

Singapore Productivity Centre **Business Improvement Series**

PRODUCTIVITY IMPROVEMENT: **PROCESS AND JOB REDESIGN FOR FRONT OF HOUSE**

GHF Pte Ltd (The Nook)



Singapore Productivity Centre (SGPC) Business Improvement Series

The Singapore Productivity Centre (SGPC) is proud to present this series of case studies, an informative showcase of companies that have successfully embarked on business improvement initiatives, exemplifying how productivity and innovation can artfully transform a business to be profitable, scalable and sustainable.

This series of case studies focus on how lean methodology can be applied effectively to food services companies to improve productivity across both front of house and back of house.

Applying its expertise in the retail and food sectors, SGPC provides companies with consultancy services aimed at transformation for business rejuvenation and improvement. It reviews a company’s practices and processes before applying the relevant tools and techniques, while incorporating the best practices of similar businesses to help ensure their competitiveness and success.

Be inspired, take action. Yours could be the next success story.

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This concept was no easy feat to achieve as it requires time, patience and correct understanding to constantly modify the business’s operations before the puzzle fits snugly.

SGPC was very involved in the project and was always around to ensure that The Nook was right on track. We are very appreciative as plenty of guidance and support were provided throughout the project.

Mr Steven Foo, Executive Director, The Nook

About

About GHF Pte Ltd (The Nook)

GHF Pte Ltd (The Nook) is the latest brainchild of Mr Steven Foo, an industry veteran with rich operational and management experiences in hospitality and food services. Aside from The Nook, Mr Foo is also part of the team behind home-grown popular dining spots including The Quayside Seafood, The Pump Room and Peony Jade.

No stranger to the manpower and cost challenges in the food services industry, Mr Foo intentionally conceptualised The Nook to make an indelible mark in the competitive local scene.

The strategy? Leveraging on technology.

The Nook challenges common industry perception that technology is unable to replace human touch, thus standing out in its boldness to embrace adoption of automation while driving a customer centric dining experience. Non value-adding activities are mostly replaced by automation, providing opportunities for the service team to grow and develop the soft skills integral to a seamless yet engaging customer experience.

The Nook is now a full-fledged self-service bar, bottling the essence of “the customer knows best”. Customers can explore across a wide offering of 44 wines and spirits and 8 brews of beers through tasting portions before selecting the full-sized drink of their choice. A modern European-inspired menu curated for pairing with drinks is also available through mobile ordering.

The
nook
WINE + BEER + BISTRO + TAPAS

Main challenges

- Increasing rental costs
- Manpower shortage
- Increasing cost of goods

Objectives

- To encourage sales through space productivity improvement
- To differentiate itself from competition with a unique customer experience through the innovative use of technology
- To create a manpower-lean concept that enables staff to grow and develop in skills

The transformation

Singapore Productivity Centre (SGPC) was engaged by The Nook's management to conduct space optimisation and process redesign to create an innovative technology-based concept with optimised productivity.

The project focused on key workflow processes in the front of house including review of related work processes, system-sourcing, web-ordering and manpower deployment. The goal was to create a unique customer experience elevated through technology while reducing reliance on manpower.

SGPC conducted the following:



Feasibility Review:

Analysed front of house and back of house processes to determine the feasibility of a full self-service concept.



Operations Capability Assessment:

Carried out manpower and process-mapping studies for all front and back of house processes and identified technology touchpoints.



Process Redesign:

Developed compatible work processes and concept layout to integrate technology for front of house.



Project Implementation:

Guided implementation of technology and pinpointed bottlenecks in processes.

By tapping on the Capability Development Grant (CDG) previously administered by Enterprise Singapore, The Nook received funding support for this project.

The transformation stretched further with The Nook's broader ambitions to redesign job roles that integrate the use of technology with increased value-added tasks for staff.

Capability and Development Support for Enterprises

Established as the lead agency driving industry transformation for food services, Enterprise Singapore* supports Singapore companies to build capabilities, innovate and internationalise.

The Capability Development Grant under Enterprise Singapore supports companies in business upgrading projects in areas such as Market & Business Development, Business Innovation and Capability & Productivity Enhancement. It defrays portion of the costs incurred for qualifying projects.

