



Restaurant  
& Catering

# **HR & SERVICE EXCELLENCE STUDY MISSION TO AUSTRALIA, MELBOURNE**

## **TRIP REPORT**

**21<sup>st</sup> TO 25<sup>th</sup> AUGUST 2017**

## **Introduction**

Jointly curated by Restaurant Association of Singapore (RAS) and Restaurant & Catering Australia (R&CA), the study mission trip aims to offer participants an overview to Australia's F&B landscape and labour market, and provide insights into some of the best practices relating to HR and service excellence. The delegation consists of management and managers from Singapore's F&B industry. Key topics of this trip include employer branding, employee value proposition, leadership and company culture development for talent attraction, advancement and retention. It will also explore how to nurture a service centric company through human resource transformation and improve service delivery by understanding your customers' needs, expectations and key touch points.

### **Trip objectives: Driving service excellence through people**

- Importance of employer branding and employee value proposition for talent attraction and retention.
- Importance of leadership development for companies to attract, develop and retain talents.
- How to nurture a service centric company through human resource transformation (i.e. aligning and establishing core values to employees to drive service excellence).
- Understand customer needs/expectations and identifying the key touch points to improve service delivery.

The following annexes supplement this report:

Annex 1 – List of Participants

Annex 2 – Trip Itinerary

## **HR Workshop: Building an Exceptional Workforce**

### **Learning points:**

#### **Australia's F&B landscape and labour market**

- Fast Casual spending trending up.
- Wine Bars showing increase spending.
- Beverage sales (including non-alcoholic) trending up.
- Failure rate in Australia comparable to that of Singapore, although high, is probably slightly lower than Singapore.
- With the high cost of labour in Australia, the F&B industry's profit margin was reported between 44% and 47%.
- Acute shortage of chefs/cooks and to a slightly lesser extent, waiters or front-of-house team members.
- Operators taking all opportunities to switch from labour to technology, mechanisation and automation.
- Industry players are encouraged to reduce labour cost by driving productivity via technology. This could be in the form of electronic reservation and ordering system, kitchen machinery or/ and online delivery services. As casual labours in Australia are at a \$20/hr and up to \$45/hr during peak and holiday periods, profit margin for the organization is stipulated on the lower side.
- Disruption occurring from eat at home services. Need for restaurants to create "bespoke" items for these services to avoid cannibalisation of in-store sales.
- In addition to technology, organizations are outsourcing and investing in pre-cooked food to tackle the increasing food costs in Australia.
- Overall profitability remains very low, lower in Australia than Singapore.
- Consumer spending and dining behaviour have evolved with time:
  - + Increase of visitation, decrease in minimum spending.
  - + Consumers prefer to dine or cook at home than eating out.
  - + Consumers are adopting technology for food delivery services.
  - + A worrying concern is the numbers surveyed intending to utilise coupons, promos, discounts etc. to reduce cost of dining out.

## **Building an Exceptional Workforce**

- **Strategies on the leaders' role to manage employee life cycle**
  - Recruitment:
    - + Defining the role required for the organization.
    - + Recruit the right fit for the role – the potential candidate should be assessed with a robust recruitment process by asking situational questions, score cards and utilizing technological software to ensure optimal suitability for the role.
  - Induction:
    - + Management of the vital 3-6 months induction period where employees will go through critical training to allow them to learn and understand the organization's culture and practices.
  - Career Development:
    - + Identifying every individual's potential and their career paths. Provide transparency on their career development along with mutual articulation and understanding of employee life cycle and pathway expectations.
    - + Identify elite talent for leadership training and succession.
    - + Provide a list of action plans required for upskilling. "Breed your own" people via ongoing training and development is essential in attraction and retention to reduce dependence on labour market.
    - + Breeding and developing own talent allows for organisational organic growth which can otherwise be constrained through talent shortage.
  - Performance Management:
    - + Understand the main factor that motivates the employees.
    - + To create a strong employee value proposition, it is important to identify and reward the employees for their performances.
  - Exit/ Transition (includes transfers)

+ Upon establishing measurable goals for succession planning, it is also crucial to support exiting employees as employer branding is vital to attract future employees.

