



INCREASE QUALITY AND CONSISTENCY IN A SMALL CAFÉ

STUDENT ACTIVITIES

YOUR CHALLENGE

Your challenge is to help a small café increase its quality and consistency in order to attract customers and increase its turnover and profits.

You will identify opportunities to apply some quality management ideas to how the café sources, prepares and assembles ingredients. You will also need to think about how the staff provide customer service, including how they ensure a great environment in the café.

Good luck!

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SKILLS KEY



COMMUNICATION



SELF-BELIEF



PROBLEM SOLVING



SELF-MANAGEMENT



TEAMWORK



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ACTIVITY SHEET 1

CHALLENGE GUIDE

 **Help a small café increase its quality and consistency in order to attract customers and increase its turnover and profits.**

 Identify how the café can apply quality management ideas to how it sources, prepares and assembles ingredients, using the **McDonald's case study** to help. Then, think about how the staff will provide quality customer service, including how they can ensure a great environment in the café.

Key Tasks

1 Do your research

Watch the **Case study video**. Identify how McDonald's applies quality management at every stage of how it sources, prepares, stores, cooks, assembles, holds and serves a menu item. Write down your observations on **Student Activity Sheet 2**.

Discuss and share ideas about how these steps help ensure McDonald's restaurants can always serve good quality products.

2 Generate ideas

Review the menu item you will improve, on **Student Activity Sheet 3**. Consider:

- What 'quality' might mean for a cafe and menu item. What are customers' expectations?
- What different aspects of quality might you need to address?
- How can you make this menu item consistent as well as improving its quality?





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CHALLENGE GUIDE (continued)

3 Decide on actions

In your group, decide what actions you might take as part of a quality management approach to preparing and serving this menu item. Who will be involved?

Use your observations from the **Case study video** to help you. Gather your ideas on **Student Activity Sheet 4**.



4 Consider all aspects

Think about how customer service can contribute to good quality in the café. This might be through how staff interact with customers. It may also be in how they look after the café environment and make it a great place to visit.

5 Present your ideas

You may also be asked to present your ideas to other groups. Be ready to justify your ideas and to explain how they might prevent mistakes, ensure consistency and raise quality.



Key Words

Quality
Quality assurance
Quality control
Quality commitment
Training
Consistency
Value
Sourcing
Procurement
Assembly
Production
Customer care
Total Quality Management
Customer service





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ACTIVITY SHEET 2

QUALITY MANAGEMENT AT MCDONALD'S

**What examples of quality management can you see in the Case study video?
Write down each example, and any job titles you see or hear.**

Sourcing How does McDonald's source quality ingredients?	
Storage How does McDonald's store ingredients to keep them at their best?	
Cooking How does McDonald's manage how each ingredient is cooked?	
Assembly What steps are taken to make sure each dish has consistent quality?	
Holding How do restaurants hold the finished items to keep them at their best?	
Serving How is each item served, to present it at its best?	



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ACTIVITY SHEET 3

YOUR MENU ITEM

You own and operate a small café. Your aim is to provide a good quality menu, but one that is also good value for money. You want every dish you serve to be of good quality, so your customers are always happy.

Your café is famous for its Hot Mediterranean Chicken Ciabatta (a ciabatta is an Italian roll with a crispy crust and light, open texture).

However, some customers have complained. Their rolls don't always have the same amount of each

ingredient. The tomatoes are sometimes unripe and tasteless. Some people don't think you should add salad to a hot filling: why not put it on the side? And some customers ask about the source of your chicken: does it come from a farm with high welfare standards?

You decide to ensure better and more consistent quality at every stage of how you source, prepare and serve this dish.

INGREDIENT	SOURCE
Ciabatta roll (white / whole wheat)	Local wholesale bakery
Chicken	Wholesale butcher, basic UK chicken, frozen
Roasted red peppers	Foodservice wholesaler, ready roasted whole peppers in sweetened vinegar
Courgettes	Wholesale greengrocer
Pesto dressing	Made in-house from basil, parmesan cheese, pine nuts, olive oil, garlic, salt, pepper
Mozzarella	Foodservice wholesaler, standard catering ready-grated pizza mozzarella
Salad	Mixed leaves, washed and ready to use, basic tomato, standard cucumber





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PREPARATION

Actions to get ingredients ready for assembly when required:

1. Defrost chicken, slice into strips, bake until cooked. Cool and store in a sealed tub in the fridge
2. Slice courgettes thinly, drizzle with olive oil, bake until soft but not burned. Store in a sealed tub in the fridge
3. Make pesto using recipe from folder. Store in squeeze bottle in fridge
4. Thinly slice tomato and cucumber, store in open tubs on work surface

ASSEMBLY

Actions when a customer orders this dish:

1. Place chicken strips, pepper strips, courgettes on plate and microwave for one minute
2. Choose white or whole wheat ciabatta, slice open
3. Add filling
4. Add squeeze of pesto dressing
5. If customer chooses, sprinkle with mozzarella and place under grill for 30 seconds
6. Close roll and slice

SERVING

1. Serve on a plate
2. Add a small side of salad leaves





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ACTIVITY SHEET 4A



QUALITY MANAGEMENT ACTIONS AND STEPS

What quality management steps will you make to increase the quality and consistency of your Hot Mediterranean Chicken Ciabattas? Gather your ideas below.

	QUALITY MANAGEMENT ACTION OR STEP	WHO IS INVOLVED?	HOW THIS IMPROVES QUALITY OR CONSISTENCY
Ingredients and sourcing What steps would help you source quality ingredients, where necessary? Which ingredients will you keep the same?			
Preparation How could you improve how staff prepare and cook each ingredient?			
Assembly How could you improve how staff assemble each roll when it's ordered?			
Serving How could you improve how you serve this dish, to present it at its best?			





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ACTIVITY SHEET 4B

QUALITY MANAGEMENT SUGGESTIONS

What steps will you take to increase the quality and consistency of your Hot Mediterranean Chicken Ciabattas? Here are some ideas to help you.

	ACTION	COST
Ingredients and sourcing	Ciabattas – buy from a local artisan baker	+£
	Chicken – buy standard UK chicken	+£
	Chicken – buy free-range UK chicken	+££
	Chicken – buy local organic free-range chicken	+£££
	Pesto – buy ready-made dressing	-£
	Mozzarella – buy fresh, whole balls and slice	No change
	Salad – buy premium, ripe tomatoes	+£
	Salad – buy premium organic	+££

	ACTION	COST
Preparation	Bake in foil to retain moisture	None
	Train staff on how to prepare ingredients	+£ (one-off)
	Buy a vegetable slicer for even courgette, tomato and cucumber slices	+£ (one-off)
	Pesto – train staff to ensure accurate quantities when making	+£ (one-off)



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QUALITY MANAGEMENT SUGGESTIONS (continued)

	ACTION	COST
Assembly	Create a visual guide, with photos	+£ (one-off)
	Train staff on how to assemble, using correct quantities of each ingredient	+£ (one-off)
	Give customers the option of having salad on the side	None

	ACTION	COST
Serving	Create a visual guide, with photos	+£ (one-off)
	Train staff on how to serve and present on plate	+£ (one-off)
	Slice on the diagonal and 'stack' each half	None
	Add a decorative swirl of pesto on the plate	None

Key roles in quality management

Owner / manager		
Chef and junior chef (cooks and assembles dishes, looks after the kitchen)	Kitchen assistant (helps prepares ingredients, cleans kitchen)	
Waiting staff	Cleaner	Maintenance person

Quality customer service and a great environment will complement the quality food you serve.





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ACTIVITY SHEET 5

QUALITY CUSTOMER SERVICE

What can staff do to make each customer's visit a great experience?

On arrival
Taking customer orders
Bringing food to the table
Dealing with comments or complaints

Environment

How can your café environment make it a great place to visit? What features will customers appreciate?

FEATURE	HOW THIS ADDS TO A QUALITY VISIT





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STUDENT ACTIVITIES

ACTIVITY SHEET 6

CASE STUDIES

Quality food begins on the farm

McDonald's customers look forward to tasty, good value food every time they visit a McDonald's restaurant. With millions of customers served each day in the UK, McDonald's spends hundreds of millions of pounds every year on ingredients for its menu.

Managing the supply chain for these ingredients – the organisations, people, processes and activities that get McDonald's food from farms to customers – is vital. The McDonald's supply chain delivers the consistent quality and value that McDonald's customers trust and expect.

The McDonald's supply chain starts on the farm and ends when an ingredient is cooked and assembled. The team includes many functions, from the agriculture team who work with suppliers and farmers, to nutritionists and the teams that ensure every McDonald's restaurant employee is trained to cook and assemble the ingredients for each menu item in a consistent manner.