With effect from October 2018, the Capability Development Grant has been replaced by the Enterprise Development

Grant (EDG) to make it easier for companies to grow and transform through 3 main areas: i) Core capabilities ii) Innovation and productivity iii) Market access.

For more information, visit www.enterprisesg.gov.sg.

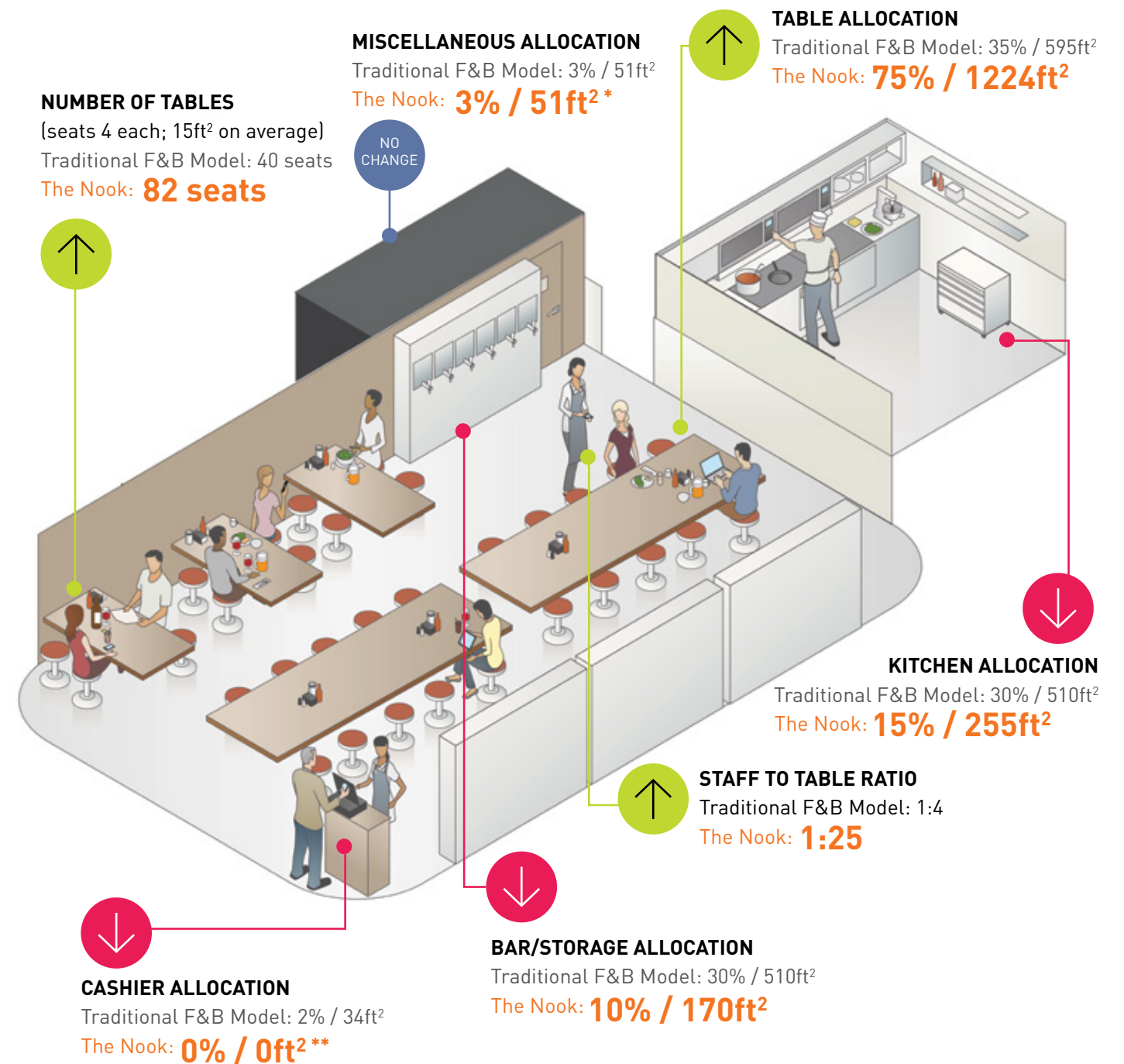
*Officially launched on 2 April 2018, Enterprise Singapore, formerly International Enterprise Singapore and SPRING Singapore, is the government agency championing enterprise development. The agency works with committed companies to build capabilities, innovate and internationalise. It also supports the growth of Singapore as a hub for global trading and startups. As the national standards and accreditation body, Enterprise Singapore continues to build trust in Singapore's products and services through quality and standards.