## **Company visit: Crown College**

### **About the company:**

- Type of business: Training and education facility
- No. of employees: >70
- Crown College was established in 1995 and delivers qualifications in Tourism, Hospitality, Hotels, Security & Safety, and Business & Leadership - all with an emphasis on working in the industry, either for future or ongoing employment with Crown or with other hospitality operators. Facilities within the purpose-built premises include Culinarium (their training kitchen and restaurant), a 70-seat auditorium, general-purpose and specialist training rooms, meeting rooms, a reception area, a cafe, and an administration centre.

### **Purpose of visit:**

Participants will visit Crown College's training kitchen and restaurant – Culinarium, to learn about recruitment strategies such as how to identify employees with the right fit to various roles and company culture. They will also share the importance of investing in training and development for their employees to reduce turnover rates.

### **Key Observations / Learning Points:**

- **Recruitment strategies to identify the right fit:**
  - Crown has a robust, no-rushed selection process where potential candidates are brought on a tour of their facilities. During the tour, the candidates' behaviours, attributes and attitudes are observed and assessed.
  - Candidates are assessed by giving situational questions and personality tests.

- Utilizes score cards for engagement, soft skills and technical skills test for recruitment.
- **Crown's contribution towards development and retention of its workforce:**
  - Crown believes that the first 3-6 months of induction are critical for the new hire, allowing them to ease and learn the role effectively.
  - Commit to in-house programmes tailored to better equip the employees with the necessary knowledge and skills. This allows employees to perform better in their job and tasks, leading to greater employee satisfaction.
  - Despite incurring a high cost of \$200,000 each year to run internal competitions, it is Crown's believe as an investment to their employees that serves as an engagement strategy.
  - Crown College is able to conduct certified courses that are useful for the employees' career path.

## **Company visit: Crown Casino F&B Division – The Atlantic**

### **About the company:**

- Type of business: Fine dining
- No. of employees: >2600  
No. of outlets: 42  
Revenue: ≈ \$300M
- Crown's commitment to human resource development and the hospitality labour market is second to none. In 2015, they won training provider of the year, with several recruitment initiatives to support the operation of the integrated resort. The Atlantic restaurant in Melbourne opened its doors in 2011, is one of 42 restaurants operated by Crown Melbourne within the Casino. Inspired by New York's famed meat packing district and flurrying fish markets, The Atlantic's unwavering focus on excellence and seafood sourced by top Australian producers has made it an internationally renowned name today.

## **Purpose of visit:**

Participants will get a chance to visit a variety of restaurant concepts in Crown. At the last stop at The Atlantic, participants will learn key strategies to improve service delivery. The Atlantic will also share how they achieve 'employer of choice' through consistent communications and skill development to their employees.

## **Key Observations / Learning Points:**

- **HR strategies in achieving 'employer of choice'**
  - The Atlantic focuses on constant open communications with their employees.
  - With genuine care and respect, employees are then able to commit passionately in their roles.
  - In addition, the employees will undergo regular trainings and providing them with various leadership roles to ensure they are constantly motivated and the opportunity to enhance their career development.
  
- **Providing service excellence**
  - Feedbacks given by customers are shared to the operations crew on a weekly basis to enable them to know which area requires improvement, as well as areas that they have executed well.
  - The Atlantic gathers customers' feedbacks from various social media platform (TripAdvisor, Facebook, etc.). It is crucial for them to respond to the online feedbacks as immediately as possible to stay connected to the customers and provide service recovery if needed. Utilizing key strategies like CRM, customers' details will be recorded down for future references, ensuring tailored made service delivery.

# **Service Excellence Workshop: Driving Service Excellence through People**

## **Learning points:**

- **Change in customer needs and expectations:**
  - Customer quality markers have changed from technical skills to subjective experiential values.
  - All retail including hospitality is under extreme threat from e-commerce.
  - World's leading retailers such as shopping centres, theme parks et cetera are investing heavily in creating the "customer experience" to drive visitation.
  
- **Strong leadership for business success:**
  - Leadership vision is clearly communicated with the team.
  - Leadership establishes and drives core values.
  - Leader determines the right things to do and the management ensures "things are done right".
  
