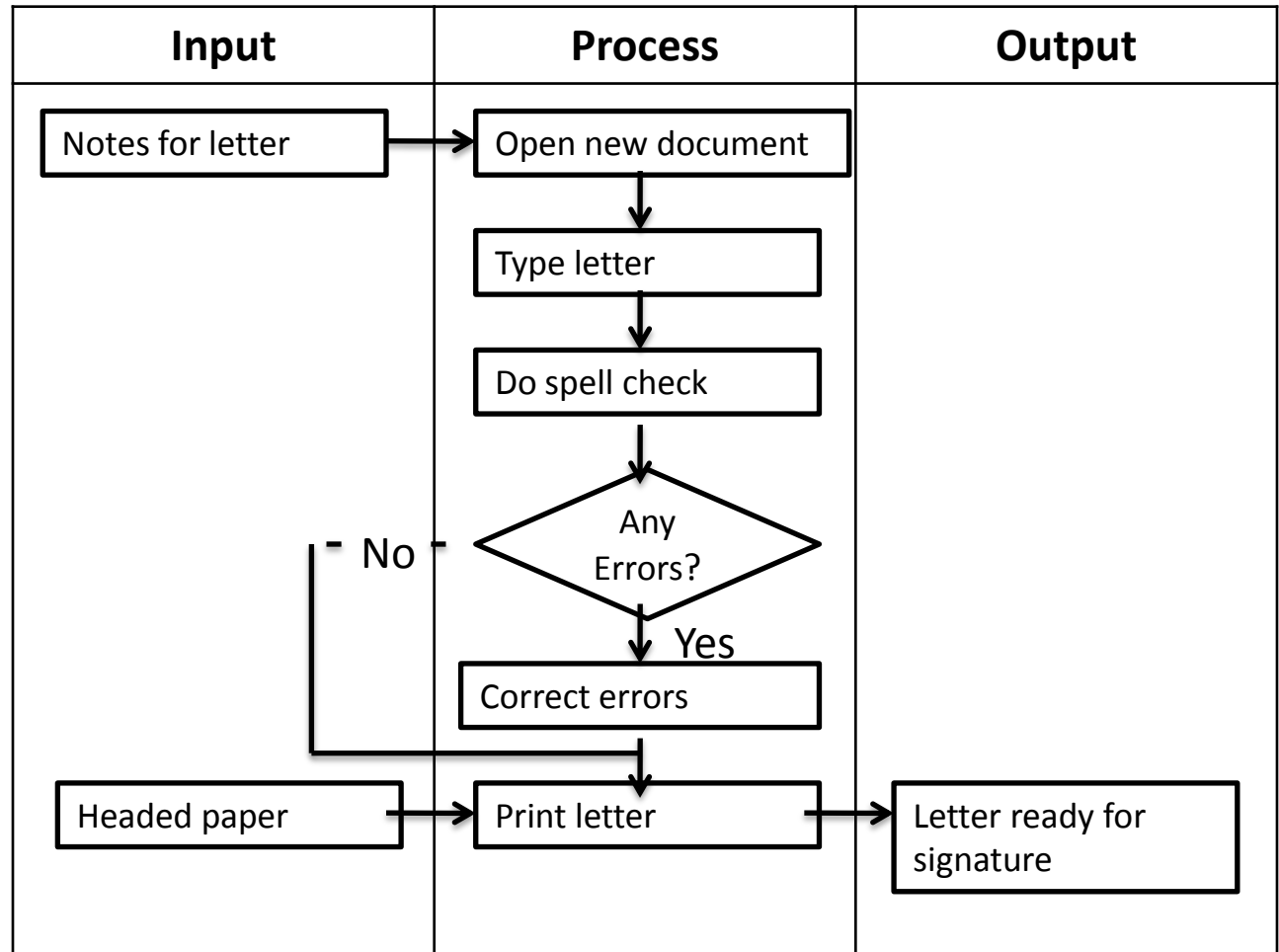
Linear flowcharts are the simplest form. They are used to provide a picture of overall flow.



Input/Output flowcharts clearly identify inputs and outputs. They identify points for data collection and show a focused view of a process.

The inputs to a process are always shown on the left of the process step.

The outputs are shown on the right of the process step where they are produced



Flowchart for producing an integrated flowchart:

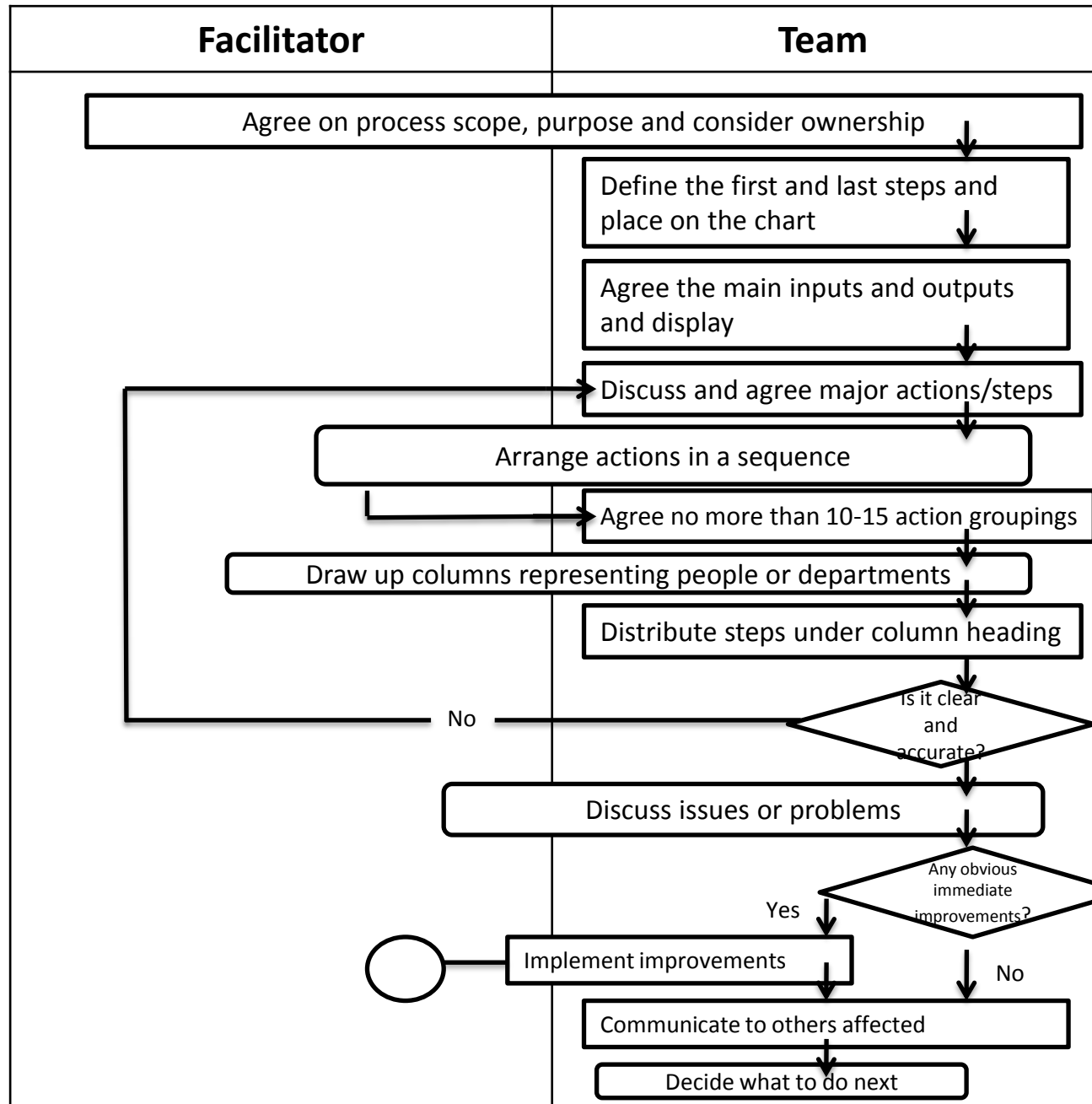
Integrated flowcharts combine the process and the organisational elements to give a clear picture of how they interact.