Feasibility review

A feasibility review was conducted to determine the viability of creating a full self-service concept. The chart below compares the space allocation of The Nook's previous layout using the traditional F&B model with the new proposed streamlined model. Space optimisation was carried out through process redesign.

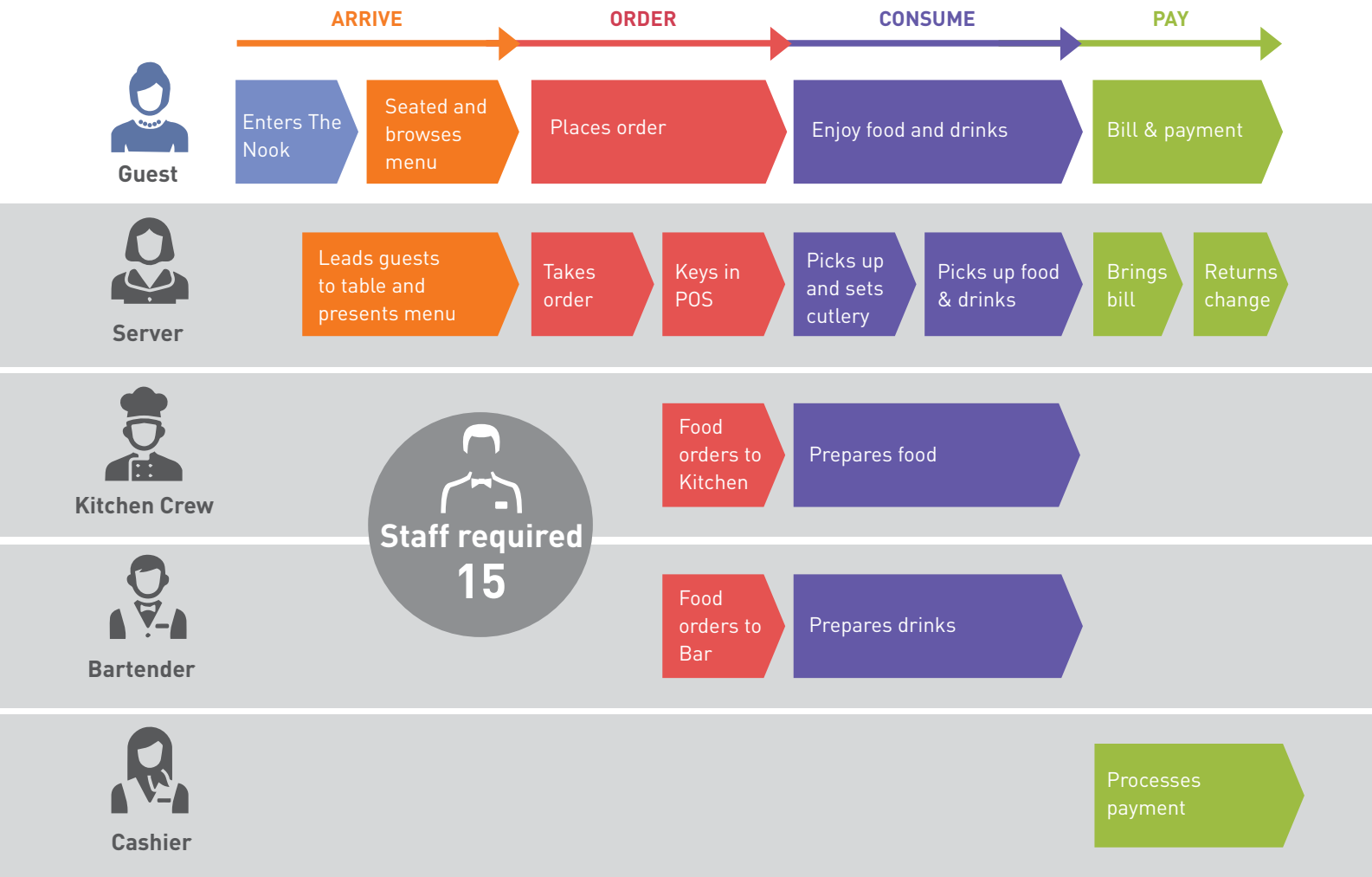
Comparison based on 1,700ft²



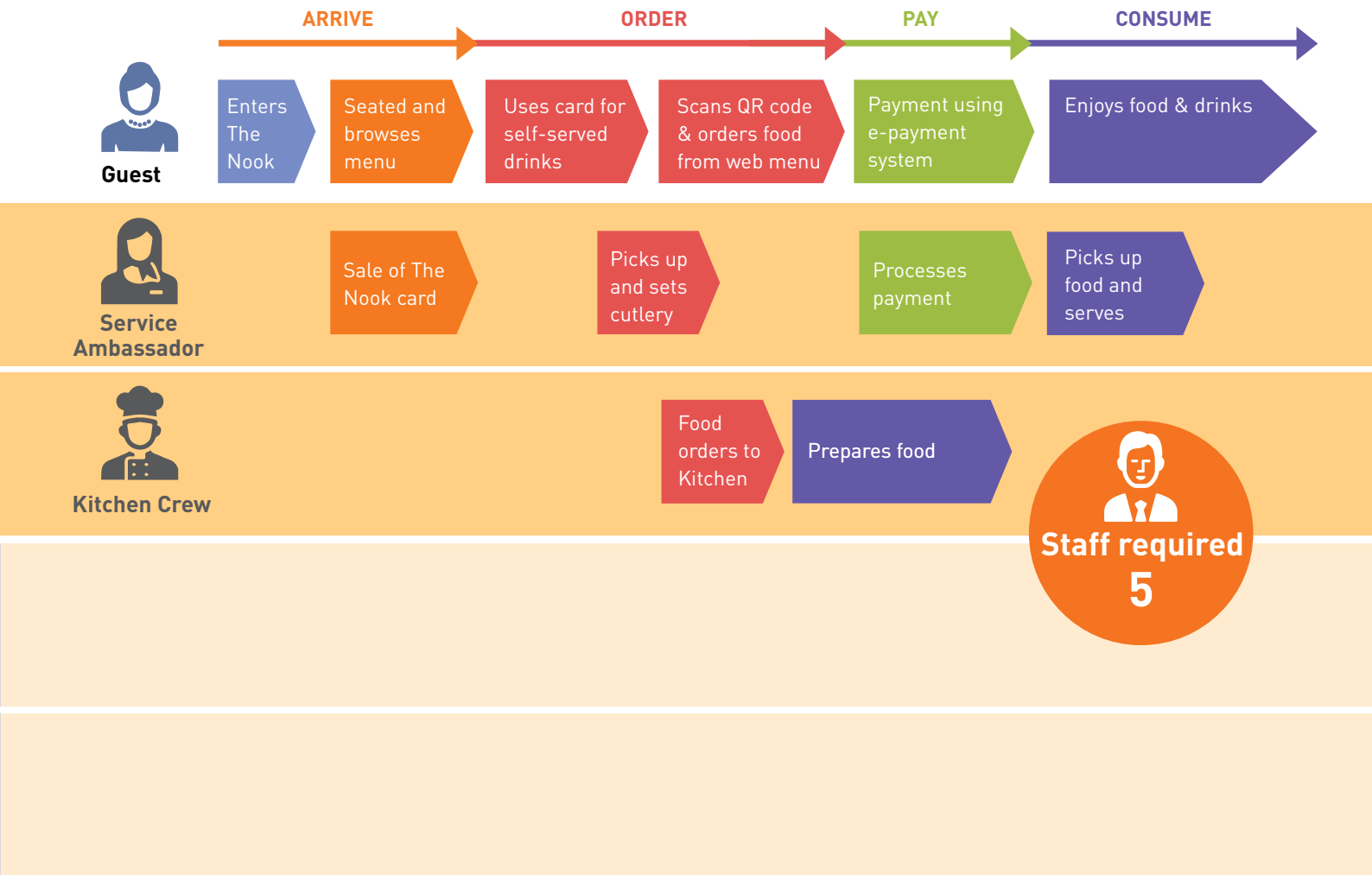
NOTE: * Storage of alcoholic beverages. ** With mobile ordering, the new concept no longer requires a cashier.