- **Creating a culture of quality**
  - For excellent customer service to be delivered in all avenues of the organisation, a culture is required to emphasize its importance. Delivery of service excellence begins from the top management, and funnels down to the team members on the front lines. Hence, it is essential for leadership roles to develop clear customer satisfaction goals that outline what is the expectations required from the team.
  - The customer experience is the product of the culture.
  - The business is run for the benefit, satisfaction and convenience of its customers.
  
- **Developing a customer-centric culture within the organization**
  - The process of creating a customer centric culture in the organization starts with hiring the right employees and creating the right expectations. Potential candidates should understand the value the organization places in customer satisfaction.
  - Leadership and HR to ensure all new hires are aligned with the core values:

- + Rigorous HR process, (“Hire slowly, fire quickly”) even for entry level positions, to ensure prospective employees values are aligned with that of the organisation. Recruit on values, train for skills.
  - Creating a satisfied customer dining experience begins with a culture of positive attitude. Motivated and enthusiastic leaders create an environment for the team members to exhibit positive attitude which eventually lead to a higher level of customer service.
  - Hiring the right fit by knowing the potential candidate’s passion and understanding their skillsets by having a robust selection process, which include situational and characteristic questions.
  - Regular and consistent monitoring of employees on their performances and the continued efforts to align core values that drive service excellence. This could also act as a guiding role in the hiring and firing decisions.
- **Empower employees with skills to drive service excellence**
    - Empower every single team members to be a customer service leader. Once the customer service standards have been defined in the organization, the employees should not be encumbered with rules that may get in the way. Instead, allow some key decisions to be made by themselves to meet and exceed expectations.
    - Recognition is the key to keep employees motivated at what they are doing best, and to constantly remind them to strive better.
      - + Celebrate success by recognizing the employees’ hard work either during weekly meetings, a mention in the company’s newsletter or at a larger scale event like an awards annual dinner.
    - Listening to team and customers creates opportunities.

## **Company visit:**

### **The Lucas Group – Hawker Hall**

#### **About the company:**

- Type of business: Multiple restaurant concepts including pizzeria, bar and casual dining.
- No. of employees: >1000
- No. of outlets: 7
- Revenue: ≈ \$80M
- Founded in 2002, The Lucas Group properties are among the highest profile in Melbourne. Their brands include Chin Chin, Baby, Kong and Hawker Hall are renowned for their capacity to serve large numbers of people, generally without a booking, and keeping them happy with great customer service. They have several projects in train for 2017 including opening \$50 million of new developments in Melbourne and Sydney.

#### **Purpose of visit:**

Participants will visit Hawker Hall, one of The Lucas Group restaurants and learn how they achieve HR and service excellence by creating a positive and service-centric culture with effective and open communication with their employees.

#### **Key Observations / Learning Points:**

- **Creating a positive environment with open communications, whilst achieving service excellence:**
  - The Lucas Group has a broad corporate culture. Being so, the group ensures messages and core values are cascaded down to the employees to ensure culture alignment of the different brands while maintaining a separate identity within them. This creates a sense of belonging for the employees which would essentially motivate them to deliver good customer service.
  - The group practices the inverted pyramid strategy where the executive team is placed at the bottom, while the front-line crew are at the top of the pyramid. The

front-line crew are regarded as high value and utmost importance to the organization, while the management are the support.

- Utilise technology to better understand the customer trends by generating the food and beverage item breakdown report on a frequent basis.

## **Company visit: The Rockpool Dining Group - Munich Brauhaus**

### **About the company:**

- Type of business: Multiple restaurant concepts including fine to casual dining and fast service
- No. of employees: >3000
- No. of outlets: 50+
- Revenue: >\$350M
- Founded in 1995, The Rockpool Dining Group is a rebranding of four large players in the local restaurant market. They were the Rockpool Group, Urban Purveyor Group, Fratelli Fresh and the Burger Project. The groups acquisitions span every level of concept from fine dining to casual dining, snack and burger bar operations. Meeting the varied service challenge of this range of venues, in a very constrained labour market, is the task at hand for the Rockpool Dining Group. The Munich Brauhaus is one of the venues that the group now operates. The venue seats 900 and is a fast service food concept of a Bavarian bierhaus.

