



Management of the outsourcing of the catering service of a motorsport company.

Procurement (M6X01292)

BSc – Logistics and Supply Chain Management

Senior lecturer: Graham ORR

Student: Julien LANNIAUX-MUNOZ (1904610)

Abstract

In this report we will study the outsourcing of a support service for a motorsport company located on different sites in the country. This outsourcing is presented through the two stages that are the establishment of a specification as well as the research of the latter.

Table des matières

Introduction	1
1. Specifications	1
1.1. <i>Stakes</i>	1
1.2. <i>Description of the services</i>	2
1.2.1. Catering	2
1.2.2. Caterer	3
1.2.3. Material and equipment	3
1.2.4. Food safety	3
1.2.5. Maintenance	4
2. Choice of provider	4
2.1. <i>Preselection</i>	4
2.1.1. Geographic implantation	4
2.1.2. Notoriety	5
2.2. <i>Comparative</i>	5
2.2.1. Professional experience	6
2.2.2. Financial situation	6
2.2.3. Description of the organization	6
2.2.4. Description of the services offered	7
2.2.5. Speed of service	7
2.2.6. Technical means	8
2.2.7. Cleanliness and hygiene control	9
2.2.8. Staff qualification	9
2.3. <i>Final negotiation</i>	9
Conclusion	10
References	I

Introduction

Representing 92.5 billion US dollars in 2019 (Mazaranu, 2020), outsourcing is a practice increasingly adopted by companies to entrust the management of non-vital services to companies, or which are not part of their core business, to specialized providers..

Outsourcing is defined as "the process of paying to have part of company's work done by another company" (Cambridge Dictionary, s.d.). Outsourcing makes sense when it is not a business function of the company. That is to say, a function that makes the business work. It allows the company to focus on its business functions while entrusting responsibility for the service to an external partner specialized in the field.

In order to carry out this research on the typical functioning of an outsourcing, we will base our reflections and research on a practical case. The latter takes place within a motorsport company which is established on various sites on the country. Wishing to outsource the support functions, we must take care of one of the three services that are the catering, security and cleaning. In our case we work on the outsourcing of the catering.

The search for a service provider to carry out outsourcing is therefore broken down into three main stages. Firstly, it is necessary to draw up specifications to stipulate for the potential service providers the services required. Then the company must search for providers using noted and precise criteria to find the one most suitable for the service.

1. Specifications

In the context of outsourcing, it is necessary to produce specifications to identify the operating elements, but also the services to be provided by the service provider. Without this document, it will be impossible to establish the search criteria to identify it.

1.1. Stakes

The objective of the service provider search is to equip all the kitchens with new and professional equipment present on the different sites of the company to offer catering services to the company and caterer for special events. The premises belonging to company x, it will pay for the costs of electricity and water. As the kitchens are made available free of charge, the service provider is expected to offer preferential prices to employees of the company. Access to these

services will be offered to employees of the company and also to partners and visitors to different sites. However, the provider can not use the facilities provided for all services not included in the contract.

1.2. Description of the services

It is therefore necessary that the service provider takes care of providing a daily catering and catering service during special events and the renewal of kitchens with new equipment and utensils..

1.2.1. Catering

Continuous service	From noon
-A variety of hot drinks (tea, coffee ...) -A variety of cold drinks (water, sodas ...) -A variety of pastries (croissants, pains au chocolat ...) -A variety of cakes (lemon pie, muffins...) -A variety of fruits (bananas, apples ...)	-A variety of salad -A variety of sandwiches -A variety of pizzas -A variety of main dishes (meat, fish, pasta, rice ...) -A variety of cheeses -A variety of desserts (Fruits, dairy products, cakes, etc.)

The presentation of the above products corresponds to a minimum to be offered for sale each day. However, the service provider will have to offer diversified menus in good proportions on a daily basis in order to support the client. The taste and quality of the products offered for sale is also paramount.

The company has a right to inspect the menus and reserves the right to request a change if the meals offered are prejudicial to it.

In addition, the service provider must serve staff and customers with minimal waiting time. Due to the nature of the business, the service provider must offer the possibility of consuming on the spot or taking away.

1.2.2. Caterer

	Prestation
Morning coffee break	Coffee, tea, milk, water, fruit, fruit juice, mini croissant, mini chocolate bread
Meal	Preparation of the meal according to the menu previously prepared and validated
Afternoon coffee break	Coffee, tea, milk, water, fruit, fruit juice, mini croissant, mini chocolate bread
Cocktail	Preparation and availability of non-alcoholic drinks and appetizers

During special events, the service provider must provide a service as a caterer. The latter will be notified at least 7 days before. However, if the service requires a quality higher than that possible by the provider, the company reserves the right to call on a second provider.

1.2.3. Material and equipment

As explained in the document listing the conditions of contract with the city of Swansea (Swansea, s.d.), the service provider must provide the materials and equipment as well as ensure their security. The company will not be held responsible in the event of problems and will not act as an intermediary between the service provider and its suppliers.