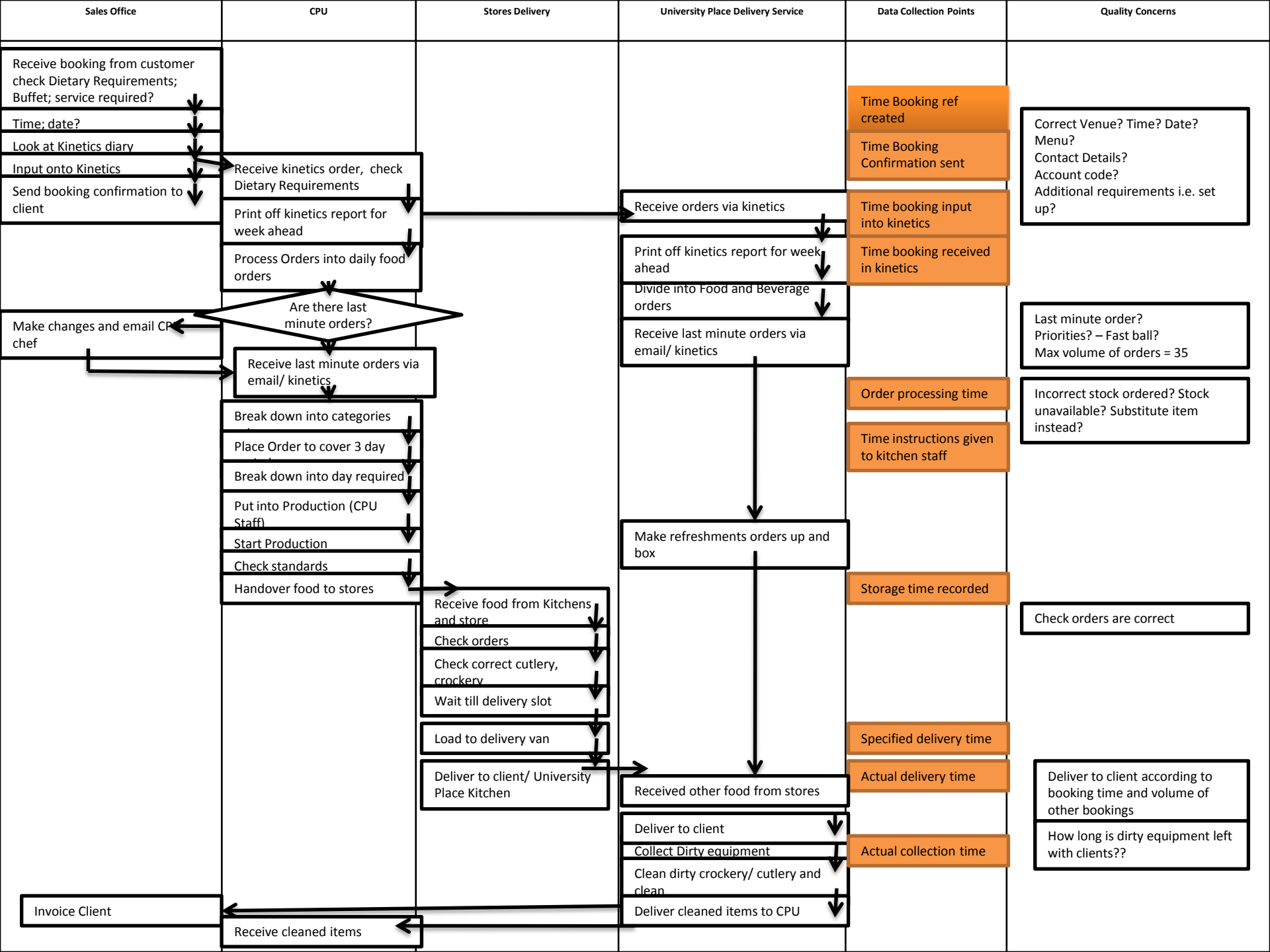
An integrated flowchart :

- Shows interaction of organisational elements
- Identifies customers/ suppliers with the process
- Identifies points for data collection
- Provides clear overall view of the process

Activity placed under a heading identified responsibility for that action. If more than one organisational element is involved, the vertical line exiting the symbol indicates leadership responsibility.

When an organisational element needs to be excluded from the activity a dotted line is used to show exclusion or non-responsibility





Key Business Process :

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Step 1: Determine the true quality characteristics required for satisfactory performance by capturing the voice of the customer.

Agreed Acceptable Criteria:

Deliveries:

If you as the client ordered a delivery for 12.00pm, are they expecting it to be actually delivered at 12.00pm, or to have already been delivered and setup by 12.00pm?

- 6 out of 10 clients would prefer to have the service set up and ready before 12:00pm

If we were busy, would it be ok if we delivered ¼ hour earlier or even ½ hour?

- 7 out of a possible 10 clients said, that they would not mind if the service were to be delivered earlier

Collections:

Do you expect same day collections or would they mind if it was collected the next morning?

- Half of the clients I spoke to said that they did not mind either way, the customers that did have a problem with this, were in areas where pest control is an issue

Would you be happy with receiving disposable paper Cups?

- 5 of the clients said a definite NO to disposable cups
- 2 said it would depend on the event

Do you have any constructive comment that we can use to improve our service?

- More variety of sandwiches, too many weird & wonderful fillings
- Nibbles should be part of the package
- Don't receive what they have asked for i.e. Sandwiches
- Triangular tent cards, to state the title of event & room number etc
- Too many tea bags left on service

Step 2: Determine the method of measurement. Sometimes the 'true' customer requirements (e.g. Softness, comfort) cannot be measured directly so 'substitute' measures need to be found.

- Confirming all orders are correct afterwards
- Recording delivery times and set up time
- Confirming access to building
- Confirming collection details and an appropriate time with the client
- Asking for feedback afterwards, did everything go ok? (weekly/monthly basis)
- Recording/ monitoring repeat business

Step 3. Develop acceptability criteria on the measure

- Create a published standard or Service Level Agreement for **delivery and collection** so people know what to expect in advance
- Creating a booking collection system whereby clients can state what time they want collections to be
- Have a specified window for the delivery especially with online ordering i.e. Orders will be delivered upto 30mins earlier than the delivery time specified by the customer
- Stating on website that orders may be earlier but not later than specified time

Value Proposition Statement

The Purpose of a Process

'To deliver a product (or service) to the customer with key attributes so the Customer can effectively perform their processes (whilst meeting all external constraints'

Benefits

-Clarifies what a Customer wants us to do (values)

-Enables comparison between our process and what a Customer Values to identify and eliminate any process steps that do not 'add value' for the customer.

Creating the Value Proposition Statement...

- 1. Identify your customers**
- 2. Capture Customer requirements**
- 3. List the attributes valued by the customer**
- 4. List the reason the customer uses the product or service**
- 5. Construct the Value Proposition**

Example:

A pizza delivery company would state:

To provide a pizza preparation and delivery service to customer that provides correct, hot, tasty pizzas within an agreed time so customers can enjoy restaurant quality pizzas in a location of their choice.

Value Proposition Statement

Identified customers	Academics, PA's, PSS staff, STDU, Estates, Students Residents Associations, Finance, MMU, Externals – Mandec, Christies, Xaverian.
Customer requirements	Value for money, set up of order, real crockery, on time delivery, correct orders, hot/cold food/beverages, excellent communication and quick responses from sales teams, excellent customer service, honest, clean, quality food, same day collections.
Attributes valued by the customer	Actual crockery not disposables, set up on delivery, timely deliveries, fair trade, in house provider, quick responses to customer, collections on the same day
The reason the customer uses the product or service	In-house University recommended service, convenience of internal orders, loyalty, habit, accessibility during short notice.
The Value Proposition Statement	To provide a timely delivered and set up service of crockery and collection in 12hours, by a professional team that care about customers. Driven by a passion to deliver a quality service time and time again across Manchester