### **Purpose of visit:**

Participants will visit Munich Brauhaus, one of The Rookpool Dining Group restaurants and learn how they attract, develop and retain their employees. They will also share about their training and mentorship strategies to manage change and maintain service standards through their expansion.

## Key Observations / Learning Points

- **Strategies to retain employees**
  - The group focuses on the 3Ps – People, Passion, and Profit. Emphasizing their focus to prioritize their employees over profit creates a highly motivated and assured team.
  - By providing assurance to the employees, the group sheds transparency by sharing the role's career progression which in turn could inspire them in the journey that they can look forward to.
  - Adopting technology to obtain consistent accounting procedures to ensure that employees are remunerated accordingly.
  
- **Training and mentorship strategies to identify the right fit for the job**
  - The group's hiring criteria does not solely base on academic qualifications and resumés. Through in-depth interviews to assess the candidate's skillsets to match the suitability of the roles that could value add to the organization.
  - Induction is important to allow the employees to better understand the working dynamics of the organization.
  - Ground staffs are constantly trained and developed over the course of their careers. This allows employees with potential leadership qualities to be identified, and grow to take on management roles to support the organization.
    - + Once the potential leaders are identified, they will go through an on-the-job shadowing to a senior management to observe various jobs in action.
    - + This attributed to a better succession planning as the company relies on the employees to carry out the mission and vision to accomplish the goals of the organization.

## **Company visit:**

### **The MAdE Establishment Group – Gazi and Press Club**

#### **About the company:**

- Type of business: Casual to fine dining
- No. of employees: >200
- No. of outlets: 12
- Revenue: Est. \$30 Million
- Founded in 2006 and formerly known as The Press Club Group, The MAdE Establishment Group is now one of the highest profile restaurant groups in Australia headed by 4 directors including renowned chef, George Calombaris, who brings a wealth of kitchen and service experience, and his innovation and determination for excellence ensures that he is a dominant force in the Australian culinary scene.

#### **Purpose of visit:**

Participants will visit both Gazi and Press Club and learn about how building a strong company culture has helped to unify their brands and employees. Hence, establishing a strong employer branding to source, attract and retain employees. They will also share some strategies that they adopt to create a compelling employee experience and maintain service excellence in their restaurants.

#### **Key Observations / Learning Points:**

- **How does the group establish strong employer branding through a robust and unified culture:**
  - Build a strong company culture by Identify corporate core values and tie business activities to the values. Plan and review your business around the corporate core values.
  - Define and align your employer brand with your corporate brand:
  - + Recruit employees who are aligned to the corporate core values. Employees who are not in line with the corporate core values can weaken the company culture.
  - + Providing proper induction program is important to integrate new staff into the

company culture. It helps employees to become more grounded in the organisation and become more deeply rooted in the culture.

+ Create a culture plan to uphold your company culture and consistently impart core values to all employees.

- Determine what makes your employer brand unique and appealing to the candidates you're targeting.
- Support your words with actions. Management must practice what it preaches to gain trust and support from employees.

- **Focus on creating a compelling employee experience**

- Adopt technology to streamline HR operations so to provide a high level of service to employees.
- A comprehensive on-boarding programme can be useful to engaged employees: emphasis on company core values, job expectations and product knowledge.
- Clear job description and expectations must be communicated to each employee.
- Understand your employees by listening and communicating with them regularly.
- Empower your employees through open communication. Encourage them to voice out any issues, ideas and improvements on day-to-day processes.
- Conduct employee appraisal at least twice a year to engage, reward and manage their performance.
- Job rotation, training and growth opportunities such as providing them a clear pathway of progression is crucial to motivate and retain employees.
- Exit interviews helps to identify what the company did wrong or identify areas for improvement.

- **Service excellence strategies that they adopt:**

- Human touch is still crucial in hospitality. Limit the use of technology to tackle menial tasks so that staff has more time for service and sales.
- Conduct regular reviews and R&D to continuously improve and provide best food offerings and service to customers; find one task every day that you can do better.
- Engage hospitality consultants to train staff and improve their service standards.

