Fourth

PRESTIGE
PURCHASING

Supply Chain Management

Best practices in managing your supply chain

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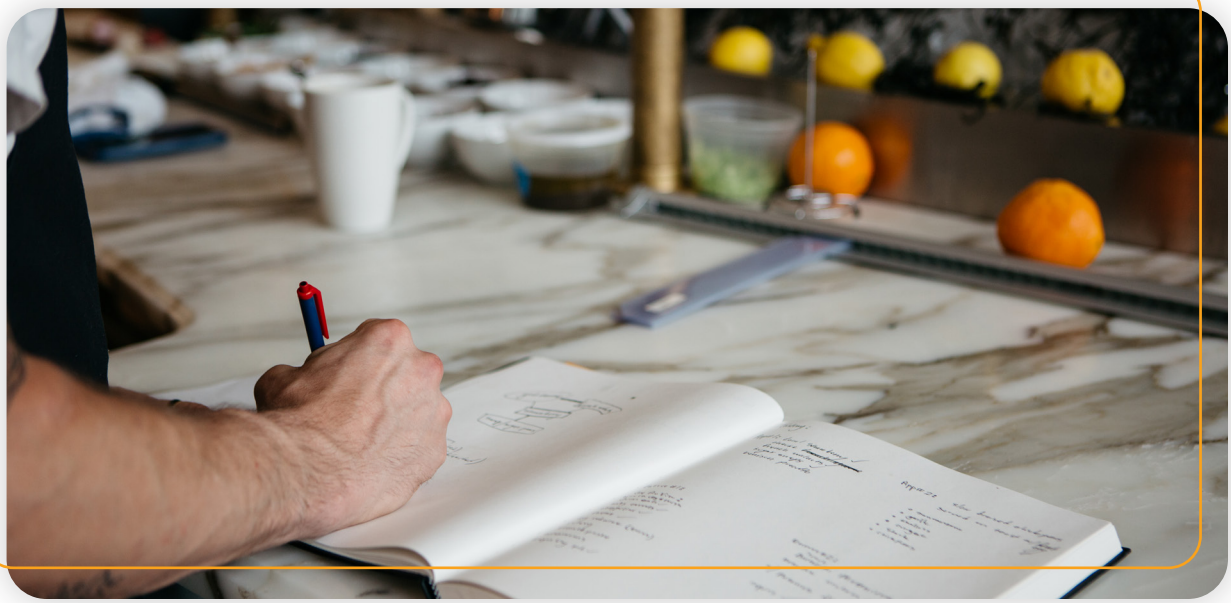
Introduction

The hospitality industry has always faced pressure on margins. But now the squeeze is really on. Brexit and a weaker pound, and the current Global impact of the COVID-19 Pandemic, mean imported food and beverage costs are rising, and limiting the availability of some supply chain lines. Entering the post-Covid phase, supermarkets and hospitality businesses alike are struggling to stock up. Higher business rates and the national living wage are adding to the strain. As a result, businesses are having to consider passing on price rises to customers. However, doing this risks reducing competitiveness and potentially losing trade.

That's why it's more important than ever to examine how efficient you are, especially in terms of your supply chain. It's an area that is many operators neglect – and it could be costing you dearly. In this white paper, we examine many facets of this complex area, from menu engineering to food waste, from contract negotiations to purchasing policy. It should help you take a holistic view of your overall supply chain – and see how you could manage it better.



Supply chain challenges:

- Uncertainty around Brexit
- Weaker pound
- Rising F&B costs

Operational Efficiencies

Effective menu engineering

In today's environment due to the pandemic, it is also especially important to be on top of shifting purchasing needs (sanitation products and take-away Packaging, for instance) and how to adapt to new and different levels of demand. Ensure you are not only negotiating favourable pricing with your suppliers, but also ordering with enough Leadtime allowing suppliers to source the right products and reduce the risk of running out of key items where demand has increased due to COVID. Best practice in your supply chain starts with identifying the right products, from the right vendor partner, at the right price. For most hospitality organisations, this will involve menu engineering. In other words, understanding the profitability and popularity of menu items – and using this knowledge to shape your menu.

The goal is to increase profitability per guest. The key to this is having the right tools to accurately capture what quantities of ingredients are going into each recipe – and the associated cost. This includes tracking wastage to over-portioning. With the right systems in place, you'll also be able to quickly and easily identify how changes in the price of a particular ingredient affect the profitability of your recipe.

Looking at the ever-evolving diner profile, with the rise of plant-based, vegan and vegetarian options, the acceptance of sustainability as a must-have, usage of local and seasonal ingredients, and considering the concept of food 'fuel-miles', it is important to have the right system in place, so you are able to quickly and easily identify how changes in the price of a particular ingredient affect the profitability of your recipe.

Let's take the avocado as an example. High demand from China coupled with a late harvest in Mexico, flooding in Peru and a drought in California saw wholesale avocado prices surge more than 50% earlier this year. By using an effective menu engineering solution, it's easy to see which menus are affected and take action, rather than run the risk of menu items that include avocado becoming unprofitable.

In order to achieve more accurate recipe costings, consider the following:

- Add wastage at the ingredient level by using yields. For example, the outer skin and ends of an onion are likely to be thrown away.
- Factor wastage into recipes, including shrinkage and cooked weight.
- Monitor the sales trends within your business – what's selling and what isn't.
- Make sure you have the right tools available to not only cost recipes efficiently, but also portion them correctly.
- All of these points lead to a 'stocking policy', which means the products that sites can order are linked to what you are selling – mapping the supplier order guides to what is programmed into your Point of Sales (POS) system.
- Reduce the number of dishes on your menu to identify sources of wastage, accurately forecast items demand and adhere to stock rotation.

