

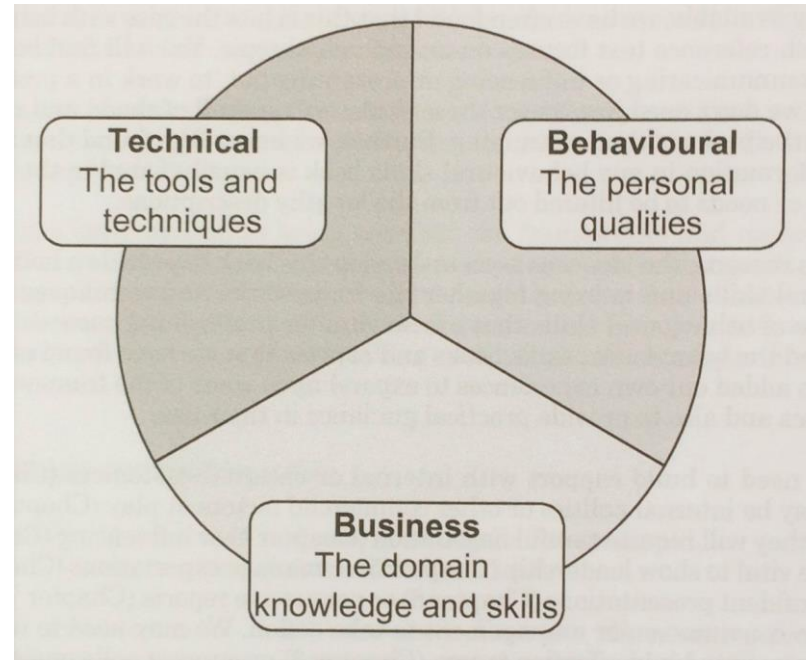
**Onwards from the Prawn
Cocktail. Personal observations
of casual dining. An overview
from data and processes towards
privacy and ethics.**

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**BCS Hampshire Branch
BCS Business Change SIG
Solent University**

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Skills for Business Analysts



In this presentation I will discuss sources for domain knowledge and will share some of what I learned as a customer.

Diagram from “The Human Touch - personal skills for professional success”. Philippa Thomas, Debra Paul and James Cadle. published by BCS. Reproduced with permission from the publishers.

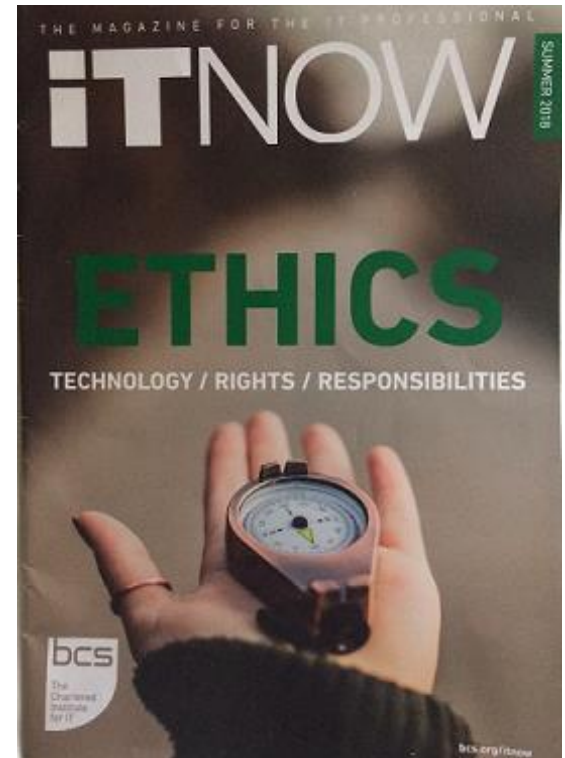
Empathy with the customer

- Believing that an organisation is doing something worthwhile in an ethical and moral way.
- An emotional engagement with the customer – what they like and how they behave.
- Respect for the rights of the customer and our responsibilities to protect them from harm.

Does “ethical” matter?