## **Company visit:**

### **The Pancake Parlour Group**

#### **About the company:**

- Type of business: Chain restaurant
- No. of employees: >670
- No. of outlets: 11
- Founded in 1965, The Pancake Parlour Group is a quick service chain with many demands. In the last eighteen months, they have opened two new suburban venues. This additional staffing challenge has seen The Pancake Parlour Group engage on, not only massive recruitment, but a retention and human resource management change process within their business. CEO Simon Meadmore's major interest is in nurturing talent, and making sure any work relationship is equally beneficial to everyone. More than 670 people are part of The Pancake Parlour Group and Simon's concern is to ensure it is a happy and productive environment, where staff have as much fun as the customers. The workforce is predominantly young and mobile and creates a very dynamic service offering.

#### **Purpose of visit:**

Participants will visit one of The Pancake Parlour's outlets and learn about their selection, recruitment and training best practices to meet targets for their aggressive expansion plans while maintaining high service levels in their outlets. They will also share how they create a positive and productive environment to keep their employees happy and motivated.

#### **Key Observations / Learning Points:**

- **Recruitment strategies they adopt to meet expansion plans:**
  - Explore digital channels such as social media or school e-platform to attract potential hires.
  - Provide good recruitment experience to applicants:
    - + Streamline recruitment processes (i.e. online application form)

+ Engage and provide feedback to non-selected applicants to build a potential talent pool; they are also potential customers.

- **Selecting the right candidate is critical, hire the right fit:**

- Create an interactive recruitment programme or explore different ways to access applicants
  - + Plant undercover applicants
  - + Execute circuit recruitment strategy to test applicants' initiatives and basic skill sets in training room as compared to resume based interview.

- **Strategies they adopt to drive service excellence:**

- Redesign a service framework aiming to meet or exceed customers' needs and expectations through touchpoints.
- Train and coach staff (i.e. budding system during on-boarding) based on service framework.
- Build an internal service culture promoting on teamwork, respect, happy work relationship and environment. By serving our fellow employees, we empower them to serve their customers well. HR team will at times station at the outlets and hold active role in operation to improve communication and engagement with ground staff.
- Systemise your business so employees can easily be measured, guided and supervised:
  - + Document service process flows and its descriptions.
  - + Measure results and performances using key performance indicators.
- Engage your customers using up-to-date marketing platforms such as social media.
- Understand your customers' changing needs and expectations by continuously seeking for their feedback on food and services (e.g. How can we improve? Is there anything new you would like to see on our menu?).
- Reinventing product mix and adapt new food items according to the latest market trend while keep company core values intact (i.e. healthy, organic and non-GMO product options).

## **Company visit:**

### **Pastuso**

#### **About the company:**

- Type of business: Casual dining
- No. of employees: >90
- No. of outlets: 2
- Pastuso was established in 2014, by the owners of San Telmo, which was founded in 2005. Both restaurants being Peruvian and Argentinian cuisine concepts are riding the wave of popularity of South American cuisines in Australia. They are a cut above casual dining but still providing full service concepts in a fast-paced environment while capturing the efficiencies of walk-ins and table turns to maximise the returns from their restaurants.

#### **Purpose of visit:**

Participants will visit Pastuso and learn about the importance of investing in talent development and career progression to attract and retain employees. They will also share their selection and recruitment strategies, along with how they maintain an edge with service innovation to cope with customers' needs and satisfaction.

#### **Key Observations / Learning Points:**

- **Leaders to be on the business instead of in the business; leadership is about doing the right things while management is about doing things right.**
- **Focusing on talent development and career progression to upskill and retain your employees:**
  - Create and offer employees a career path and talent development plan. This will allow your employees to have a better long-term vision of their evolving role inside the company and also develop a sense of loyalty for employers who are willing to invest in them.