Sourcing compliance

Ensure you are aware of any restrictions on imports that may be in place, as this may impact you, and apply due plans and policies in case of an eventual interruption of the supply chain. This is very important, especially with the lingering effects of the pandemic and Brexit heavily contributing to a shortage of delivery drivers and staff in the hospitality industry, causing severe delays across the supply chain, which may impact your suppliers sourcing items, and stocking up their warehouses. Noting this may inevitably impact your menu offering, so make sure you keep your fingers on the pulse & consider sourcing local products where possible. However, you should ensure that your business adheres to local buying policies to uphold the quality of your offering and remain compliant with allergens legislations.

Tackling supply chains issues in the long term, can be a challenge for smaller businesses. While bigger food and beverages outlets have the resources to explore alternative options, more and more businesses are turning to third party Sourcing and Procurement solutions to leverage the wider pool of supply options available.

Too often businesses make ad hoc purchases from many local suppliers rather than drawing up and enforcing a specific purchasing policy. Having a centralised purchasing function (where applicable), locking down agreed suppliers, and using operational order guides and fixed pricing agreements (where applicable) will not only give you better control over your purchasing, but also help reduce costs and admin.

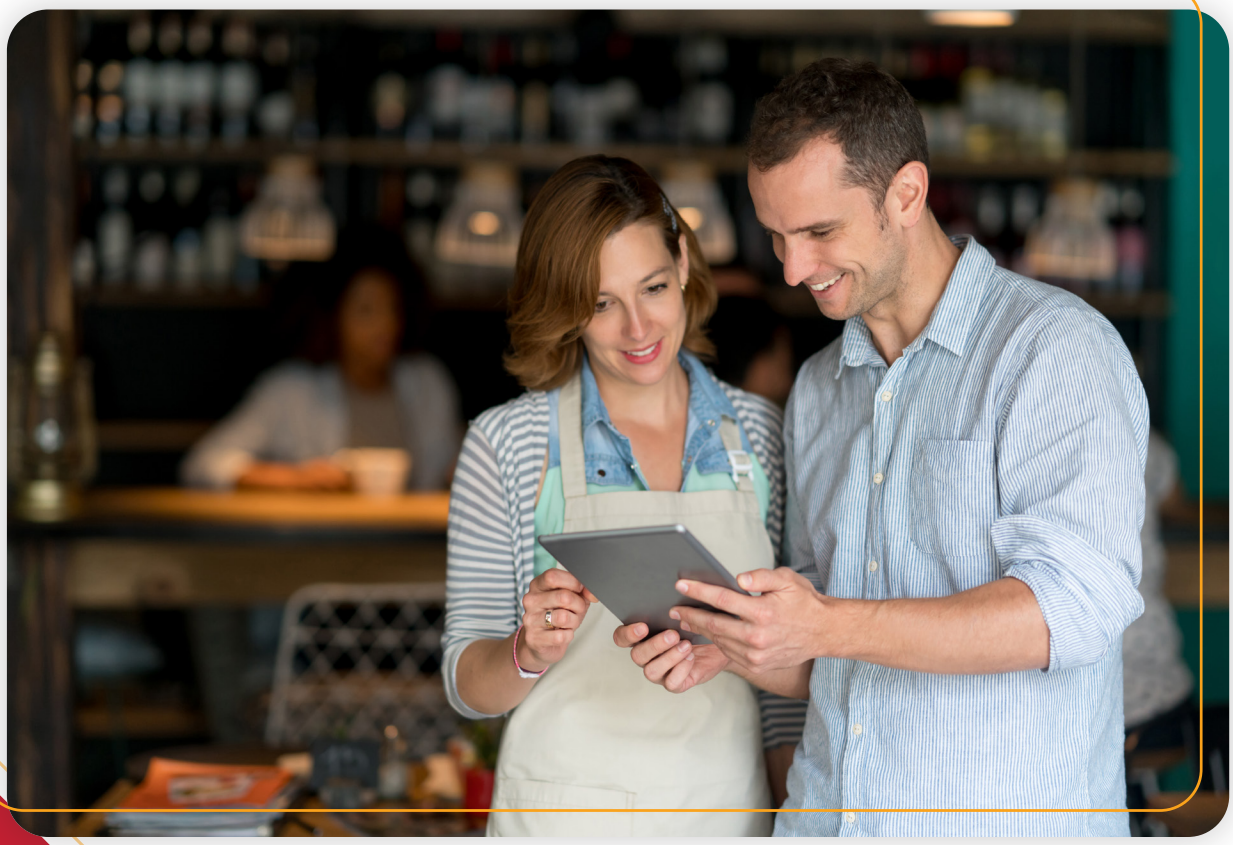
In the event that products cannot be sourced from alternative suppliers, then it's time to think about menu alterations. In these scenario, a solution that allows for easy review, adjustment and costing of different menu options, along with easy publishing to all your customer-facing sources makes this a much simpler and efficient process. Many leading companies have adopted the following best practices, which give them a firm foundation for supply chain excellence:

- Establish a governing supply chain council to give direction and help align supply chain strategy with the company's overall strategy. If possible, appoint a specific person or team to manage the supply chain.
- Establish alliances with key suppliers by working closely with them after the contract has been signed. Through 'alliance management' (also known as 'supplier relationship management'), both parties work together to improve the buyer/supplier relationship.
- Give ownership of contracts to the supply chain function, and ensure all contracts are collected and maintained in a central repository (preferably electronic). Ensure you are aware of expiry dates, health and safety certificates, rebate agreements etc. By having everything in one central place it is easily accessible so you can find the information you need quickly.
- Optimise company-owned stock holding. The global economic downturn means that more CFOs have put the value of stock on their radar, and finance teams are constantly looking for ways to improve the bottom line. Hospitality businesses are therefore constantly reviewing stock volumes to keep them at optimal levels. Poor planning and forecasting are direct causes of stock levels being out of sync with business needs.
- Establish appropriate levels of control and minimise risk. Supply chain management and policies and procedures should follow an appropriate sequence and structure. They should also be reviewed frequently to ensure that they are up-to-date, realistic and easy to understand, to help ensure compliance.
- Take green initiatives and social responsibility seriously. Reducing the carbon footprint of a supply chain is no longer a 'nice but not necessary' practice. Buyers and consumers alike are taking environmental impact into consideration when they choose suppliers. Corporate social responsibility consists of clear policies and procedures around purchasing, risk and more.

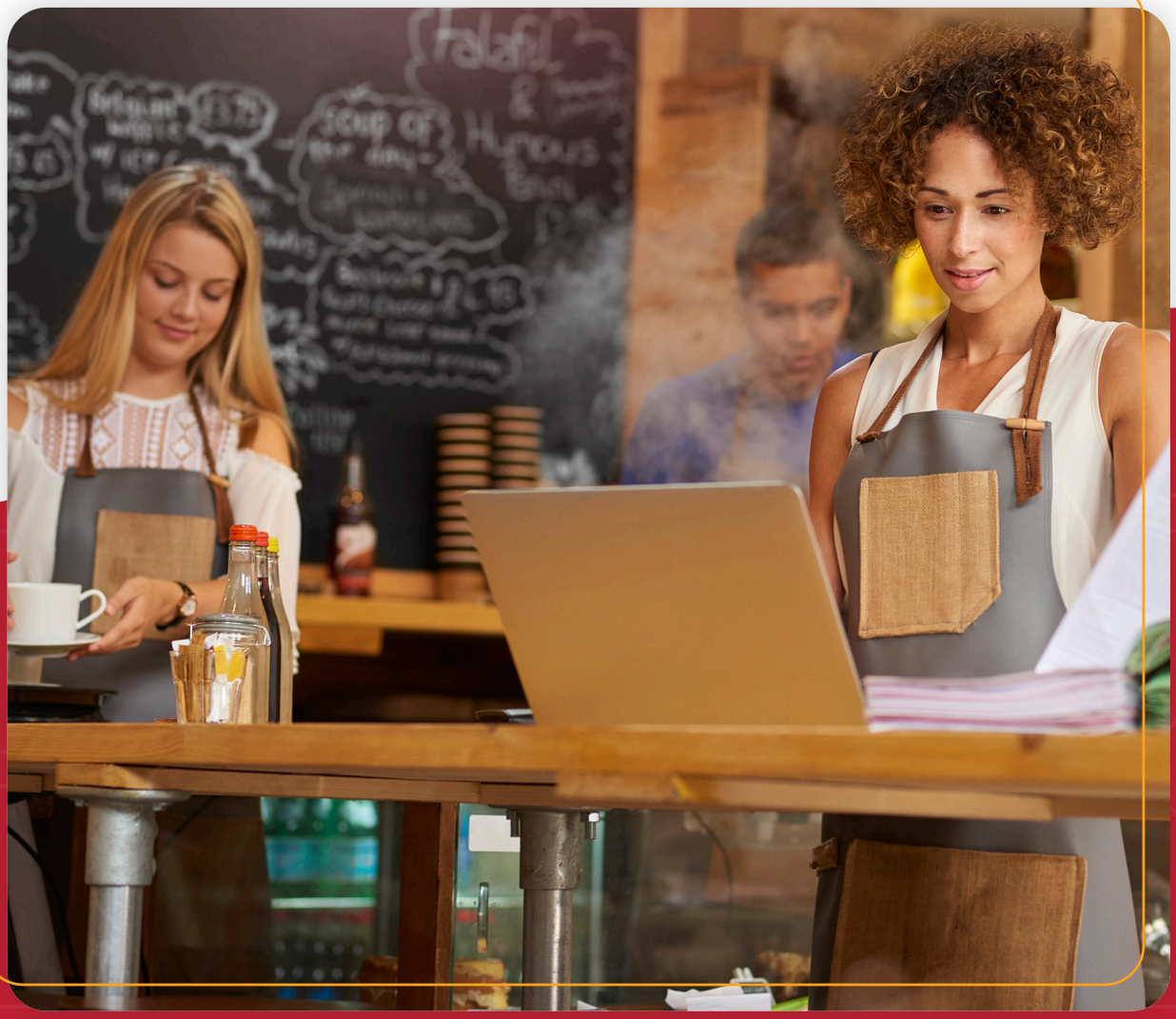
Managing suppliers and SKUs

Making time to positively challenge your list of suppliers and SKUs brings multiple benefits. It's very easy – and entirely understandable – that in the heat of day-to-day operations the number of both suppliers and SKUs rise. For example, a special request for a wedding might result in a new supplier, or a new dish on a menu might require a slightly different cut of steak. Best practice is to periodically review your supplier and SKU count and ensure they are running at an optimum level. The theory behind the challenge is the question "do I need this product or supplier in order to operate as well as I can, or could I be using one of my other suppliers or products to achieve the same result?" Some of the benefits of this kind of review are:

- Opportunity to understand where you can source upstream. If for example, your business buys two tonnes of chicken breasts a year from one supplier, it is unlikely that you will be able to source this directly from a poultry processor, so you will need to rely on a wholesaler. However, if on review of your SKU count you actually buy 15 tonnes of chicken breasts across four suppliers, this is a more attractive proposition for the producer, who may be able to offer you a far better price for the same product, simply sourced further upstream.
- Suppliers reciprocate commitment – some buyers spread their business between multiple suppliers believing that they will deliver lower pricing through the competitive element of the strategy. But suppliers will build a risk premium into this pricing, as they cannot predict how much you are likely to buy. But if, on review you can commit to buying a whole category from one supplier, you are likely to get more favourable pricing.



- Reviewing SKUs helps improve quality in the right places – A line by line review of your SKUs lets you see what your business is buying and the balance of high specification versus cost. For example, a review of all your steak volumes might lead you to conclude that a rise in specification would help improve customer satisfaction as well as potentially allow you to increase the sales price. You could therefore decide to consolidate all of your steak volume and go for a higher product specification. Similarly, where a restaurant is using mayonnaise to make Marie Rose sauce, it is unlikely to need a branded product. Combining all your volume of mayonnaise into one non-branded line will immediately deliver a commercial benefit.
- A reduction in the number of SKUs makes tendering and negotiating much simpler – A strategic review of your SKUs and suppliers allows you to greatly reduce the number of active SKUs. This makes tendering and negotiation simpler and more effective. For example, if you were to negotiate the chicken breast we mentioned earlier under pre-review conditions, a Purchasing Manager would have to negotiate four SKUs in four places to deliver any commercial benefit. However, post-review, with consolidation achieved, negotiating one line will net far greater returns because any improvement in price or terms will be applied to the entire purchase rather than a small portion.



Goods receiving

Another area that often needs greater control is the receipt of and payment for purchased goods. In other words, making sure you're only paying for what was ordered and delivered. Checking that everything is delivered undamaged and within its use-by-date may seem obvious, but it's remarkable how often this doesn't happen.

A few elements to consider:

- Set specific days of the week for deliveries where possible, so accepting and checking deliveries becomes part of a regular routine rather than an ad hoc activity.
- Make sure a copy of the order is available to check items and quantities. At a basic level this should be a paper copy of the order, but for more advanced check-in this could be completed on a mobile device.
- Make sure items are checked for suitability. This includes not only checking that the right items have been delivered, but also that the use-by-dates are acceptable and nothing has been damaged.
- Make sure any discrepancies are properly captured, including short deliveries or rejected items.
- Use three-way matching to make sure you're not paying too much.

  This means making sure that the invoice matches the goods received note and original order, and any amends that have been captured at delivery. With the right purchase-to-pay solution you can automate this process so you only have to deal with exceptions – saving huge amounts of time.

ePurchasing

Aside from creating a huge paper trail, manual trading with multiple suppliers can be incredibly complex, which increases the risk of costly errors.

Trading electronically, on the other hand, reduces the cost for you and your suppliers, eliminates paper from the process and drastically reduces the risk of error. And it's not just for big suppliers. PDF invoicing from smaller or low volume suppliers allows them to trade electronically as well.

A full ePurchasing solution also provides additional benefits, such as:

- Reduced buying cost and lower overheads through automation and rationalisation of supplier base.
- Simplified purchasing processes with digital supplier contracts, including automated reminders when contracts are due to expire.
- Eliminate wrong deliveries and inaccurate invoices through automated processes.
- Increased visibility and control of spend by achieving total purchasing compliance.
- Improved compliance and processing of guaranteed rebates, by using online catalogues, which also helps you control pricing by exception and eliminate maverick buying.