Creating a new concept: Process redesign

BEFORE: Original processes



AFTER: Redesigned processes



Technology adoption

With the implementation of four technology-based systems, The Nook was able to streamline the front of house processes, creating a fluid dining experience while reducing manpower needs substantially.

The design philosophy is holistic, premised on the experiential needs of the customers. The optimal use of technology with personalised interaction provided by service ambassadors enabled The Nook to create a seamless and hassle-free customer experience from start to finish.

FOR ORDERING

PROCESSES ELIMINATED  Order taking  Order preparation  Serving of orders



The 'Pour-My-Beer' Beerstation



The Winestation and Spiritstation

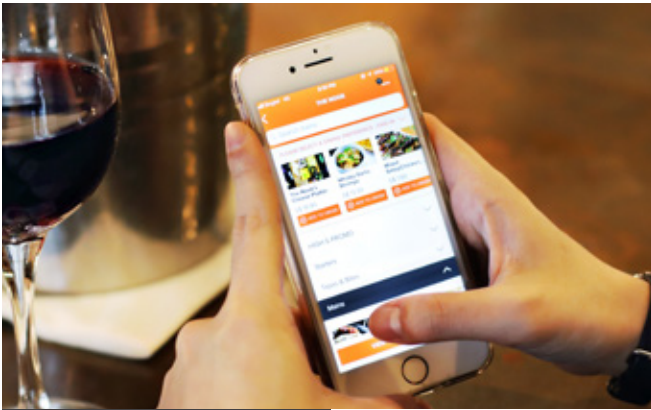
The 'Pour-My-Beer' Beerstation, Winestation and Spiritstation

The 'Pour-My-Beer' Beerstation, Winestation and Spiritstation are innovative, interactive dispensing systems that allow customers to taste and order drinks at their own pace. Customers are treated to a fun tasting experience with a wide variety of drinks to explore.

Both systems include an RFID/top-up card system that charges customers based on the quantity of the pour. To order, customers simply place the stored value pass in the card slot of selected tap. Drinks will be dispensed according to the quantity ordered. The amount chargeable is directly deducted from the card, eliminating the need for a physical cashier. No fuss, no frills.

FOR ORDERING

PROCESSES ELIMINATED  Order taking



Online Menu Mobile App

Online Menu Mobile App

Orders and payment are made seamlessly with a mobile app. Customers can customise their orders or note down their personal preference through the app.

FOR PAYMENT

PROCESSES ELIMINATED  Payment cashiering

Cash Management System

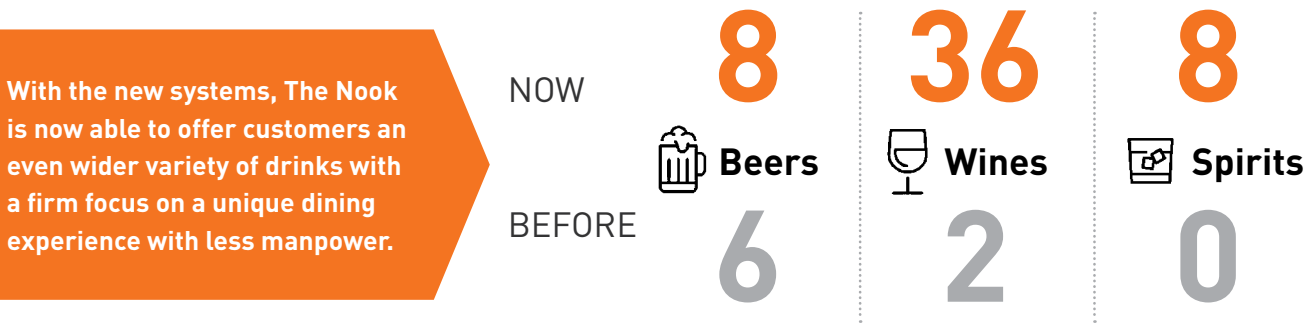
In line with The Nook's signature self-service concept, customers can purchase cards with stored value directly from the service ambassadors. This also allows for personal interaction between customers and staff, who are issued a fixed number of cards per shift.

