



CASE STUDY - AZZURRI

DISPELLING THE MYTH - THE PAIN OF CHANGE

HIGHLIGHTS

- ▶ 6,000 employees serve over **15 million meals** each year.
- ▶ **Sustainable Solutions for 129 restaurants** across the UK.
- ▶ **95% delivery success** rate for mobilisation - equal to 1,450 containers being delivered on-time.
- ▶ **All restaurants audited in just 4 week.**
- ▶ **72% average recycling rate** achieved.
- ▶ **"Zero waste to landfill"** achieved.

TESTIMONIAL

"With the right people on board, change doesn't have to be painful! In 2015 we moved our waste contract away from a national self-delivery provider in a changeover that proved to be very challenging. The lessons we learnt from that gave us the confidence to tender again in 2018, but there were still many people in our business that were nervous at the possibility of another disruptive change.

We had spent three years using a broker model and considered it to have many merits over a national self-delivery business, but we still asked companies from both categories to tender. We were looking at service offering and price, but we also wanted a company that would take ownership of driving recycling levels across the life of the contract.

At the end of the process NOVATI was awarded the contract. There were two significant factors:

- NOVATI proposed to audit every one of the sites involved prior to mobilisation to provide a comprehensive level of detail on each. This demonstrated a higher level of commitment to our needs than some of the other companies involved in the process, and considerably reduced the risk of change.
- NOVATI proposed taking the lead in controlling our recycling levels, and therefore our overall costs, across all sites for the duration of the contract. The price of waste disposal is only going to increase, and without any controls at restaurant level the spend could very quickly get out of hand. Following the audits, NOVATI had all the info required to manage each site in detail, and they proposed long term guarantees to back up their commitment.

We know from our previous waste contractor change that mobilisation can be extremely difficult and disruptive, but this mobilisation went as smoothly as we could have hoped. NOVATI auditing every site played a big part in that."

Azzurri Group - Distribution Manager

OVERVIEW



For many organisations the perceived 'pain of change' associated with changing to a new supplier is enough to deter them from even considering alternative solutions. As a result, many organisations remain in their comfort zone and operate with systems that are no longer best in class or fit for purpose, let alone innovative and sustainable. They therefore fail to maximise the commercial and environmental solutions that can be extracted from stepping outside their comfort zone and selecting the right supplier to manage their waste.

Azzurri Restaurants Limited are a market leader in the casual dining sector. They specialise in Italian cuisine and operate some of the UK's best-known brands Ask Italian, Zizzi and Coco Di Mama. The group employs nearly **6,000 people**, serving over **15 million meals** a year in its growing estate of over **250 restaurants**.

In 2018, we were awarded a long term contract to deliver sustainable solutions across all restaurants. Over the course of the partnership **we've achieved recycling rates of 82% and ensured nothing is wasted by being dumped in landfill sites**. Our commitment to excellence resulted in Azzurri opting to extend our agreement for several more years.

From the outset, both parties recognised the importance of communication as being key to delivering a punctual and effective mobilisation. Failure to communicate change effectively is often the root cause of issues and can be a major factor in believing that change is painful. We developed a comprehensive pre-mobilisation plan that was discussed with Azzurri key stakeholders on a regular basis throughout every stage of the mobilisation process.

Pre-mobilisation

We assigned a **Mobilisation Manager** who was responsible for the overall management of the project. Part of their role involved the early engagement of Azzurri's operational, customer service and finance teams to ensure an inclusive approach. Our Sustainability Management team actively participated in the bidding process to provide **continuity and consistency** of approach to the relationship.

This meant that we were able to deliver against the shared vision and values of Azzurri from day one of contract.