Waste management

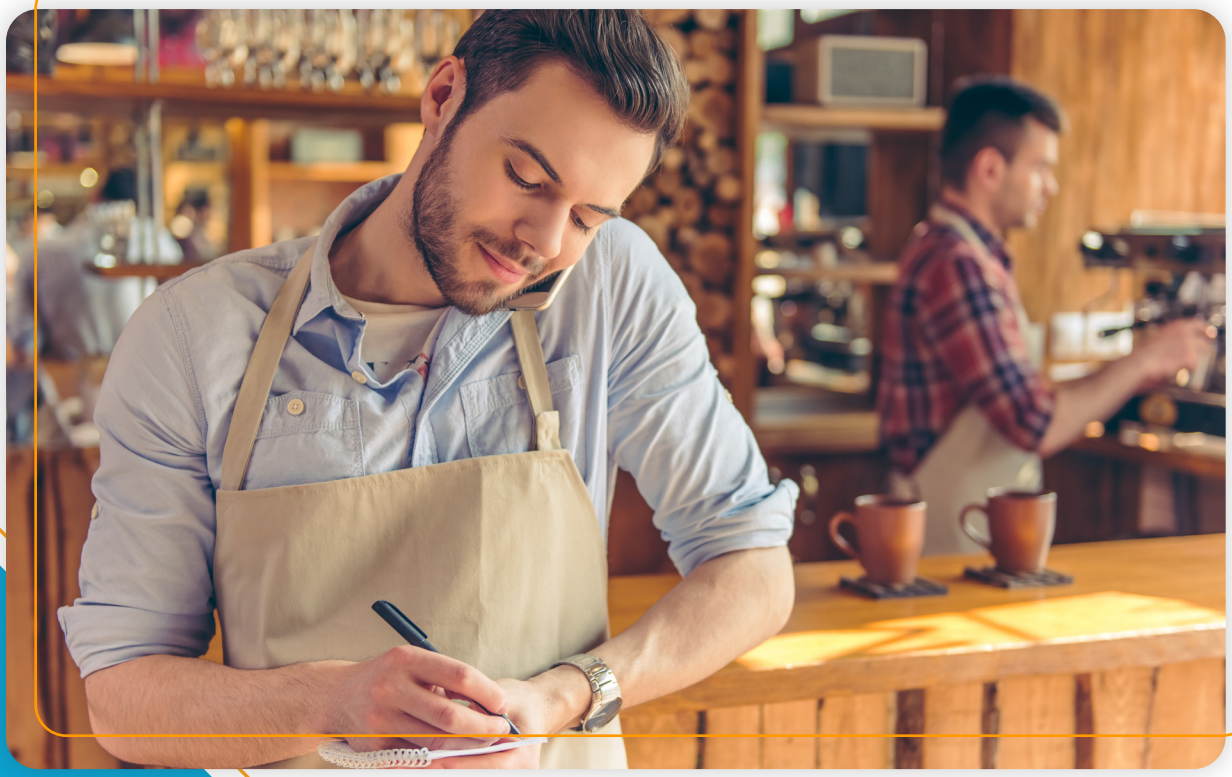
Robust waste management at all stages of the product lifecycle ensures an understanding of the actual versus the theoretical cost of sales (also known as the actual/theoretical gap). Armed with this information, you can minimise food and drink costs through smarter purchasing agreements, better operational procedures or tighter purchase-to-pay processes.

One story that demonstrates this well occurred in the 1980s, when a cabin crew member at American Airlines noticed that passengers would happily enjoy the in-flight dinner salads, but that nearly three-quarters would leave the olive. The airline actually paid its caterers based on the number of ingredients in the salad: 60 cents for four items and 80 cents for five. As the olive was the fifth item, removing it saved more than $40,000 a year. In today's terms that's over $86,000.

Obviously there are economies of scale at play here, but the story really highlights that something that appears to be of minimal value can actually have a big impact on your margins and bottom line. Aside from the cost savings you can make by identifying and addressing wastage, there's also a social conscience to consider. The average hotel guest produces an average of one kilogram of waste per night of stay, and UK pubs, restaurants and take-away establishments generate 600,000 tons of food waste. While some of this is made up of things like peelings and bones, the majority is perfectly good food – and it's estimated that a third of it comes from diners.

There are a number of reasons why a hospitality business might have high wastage volumes, but some of this can be stemmed by:

- Smarter purchasing with suppliers – not just focusing on cost. For example, bulk buying could be a false saving as it can lead to high waste levels if the items are not being consumed.



- Having tighter inventory controls in place to protect your stock.
- Having stricter, monitored portion control in recipes.
- Robust and accurate reporting in these areas.

Fourth regularly works with customers on wastage, which is often overlooked. Usually, this is because there is no quick and easy way to track waste, there are questions on accuracy and potential inconsistencies, or you have to rely on staff to make detailed records – which introduces human error.

The solution starts with having a simple and effective way of recording waste, including:

- **Customer wastage** – what's being left on the plate.
- **Kitchen wastage** – what's not being cooked properly.
- **Vendor wastage** – goods that have been delivered that are not fit for purpose.
- **Staff wastage** – breakages or ordering errors which can extend to customer ordering errors or orders with suppliers

Ideally, you want wastage information to be captured at all levels of the product lifecycle – at ingredient level to recipe creation, to day-to-day operational wastage.

Supplier relationship management

Supplier partnerships

Partnering with the right supplier is essential in securing not only the best products, but also the right price. By developing more effective relationships with your suppliers, you can negotiate better contracts and be confident that you're getting the best quality ingredients for the best price.

A few examples of how to achieve more effective purchasing with suppliers include:

- Agreed supplier lists with no exceptions. This approach also helps reduce petty cash purchases.
- A few examples of how to achieve more effective purchasing with suppliers include:
- Fixed pricing agreements where applicable – ranging from weekly to annually. This not only helps you track costs, but ensures that theoretical/actual gap is reduced and accurate.
- Agreed supplier delivery schedules, so orders placed outside the schedule are rejected.
- Responsible sourcing policy, around health and safety, ethically sourced products and "going green".

One real-life example of the type of partnership that can be achieved ties in with the 'volatile' avocado we mentioned earlier. The customer in question was able to agree 'escalator pricing' with their supplier, where the expected price increases were applied over a period of time, meaning the cost increase was gradual rather than immediate. This allowed the customer to be proactive rather than reactive to assess the impact on menu margins, and introduce gradual price increases to their customers as required.

In addition to the elements mentioned above, you can also ensure your suppliers are providing accurate allergen and intolerance information on all food products, as per legislation requirements.

Strong relationships

It sounds basic but one of the most neglected areas in supply chain management is the effective management and development of relationships. Often very little thought goes into ensuring that relationships with supply partners are appropriate and in many cases they are not even actively managed.

