Singapore Productivity Centre

Transform. Innovate. Future-Ready.

Service Design for Profitability

DRIVING CATERING SALES THROUGH A CUSTOMER-CENTRIC APPROACH

Kazbar

About

Serving the bar crowd since 2002, Kazbar has been lauded for its authentic Middle Eastern menu and fresh air-flown ingredients. Now the fully functioning bar and restaurant operates with a crew of 20.

As the business progressed, Kazbar began to offer food delivery service to homes, offices and also catering for events. In 2017, Kazbar enhanced its delivery capabilities through process redesign and optimisation. With the support of SPRING Singapore (now Enterprise Singapore), it introduced technology enhancements to its processes. In addition, it also partnered with Oddle, an online ordering system, and refreshed and updated its website. With the transformation Kazbar is now poised to serve a wider audience.

Project overview

Kazbar's venture into the catering business was progressing slower than anticipated. In order to improve catering sales, Singapore Productivity Centre (SGPC) and Kazbar first set out to understand her customers' motivations and pain points by using a customer-centric approach for this service design project. The goal was to drive Kazbar's catering sales and improve the overall growth for the company.

The Double Diamond Process
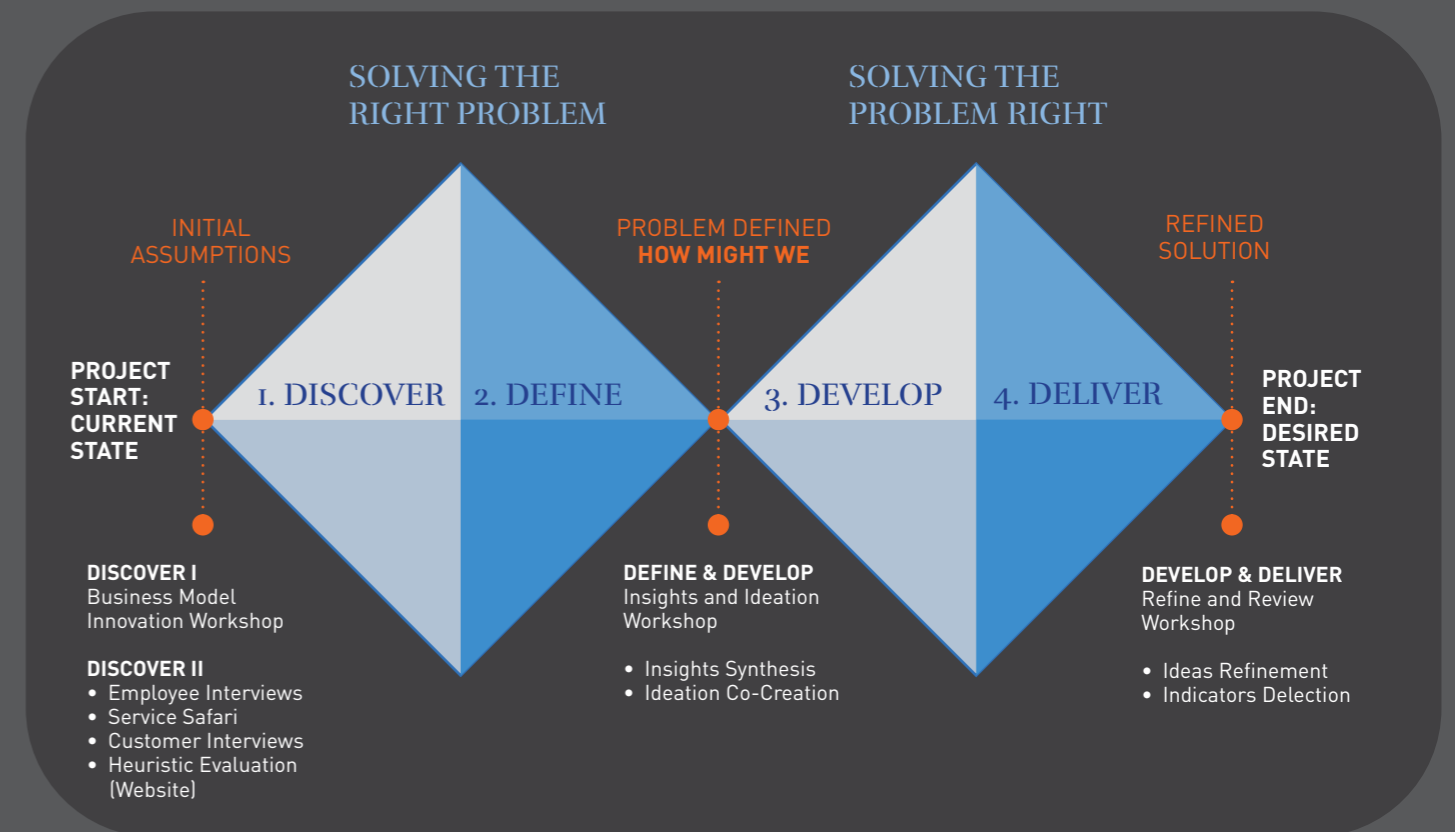
The Double Diamond represents a process of exploring a problem deeply (divergent thinking) and then taking focused action (convergent thinking). Key problems are first defined before ideas are developed around it. Solutions are then further refined to a desired state.