BCS Royal Charter (1984)

(3) (b) To establish and maintain a sound ethical foundation for the use of computers, data handling and information technology systems;



IT Now: Summer 2018
Digital archive available
via BCS web site.

Ethical considerations

- Consent and fairness
- Visibility and transparency
- Responsibility and accountability
- Fair treatment of all people, the environment and animals.

Making a choice

- Image removed from this slide pack pending confirmation that the cartoon can be included in distributed and archive copies of the presentation.

Cartoon from Private Eye magazine 1505 - September 2019.

Reproduced with written permission from the publisher and from the cartoonist. ⁶

Research using public documents

- Web sites of hospitality businesses
- Gender Pay Gap report – can bias be outsourced?
- Animal Welfare (Sentience and recognition of sentience) Bill 2017.

Research using BBC news

“Pret allergy death: Father had to ring wife to say daughter would die”
(01Oct18. Natasha Ednan-Laperouse. Sesame allergy)

“Pret a Manger investigate second death linked to sandwich”
(08Oct18. Celia Marsh. Dairy allergy)

“Graze recalls veggie snack that contains milk” (07Mar19)

“Byron burger death: Owen Carey died after eating buttermilk” (12Sep19)

“Burger King staff refused to read menu to blind woman” (04Oct19)

Our reflection on these news reports is influenced by the way in which each organisation responds to the issues.

Regulations for food labelling - allergens

1. Cereals containing gluten
2. Crustaceans
3. Eggs
4. Fish
5. Peanuts
6. Soybeans
7. Milk
8. Nuts
9. Celery
10. Mustard
11. Sesame
12. Sulphur dioxide above a specified level
13. Lupin
14. Molluscs

Many people have allergies to other foods.

Source: allergytraining.food.gov.uk food.gov.uk

The Trade press

Pret sets aside £10m for legal costs amid food allergy scandals

Elena Cherubini
Pret a Manger set aside almost £10m to cover legal costs after it became embroiled in a major food allergy scandal, newly filed accounts have revealed.

Pret made a provision of £9.6m for legal costs in the year to January 2019, relating to ongoing legal proceedings, including cases brought forwards by customers based on "operational incidents" and employee litigation.

In October 2018, the high street coffee retailer faced an inquest into the death of Natasha Ednan-Laperouse, who collapsed after suffering an allergic reaction from eating one of the chain's baguettes in July 2016.

Pret a Manger relabelling costs will accrue in 2019

This was followed by a separate December 2017 incident leading to the death of Celia Marsh, which Pret said related to contamination in a dairy-free yoghurt produced by CoYo.

The cases led to "significant public scrutiny" and resulted in Pret launching an Allergy Plan last May, which included implementing full ingredient labelling across all UK shops by the end of 2019.

The cost of the plan will "certainly be felt" in Pret's 2019 results, a company spokesman said, as the relabelling represented the "biggest change in Pret's operations ever".

Meanwhile, staff bonuses, rising business rates and Brexit uncertainty ate into the chain's wider UK profitability.

While revenues rose 11% to £710m in 2018, operating profits slumped 66% to £19.6m as Pret paid out £17.5m in bonuses, comprising £1k for each team member, following its £1.5bn acquisition by JAB Holdings in May 2018.

Mars Wrigley Confectionery sales see category growth boost

"Peanut allergy sufferers will be forced to pay more or ditch pesto"

Carina Perkins, managing editor

Pesto lovers are having a tough time. Market leader Saclà has recalled a swathe of SKUs amid fears they could be contaminated with undeclared peanuts. What's more Aldi, Waitrose, Sainsbury's and Tesco have recalled own-label jars of pesto too.

As a result, shelves have been left bare and supermarkets are hiking prices on the few unaffected pesto lines – forcing Brits nationwide to rethink their weeknight pasta rituals.

But as we ponder this culinary conundrum, let's all spare a thought for peanut allergy sufferers. While most of us will soon see pesto return to shelves, they'll be unable to eat it.

Because rather than reformulate or find a new supply of uncontaminated cashews, Saclà, Sainsbury's and Tesco have all chosen to re-label their pesto with warnings it may contain peanuts. It means people with a peanut allergy will be forced to either opt for more expensive pesto made with pine nuts – or ditch it from their diets.