Customers preferring to use cash for card purchases and top-ups may do so with a self-service cash management system designed to transact and handle all payments.

This automated cash machine eliminates the need for staff to handle and consolidate cash sales, thereby improving productivity. It also eliminates fraud, increases accountability and enables real-time updates for performance management.



Cash Management System



What is Job Redesign?

Job Redesign is a process of reconfiguring, enriching, enlarging and removing components within a job or role to improve productivity and overall performance of a business.

Job redesign

With the redesigned processes and automation in place, the job role of a server is enriched. This enables The Nook to reduce manpower reliance, provide employees with better quality jobs and opportunities to deepen their skill sets. Now, The Nook is able to:

- Attract talent
- Improve employee retention rate
- Build an efficient and empowered team



Job Redesign Methods (REEFS)

JOB REDESIGN METHODS*



1. Job Rotation:

For employees who want to explore different jobs.



2. Job Enlargement:

For employees who want to learn and do more.



3. Job Enrichment:

For employees with management potential.



4. Flexible Work Hours:

For employees who need flexibility in their work schedules.



5. Job Simplification:

For employees to perform the job in an easier and smarter way.

* Based on a study conducted by Singapore Productivity Centre.

Scan QR code to access the Job Redesign Guide



Job redesign

Through the Food Services Job Redesign framework developed jointly by SGPC and Workforce Singapore (WSG), The Nook team was able to redesign and refine the job roles of impacted staff. They are now equipped with a structured way to redesign their jobs into attractive, higher value-adding professions, with technology as a key enabler. The existing server roles were redesigned to service ambassador roles to improve job satisfaction and employee retention.

Job Redesign Checklist

1. Discover



Find out which job function to redesign

- Identify functions and job roles that are the most manpower-reliant
- ☐ Front of house
- ☐ Back of house

2. Diagnose



Identify the problem statement

- Pinpoint the functional area and/or job role that needs improvement
- ☐ Process
- ☐ Time
- ☐ People
- ☐ Activities/Tools

3. Determine



Choose the suitable solution and job redesign methods

- Determine suitable solution
 - ☐ Automation
 - ☐ Digitalisation
- Determine suitable Job Redesign methods
 - ☐ Job Rotation
 - ☐ Job Enlargement
 - ☐ Job Enrichment
 - ☐ Flexible Working Hours
 - ☐ Job Simplification
- Assess skills gaps and training needs

4. Design



Plan the implementation schedule

- Design a feasible implementation plan
 - ☐ Key Milestones
 - ☐ Communication Plan
 - ☐ Address & Assure
 - ☐ Reasons
 - ☐ Timely

5. Deliver



Measure the outcomes and refine the solution

- Measure outcomes
 - ☐ Before
 - ☐ After
- Refine any issues
 - ☐ Analyse for continuous improvement

The whole idea of reducing the mundane and menial work tasks is to pave the way for the staff to better equip themselves with higher value work skills...The Nook’s staff can then focus on providing customers with a lovely dining experience.

Mr Steven Foo, Executive Director, The Nook

Job Redesign: The Nook

FRONT OF HOUSE

Traditional duties of service crew tend to be repetitive and labourious, such as order taking and shuttling between customers, kitchen and work stations for food and beverage services.

PEOPLE

Management identified the need to redesign the job functions of its servers to be more enriching and to perform higher value-added tasks.

DIGITALISATION

- Self-service dispensing systems for drinks like beer and wine were installed and implemented, together with mobile apps for food ordering and payment.

JOB ENLARGEMENT AND ENRICHMENT

- Non-value-adding tasks such as order taking were identified and removed.
- Staff were trained as service ambassadors equipped with customer engagement skills and food & wine pairing knowledge.

COMMUNICATIONS AND IMPLEMENTATION

- Changes in roles were communicated to operations staff.
- Staff underwent wine appreciation and service ambassador training sessions.