In fact this is a key lever of success, which involves properly mapping all stakeholders involved, at operational, tactical and strategic levels. You cannot have a deep relationship with every supplier, so look at the scale of your spend with them, and the level of criticality/risk of what they supply for your business, then select a few of the more important ones. For a close relationship to deliver value it requires mutual interest from both parties: the supplier needs to hold you in the same regard as you hold them.

Once a strategic relationship is in development (or where one already exists) a good governance process should also be in place to differentiate roles and responsibilities and to allow for risks and issues to be properly managed and escalated where required. A typical structure for an important partnership might consist of a steering group to provide strategic direction and remove blockages, a project manager/team to manage workstreams and report on progress, and a wider group of stakeholders engaged on an ad-hoc basis to provide ancillary or specialist support.

In the context of strong relationships, one should also ensure that buyer/ supplier relationships allow for validation of information, for instance through benchmarking or joint review of commodity prices. Too often, buyers in long-term relationships with their suppliers have not market-tested prices, in the belief that their relationship alone ensures that the supplier is making a fair margin and no more. Some are even concerned that the prospect of testing pricing undermines the trust in the relationship (although if this is the case, the relationship is not healthy). The most effective approach is a 'warm but tough' style, which allows a flourishing relationship based on mutual respect and fairness and provides the framework for sustainable win-win outcomes.

Contract management

Some buyers don't believe in contracts, saying that it is better to have an organic relationship that allows each party to operate as they see fit. Our advice would be the contrary – contracts are an essential framework to provide a safe structure within which to manage the relationship. They frequently support investment, both in resource to deliver what is promised and assets to underpin them. The importance of proactive contract management therefore cannot be overstated. Understanding and making the best use of contractual obligations on both sides is key to delivering business improvements over the life of a relationship.

It is critical though to only sign an agreement with terms that are fair for both - and challenge when they are not. The first step to ensuring that a contract will help build your relationship is to ensure that all terms (whether inserted by you or a supplier) are fair for both parties. Too often people lack confidence to challenge an agreement because a supplier is insisting that their document is used citing "standard terms". Such terms can, and should, be challenged if they are in any way unfair. Some other key aspects are:

- **Ensure a robust agreement** – Contracts and agreements should not be drawn up or treated lightly. They represent a commitment from both sides that you intend to maintain a relationship under the stated terms for the stated period. The terms should be clear and not allow room for interpretation of each party's obligations, as this is likely to lead to disputes that at best sour a relationship and at worst end in early termination.
- **Have clear objectives for the agreement** – Understanding what you require from an agreement goes a long way to ensuring the final document gets the best from all parties.

For example, if you want to document when and how prices can be reviewed, it is important to clarify this from the outset. This saves negotiating time and ensures that the document meets your requirements. It is worth noting of course that the supplier will have their own requirements for inclusion in the contract (for example they are likely to be interested in the length of the term). Of course, where possible these should also be included, but where requirements differ there will need to be a middle ground. Again this highlights the importance of understanding what you want from an agreement before you begin.

- **Review performance regularly** – A signed agreement should be the start of the journey, not the end. It is important to periodically review it. You can discuss any issues that have arisen and potential efficiencies or improvements on both sides.
- **Measure the success of an agreement** – understanding how well an agreement is performing is vital to aid business improvements. The most effective way to monitor these is to include key performance indicators (KPIs) in the document. These can be quantitative (e.g. number of deliveries made on-time and in full (OTIF)) or qualitative (e.g. a review of complaints raised). The important thing to note is that KPIs should relate to the outcomes you require from the agreement. A good rule of thumb is to apply the SMART acronym to any KPI raised:

  - Specific – Does it demonstrate what you need it to (is it easy to understand)?
  - Measurable – Can you simply measure success or failure?
  - Attainable – Is the goal fair (can the supplier achieve it)?
  - Relevant – Is the goal relevant to measuring the success of a contract or is it more of a nice to have?
  - Timely – Is it recorded periodically throughout the contract?

Reporting and analytics

Data and transparency

Many buyers and supply chain managers are targeted to deliver cost improvements or savings to their business. For this reason, purchasing data is critical as a tool for decision-making (i.e. which supply approach is best value?) and for measurement (i.e. what impact has the purchasing activity had on the bottom line?).

In an F&B environment where it is not possible to fix pricing for the full length of a contract, data is critical in ensuring that mid-contract price movements are in line with the marketplace, and also in determining their impact. Most suppliers are able to provide purchase reports but there is a real benefit in having a well-implemented well-managed purchase to pay (P2P) solution. These provide a suite of reports that can highlight purchasing trends and volume fluctuations, so price negotiations are focused on those lines where real value can be delivered.

Finally, we all know how easy it is to get lost in a sea of data, and, wherever there are manual data management processes, human error is likely. For this reason, it's worth considering approaches that can validate data. For instance, your accounts team can run a report on purchase ledger activity to validate purchase reports provided by a supplier – or this can be run from a P2P solution.

Big data analytics

It might seem like another buzz-word, but big data analytics has the power to completely revolutionise your business – giving insights into not only your purchasing processes, but also your people operations and financial performance, while also allowing you to tie it to external factors. The difficulty that most organisations face is actually bringing that data together and creating something actionable from it.

The value this data provides is huge: providing regular, complete views of your purchasing and inventory data and financial performance, which allows you to understand your highest performing items, your best days, and much more.