Long-term suppliers and delivery of quality ingredients

Unlike a supermarket, which will source many thousands of different products from hundreds of suppliers, McDonald's uses comparatively few ingredients to create its menu. McDonald's chooses to develop long-term relationships with its suppliers.

All of these suppliers work closely with McDonald's and some also work with the 17,500 farms in the UK and Ireland that grow the crops and rear the animals that supply beef, pork, potatoes, milk and certain other ingredients that are used on the McDonald's menu.

Some of these supplier relationships have lasted for as long as McDonald's has operated in the UK – over 40 years in some cases. This allows McDonald's to work only with the suppliers who can meet McDonald's expectations and deliver quality ingredients.





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CASE STUDIES (continued)

Eggs, quality and welfare

McDonald's supports free-range egg farmers across the UK and Ireland. Eggs offer a great example of how McDonald's and its suppliers work together to create improvements for farmers, suppliers, the McDonald's business and its customers.

If you watch a McDonald's restaurant employee preparing eggs for a McMuffin, you'll see that McDonald's only uses freshly cracked eggs, cooked gently in a round ring which gives them their distinctive round shape, just right to fit into a toasted McMuffin bun. Specially-made equipment and crew training to prepare the eggs in just the right way, ensure every McMuffin contains a perfectly cooked egg. But the story starts at the farms where McDonald's eggs are produced.

Egg standards for welfare and food safety

The eggs cooked by McDonald's as part of their breakfast menu are free range and from British and Irish farms, many of which are independent and family owned.

Every farm meets strict RSPCA standards and conforms to the Lion Quality Code of Practice or an equivalent standard.

The British Lion Quality mark on eggshells and egg boxes means that the eggs have been produced to stringent standards of food safety and hygiene.

The RSPCA Assured label supports higher standards of animal welfare. It denotes products from animals that have been kept in systems designed to have higher standards of animal welfare than required by the basic legislation in the UK. This means that the farms have been assessed and meet RSPCA animal welfare standards.

Free-range eggs are laid by hens that enjoy a higher standard of living conditions that more closely mimic the hens' natural habitat and allow them to express their natural behaviours, such as foraging outside. There is a strict legal definition of what free-range means and what farmers must provide.





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CASE STUDIES (continued)

McDonald's meetings with suppliers

McDonald's holds regular meetings with the suppliers who supply ingredients like beef, pork, eggs, potatoes and milk. These meetings are an important exchange of views, information and ideas: they help McDonald's understand the challenges farmers face, while helping suppliers understand the expectations of McDonald's and its customers.

McDonald's seeks to understand its customers' views about food and act on these. In the last decade, the company has noted much more customer interest and concern about the environment and issues of animal welfare. It has used these meetings to identify how it can work with its suppliers and farmers to become more sustainable and drive up standards of animal welfare.

Trees for hens

When outside, hens are naturally wary of predators that may strike from above, such as large birds of prey. Discussions with farmers helped McDonald's identify that planting trees around the ranges where the hens can roam would help the free-range hens feel more protected when outside, improving their welfare. Six years on, over 500,000 trees have been planted on the free-range farms that provide eggs for McDonald's.

Bringing farmers' stories to McDonald's customers

McDonald's also takes steps to help customers know that the company acts on what's important to its customers. By including the stories of each ingredient in its marketing, McDonald's can share with customers their suppliers' passion for food and pride in their business – and reassure customers that their favourite menu items are made from quality ingredients reared and produced to high welfare standards.





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ACTIVITY SHEET 7

CASE STUDIES

Restaurant design

The right environment greatly enhances its customers' satisfaction, from their first impression to when they sit down to enjoy their meal. Restaurants are designed to be stylish, modern and welcoming so that their customers want to visit.

When they reimagine a restaurant, the design and architectural teams take time to understand who their customers are and how they use the restaurant. Restaurant teams review their designs to make sure they are right for their customers, and their employees. Designs are also checked to ensure they meet legal requirements for safety and disabled access.

Depending on the location and customers, McDonald's designers choose the décor and furniture from a range of styles, from light and bright for family locations, to calmer and more restful designs, or using hard wearing materials and lots of shared seating for their busier locations.