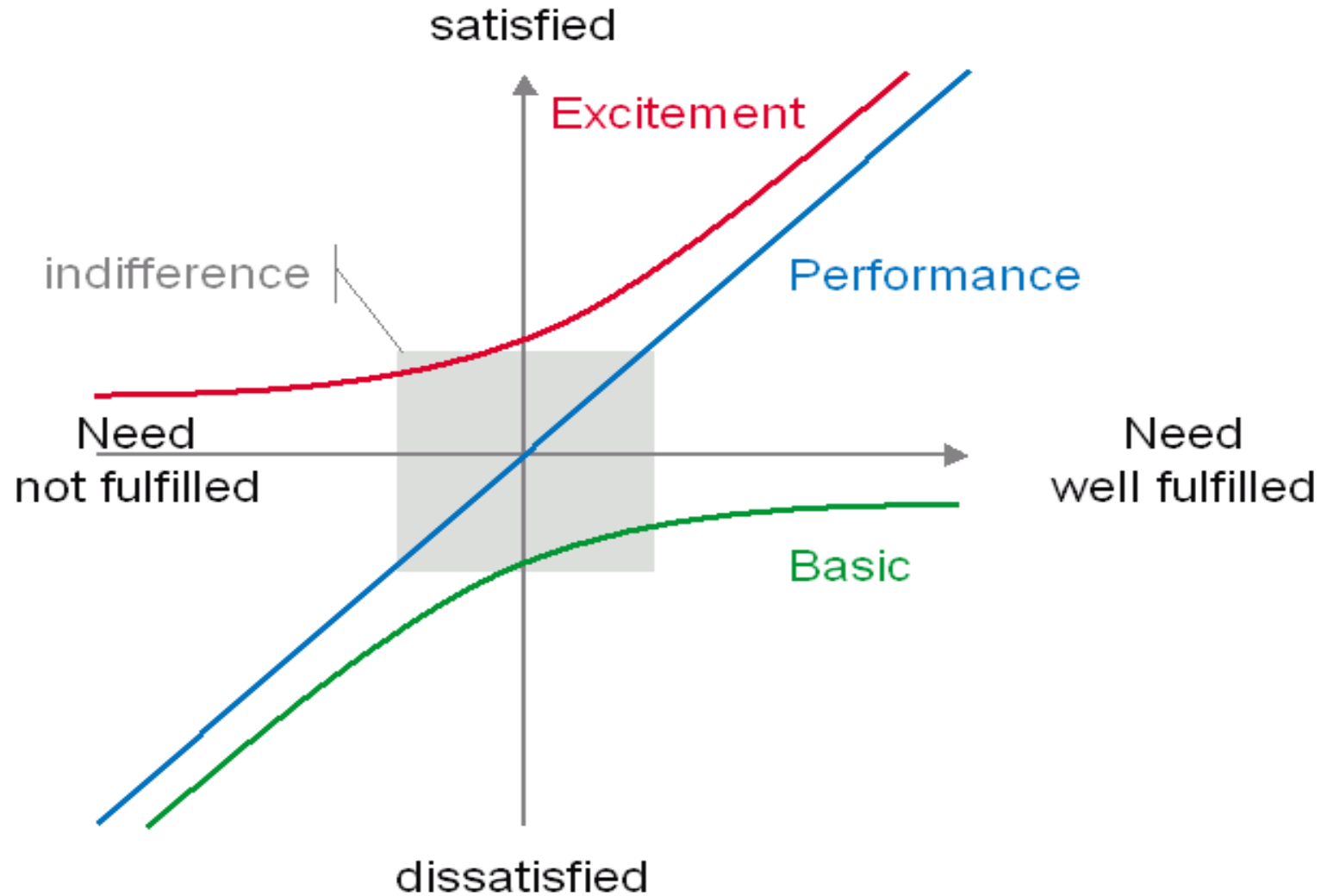
The Kano Model

The Kano model helps teams to explore customer requirements and classify them into three categories

- **Expected** (basic requirements that the customer may not specify but will be dissatisfied if not provided)
- **Wanted** (Features or specifications likely to be described by the customer. Examples include 'non smoking' or delivery at a specific time on a Tuesday)
- **Delight Factors** (Things the customer would never ask for but are delighted when they receive them by the supplier going that extra mile to exceed expectations. Delight factors soon become expected so there is a continual need to keep in tune with your customers.)

All processes should be aligned to their customers, a logical approach to understanding and improving processes helps to uncover customer needs and wants but may fail to generate delight factors.

The KANO model of product development and customer satisfaction



KANO Customer requirements

Expected requirements:

- Good communication
- Quality food
- Correct orders
- Clean vans/ equipment
- Customer Services
- Devoted, competent team across all areas
- Crockery
- Set up
- Delivery on time
- Collection

Wanted requirements:

- Flexibility (last minute orders)
- Fair trade
- On time with set up time included
- Same day collection
- Value for money
- Actions taken when feedback received

Delight requirements:

- Taster Days
- Collections on time
- Better than expected
- Staff presentable and friendly
- High standard of food
- Nothing is too much attitude
- Can do approach

What we need to do to meet/ exceed our customer requirements...

- One team who all understand the business
- Collections within the same day
- Value for money
- Delivery orders always met and no orders turned down
- All orders set up

Sackville Street

- Sales team receive order for sackville street
- Email to confirm staff that need to know
- Print orders to produce production list
- Produce food
- Deliver to stores
- If sandwiches sackville order their own
- Deliver straight to room or stores
- Collate equip and stock
- Receive all food
- Deliver to unit

Types of 8 Wastes in processes

	Waste	Definition	Examples
D	Defects	Aspects of outputs not conforming to customer needs	Deliveries too early; Collections not on time; Over production
O	Over – production	Producing outputs beyond that needed by the customer	Cancelled orders Incorrect ordering Standard Operating Procedures required for functions Recipe Standardising
W	Waiting	Delays between processes/ steps	Equipment failure; awaiting confirmation; IT Failure; CPU location
N	Non Utilised Talents	Not using process operators to their full capabilities	Waste of resources Quiet business times Sales office location – separate to CPU CPU receiving non CPU orders (beverage)
T	Transport	Unnecessary movement of materials, people, products, information	Part empty vehicles Returning of empty vans Waste of paper printing unrelated orders at CPU site
I	Inventory	Work in progress in excess of what the customer needs	
M	Motion	Needless movements by people	Movement of sandwich platters Collection by University Place of CPU orders
E	Excessive Processing	Adding/ doing more than the customer wants	Large portions of buffet sizes in self service functions expected

	Waste (Continued)	Examples from overall Taste Manchester team	Sales Office	CPU	Drivers	University Place
D	Defects	Deliveries too early; Collections not on time; Over production	Not received exactly what is required i.e. 1 orange juice (person; carton; bottle)	Specific Amounts missing from orders i.e. water., orange juice	Delivery time Confusion and delay by organiser Setting up time Hot urns and cold platters in same van for much longer than needed as only 1 van	Ordering made in error i.e. Not understand tea and coffee 70/30 split. Missed orders leading to mistakes from lack of time to go back to check emails
O	Over – production	Cancelled orders Incorrect ordering Standard Operating Procedures required for functions Recipe Standardising	Invoicing problems with kinetics failure, when systems fail re-invoicing takes twice the time	Pre-ordered food (3 days ahead) being cancelled on last minute		Sugar; Milk allowances for bookings. Too much coffee not enough tea often complaint when it has been split 70/30 as requested on website
W	Waiting	Equipment failure; awaiting confirmation; IT Failure; CPU location	Incomplete Stock returns require chasing and then return visits for the rest i.e. Baskets/ resources	Awaiting trays to be returned. Separating food and drink orders. Once food is prepared it waits in fridge till delivery time	Staff waiting hours between orders i.e. At 9.00am on a sat and then again at 2.00pm on a sat with no lunch delivery. Access to room problems: keys; presentations; waiting at organisers request	Separating orders, coloured kinetics system would be beneficial Looking for new addition / amendment orders means orders wait. New late order/ addition symbol required in Kinetics
N	Non Utilised Talents	Waste of resources Quiet business times Sales office location – separate to CPU CPU receiving non CPU orders (beverage)	Going back to clarify orders with customers	Going back to clarify orders with sales office. Delaying staff with no set up area/ tables	Not being able to separate deliveries by time as only 1 van in operation so all loaded at once Orders could be printed off by other store drivers instead of lan	Access to buildings – staff need to be able to contact porters. Hours worked – no overtime? No computer access in Hospitality kitchen in UP means Jen must share Colin’s or Ann’s. Wasting time.
T	Transport	Part empty vehicles Returning of empty vans Waste of paper printing unrelated orders at CPU site		Location of CPU is too far away. 30 mins in traffic to reach campus.		Steps inside/ access to buildings Lift access Big vans must be used for big deliveries and 1 van struggles with volume if spread across campus at same timings
I	Inventory			Early delivery to customer, unavoidable with only 1 van	Muffins are 2 per person this is excess as they come back uneaten	Collections of food being delayed means food is eaten after serving time of 2hours
M	Motion	Movement of sandwich platters Collection by University Place of CPU orders			Set up and cleaning down of rooms should be done by organiser. Small orders requiring big van in bad weather	Returned unused stock Jen travelling between her hospitality kitchen and Ann and Colin’s office to get orders. Needs access in there and to train crew.
E	Excessive Processing	Large portions of buffet sizes in self service functions expected		Excessive deliveries required using van as access to buildings is bad	Food cannot be delivered to some rooms in University Place meaning on arrival TM are turned away. Requires a list for sales teams and customers for where they can order it to as otherwise all is wasted and they are still charged	Feedback that less there is too little rather than too much is the case with self service buffets as people assume extras are accounted for but they are not.