- Talent development benefits both the company and the employee. Not only it helps to increase employee job satisfaction, reduce turnover and create positive employer branding, it helps to grow your capability and business.
- Outsource training and development of staff and managers to hospitality consultants with mentoring and personal coaching if company does not possess the capability.
- Create succession planning for employees. Adopt internal recruitment by promoting existing staff to managerial roles. This save time and cost as staff is already integrated into the company culture.
- Employee-owned partnership model provide top managers opportunities to become partners. This model helps to retain them and encourage ownership.
- Nurture excellent employer-employee relationship through consistent communication to understand your employees' job satisfaction and expectations. This allows managers to develop individual training plans and provide genuine care to staff.
- Continuous monitoring and evaluation of talent development programs, staff and business performances to make sure the desired outcomes are achieved.
- **Redesigning jobs and redeploying staff can help to increase employees' productivity, job satisfaction, and performance.**
- **Recruitment strategies that they adopt:**
  - Conduct a thorough interview to ensure the right profile is hired:
    - + Reference checks for the employment using a common questionnaire to gain additional job-related information and validate work history provided by candidate
    - + Set your standards and expectations during interviews (e.g. food, service and customers' experience)
    - + Set a non-negotiable list for your interview process
    - + Find out what are the candidate's needs and expectations for long-term recruitment.
    - + Do a second interview when in doubt.

- **Service excellence strategies that they adopt:**
  - Create and maintain a service focused company culture; always adhere to service standards set by the company.
  - Evaluate all customer touchpoints to improve service quality (i.e. reservation, food, environment, service and payment etc)
  - Investing in integrated reservation and POS system to enhance service quality.
  - Happy employees = happy customers

## **Company visit:**

### **Seagrass Boutique Hospitality Group - Ribs and Burgers**

#### **About the company:**

- Type of business: Chain restaurant
- No. of employees: >1000
- No. of outlets: 22+
- Revenue: >350M
- Founded in 2003, Seagrass Boutique Hospitality Group comprises of six different brands and running with more than 1000 employees across over 20 outlets. The group systematically manages its venue to achieve the highest service standards whilst maintaining a profitable model. Ribs and Burger is a quick counter service brand. The concept features very high-quality ribs and burgers served in a friendly but fast service environment.

#### **Purpose of visit:**

Participants will visit one of the Seagrass Boutique Hospitality Group restaurants – Ribs and Burgers to learn about ways to keep your employees engage and motivated. They will also share about some employee training and retention strategies they have adopted in their restaurant outlets.

## **Key Observations / Learning Points:**

- Stay focus and consistently plan your business around the company vision and core values. Make sure your company foundation is strong before expanding your business.
- Integrity and transparency is very important in this age of social media, say what you do and do what you say to your customers.
- Quick service trend is on the rise and applicable for franchising operations. Minimal table service will create lean front-of-house staff.
- **Retention strategies they adopt:**
  - Selection process is crucial, hire the right people with a good fit to the company vision and core values. Hire people with passion over skills.
  - Continuously ensure that basic rights of the employees are well taken care of.
  - Put the right people in correct roles and positions based on their strengths and passion so staff is happy in their role and can excel from it. Reskilling or repositioning if necessary when misfit is found.
  - Appreciate, respect, care, communicate and engage your employees to motivate and make them feel belonged. (e.g. tell your people why you value them, always getting their feedback)
  - Open-door policy for front-of-house and back-of-house staff to encourage openness and transparency. Employees are free to ask questions, discuss suggestions and provide feedback about any matter of importance to him or her. It will help to foster an environment of collaboration, high performance and mutual respect between management and employees.
  - Listen to your employees. Seek feedback, embraced criticism and strive for improvements.
  - Do not take your employees for granted; employees will treat their customers as they are treated. Treat your staff well and in return they will treat the customers well in return.
- Consider job shadowing as part of training for new employees where he or she follows and observes a trained and experienced employee. This provides new employees a richer experience and understanding to a particular job.