So yet again, allergen sufferers are those paying the highest price. And that just seems like an unfair cop-out.

More on pages 4, 14

The Grocer. Allergy scandals - October 2019. Pesto January 2020

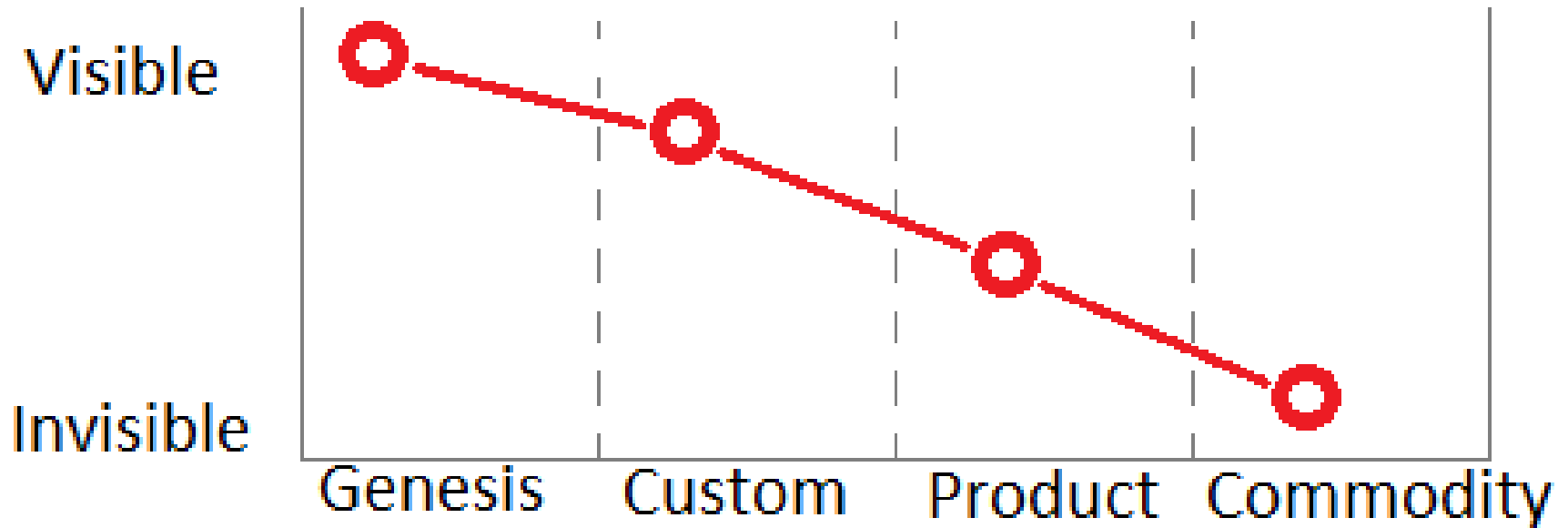
Research at a trade show



Casual Dining Show, Excel, February 2019

Learning through BCS events

Wardley Map can depict the innovation of “Veggie Pret” and the “Moving Mountains Burger”.



Situation-aware strategies and competitiveness. BCS Agile Special Interest Group, Phillipe Guenet and Dean Latchana, 7th October 2019