Indeed, after signing the contract, the kitchens will be unequipped. It is therefore necessary for the service provider to equip the kitchens with new equipment and materials. It must be professional equipment to be able to withstand performance without ending up in default. If a breakage or a malfunction occurs following the purchase of bad equipment or poor maintenance, the service provider must finance the meals of employees outside the work site. The equipment will therefore be the exclusive property of the service provider. However, the company will have the right to inspect the references of the equipment to ensure its quality.

1.2.4. Food safety

The provider must comply with the rules set out in “regulation (ec) No 852/2004 of the european parliament and of the council of 29 april 2004 on the hygiene and foodstuffs” (union,

2004). This very complete regulation presents the rules to follow for the transport of food as well as its storage but also of its preparation to be served to customers. The cleaning of the kitchen and the dining room is also to be carried out according to its rules. The personnel must wear regulatory equipment to avoid the presence of foreign products in the food. This compliance with sanitary rules can be checked at any time by the company.

1.2.5. Maintenance

Maintenance of kitchen equipment will be the responsibility of the service provider. If the service provider has a technician, it will be possible to call him.

2. Choice of provider

2.1. Preselection

Whether it's a call for tenders or a large recruiting campaign, it's important to narrow down the list of potential providers so that you can focus on those who seem to best suit the needs of the business.

It is therefore possible to use several criteria which will serve as close selection.

2.1.1. Geographic implantation

The geographic implementation is an important point for our company since it has several sites, located across the country, which will be included in the contract with the service provider. It is therefore necessary that the service provider can be implemented in a short time on the different places.

This can be reflected in various aspects. If the claimant works at national level, this means that it will be easy for him to settle. It therefore probably has a network, or at least a main central which manages the contracts with its suppliers. This allows him, if not necessary, to have to link new partnerships with local companies if he is able to directly route products with the same suppliers.

This implementation will also facilitate the recruitment of employees since, in addition to relying on local labor, it will be able to transfer its employees to our sites while recruiting a good team.

It will therefore be possible to sort them into different categories:

- Companies established nationally
- Companies established regionally
- Companies established locally

It is not a question of denigrating providers not established nationally, but simply of finding a partner capable of adapting to the geographic dispersion of the company.

2.1.2. Notoriety

The notoriety of a company today makes it possible to be sure of its seriousness, since any notable error will be made known through social, professional or friendly networks. This notoriety is acquired through good work and good figures (CWT Advertising, 2020). In our case, the reputation of a kitchen company is acquired by preparing good meals at a low cost.

Notoriety makes it possible to ensure the professionalism of a company (ZDNet, 2004). This limits the risk of problems and conflicts that could lead to a breach of contract such as non-compliance with hygiene standards or the inability to serve meals on time.

The kitchen of a company represents its image. A client or potential partner who is not satisfied with their meal will be less inclined to work with this company. It is therefore necessary that the dishes served are deemed to be good at a low price.

2.2. Comparative

After contacting the companies following the preselection, it is necessary to carry out a technical evaluation. It is a matter of carrying out a compromise between the different companies through a point chart to identify the provider with the highest score. The latter will then win the contract. The different aspects of the specifications are represented and has a number of points equivalent to the importance carried by the company. Thus the calculation is carried out with a matrix weighted evaluation value (Asq.org, s.d.).

2.2.1. Professional experience

Criteria point	Weight	Evaluation	Weighted Evaluation Value
Less than a year of experience	0		
between 1 and 10 years experience	2		
10 years experience	5		

This first point is taken into account since we can assume that companies that have been presenting for several years will have more experience than their competitors with fewer years. The term experience takes on its meaning if we associate it with know-how. That is to say, the more experience the company has, the more it is used to working as a service provider and that it potentially knows the unforeseen events that can occur.

2.2.2. Financial situation

Criteria point	Weight	Evaluation	Weighted Evaluation Value
Turnover in decreases over the last 3 years	0		
Stable turnover over the last 3 years	2		
Turnover in hausse over the last 3 years	5		

When a company engages with a provider, it is necessary to ensure its viability over the long term, so as not to end up with a provider on the verge of bankruptcy. For this, it is important to consult his financial situation.

2.2.3. Description of the organization

Criteria point	Weight	Evaluation	Weighted Evaluation Value
Description of the internal functioning of the service provider	2		

The description allows the company to know the functioning and the resources of the service provider. It is possible through these documents to verify that the service provider corresponds to the operation desired by the company..

2.2.4. Description of the services offered

Criteria point	Weight	Evaluation	Weighted Evaluation Value
Variety of products offered	5		
Rotation of menus adapted to the season	5		
Fresh and seasonal products	3		
Supply from producers	3		
Events catering service	2		

Decomposed into five elements, this description makes it possible to ensure that the service provider is able to meet the requests of the company. This means being able to provide varied products and meals that change daily and that are adapted to the seasons. Furthermore, it would be interesting for providers to work with local producers in order to participate in the development or maintenance of local activities. This would be a new opportunity to showcase the company.