Ideas for removing wastes in processes

1. Tell the customer the split of tea/ coffee
2. Guidance to team on how full flask of coffee/ use the right size flask
3. As part of order process customer must be present to receipt. Customer mobile number provided
4. Run retail delivery service from stores using 2 large vans and 4 people on a schedule, known by units 5 days a week all day
5. Run Taste Manchester using 3 vans and 6 delivery people from the CPU 5 days a week all day

5 R's

Steps for Construction

Redesign the process (5 R's) by asking these questions and marking the process steps to be considered for action:

1. **Remove** (remove step)
2. **Reduce** (Reduce scope – is there a more efficient method for this process step)
3. **Replace** (can it be replaced by a more effective step)
4. **Re-Order** (change the sequence of steps or combine)
5. **Re-Deploy** (move the process step to another step)

5 R's

1. **Remove** Collection from University Place; need to deliver buffets twice a week, storage at University Place,
2. **Reduce** Number of kinetic reports printed , ordering from University Place
3. **Replace** Existing spreadsheets, communication issues, develop a scheduler for deliveries
4. **Re-Order** Collections process part
5. **Re-Deploy** Anne move into CPU, Equipment, space in University Place

Pull and Flow

The objective here is to create a smooth flow of product or service at the pace your customer demand dictates

Benefits:

- Push and Pull are terms referring to the way work is progressed through a process to meet Customer demand
- Push Systems: schedule work into the process based on a predicted demand, often system generated e.g. MRP
- Pull Systems : authorise work to be launched based on the Customer demand and the processes' ability to do the work
- Effective Pull systems respond quickly to varying Customer demand and minimise levels of inventory
- We are working to create the right output in the right quantity at the right place when it's needed

Pull and Flow

Where are we pushed?

- Retail units orders
- Customer orders
- Building opening times

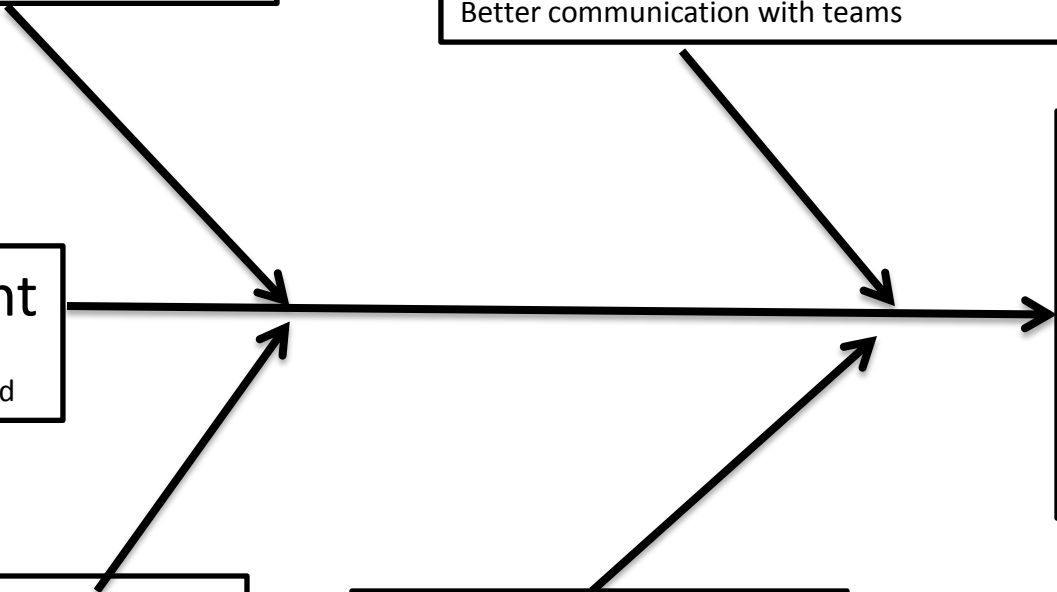
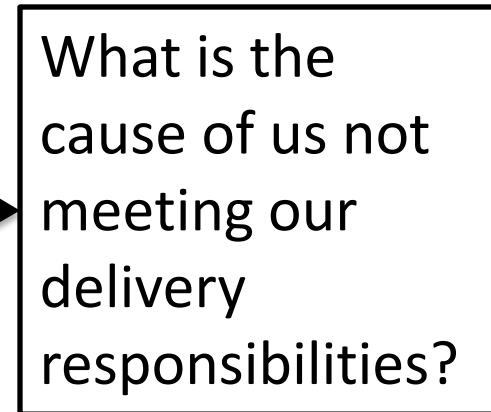
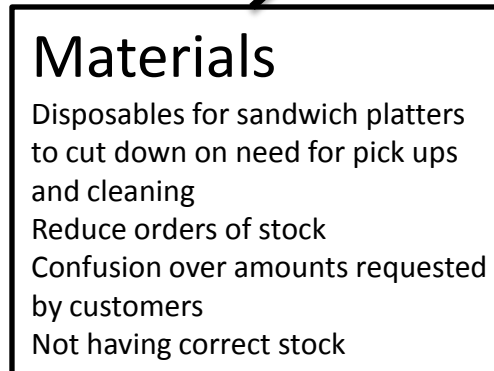
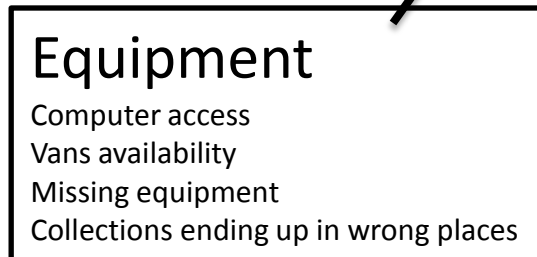
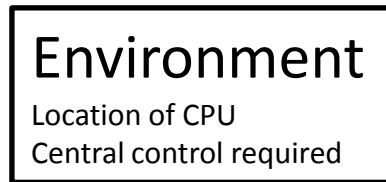
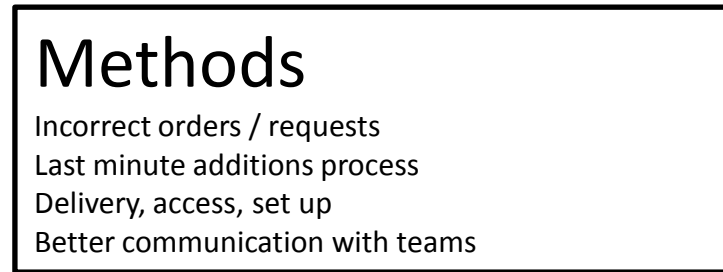
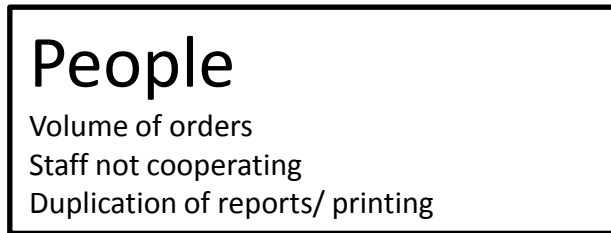
What are the impacts?

- Confusion/ delay
- Duplication of effort
- Mistakes
- Not meeting customer needs

How can we change it to Pull?

- Setting a retail allocation time
- Specify delivery and collection time

Cause and Effect Diagram



5 Whys

The 5 Whys generate theories about the root cause of a problem. There are two ways to use this method:

1. To work directly on a specific problem
2. To use with a cause and effect diagram to find sources of common cause variation

Benefits

- Identifies theories about possible root causes of a problem
- Prevents developing solutions which only address superficial levels of problems
- Do not need a high level of expertise to do a 5 Whys investigation
- Relatively quick and straight forward to use
- Using 5 Whys will not generate a lot of documentation
- Requires minimal data

Steps in Construction (to work directly on a specific problem)

1. Define a clear problem statement
2. Ask 'WHY does that problem occur?'
3. Investigate facts/ data to confirm answer
4. Ask 'WHY does a cause occur?'
5. Repeat until you reach the root cause
6. Test the logic:
 - Sequence each successive cause in time and check against known facts/ data
 - Work back through the 5 Why analysis from root cause to direct cause using the statement 'therefore' instead of why

5 Whys

The Problem is... We cannot deliver/ collect Taste Manchester orders and service our retail units within our current capacity.

Why does the problem occur?

- Because we don't plan or schedule
- Because demand is competing
- Because schedules are overruled by operational area demands
- Because retail units are not ordering in a consistent way
- Because time is wasted on repeat/ return deliveries

Therefore the root cause is... That we have two processes running concurrently and neither team understands the impact of their requests on the other.

Develop process measures associated with results measures.