Discover

This data gathering stage aims to identify the actual problem or opportunity. SGPC gathered insights of customers' motivations and pain points and conducted interviews with Kazbar's employees, restaurant and catering customers.

Define

The objective here is to analyse the outputs of the "Discover" phase and synthesise the findings. Insights become defined opportunity statements that can be addressed in innovative ways.

Develop and Deliver

The "Develop" stage marks the start of solution making to the defined problems. Solutions are brainstormed before selection of some to be implemented.

The "Deliver" stage launches the product or service and collects users' feedback on it. Here, we begin to practically address the needs identified in the "Discover" stage.

Discover

Customer Interviews

Kazbar conducted customer interviews to better understand their planning, selection and ordering behaviours, habits, and attitudes towards catering and Kazbar. Customers were selected based on the potential to be converted into a Kazbar catering customer, i.e. those who had engaged Kazbar before for home catering and corporate functions, as well as a Kazbar regular diner.

5 key insights were obtained from the interviews

Quality
Quality of food/ presentation should be visible.

Reliability
Reliability of catering services can be communicated more clearly.

Versatility
Ability to customise food choices is important in selection of caterers.

Responsiveness
Customers prefer to speak to caterer directly for customisation.

Flexibility
Consistency and convenience in communication are important.

Usability Test

SGPC conducted a service safari, an exploration of Kazbar's catering offerings from a customer experience perspective. A heuristic evaluation was done to understand how a customer might navigate Kazbar's website.

4 key areas were identified for improvement from the Usability Test

Lack of formatting
- Wordy copy, inadequate formatting and dark background cause navigation fatigue
- Menu description not prominent

Poor quality of information
- Inconsistent description of catering packages

Call-to-action hidden
- "Contact us via email" not prominent so users are unable to reach Kazbar directly

Confusing dropdown
- Not obvious to users that menu is available as a dropdown

Survey

To validate these initial findings, a short survey was sent to Kazbar diners to learn about their catering order behaviours, including their awareness level of Kazbar's catering services.

27%

Only 27% of the diners have made catering orders over the past six months,

Of which,
- 75% have ordered catering for office purposes and,
- 88% were not aware of Kazbar's catering services.

Define

Crafting Persona

Together with Kazbar, the SGPC team synthesised the findings of the user research by crafting a corporate persona for better understanding and resolution of their concerns..

KEY QUOTE / INSIGHT

"I'm looking for quality and reliability so I can deliver my work."