## Annex 1 – List of Participants

S/N	Company	Representative	Designation
1	4Fingers Pte Ltd	Steen Puggaard	CEO
2	Careerstar International Pte Ltd	Joyce Zhao Li	Managing Director
3	Commonwealth Capital Pte Ltd	Shaun Ee	Head, Group Human Resources
4	GD Group Pte Ltd	Wong Thin Lipp	Director
5	Gratify Group Pte Ltd	Frank Lau	Founder & CEO
6	Greendot Gourmet Pte Ltd	Chou Zhi Qi Justin	Director
7	Hoong Services	Loo Chee Hoong Ivan	Director
		Lim Wee Koon Gina	HR Manager
8	JP Pepperdine Group Pte Ltd	Pang Teck Sin Colin	L&D Executive
9	JUMBO Group of Restaurants	Christina Ang	Executive Director
10	Kampong Group Pte Ltd	Ong Lai Eng	Managing Director
		Ong Beng Leong	Founder
11	Lotus Vegetarian Pte Ltd	Soh Xuan Ru	Business Development Executive
12	Raffles Treats Pte Ltd	Felix Chua	Director
13	Royal T Group Pte Ltd	Chew Yok Li Janice	Director
		Niz Wannay	Training & Development Manager
14	Select Group Ltd	Vincent Tan	Manager Director
		Doris Pek	HR Director
		Wong Shuk Leng	Manager (Corp Comm & CSR)
15	The Flying Squirrel Pte Ltd	Angelina Leong Lee Hsian	Managing Director
		Ho See Jack	Director
16	The Happy Roots Pte Ltd	Neelendra Kumar Jain	Founder & CEO
		Joel Steevan Saldanha	General Manager
17	The Lo & Behold Group	Kevin Gordon Wee Tian Ji	HR Business Partner
		Xavier Wong Tak Kian	Outlet Manager
		Lai Yan Yi	Outlet Manager
		Lim Hwee Min, Sharon	Assistant Manager
18	The Prive Group	Rachel Lee	HR Assistant Manager
19	Tung Lok Group	Tjioe Ka In	COO
20	SPRING Singapore	Cassandra Goh	Head
		Gwen Tong	Manager
21	Workforce Singapore	Tan Choon Shian	CE
		Teo Rui Ting	Manager

## Annex 2 – Trip Itinerary

Day 1: 21 August 2017 (Monday)	
Time	Activity
5:10pm	Arrival at <b>Melbourne International Airport (SQ207)</b>
6:30pm	Arrival at <b>Crowne Plaza Melbourne</b> (hotel) Address: 1 - 5 Spencer Street, Melbourne VIC 3008, Australia Contact No: +61 3 9648 2777

Day 2: 22 August 2017 (Tuesday)	
Time	Activity
9:00am	Depart hotel to <b>William Angliss College, Lecture Theatre E122</b> Address: 555 La Trobe Street, Melbourne, VICTORIA
9:15am - 12:30pm	<p><b>Building an Exceptional Workforce (HR Workshop)</b></p> <p><u>Workshop facilitators:</u> John Hart (Executive Director, Restaurant &amp; Catering Australia) Paula Ntalianis (Group Training Manager, Crown Resorts) Dominique Fisher (CEO, Paddl)</p> <p><u>Introduction:</u> This half-day HR workshop offers an overview of Australia’s F&amp;B landscape and labour market. Learn how to develop an understanding with your employees and manage their expectations by reviewing your Employee Value Proposition. You will also gain key strategies for building a strong culture in your company to not only to attract, develop and retain talents, but also to create a service centric workforce for long-term business success.</p> <ol style="list-style-type: none"> <li>1. Introduction to the F&amp;B landscape of Australia: its labour market limitations, challenges and solutions.</li> <li>2. Knowing your employees</li> <li>3. Presentation and discussion with CEO of Paddl</li> </ol>
12:30pm - 2:00pm	<b>Lunch at San Antoine, Crown</b>
2:00pm – 4:00pm	<p><b>Crown College</b> Address: 8 Haig St, Southbank VIC 3006, Australia Website: <a href="http://www.crowncollege.edu.au">www.crowncollege.edu.au</a></p> <p><u>Presenter:</u> Andrew Crispin, Training Lead</p>