Process Measures	Notification of receipt	Time to upload	CPU process order	Prep time	Time from receipt to loading van	Time from load to delivery	Time between target and actual	Time from delivery to collection
Results Measurements								
Timeliness of delivery	△	○	□	□	□	□	△	
Timeliness of collection	□	□	□		○			
Accuracy of order								

Degree of relationship:

- Strong
- Moderate
- △ Weak

Data Collection Sales Office

Day	Booking Ref Number	Time Order Received	Method	Time Uploaded	Duration of process (minutes)	Completed Booking & Invoiced
Monday 20th June	OR 380846	9.25am	Call	10am	35 minutes	1.43pm Invoiced 24.6.11
Monday 20th June	OR 380895	11.52am	Email	12.14pm	22mins	9.49am Invoiced 27.6.11
Monday 20th June	OR 380916	10.12am	Email	13.55pm	240 minutes	12.46pm Invoiced 5.7.11
Tuesday 21st June	OR 381001	8.23am	Email	8.46am	23 minutes	13.21pm Invoiced 5.7.11
Tuesday 21st June	SS 381068	10.45am	Email & Call	11.17am	32 minutes	17.06pm Invoiced 22.6.11
Tuesday 21st June	OR 381098	12.12pm	Email	12.46pm	33 minutes	15.55pm Invoiced 24.6.11
Wednesday 22nd June	OR 381255	10.20AM	Email	10.40am	20 minutes	13.27pm Invoiced 5.7.11
Wednesday 22nd June	OR 381294	14.33PM	Call & email	14.46pm	22 minutes	12.33pm invoiced 5.7.11
Wednesday 22nd June	SS 381119	15.52pm	Email	16.15pm	23 minutes	13.49pm Invoiced 4.7.11
Thursday 23rd June	OR 381394	13.03pm	Email	13.56pm	59 minutes	12.35pm Invoiced 5.7.11
Thursday 23rd June	SS 381395	13.03pm	Email & Call	13.59pm	62 minutes	13.51pm Invoiced 4.7.11
Thursday 23rd June						
Friday 24th June						
Friday 24th June	OR 382154	15.57pm	Email	16.27pm	30 minutes (replaced umip one)	10.41am Invoiced 6.7.11
Monday 27th June	OR 381898	10.04am	Email	10.21am	17 minutes	
Monday 27th June	OR 381908	10.41am	Email	11.21am	41 minutes	
Monday 27th June	OR 381911	10.41am	Email	11.22am	42 minutes	
Tuesday 28th June	OR 382473	16.03pm	Email	13.17pm	300 minutes	
Tuesday 28th June	OR 382471	12.28pm	Email	12.44pm	17 minutes	Waiting on Charge code
Tuesday 28th June	OR 382472	12.28pm	Email	12.48pm	20 minutes	Waiting on Charge code
Wednesday 29th June	OR 382645	13.52pm	Email	14.55pm	63 minutes	10.19am Invoiced 6.7.11
Wednesday 29th June	OR 128130 (Event)	11.47am	Email	15.36pm	200 minutes	
Wednesday 29th June	SS 382684	14.34pm	Email	15.55pm	80 minutes	10.09am Invoiced 6.7.11
Thursday 30th June	SS 382807	9.56am	Email	10.24am	28 minutes	
Thursday 30th June	OR 382825	13.15pm	Email	13.28pm	13 minutes	10.05am Invoiced 6.7.11
Thursday 30th June	OR 382850	14.06PM	Email	15.38pm	104 minutes	
Friday 1st July	OR 382892	09.31am	Email	09.41am	10 minutes	
Friday 1st July	OR 383051	11.52am	Email	14.44pm	172 minutes	10.37am Invoiced 6.7.11
Friday 1st July	OR 383052	10.46am	Email	14.56pm	190 minutes	
Monday 4th July	OR 383221	18.18pm Friday	Email	9.29pm	29 minutes	
Monday 4th July	OR 383255	9.55am	Email	11.06am	71 minutes	
Monday 4th July						
Tuesday 5th July	SS 128254 (Event)	11.16am	Email	13.52pm	156 minutes	
Tuesday 5th July	OR 38347	12.16pm	Email	13.18pm	62 minutes	
Tuesday 5th July	OR 383480	13.42pm	Email	14.21pm	49 minutes	
Wednesday 6th July	OR 383552	16.05pm Tues	Email	08.42am	65 Minutes	
Wednesday 6th July	OR 383554	19.42pm Tues	Email	8.52am	10 minutes	
Wednesday 6th July	OR 383576	10.34am	Email	11.44am	70 minutes	

Data Collection CPU

Day	Booking ref Number	Time booking received from Linda	Time Instruction Given to Chefs	Time taken to Complete order	Time buffets are handed to Stores	Duration of process from giving to chefs (Minutes)
Monday 20th June	OR 380846	10.00am	future order	future order will be tracked	future order will be tracked	future order will be tracked
Monday 20th June	OR 380895	10.45am 21/6/2011	10:00 AM 24/6/2011	75 MIN	24/06/11 11:50	75MINS
Monday 20th June	OR 380916	10.51am 24/6/2011	on 1/7/2011 08:15	15mins	08:30	15MINS
Tuesday 21st June	OR 381001	10.53am 24/6/2011	28/6/2011 07:30	20MINS	07:55	25MINS
Tuesday 21st June	SS 381068	11.15am	22/6/2011 07.00am	105mins	9.00am	120mins
Tuesday 21st June	OR 381098	12.45pm (21/6/2011)	24/06/2011 07.30am	60mins	8.45am	75mins
Wednesday 22nd June	OR 381255	10.55am 24/6/2011	30 /06/11 07:30	15MINS	08:30	60MINS
Wednesday 22nd June	OR 381294	10.57am 24/6/2011	27/6/2011 07:00	90MINS	08:30	90MINS
Wednesday 22nd June	SS 381119	10.59am 24/6/2011	27/6/2011 07:30	60 MINS	10:30	180 MINS
Thursday 23rd June	OR 381394	11.00am 24/6/2011	27/06 07:30	120 mins	10:45	165 min
Thursday 23rd June	SS 381395	11.02am 24/6/2011	28/06 07:30	60MINS	10:20	60MINS
Thursday 23rd June						
Friday 24th June						
Friday 24th June						
Friday 24th June	OR 382154	printed of 28/06/11 06:50	TUES 05 /07/11 07:00	120 mins	09:50	120mins
Monday 27th June	OR 381898	TEA/COFFEE NOT FOR CPU KITCHEN				
Monday 27th June	OR 381908	11:21 27/06/11	WED06/07/11 07:00	future order will be tracked		
Monday 27th June	OR 381911	11:20 27/06/11	THUR 07/07/11 07:00	future order will be tracked		
Tuesday 28th June	OR 382473*	13:15 28/06/11	THURS 07/07/11 0700	future order will be tracked		
Tuesday 28th June	OR 382472	13:40 28/06/11	FRI 01/07/11 07:00	120MIN	08:30	120mins
Tuesday 28th June	OR382471	13:40 28/06/11	THUR 30/06/11 07:00	90MINS	09:00	120MINS
Wednesday 29th June	SS382806	future order will be tracked	WED 06 /07/11	future order will be tracked	future order will be tracked	
Wednesday 29th June	SS 128126	future order will be tracked	THUR 07/07/11	future order will be tracked	future order will be tracked	
Wednesday 29th June	OR 382825	13:30 30/06/11	MON 04/07/11 07:40	20 mins	08:00	20 mins
Thursday 30th June	OR 383051	14:42 01/07/11	TUES 05 /07/11 08:25	5 MINS	09:00	5 MINS

Control Charts

Control charts are used to **detect opportunities to learn**, when assignable causes are affecting the process. By consistently learning from and removing the assignable causes will lead to continual improvement.

The process is monitored through time and the points are plotted on the chart.

- Control charts help identify when a process is stable, predictable
- Control limits indicate the expected variation in the value monitored
- Control charts enables people in processes to identify and eliminate causes of variation
- Process stability is an achievement, the job then becomes one of forever reducing the effects of the common causes of variation
- A process must be stable before the concept of standard deviation of the process data is meaningful
- The empirical rule applies to all distributions regardless of their shape

Idea Generation - **Silent brainstorming**

Silent brainstorming is a more common variation on open brainstorming.

- The root cause is first clarified
- In silence, each person writes down solution ideas on post-it notes
- Post-it notes are placed on diagram for all to review
- Only discussion is clarification
- Additional ideas can be added
- Silent brainstorming ends when pens stop writing
- Output can be used to generate an affinity diagram

Process

The steps to use the stakeholder analysis matrix are as follows:

1. Generate a list of stakeholders for the process and project from the implementation community. Remember, stakeholders are individuals or groups that have a vested interest in the performance of the process, but do not define the requirement of outputs.
2. Position each stakeholder on the matrix through the response to these questions :
 - how much influence does this stakeholder have on others in the organisation?

consider the following:

- Ability to provide resources
 - Ability to make decisions that support or hinder the project
 - How much support does the stakeholder have for the change?
3. The placement of stakeholders on the matrix helps determine how critical they are to project success and what kind of strategy needs to be developed to build a stronger relationship.