Construction teams then fit out each restaurant. They use only items of furniture, fixtures and fittings (like lighting and wall decorations) that meet McDonald's specifications, which helps to deliver consistent quality. McDonald's makes sure all its furniture and fittings are made and installed to a good standard.

A great looking restaurant means nothing if it's dirty or untidy, particularly because of the impression this might make on its customers.

Employees who work in the dining area are trained to use their initiative to make sure it's always clean and tidy. They regularly clean and wipe tables, sweep and mop the floors and make sure customer restrooms are clean.

When it's quieter and customers won't be disturbed, employees will complete more detailed cleaning of floors and other surfaces, however no matter how busy a restaurant is, deep cleans are done regularly. Being clean and tidy doesn't just matter inside the restaurant: it is important to make sure the exteriors are also clean and tidy, and also dispose of any litter that's near restaurant locations. During their daily patrols, employees pick up many different types of litter, not just McDonald's packaging, to help keep the streets clean in the surrounding areas. Almost 150,000 miles are walked every year by employees picking up litter as part of these patrols.

The same happens in the food preparation area: crew members working at McDonald's regularly clean the work surfaces and floors to maintain food hygiene and safety standards and a clean environment in all areas of the restaurant.





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CASE STUDIES (continued)

As well as ongoing cleaning, when the restaurant closes (or in 24-hour restaurants, when it is quietest), staff complete additional cleaning tasks throughout the restaurant such as deep cleaning the grills or toasters, to make sure that all equipment is properly cleaned and ready for another busy day.

Customer service

Customers remember great service, and McDonald's always tries to hire employees who are warm and friendly and who will give its customers a great experience.

From a first greeting, to taking an order or dealing with the unexpected, training helps all McDonald's staff members to be friendly, helpful and confident when speaking to customers. That might mean chatting to customers on the dining area, being quick without rushing when serving at the till, or making sure a complaint is quickly resolved.

Managers and supervisors complete regular checks during the day to make sure customer service standards are met. Staff who do a great job are recognised and rewarded, and extra training is given if employees need a little more help.

Cooking and assembling food

Quality is at the heart of McDonald's food: quality ingredients are carefully cooked to create their menu items.

McDonald's has developed careful procedures for cooking, assembling and presenting every menu item. Each procedure is like a recipe and method, with a detailed description of what to do at each stage.

McDonald's uses online and face-to-face training to help all staff members learn these procedures and ensure that food meets safety standards and also quality standards, such as temperature, freshness and taste. This makes it easier to teach and learn how to make products, and it also helps to ensure consistency in different restaurants. McDonald's wants the way its employees make something in Edinburgh to be exactly the same as how they make something in Ealing.

Storage and serving

Like most restaurants and homes, McDonald's food products are stored either in a fridge, freezer or at room temperature. It has careful systems in place and employees are trained to regularly check standards in food storage areas. Staff monitor and record temperatures, as well as taking note of any maintenance or cleanliness issues. Food quality is also inspected (for example making sure products are stored neatly and not damaged) several times each day.

Preparation instructions for each menu item also specify how long each product can be stored before it's no longer at its best for customers to enjoy and will therefore not be served.





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TRACK YOUR DEVELOPMENT

To help you identify and reflect on the skills you have used and developed in this challenge, fill out the **Reflection Task** and **Skills Worksheet** and hand these to your teacher.

NEXT STEPS

Congratulations on completing the challenge!

If you want to learn more about the skills you need for the future or would like to find out more about apprenticeship opportunities at McDonald's, head over [here](#) to get started.



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GLOSSARY OF TERMS

WORD	DEFINITION
Quality assurance	Often used interchangeably with quality control (QC), it is a wider concept that covers all policies and systematic activities implemented within a quality system
Quality control	An aspect of the quality assurance process that consists of activities employed in detection and measurement of the variability in the characteristics of output attributable to the production system, and includes corrective responses
Consistency	Logically ordered and/or following the same pattern. For example, a salesperson's growth is usually consistent with his or her company's earnings
Sourcing	The process of finding suppliers of goods or services
Procurement	The act of obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment
Assembly	Component or end item comprising of a number of parts or subassemblies put together to perform a specific function, and capable of disassembly without destruction
Production	The processes and methods used to transform tangible inputs (raw materials, semi-finished goods, subassemblies) and intangible inputs (ideas, information, knowledge) into goods or services
Total quality management	A complete approach to long-term success that views continuous improvement in all aspects of an organization as a process and not as a short-term goal