While providing some value on its own, data is best used in conjunction with other data sources as the interrelationships will give you the ability to better understand correlations between them all, and how the impact of one can have a material effect on the outcome of another (or potentially all of them).

For example, being able to see that when the temperature hits 30° your drink sales go up by 50%, or maybe even when there's a festival in a nearby town,your hotel is fully booked allow you to plan ahead, reduce the guesswork and make sure you are making the best profit margin possible.

Using big data analytics enables you to understand the underlying performanceof all areas of your business and, subsequently, have the ability to fine tune and improve the performance of all aspects of your entire enterprise, as well as each individual outlet, in an intelligent and data-driven way.

If set up and configured correctly, the data will allow businesses to better predict outcomes, and provide recommendations and actions for key business decisions to help drive enhanced performance, rather than purely be a 'scorecard' or a summary of historical results.

Strategic considerations

Value generation and innovation

We have all heard the sales pitch that goes something along the lines of “we won’t be the cheapest on price, but we pride ourselves on service and innovation”. Much of the time though, the latter is lost in day-to-day operations. Also, unlocking innovation goes beyond just introducing new products. Often the biggest gains are made through innovative practice or processes.

In a supply chain environment, one should consider how value can be generated across three areas:

- **Reduce cost**. Perhaps the core responsibility of a procurement team is to make sure that purchases represent good value to the organisation. This is as simple as negotiating competitive terms with suppliers, or working to reduce complexity (and therefore cost) in the supply chain.
- **Increase sales**. Range decisions and approaches can drive sales performance. Examples here include a particular focus on the sales of branded beverages, where a brand switch might deliver additional sales. Often the increase in cost associated with moving to a more prestigious brand can be offset by the increase in sales (and can bring the welcome side-effect of premium brand positioning for the organisation). Businesses need to ensure that their procurement function is incentivised to deliver value in all forms, not just reducing cost.
- **Generate revenue**. This is the most often neglected of the three areas, but the supply chain can in fact be a good source of revenue. It is relatively common for businesses to uplift invoice prices to deliver a revenue stream, but this comes at the expense of unit cost, and is in effect wooden dollars. Those procurement teams working to best practice will be looking to innovate with their upstream suppliers. An example might be through joint procurement activity that delivers reduced costs upstream. The supplier is able to leverage those reduced costs across their customer base to improve their margin but shares this benefit with the procurement team’s business.

Risk management

We never seem to be far from the next food scare or supply chain crisis and risk management has moved up the agenda of most buyers in recent times. Appropriate assessment and management of risk is important and alongside the usual parameters of likelihood and impact, we advocate the '4T' approach to determining appropriate action.

- Treating – The process of actively managing the risk by taking actions to reduce its likelihood and/or impact. This mitigating action will rarely reduce the risk to zero, but rather will move it to an acceptable level. An example might be onboarding a back-up 'emergency' supplier if the primary solution is showing signs of weakness.
- Tolerating – The approach one might take when a risk has either been identified as low likelihood, or low impact, has been treated such that the residual risk is low, or simply the acceptance that the time, money or effort required to do anything about it is too great.
- Transferring – The process of resolving or mitigating the risk by giving it to someone else to manage. Often this can be by taking out insurance, but approaches such as outsourcing can deliver a similar result. Risk is often transferred in a supply chain environment when one requests a lengthy price hold from a supplier in order to protect margin – effectively the supplier takes on the risk on behalf of the organisation.
- Terminating – Complete removal of the risk, perhaps by changing parameters such that it is no longer relevant. One foodservice example could be the process of using fresh eggs to make scrambled egg. There is a (small) inherent risk that food poisoning could arise from uncooked egg. Terminating this risk might involve the use of pasteurised egg products as an alternative, if the risk was considered too great.

In a supply chain environment, an effective risk management process usually means providing evidence of practices and processes that show due diligence in operations. On this basis, selecting suppliers that are able to demonstrate full traceability is important, as is spending the time understanding each tier of the supply chain and being aware of any potential risks further upstream.

For businesses that are large enough to capitalise on the option, low cost country sourcing (LCCS) can offer significant opportunities in the form of low costs, efficient production and economies of scale. This is often the focus of a detailed risk assessment, as while the opportunities are good, the risks need to be effectively managed.

Distribution optimisation

There is no standard 'optimised distribution model' that can simply be adopted by any organisation. Every business is different, and the most effective model for one will always differ from another, with as much as 10% difference in total cost.

The high-level model below illustrates the typical journey of a growing business in the foodservice sector, with regards to distribution modelling. The various stages of maturity can be described as follows:

Multiple Wholesale – where there are many specialist wholesalers in use, all delivering directly to site

Consolidated Wholesale – where fewer suppliers are used by consolidating products

Hybrid Wholesale – where most products are bought wholesale, but some are carried by the wholesaler, with the buyer having an "upstream" relationship with the manufacturer

Hybrid CD – where most products are carried by a wholesaler on a distribution cost basis, but some products are still purchased through this wholesaler

CD – where are products are carried on a distribution basis, and sourced directly by the buyer