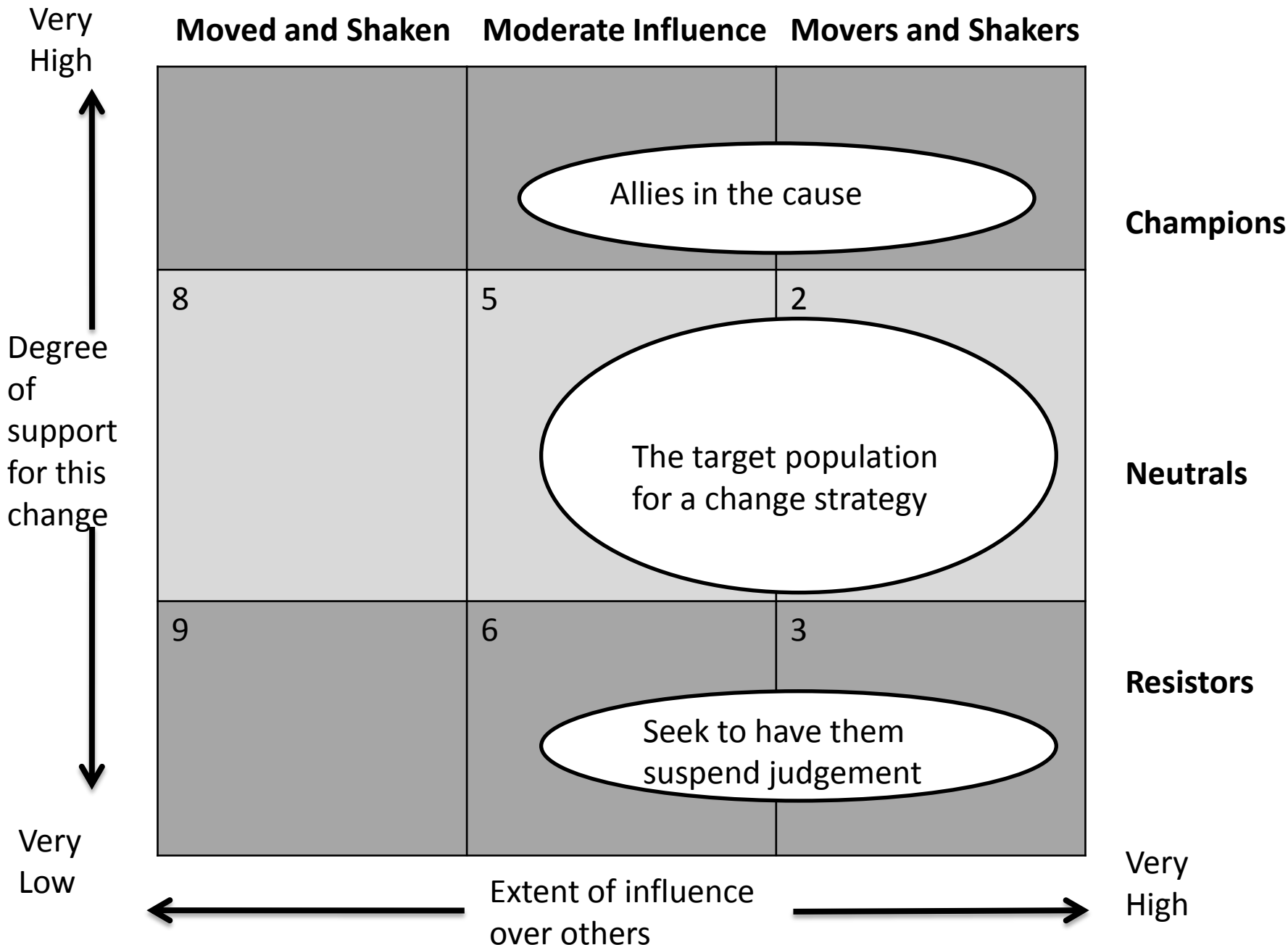
Stakeholders are listed below in order of priority:

- Resistors – stakeholders who have a high degree of influence over the project and are capable of compromising the implementation. These are key stakeholders with whom relationships must be cultivated, they must be convinced to suspend judgement on change.

In developing the relationship the team should:

- Stand 'in the shoes' of the stakeholder to assess their perspective
- Agree what each team member can do to increase their personal impact and then
- Agree what to say next time they meet to make them want to be a part of the Improvement Project
- Consider the role of the sponsor
- Neutrals – stakeholders who have a high degree of influence over the project the project but are supportive. These are key stakeholders with whom he relationship must be maintained and strengthened.
- Champions (Allies) – stakeholders who have a high degree of support for the project. These may be key stakeholders with whom relationships should be maintained.

Stake holder Analysis Matrix



Stake holder Analysis Matrix

Very High
 ↑
 Degree of support for this change
 ↓
 Very Low

Moved and Shaken **Moderate Influence** **Movers and Shakers**

7 John Sidebotham Jess	4 Conference Office	1 ALC; IB; JK; LW; SM;MC; MSN; SH
8 Andy Dave K Jenny Rick Jon Dave Katy	5 Unit Staff	2 Martin Nancy Rothwell Customers
9 Ronnie Janice Dave Kilgour	6 Myles Kitchener Supervisors in UP	3 Colin Port Alison Aucott Jonathan Minshull Angela Chant

Champions

Neutrals

Resistors

Very High

← Extent of influence over others →

Solutions to Stakeholder map analysis:

- Inform fully
- Present plans to everyone but focus on the resistors who are most influential to it working
- Check access to University Place on Weekends
- Customers need to be informed of the test to let them know we are looking at ways to improve our systems
- Chefs moving from CPU to up are they ok with relocation?

Retail Stores Vans Schedule

Vans	Monday	Tues	Wed	Thurs	Fri
1 (8.00-9.00am)	Medical, Lime, Devas, Synapse, Coopers, UP	Synapse, Coopers, Arts, Potters, UP	Medical, Lime, Devas, Synapse, Coopers, UP	Synapse, Coopers, Arts, Potters, UP	Just dairy
1 (9.00-10.00am)					
1 (10.00-11.00am)	weekly orders	weekly orders	weekly orders	weekly orders	weekly orders
1 (1.00-3.00pm)	Medical, Lime, Devas, JRL				
2 (8.00-9.00am)	Chemistry, Schuster, Pi, Computer Science, Byte, Potters	Chemistry, Computer Science, IDPM, Sackville Street	Chemistry, Schuster, Pi, Computer Science, Byte, Potters	Chemistry, Computer Science, IDPM, Sackville Street	Just dairy
2 (9.00-10.00am)					
2 (10.00-11.00am)	weekly orders	weekly orders	weekly orders	weekly orders	weekly orders
2 (1.00-3.00pm)					
3 (8.00-9.00am)	IDAM, Lewis, Arts, JRL	X	X	X	X
3 (9.00-10.00am)		X	X	X	X
3 (10.00-11.00am)		X	X	X	X
3 (1.00-3.00pm)	X	X	X	X	X
4 (8.00-9.00am)	Browsers, MIB, Rock, JRL	X	X	X	X
4 (9.00-10.00am)		X	X	X	X
4 (10.00-11.00am)		X	X	X	X
4 (1.00-3.00pm)	X	X	X	X	X
5 (8.00-9.00am)	X	X	X	X	X
5 (9.00-10.00am)	X	X	X	X	X
5 (10.00-11.00am)	X	X	X	X	X
5 (1.00-3.00pm)	X	X	X	X	X

Taste Manchester Van Schedule

8.00	8.30	9.00	9.30	10.00	10.30	11.00	1.30	12.00	12.30	13.00	13.30	14.00	14.30	15.00	15.30	16.00	16.30	17.00
3			3			3	3	3										
						Collect from 9.00 												