Learning by walking around



Photo: Stephen Ellingham

Animal Rebellion / Extinction Rebellion
Smithfield market. 7th October 2019

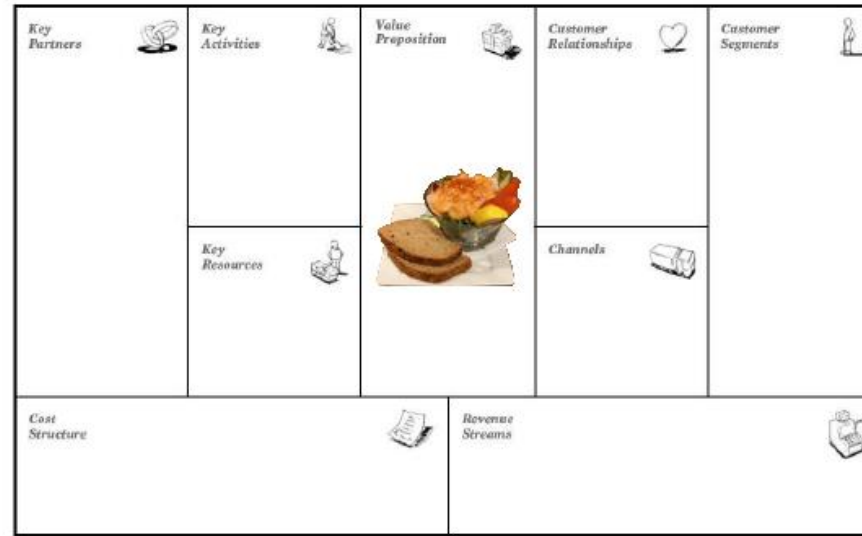
Observation, shadowing and personas

- Some businesses allow office employees to go on site for a short time. People worry if they are being shadowed. Are they being assessed? Will it impact their performance?
- If you are “inside”, then spend an hour listening to calls at your contact centre.
- Is there a “demographic”? People don’t have a unique (single) identity, we all have multiple identities. [Amartya Sen : Identity & Violence, 2006]
- Personas can be biased and incomplete when they are based on “normal” or “people like us”.

What about my personal data?

My IP address is captured when I browse a restaurant's web site. My comments on social media. When I apply for a job. When I book a table. When I confirm my age. My payments and refunds. My use of wi-fi. My membership of loyalty schemes and subscription to email marketing. My accounts. My phone calls will be recorded. My image on CCTV and body cameras. **Cookies**. Profiling to improve my experience. My data might be processed outside the **EU**. My data is processed according to a legal basis. **I have a right to privacy**. I can complain to the Information Commissioner.