4:00pm - 6:00pm	<p><b>Crown Casino F&amp;B Division – The Atlantic</b> Address: 8 Whiteman St, Southbank VIC 3006, Australia Website: <a href="http://www.crownmelbourne.com.au/restaurants">www.crownmelbourne.com.au/restaurants</a></p> <p><u>Presenter:</u> Anna Touhy, General Manager Sarah Seddon, Marketing</p>
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<b>Day 3: 23 August 2017 (Wednesday)</b>	
<b>Time</b>	<b>Activity</b>
9:00am	Depart hotel to <b>William Angliss Institute, lecture Theatre E122</b> Address: 555 La Trobe Street, Melbourne, VICTORIA
9:15am - 1:00pm	<p><b>Driving Service Excellence through People (Service Excellence Workshop)</b></p> <p><u>Workshop facilitators:</u> Frank Wilden (CEO, Gainsbridge Pty. Ltd.) Matteo Pignatelli (Owner, Matteos Restaurant - Chair, R&amp;C Victorian Council - William Angliss Institute Board Member)</p> <p><u>Introduction:</u> This half-day service excellence workshop will focus on the changing customer needs and expectations on service. It will identify key customer touch-points that affect the customer experience and service delivery. At the end of the course, you will learn how to overcome manpower and operational constraints and create a strong service culture to achieve service excellence in your restaurant.</p> <ol style="list-style-type: none"> <li>1. Understand the changing customer needs and expectations.</li> <li>2. Case studies of best service excellence practices in Australian F&amp;B companies.</li> <li>3. How to create low-cost, high-impact marketing and deliver excellent customer service through proven systems such as customer touch-point analysis, service-centric training and employee engagement strategies to build a strong service culture.</li> </ol>
1:15pm - 2:15pm	<b>Lunch at Hawker Hall</b>
2:15pm - 3:30pm	<p><b>The Lucas Group – Hawker Hall</b> Address: 98 Chappell Street, Windsor Website: <a href="http://www.thelucasgroup.com.au">www.thelucasgroup.com.au</a></p> <p><u>Presenter:</u> Chris Matters, Group General Manager</p>
4:00pm - 5:30pm	<p><b>The Rockpool Dining Group - Munich Brauhaus</b> Address: 45 South Wharf Promenade, South Wharf, Melbourne, VIC 3006 Website: <a href="http://www.rockpooldininggroup.com.au">www.rockpooldininggroup.com.au</a></p>

	<p><b>Presenter:</b>  Frank Tucker, Director of Operations  Greg Lightfoot, Training &amp; Development Manager</p>
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<b>Day 4: 24 August 2017 (Thursday)</b>	
Time	Activity
9:30am	Depart hotel for F&B company site visits (3 visits + lunch)
10:00am - 11:30pm	<p><b>The MAde Establishment Group – Gazi and Press Club</b>  Venue: Gazi and Press Club  Address: 2 Exhibition Street, Melbourne  Website: <a href="https://madeestablishment.com.au/">https://madeestablishment.com.au/</a></p> <p><b>Presenter:</b>  Troy Mcdonagh, Group CEO  Alex Smith, Talent Acquisition Manager  Nick Imanisani, Gazi General Manager</p>
12:00pm - 1:30pm	<b>Lunch at The Pancake Parlour Melbourne</b>
1:30pm - 3:00pm	<p><b>The Pancake Parlour Group</b>  Venue: Malvern East  Address: 682 Warrigal Rd, Malvern East, Melbourne  Website: <a href="http://www.pancakeparlour.com/">http://www.pancakeparlour.com/</a></p> <p><b>Presenter:</b>  Amanda David, Managing Director</p>
3:30pm - 5:00pm	<p><b>Pastuso</b>  Address: 19 ACDC Lane, Melbourne VIC 3000, Australia  Website: <a href="http://pastuso.com.au/">http://pastuso.com.au/</a></p> <p><b>Presenter:</b>  Ben Wood, General Manager</p>

<b>Day 5: 25 August 2017 (Friday)</b>	
Time	Activity
9:00am	Depart hotel for F&B company visit
9:30am -	<p><b>Seagrass Boutique Hospitality Group - Ribs and Burgers</b>  Address: Shop 1 / 862 Glenferrie Rd Hawthorn</p>

11:00am	Website: <a href="http://seagrassbhg.com/restaurants/ribs-burgers/">http://seagrassbhg.com/restaurants/ribs-burgers/</a>  <u>Presenter:</u> Wayne Soloman, Group Food Manager
11:30am - 1:00pm	<b>Lunch at Meat &amp; Wine Co</b>
1:30pm - 2:30pm	De-brief by Frank Wilden and John Hart at Crowne Plaza Hotel