A bespoke Gantt chart mobilisation plan was developed to assign tasks to stakeholders, track performance and completion, as well as reviewing all stages of the process. Just a few examples included reviewing & agreeing T&C's, invoice formatting, agreement of welcome pack contents and creating a training programme for users to be able to access and utilise our online portal, **'THE HUB'**

In order to make sure that every detail of the new service was understood, we **audited all sites in just 4 weeks**. This included a review of the actual containers on site versus containers Azzurri's head office believed sites had. This key step is taken as developing the right solution can only be achieved if key stakeholders have all of the facts available to them. From the outset, we believed that the current solution in place across the estate was not the best one for Azzurri. Therefore, the most important objective of the audit was to establish the right solution that delivers against both the financial and environmental goals of the client.

The right solution meant that our Sustainability Managers had to do MORE.

Minimise the cost per cubic meter by ensuring the most suitable containers are used

Optimise container solutions to ensure all recyclable material is placed into the right containers

Rationalise services ensuring half full bins are not being emptied

Energise staff through our engagement programme

Other key elements of the audit included:

- ▶ **Benchmarking** - comparable sites to identify best practice and uniformity of approach
- ▶ **Review** - site access requirements to reduce the risk of collection failure
- ▶ **Bespoke requirements** - such as adherence of noise abatement orders, council enforced restrictions or agreements with local residents
- ▶ **Engagement package** - defined to include custom signage requirements
- ▶ **Buy-in** - was gained from restaurant managers to ensure that the vision and change being implemented was fully supported

Following the audit, a consolidated report was reviewed by all key stakeholders. The final specifications were given to the mobilisation department with a seven-week lead time to plan container deliveries.

A programme of communication with service partners was finalised. This was an important step to ensure that our service partners could meet all frequency, time and access requirements, as well as to secure their commitment to service quality. Our mobilisation team also supported Azzurri in managing the relationship with their incumbent contractor to ensure that all parties understood the timeline to mobilise/demobilise and to guarantee there were no gaps in service. Minimising gaps in service is another key component to **minimising the pain of change**.



Mobilisation

The detailed planning of the Azzurri mobilisation resulted in **95% of the services (equal to approximately 1,450 containers), being delivered on-time**. The mobilisation of each site was planned for a specific day of the week and communicated via welcome packs.

The mobilisation team contacted the relevant service partners the day before each delivery to confirm it was still on schedule, and then the day after to confirm completion. Regular meetings were held with Azzurri to communicate service success rates and to establish the reasons for any delivery failures and agree resolution timelines. Our mobilisation team also communicated directly with sites to ensure everybody was being kept up-to-date about issues and timelines for resolutions.

Where it was established that we - or our service partners - were at fault for the failure to deliver containers on-time, we committed to full site clearances where required, with no costs being passed on to Azzurri. This **commitment to service excellence** minimised the impact we had on site operations and budgets.

Post Mobilisation

Today, we're able to utilise a range of analytical tools to identify restaurants that are at risk of performance falling below expected levels. When risks are identified, a clear action plan is agreed which can include additional site reviews as well as support and education being given to bring the restaurant back within required standards.

From the outset, it was recognised that education and awareness shouldn't stop simply because the mobilisation process had been completed. Our Corporate Sustainability Managers are continually building projects which enable us to increase recycling rates where possible on a site by site basis. **Together, we're committed to making cultural changes** in materials handling so that all staff understand the impact they have on the environment. This is, and will continue to be, the emphasis of ongoing communications with staff. Creating a bespoke campaign such as the **#RecyclingRevolution** means that we can use social media platforms and internal communication packs to help raise awareness of performance, and the impact sites have on the environment. Other campaigns such as **#LoveFoodHateWaste** and **#WorldEnvironmentDay** are utilised to communicate and share best practice, innovation and tools to maximise engagement.

There's no doubt that the pain of change can be very real if the process isn't managed in a coordinated and collaborative manner. It is, however, equally true that the process of changing supplier doesn't need to be a viewed as a negative. The implementation of a new and improved service solution creates a great opportunity to engage with employees and further increase the awareness about how our actions directly impact the environment.

One of our core values is to **Be the Best, striving for excellence in everything we do**. By living our values we're able to deliver both technical and cultural change with Azzurri. **Our ability to deliver seamless change is the proof that "The Pain of Change" really can be a myth.**