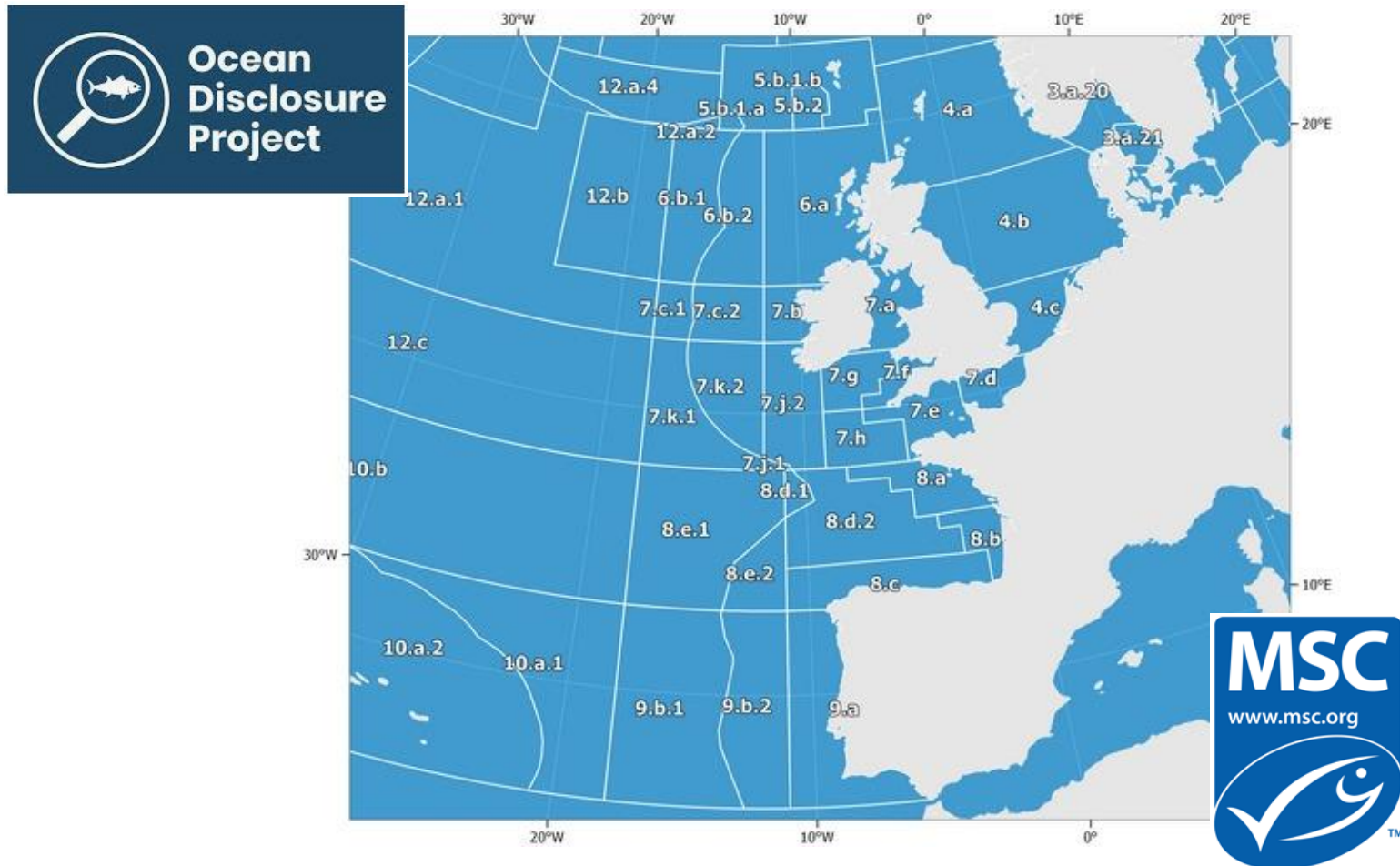
Business Model Canvas



Business Model Canvas and Value Proposition Canvas -
strategyzer.com

Presentation by Thierry Ackermann at joint meeting of BCS
Business Change and SPA Groups on 30th January 2020

Where are the prawns?



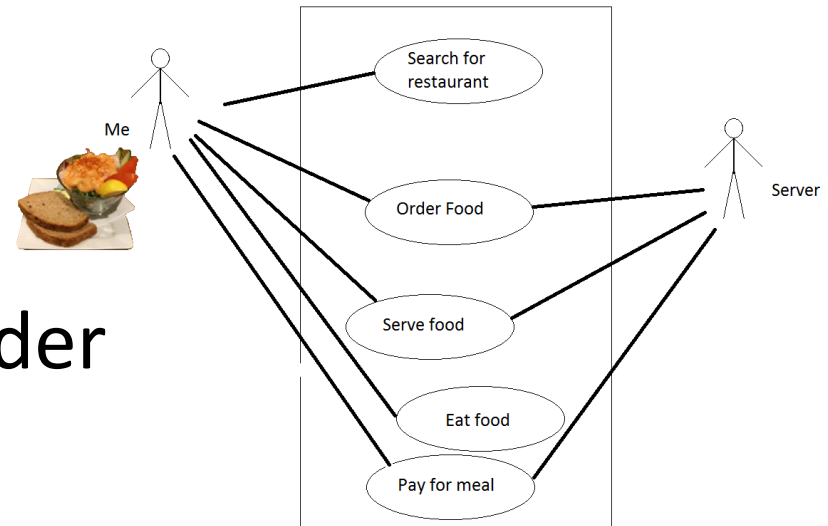
Map of fishing area 27 from Food and Agriculture Organisation of the United Nations fao.org
Ocean Disclosure Project oceandisclosureproject.org
Marine Stewardship Council msc.org

Researching the prawn cocktail



Systems Thinking – my external view

- I evaluate alternative restaurants
- I obtain a map
- The server finds a table
- I place my order
- The chef receives my order
- I pay for my meal
- I make feedback