2.2.5. Speed of service

Criteria point	Weight	Evaluation	Weighted Evaluation Value
Waiting time for service, more than 10 minutes	0		
Waiting time for the service, between 5 and 10 minutes	3		
Waiting time for service, less than 5 minutes	5		

The speed of service corresponds to the waiting time between the moment when the waiter begins to queue to order his food and the moment when an employee takes charge of his order. The kitchens being established in professional establishments must be able to respond quickly to customer orders and therefore limit the waiting time.

2.2.6. Technical means

Criteria point	Weight	Evaluation	Weighted Evaluation Value
New and professional equipment	3		
New utensils in sufficient quantity for customers	3		
National supply chain already established	2		

The technical means make it possible to assess compliance with the instructions in terms of fitting out the premises with new and professional equipment and utensils which meet at least the request of the company.

2.2.7. Cleanliness and hygiene control

Criteria point	Weight	Evaluation	Weighted Evaluation Value
Means of bacteriological control	5		
Cleaning and disinfection of kitchen and dinning room	5		
Uniforms and consumables for employees	2		

The control of cleanliness as well as impeccable hygiene are key elements to ensure the food safety of consumers of the kitchen. The provider must follow the recommendations of “regulation (ec) No 852/2004 of the european parliament and of the council of 29 april 2004 on the hygiene and foodstuffs”.

2.2.8. Staff qualification

Qualification du personnel	Criteria point	Weight	Evaluation
Qualified and experienced staff	3		
Qualified and experienced chef	5		

The knowledge of the personnel that the service provider wishes to employ on the premises of his clients is an even more advantageous if they have experience and are qualified. This will avoid staff training time and therefore optimal performance quickly after opening. When staff are recognized for their quality, this means that the service that will be offered within the agencies will be of quality.

2.3. Final negotiation

After having selected the providers who best meet the demand of the company it is necessary to operate the principle of competition in order to select the one who will offer the best price. Indeed, in the case where companies are sure of obtaining the market, it would be complicated to negotiate additional advantages or a lower price for the same service.

Conclusion

The choice of a service provider must be carefully considered and requires a certain amount of research and installation time to ensure proper functioning.

To outsource its canteen, the company can make a call for tenders or can itself the companies in which it is interested. To make the best contact with potential service providers, it is necessary to draw up specifications to identify and present the different missions to be completed. It is on the latter that the contract will be based which will bind the company and the service provider, after negotiation.

To identify the service provider best suited to best meet their requests, companies must make a comparison between each of the service providers contacted. It is strongly advised to use a table by assigning a number of points according to the priorities expected by the company.

However, after choosing its service provider, it is necessary to manage it to ensure its good integration and performance within the premises with tools such as audits and dashboards (BOISSINOT, s.d.). It also helps to identify problem areas or areas where it would be interesting to improve. It is therefore necessary to create a relationship between the claimant and his employer.

References

Asq.org, s.d. *WHAT IS A DECISION MATRIX?*. [En ligne]
Available at: <https://asq.org/quality-resources/decision-matrix>
[Accès le 24 March 2020].

BOISSINOT, A., s.d. *Le management des prestataires : vers une approche personnalisée de la relation ?*. [En ligne]
Available at: <https://www.strategie-aims.com/events/conferences/6-xviieme-conference-de-l-aims/communications/1693-le-management-des-prestataires-vers-une-approche-personnalisee-de-la-relation/download>
[Accès le 20 March 2020].

Cambridge Dictionary, s.d. *Outsourcing*. [En ligne]
Available at: <https://dictionary.cambridge.org/fr/dictionnaire/anglais/outsourcing>
[Accès le 26 March 2020].

CWT Advertising, 2020. *Notoriety: what impact for the company? 2020*. [En ligne]
Available at: <https://cwtadvertising.co.uk/▷-notoriety-what-impact-for-the-company-2020/>
[Accès le 24 March 2020].

Mazaranu, E., 2020. *Global outsourcing market size 2000-2019*. [En ligne]
Available at: <https://www.statista.com/statistics/189788/global-outsourcing-market-size/>
[Accès le 26 March 2020].

Swansea, T. c. o. t. c. & c. o., s.d. *Contract terms and conditions*. [En ligne]
Available at: <https://www.swansea.gov.uk/procurementcontracts>
[Accès le 20 March 2020].

union, T. e. p. a. t. c. o. t. e., 2004. *REGULATION (EC) No 852/2004 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 29 April 2004 on the hygiene of foodstuffs*, s.l.: Official journal of the European Communities.

ZDNet, 2004. *Gestion de projet: cinq critères pour choisir le "bon" prestataire de service*. [En ligne]
Available at: <https://www.zdnet.fr/actualites/gestion-de-projet-cinq-criteres-pour-choisir-le-bon-prestataire-de-service-39130976.htm>
[Accès le 21 March 2020].