Each van up to 4.00pm can take 3-4 deliveries and 3 collections from 11.00

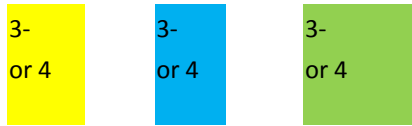
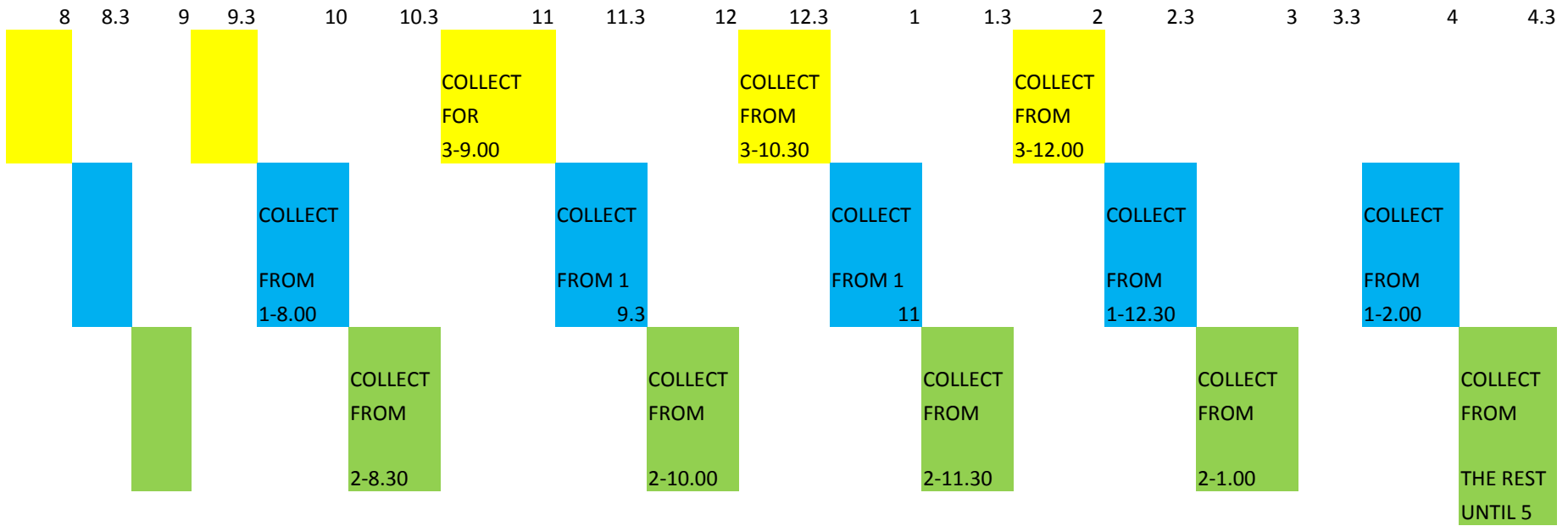
Van 2 starts collections from van 1

Van 3 collects from van 2

Van 1 collects from van 3

Taste Manchester Schedule for deliveries and collections

Delivery times



VAN 1
 VAN 2
 VAN 3

COLLECTIONS WOULD BE AFTER 2HRS

THE ONLY DIFFERENCE WOULD BE MONDAYS WHEN WE ONLY HAVE ONE VAN UNTIL 11.00

How to do retail unit deliveries operating with 4 vans

- Increase unit storage
- Store on a Friday elsewhere, do delivery then pick up others on campus
- Deliver non perishable items on a Friday (i.e. Milk)
- Central storage unit (University Place)
- Have milk man deliver to individual retail units

Task list for implementation

Supplier informed

- Extra milk order to be delivered on Fridays
- Food deliveries to be reassigned to University Place
- Timings/ routes will be need to be rescheduled
- Platter trays will need to be delivered direct to University Place

Equipment

- Fridges are all working
- Enough flasks
- Buffet equipment moved to University Place
- Storage to hold buffet food when prepared

Schedules

- Staff holidays/ availability for launch
- All staff to be fully briefed on change
- Staff training for all on processes
- SLA created for drivers and chefs from Martin

Test Action List

What	Who	When By
Food deliveries into UP	ALC	3/9/2011
Arrange milk deliveries to satellite units on Friday afternoon ahead of Monday	IB	5/9/2011
Platter trays redirected to UP	ALC	26/8 /2011
Checking fridges for satellite units	JK	26/8 /2011
Develop a communication for customers	LW	Before 19/8/2011
Checking availability of storage to hold buffets in UP	ALC	19/8 /2011
Checking staff availability (holiday requests etc)	ALL	Before 5/9/2011
Communicating with staff so all are aware of test	Stores / Retail/Taste/ UP	1/9 /2011
Training staff -planning -delivering	Stores/ Retail/ Taste UP	1/9/2011-5/9/2011
Develop a schedule/ rota for Stores	JK; IB; SM	26/8/2011
Develop a schedule/ rota for Taste	ALC	10/8/2011
Consult with Colin Port about relocation of Taste to UP	ALC	8/8/2011
Consult Angela Chant and Martin Smith about relocation of Taste to UP	ALC	8/8/2011
Creating SLA for chefs	Mark Cecil/ Martin Smith	29/8 /2011
Creating SLA for drivers	Ian Birney/ Sam Mccullough	29/8 /2011
Book test plan review	MSN/ SH from 9-12	26/8 /2011
Plan Sponsor meeting with process improvement team	MSN/SH 2.00-4.00	30/8/2011
Create agenda for meeting on 26/8	MSN/SH	22/8/2011