Objects for a data model

Farm

Supplier

Ingredient

Recipe

Dish

Meal

Customer

Feedback

Customer within the value chain

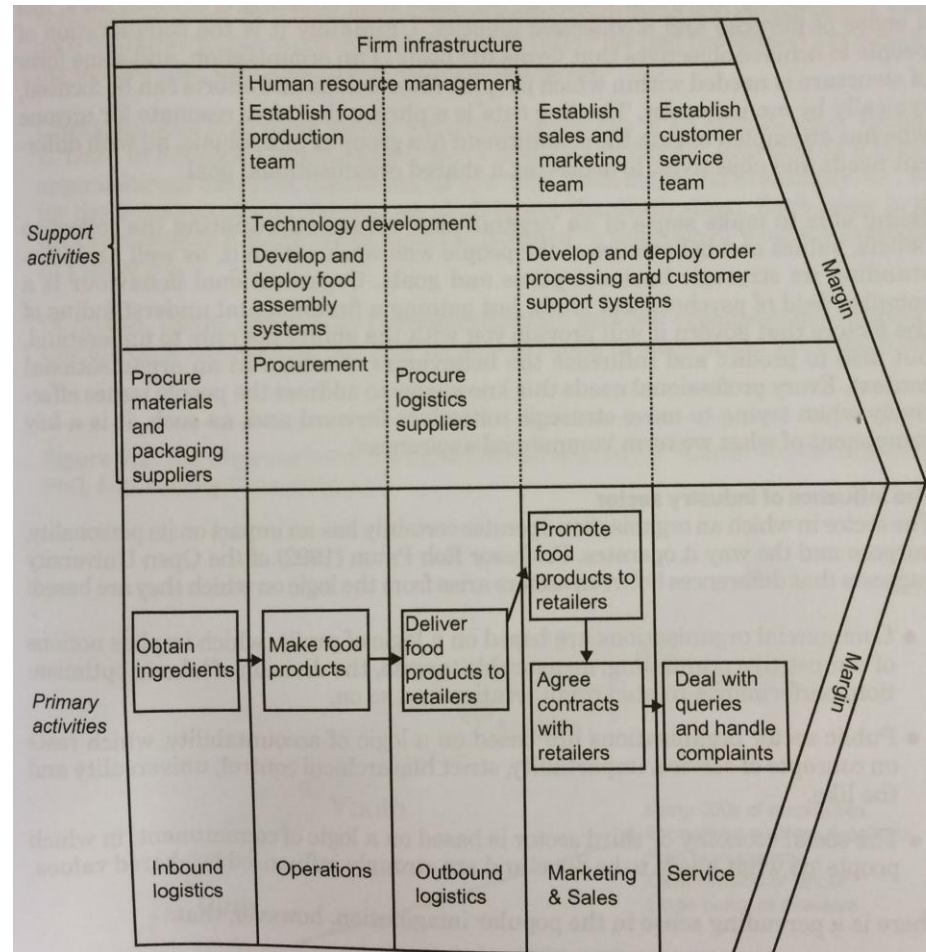


Diagram from “The Human Touch - personal skills for professional success”. Philippa Thomas, Debra Paul and James Cadle. published by BCS. Reproduced with permission from the publishers.

Reflections 1 :