OUTCOMES

- Reduction of manpower by up to 60%.
- With new roles as service ambassadors, staff enjoy higher work satisfaction and better remuneration.
- Company sees higher staff retention.

From Server to Service Ambassador



Server

JOB ROLE

- Taking orders
- Serving food and beverages to customers



Service Ambassador

JOB ROLE

- Driving F&B sales to achieve targets
- Providing improved customer service and operational outcomes

The new paradigm

The Nook, a productive and immersive bistro, is the fruit of a year-long effort in digital transformation.

Going against the norms of a typical bistro bar, The Nook established itself as a first-of-its-kind bistro bar concept in Singapore — a bar that does away with traditional menus, conventional waitering and stereotypical space set-up. In their place is a finely-honed system that is simultaneously innovative, intuitive and interactive for customers, while achieving a sustainable model of lean and wholly-nurtured manpower for the company.

Since its launch in April 2018, The Nook's scrupulously-designed self-service concept has kept the set-up nimble, requiring only approximately 30% manpower of a conventional bar. The smart adoption of technology coupled with process redesign also allowed The Nook to double its seating capacity, raising productivity to a revolutionary high.

The transformation done at The Nook foretells the dining paradigm to come — one that anchors itself on productivity, driven by meticulous understanding of customers' needs, strategic navigation and optimisation of technology.

This project has greatly eased the problem in labour crunch. With the redesigned workflow, our staff has more time to communicate with the customers as brand ambassadors. F&B work was commonly deemed as a low-end job, but this project has helped transform the staff from waiters to brand ambassadors and built greatly on their self-esteem.

The Nook, although with lean labour, was more productive and efficient, i.e. producing productive and efficient staff.

Mr Steven Foo, Executive Director, The Nook

How Singapore Productivity Centre (SGPC) can help

The collaboration with The Nook is a visual display of SGPC's expert productivity assistance. Companies can tap on our comprehensive range of solutions targeted at boosting productivity and building capabilities in the food services sector. Together with Enterprise Singapore, we offer various assistance schemes that cover areas such as central kitchen implementation, automation, shared services and workflow redesign.

Productivity Improvement Programme Partners



The Singapore Productivity Centre (SGPC) is a one-stop competency and resource centre supported by Enterprise Singapore (formerly SPRING Singapore) and is a wholly owned subsidiary of Singapore Productivity Association (SPA).

With a focus on the retail, food services and hotel sectors, SGPC's vision is to be the go-to experts for enterprise excellence, playing leading roles to guide small and medium-sized enterprises (SMEs) in creating a roadmap for growth.

SGPC provides a comprehensive range of services and programmes including in-depth productivity consultancy, workshops, study missions, benchmarking for best practices and industry insights. Through its expertise and services, SGPC helps enterprises to be future-ready in and beyond Singapore by creating value through innovation, productivity improvement and capability building.

For more information
visit www.sgpc.sg



Enterprise Singapore is the government agency championing enterprise development. Its vision for Singapore is a vibrant economy with globally competitive Singapore companies.

International Enterprise Singapore and SPRING came together on 1 April 2018 as a single agency to form Enterprise Singapore. Its mission is to grow stronger Singapore companies by building capabilities and accessing global opportunities, thereby creating good jobs for Singaporeans.

The agency works with committed companies to build capabilities, innovate and internationalise. It also supports the growth of Singapore as a hub for global trading and startups. As the national standards and accreditation body, Enterprise Singapore builds trust in Singapore's products and services through quality and standards.

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Workforce Singapore (WSG) is a statutory board under the Ministry of Manpower (MOM). It oversees the transformation of the local workforce and industry to meet ongoing economic challenges.

WSG promotes the development, competitiveness, inclusiveness, and employability of all levels of the workforce. This will ensure that all sectors of the economy are supported by a strong, inclusive Singaporean core.

While its key focus is to help workers meet their career aspirations and secure quality jobs at different stages of life, WSG also addresses the needs of business owners and companies by providing support to enable manpower-lean enterprises to remain competitive. It will help businesses in different economic sectors create quality jobs, develop a manpower pipeline to support industry growth, and match the right people to the right jobs.

For more information
visit www.wsg.gov.sg



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Transform.
Innovate.
Future-ready.