Process for Taste to move into University Place

Customer places order



Order placed on Kinetics



Send confirmation of order; delivery and collection



Ronnie to print out kinetics report and place orders



Ann to check for last minute changes/ additions



Ronnie to give orders to Janice



Ronnie and Janice to prep food and place in fridge



Jonny to print out tea and coffee orders and make up boxes



Driver to collect boxes and buffet and deliver



Customer sign for buffet



Collection made by delivery van at allocated time

Access to UP on Sundays

Office Space

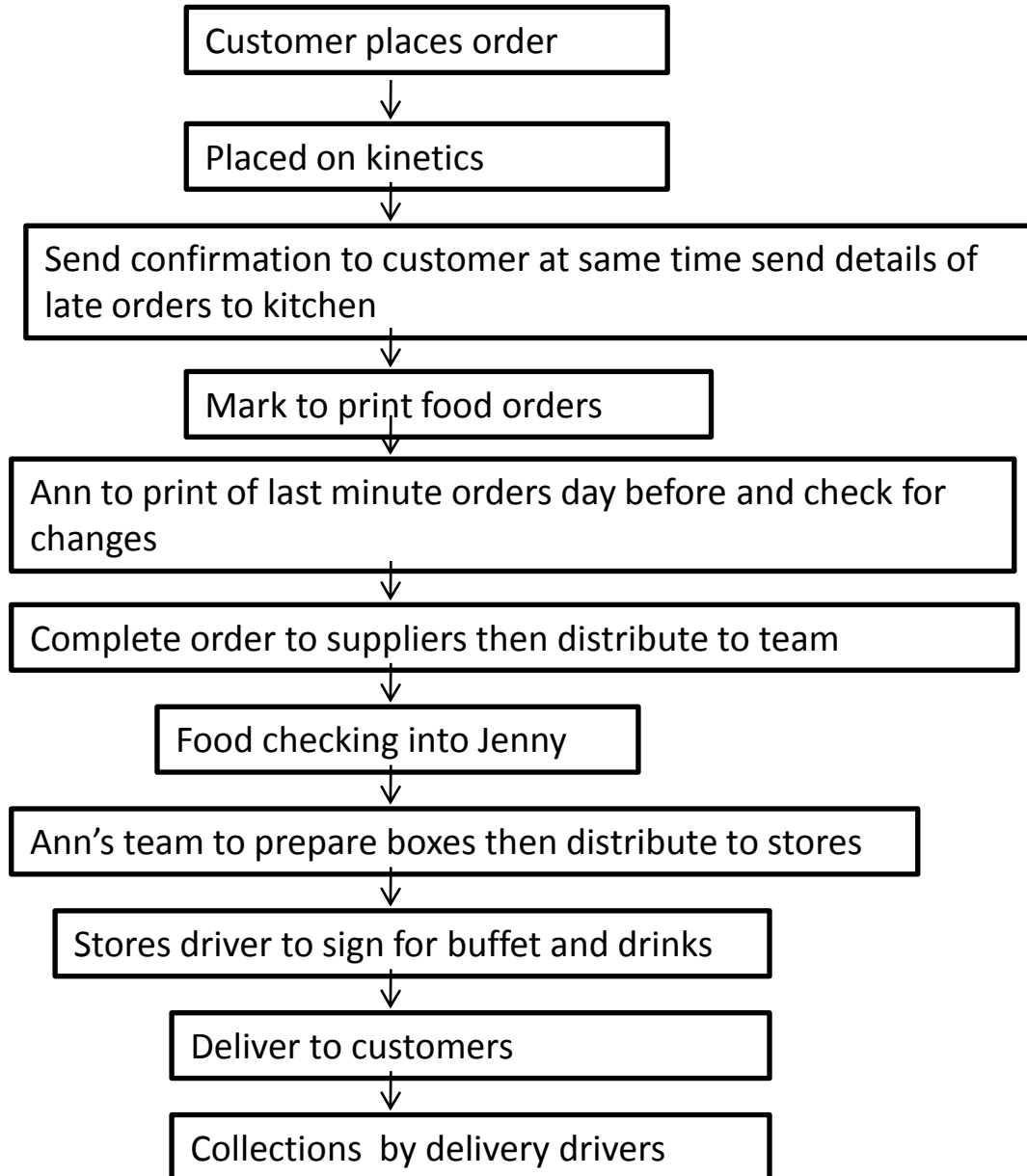
Monday, Wed mornings need 5 vans

After 11am could manage with 2 vans for retail

Taste will have 3 vans

Save on cost/ fuel

Process for Taste to move to CPU



Concern:
Cost of new vans

Concern:
Space at CPU

Concern:
Small deliveries
from CPU

Concern:
Some journeys can
currently be
walked

Retail order process

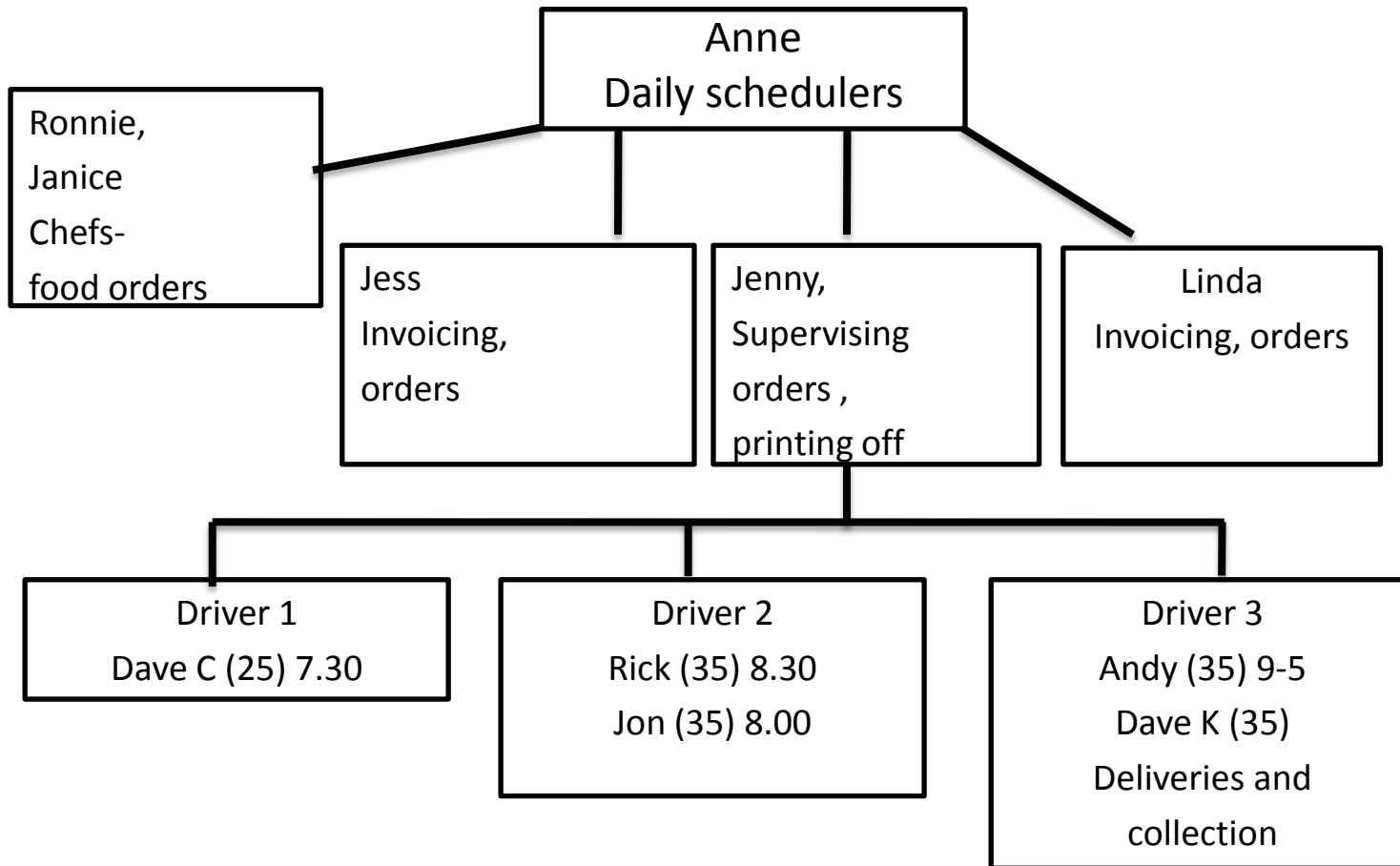


Daily deliveries to units require 5 vans Mon & Wed

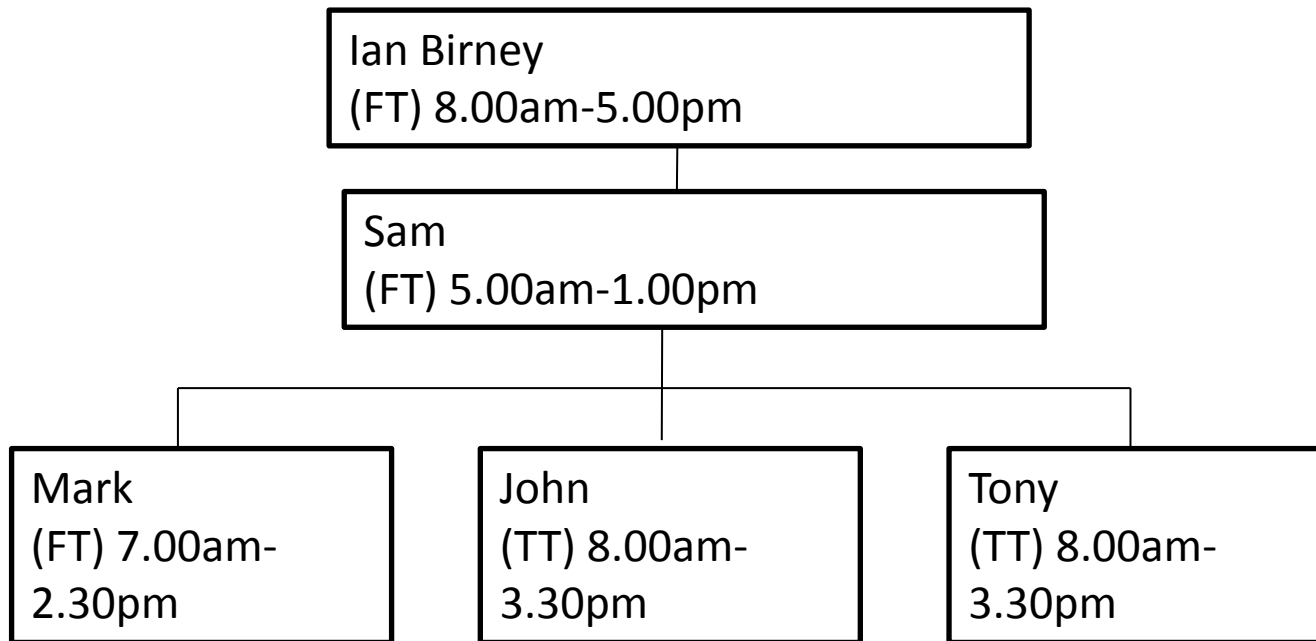
Daily deliveries to units require 2 vans Tuesday, Thursday and Friday

Units require delivery by 9.0am on a Monday

Taste Manchester Team Structure



CPU – Stores Team Structure



Drivers working hours 8.00am-3.30

Taste Manchester SWOT Analysis

Strengths

Having a customer focused team that strives to deliver a 1st class service every time.

Always discussing how we can get new business and to be constantly improving the present business.

Repeat business

The Team is always prepared to listen to new ideas and to constructive criticism.

The whole of the Team are always contactable where possible.

High moral within the Team.

Supporting each other.

Clear information on the website.

Opportunities

To meet & gain new clients internal & external.

More business to boost the revenue, this means more staff, vans & equipment.

To be more able to be pro active within other areas.

To learn other aspects of other peoples roles.

Weakness

The distance to travel for deliveries from CPU.

Not reading the information that is given on the booking sheets.

Lack of communication.

Sickness & absences.

Not having the equipment to be able to deliver a 1st class service.

Suppliers not delivering the correct goods.

Threats

Loosing business to outside caterers.

Bad publicity.

Word of mouth to other clients if we get things wrong.

Staff falling sick due to volume of work on the days we don't have a full team in.

Health & safety not met.

Test Period

Test : 5th September – 14th September

Review: 15th September

Data:


















































































TASTE – Deliveries and collection times variance/ problems/

RETAIL – Deliveries/ out of stock/ problems

Communications:

- Sponsor sign off
- Team update –Colin(UP); Taste; CPU; MS; Sales; JM
- Customers

Example Skills Matrix

Skill	Able to drive delivery vehicle								
Process Operator									
									
									
									
									
									
									
									
									

Requires Training



Started Training



50% Trained



Fully Trained



Able to train others



Ideas Car Park

- Customer Disclaimer
- Use disposables
- Collection hot line number on delivery cases
- We have no means of taking external business payment/ orders
- Who can do what in the process/ what backlog does this create when absent
- What is the delivery time for us and the customer
- Should we schedule collections?
- Date needed for non CPU deliveries
- Kinetics does not split down into food/beverages
- Should kinetics form be redesigned
- Tent cards to state title of event and time
- Simplify sandwiches
- SLA for delivery and collection