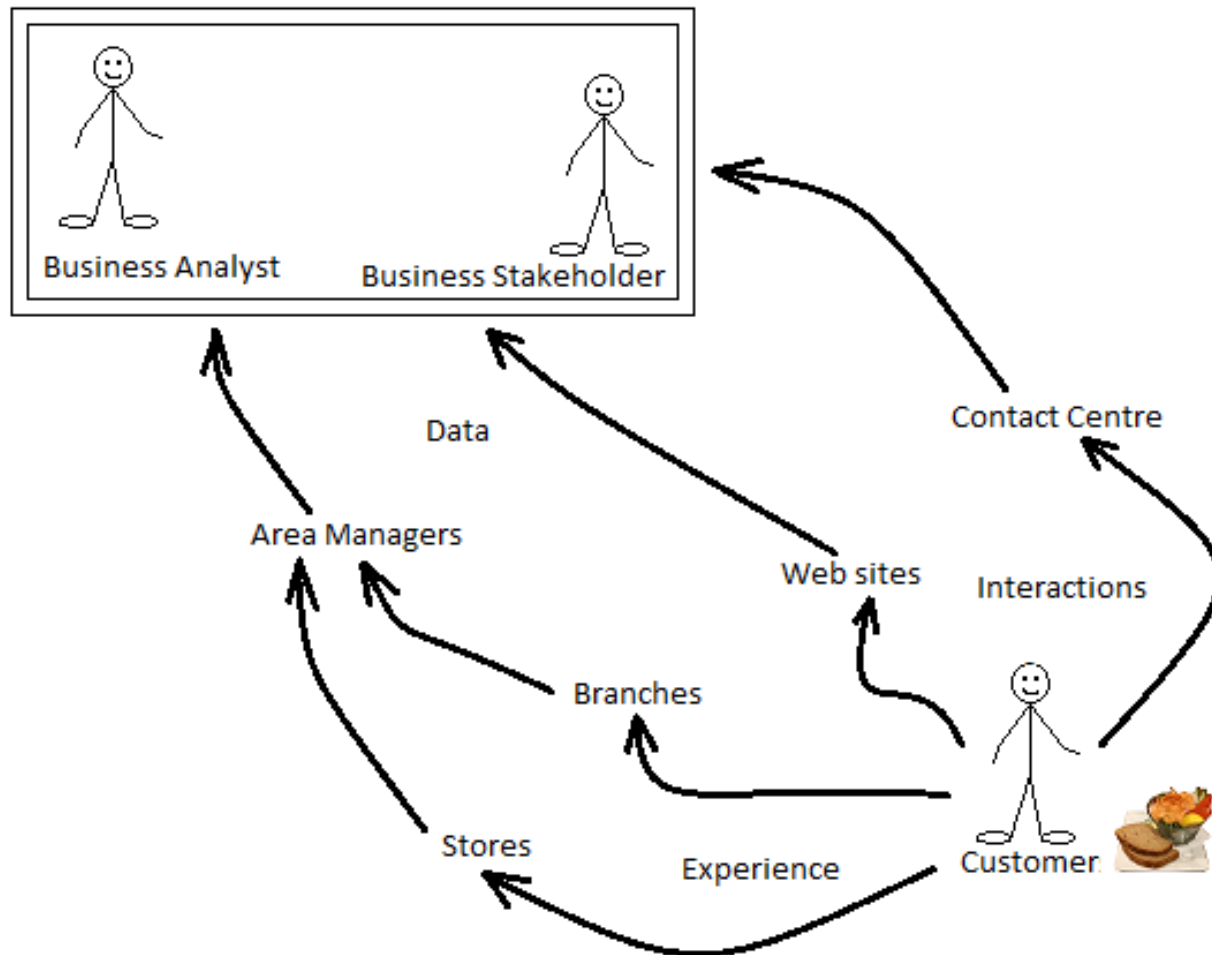
Can an employee be a customer?

- Yes, I'm a customer
 - I go to the same places as customers using the map from the web site
 - I eat the same food
 - I pay with my own money
 - The “customer demographic” has no boundaries
- No, I'm an employee
 - My decision not to eat at a competitor restaurant demonstrates bias.
 - My rapport with staff might be more critical or more friendly
 - I receive a discount on my bill

If I recognise my bias then I can take it into account when reflecting on my experience so my observations will be of value to the business.

Reflections 2:

Distance from Head Office to customer



Reflections 3: Some drivers of change

The social environment	Opportunities	Topics
Business as usual	Freedom subject to legal and financial constraints Ethics to do some things and not to do other things Commercial advantage	Fair Trade Five-a-day Food Miles Community engagement Traceability Vegan options
Public discussion	Jump on the bandwagon Get ahead of the competitors	Carbon footprint Recycling & packaging
Consultation for legislation	Expert witness Become an early adopter	Animal sentience
After the legislation – two years allowed for full compliance	Design and implement compliance under a risk-based approach	Food labelling
Business as usual again	Move towards extended compliance Woke Capitalism	GDPR Inclusion

Slide Twenty Five

- My research and personal experiences of the process are a valuable resource.
- I share my stories and knowledge.
- Knowledge helps me to develop rapport with business stakeholders as we work towards business improvement.
- Exploring a domain can be fun.