VITTORIAGROUP

**Since Vittoria on the Walk was first opened in Leith more than 50 years ago, three generations of the Crolla family have expanded the Vittoria Group across Edinburgh to include: Vittoria on the Walk, Vittoria on the Bridge, La Favorita Pizzeria, LA Favorita Delivered, Divino Enoteca, Taste of Italy and Bertie's Proper Fish & Chips.**

The group relies on long established relationships with artisan suppliers to offer authentic Italian dining for all occasions, budgets and tastes.

## THE CHALLENGE

After the UK's first lockdown during the COVID pandemic, Vittoria Group directors and brothers, Alberto and Leandro Crolla, recognised that the business needed to restructure its procurement operation. The business had always relied on long-standing relationships with suppliers who the company believed would always offer the best market pricing. However, as restrictions continued throughout 2020, it became glaringly clear that the old way of doing business was no longer tenable.

### The key challenges included:

- Supplier price increases: since the team relied on best pricing from suppliers in the past, regularly benchmarking against the market was not conducted.
- Procurement restructure: due to COVID restrictions, the head office team had to be streamlined and the procurement function was no longer a priority.
- Data led decision making: whilst maintaining and forging new relationships with suppliers was a key driver, the team also understood that a more data led approach was necessary in order to make the best purchasing decisions and provide their customers the best value.

Vittoria Group's senior team met with Enhance and in December 2020, signed off on a partnership agreement whereby Enhance would be responsible for managing Vittoria Group's procurement operation whilst generating funds to cover the Procure Wizard software license.

# THE SOLUTION

An agreed category tendering schedule was approved and Enhance began gathering all the data required for the first tender directly from Vittoria Group's suppliers. This process was smooth and painless for the client and enabled their team to concentrate on building the business back up.

## Tender Analysis

Where possible Enhance matched like for like products and brands with incumbent suppliers to provide the best possible option for the Vittoria Group. During this process, a number of alternative products were identified and samples were requested for client approval.

- Multi-category tender : dry & frozen, fruit and veg, dairy, meat & poultry, fish & seafood, specialty fine foods.
- Issued to 34 suppliers.
- Tender value of >£1.4M with 24 month contract term.
- In addition to the savings from the food tender, Enhance also managed the supplier price files to ensure contract pricing was maintained and benchmarked at the agreed review dates.

"The pandemic has changed the way our family conducts business in many ways. Partnering with Enhance Hospitality enabled us to offload procurement so that we can focus on the core business and deliver a better customer experience whilst reducing costs in various product categories."

**Leandro Crolla**

## Purchase to pay software

Whilst the tender process swiftly progressed, Enhance also worked with Vittoria Group's team to ensure the smooth implementation of the Procure Wizard platform across all nine sites. The Enhance team's support and knowledge of the system has been invaluable
in ensuring that Vittoria Group utilises the software to the fullest.

- Uploading suppliers into the system.
- Onboarding suppliers.
- Setting up user approval levels for purchases.
- Supporting head office to set up bespoke buying lists for suppliers.

# THE RESULTS

Following the completion of the tender process, Enhance met at the client's office for the tender results 'big reveal'. Highlights included:

- In the final stage of the tender, Enhance closely engaged with the eight most successful suppliers.
- Total savings of more than £100,000 could be achieved.
- All price files were confirmed with recommended suppliers and added to the Procure Wizard system.
- Manage suppliers and pricing whilst Vittoria Group's team is now focused on more customer-centric activities.
- Quarterly review meetings to keep team informed of current market conditions.

Dry & Frozen
**9.3%**
**saving**

Meat & poultry
**13%**
**savings**

Fruit & veg
**20%**
**savings**

Fresh Seafood
**15%**
**savings**

Based on the food tender results, Vittoria Group requested Enhance to manage additional tenders including cleaning and consumables, laundry, uniforms and waste management.

- Under very tight market conditions, we were able to secure a modest savings on cleaning & consumables from a trusted supplier of many years.
- 23% unit savings on chef uniforms and table linens from a new supplier.
- Waste management of 4% savings.

"As we enter our second year in partnership, we are now in a position to move forward with a full beverage tender and we have instructed the Enhance team to engage with suppliers to secure the best deal for the business."

**Alberto Crolla**