WHO

Personality:
- Outgoing
- Good communication skills
- Highly responsible
- Diligent

Values:
- High level of professionalism
- Ability to multitask well

Reasons to Consider a Caterer:
- Food that keeps well over time
- Flexibility to cater to different dietary requirements
- Familiarity and brand recognition

Reasons NOT to Consider a Caterer:
- Late
- No menu varieties
- Sloppy presentation

BIO

Persona Name: Meticulous Natalie
Gender: Female
Age: 40
Family: Married with 1 daughter
Nationality: Singaporean
Occupation: Client Hospitality Manager

WANT

Motivations:
- To be successful in her job and at home
- To strike a good work-life balance

Goals/Dreams /Aspirations:
To be promoted to Senior Manager

To ensure distinctive experience for customers like Natalie, Kazbar has to furnish information quickly, with assurance of quality and reliability.

MAPPING CUSTOMER JOURNEY

CUSTOMER

METICULOUS NATALIE

SCENARIO
In charge of Christmas party, looking for a caterer that can fulfil the catering needs and dietary requirements of employees.

GOALS AND EXPECTATIONS
Professionalism, Quality and Reliability

	STAGE 1: INFORMATION SEARCH			STAGE 2: VALIDATION	STAGE 3: PAYMENT	STAGE 4: ENGAGEMENT	STAGE 5: SET-UP	STAGE 6: CONSUMPTION	STAGE 7: POST-CONSUMPTION
TOUCHPOINTS	Google Search Bar	Kazbar's Website	Kazbar's Website Outlook Interface	Google Outlook Interface	Order Invoice	Kazbar's Personnel Over the Phone	Kazbar's Service Presentation Staff & Food	Food Presented by Kazbar	Kazbar's Service Staff Order Invoice
ACTIONS	• Types in keywords "Middle Eastern Catering Singapore". • Finds names of caterers.	• Heads to Kazbar's website, clicks on the 'Catering' tab, then on 'Catering Menu'. • Realises different pricing tiers are located elsewhere, under "Catering Options". • Identifies Option D, with 8 choices of dishes, as one that best suits her requirements. • Wants to see how the dishes look but no reference images are available.	• Scrolls to "Equipment, crew & transportation charges", but is unable to get a ballpark figure of overall costs. • Spends time looking for contact email. • Emails Kazbar Catering with queries.	• Conducts Google search for reviews on Kazbar. • Receives reply from Kazbar with reference images and answers to queries.	• Confirms order and makes deposit payment.	• Calls one day before to confirm catering and delivery details.	• Opens the door for Kazbar's staff and guides them to pantry. • Checks presentation, set-up and freshness of food.	• Consumes food.	• Calls Kazbar to change the collection time of the equipment. • Receives invoice to make balance payment. • Sends Kazbar cheque payment.
OPPORTUNITIES	• SEO/SEM, Google Ads	• Remove dropdown selection to highlight important details. • Furnish food and setting images on website for easy access.	• Include auto-tabulated calculator to compute total costs based on selection inputs. • Provide enquiry form so customers need not exit Kazbar's page. • Enable tracking system for queries. • Add FAQs.	• Develop centralised system to track all enquiries and changes to order.		• Include in SOPs a reminder message to customers a day before actual event.			• Include e-payment options for ease of payment.

OPPORTUNITY STATEMENT: How might we (Kazbar) position the catering service to be the catering experience of choice for different customer segments?

Develop and Deliver

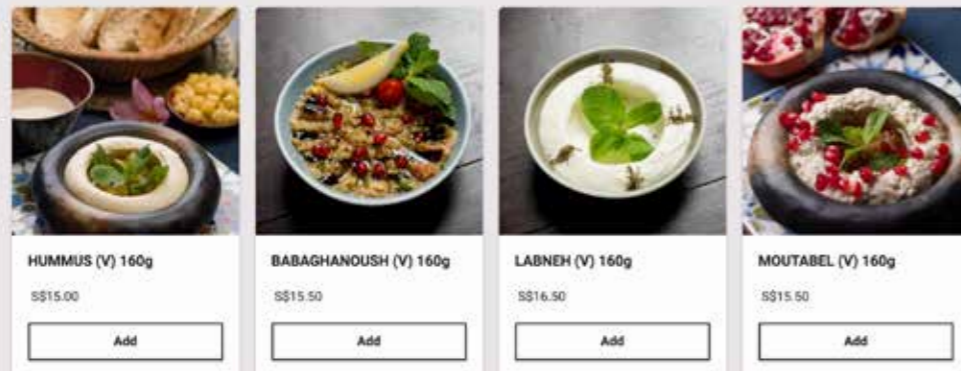The following solutions were shortlisted from a co-ideation process with Kazbar, with indicators to measure outcomes.