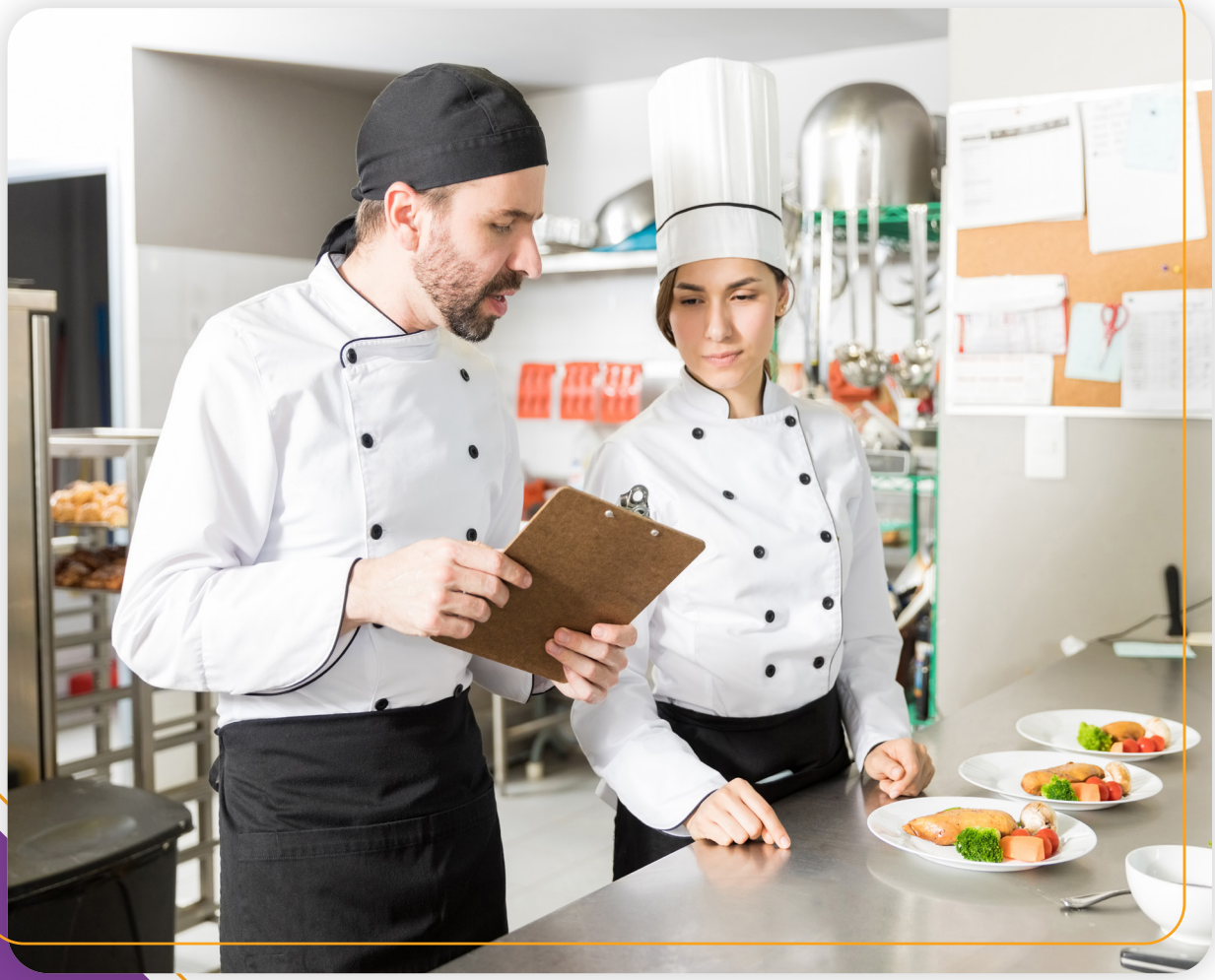
Here are some of the factors that should be considered when determining the optimum distribution model for an organisation:

- SKU range, temperature regimes and shelf life
- SKU churn and menu lifecycle
- Extent of systemization and level of compliance to agreed supply terms
- Number of delivery points, required frequency and average delivery value
- Geographical spread of delivery points and suppliers/manufacturers
- Capability, capacity and appetite of suppliers/distributors
- Extent of upstream sourcing versus wholesale purchases

Moving from one distribution model to another is an involved process. However, with proper investigation and planning it typically delivers a good return on investment, delivering a step-change in performance.

Summary

We hope this brief overview has inspired you to think about how you could improve your overall operations. As you can see, there is a web of connections between the different aspects of the hospitality supply chain. In today's connected and competitive environment, taking a holistic approach is increasingly important to a business's success. If you would like more information about any of the issues covered, please contact Fourth or Prestige Purchasing using the details below.



About Fourth

Fourth is the leading digital workforce management, payroll and HR solution for the global hospitality, retail and leisure industries. Fourth's various solutions give businesses oversight of how they can control costs, scale profitability, improve employee engagement and maintain compliance through its leading data and analytics suite. It serves more than 7,000 customers across 120,000 sites globally.

Our cloud-based, proprietary technology platform and fully mobile applications power the world's leading brands, including Itsu, Wasabi, Tesco Family Dining, Bulgari Hotel, Fresh Direct, The Bread Factory, Gail's Bakery, TeamSport Go Karting, Frosts Garden Centres, Legoland and The Wentworth Club.

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About Prestige Purchasing

Prestige Purchasing are passionate about foodservice, hospitality and people. Utilising in-depth and multi-layered insight, we advise on every aspect of supply for hospitality and foodservice.

Working with manufacturers and growers, as well as wholesalers, we provide solutions to restaurants, hotels, contract caterers and other industry clients. Since our inception in 1998 we have become the largest Independent provider of Procurement service to foodservice sector.

PRESTIGE PURCHASING

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