Action Plans:
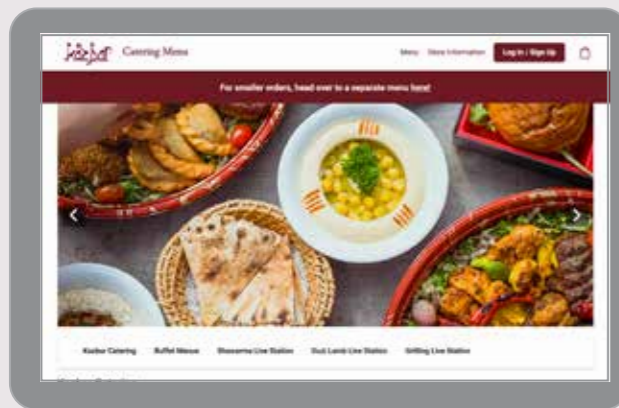
Menu Redesign

To redesign menu content for both regulars and catering unit:

- To offer more variety for existing customers.
- To rework existing menu items for catering purposes.

Website/Menu Layout Revamp

Existing website does not provide necessary information for catering orders, resulting in missed opportunities.

- To have a separate catering website (Oddle).

Focus Group Discussion
Reaching out to potential customers helps Kazbar anticipate expectations and these customers are crucial in testing the Oddle catering website for further feedback.

Catering SOPs/Training

To set Standard Operating Procedures (SOPs) for the catering operations:

- To integrate the catering business with the main Kazbar team for better understanding of the catering business procedures.
- To achieve a sense of cohesiveness and to equip everyone to provide support to the catering arm.

Collaterals/Lead Generations

To develop new collaterals (videos, photos, new copy) that communicate pertinent information through various channels (social media, EDM, within restaurant):

- To ensure sufficient information on Kazbar's catering offers.
- To deepen relationships with existing customers and ensure consistency in follow-up action.

Conclusion

Kazbar's long standing in the industry is a testament to the quality of their products. Kazbar had embarked on the service design project with SGPC with the aim of making the catering service better for the customers. The project enabled Kazbar to understand who their key target groups are so that it can target and market directly to them. Leveraging on the customer persona mapping tool, Kazbar was able to better approach them or use the knowledge about these customers as a basis for improving the business model.

The project equipped Kazbar with the skills and knowledge to take immediate action and turn thoughts into action. Working with the SGPC team, Kazbar distilled the information they had into an actionable plan to implement in stages. SGPC team helped crafted a visual representation of what Kazbar knew about the business to clarify and improve understanding.

As Kazbar worked through the service design process with SGPC to create actionable plans and develop relevant indicators, Kazbar can measure results and meaningfully evaluate solutions for future growth and integration.

"We have always been working in the business but not on the business.

Service Design takes time and effort as it is about co-creation, but it yields results and is a good way to look into what you need for the business."

Kazbar

How Singapore Productivity Centre (SGPC) can help

The collaboration with Kazbar exemplifies the remarkable results of expertise consultancy from SGPC in identifying and making small but smart and significant changes to improve and align the brand with the business strategy.

Companies can tap on our comprehensive range of solutions targeted at boosting productivity and building capabilities. Together with Enterprise Singapore, we offer various assistance schemes that cover areas such as service design, digital transformation, workflow redesign, job redesign, automation, central kitchen implementation and shared services.

Productivity Improvement Programme Partners

Singapore Productivity Centre

Enterprise Singapore

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 (SGPA).

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.

For more information
visit www.enterprisesg.gov.sg

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