

JR Case Study 1



Job Redesign with Fei Siong Group

Fei Siong Group is one of Singapore's largest casual dining and quick-service restaurant companies with 15 brands and over 150 outlets. As a constant forerunner in the ever-changing landscape of the food services industry, the Group is committed to delivering authentic and quality local dishes at affordable prices.

Through this project and its business transformation, ERM, CRM and HR technologies were introduced – leading to job tasks impacted with new digital solutions introduced.

Sector / Industry

Food Services Industry – Food Kiosks and Shops

JR Methodology / Approach for the project

Through this project, the roles of the Cashiers, Stall / Kitchen Assistants and Cleaners were impacted and Job Redesign exercised were:

Job Enrichment to a higher value-adding job role - focused on improving customer experience through various touchpoints.

Job Rotation to be cross trained at all stations to enhance overall dining experience for customers.

Main job tasks of the new Service Ambassador Role:

- Solve problems and make decisions at operation level
- Enhance overall service and dining experience
- Implement and strengthen food hygiene practices and standards
- Use, familiarise features and primary functions of the relevant devices and systems
- Manage and operate different delivery platforms operation
- Perform basic sales reporting such as generation of daily sales report

Skills required for the new role:

- Soft Skills (Communication, Respond to Service Challenges)
- Technical Skills (Familiarise with systems used)

Benefits derived / Outcomes achieved

Benefits for Company

- Outlet-level procurement digitalised
- Removal of manual HR processes
- Improved HQ's efficiency by 40%
- Improve customer loyalty
- Opportunity to upsell products

Benefits for Employees:

- Pick up new digital skills
- Better job satisfaction

PSG-JR Outcomes Achieved:

- Worker's job size enlarged and/or job value increased*
- Improved job attractiveness to the local workforce*
- Jobs have been redesigned to better support business transformation in the organization
- Workers' capabilities have been enhanced to improve their career developmental opportunities

JR Case Study 2



Job Redesign with Gratify Group

Seoul Yummy, OmoOmo Food Concepts and Pizzamaru (Singapore) are brands under Gratify Group. Their mission is to please, satisfy and reward customers and employees with excellent brand experience.

Through its business transformation journey, E-procurement, E-ordering, E-payment by customers and Cloud Accounting were introduced – leading to numerous job tasks impacted with the new digital solutions introduced.

Sector / Industry

Food Services Industry – Restaurant

JR Methodology / Approach for the project

Through this Job Redesign project, the roles of the Service Shift Managers and Kitchen Shift Managers were impacted.

Service Shift Manager went through a **Job Enrichment** redesign to a higher value-adding job role: Encourage and help customers to adopt self-help options with the eradication of manual and labor-intensive processes.

Kitchen Shift Manager went through a **Job Rotation** redesign to a higher value-adding job role in understanding food trend, monitor inventory and implement cost control plans.

Main job tasks of the new Service Shift Manager

- Perform troubleshoot for the systems in place
- Focused on promotion marketing strategies
- Work on training plans for operation staff to be upskilled
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Main job tasks of the new Kitchen Shift Manager

- Ensuring proper food handling and sanitation for both FOH & BOH
- Manage goods, budget and finances
- Effectively engage customers to understand their needs and develop suitable menu

Skills required for the new role:

- Soft Skills (Communication, Respond to Service Challenges)
- Technical Skills (Attention to details, Analyse trends and performance)

Benefits derived / Outcomes achieved

Benefits for Company

- Increased service efficiency, enhanced customer experience
- Reduced man-hours due to elimination of manual processes
- Making informed decisions with centralised data

Benefits for Employees:

- Improve communication skills
- Increase empowerment of employees

PSG-JR Outcomes Achieved:

- Worker's job size enlarged and/or job value increased*
- Improved job attractiveness to the local workforce*
- Improved wage outcomes of workers
- Jobs have been redesigned to better support business transformation in the organization
- Workers have been up-skilled or multi-skilled in tandem with enhanced nature of job tasks

Find out more about how Jobs were redesigned in Gratisfy Group's Outlet Operations through this [virtual 3D Job-Redesign tour](#).

JR Case Study 3



Job Redesign with Mothercare

Mothercare is the world's biggest and most trusted retail specialist in newborns and parenting products. Mothercare started trading in Singapore in 1984 and has 11 stores island-wide. It is recognised by the Guinness Book of World Records as having the largest range of baby equipment in Singapore and is the specialist retailer for parents-to-be and families who want quality and choice at an affordable price.

Through its business transformation journey, the company wants to improve the customer experience and service delivery time. Through the project, Mothercare's transformation plan was to add new customer support service that can be managed at store level.

Sector / Industry

Retail

JR Methodology / Approach for the project

Through this Job Redesign project, the roles of the Store Manager, Sales Supervisor and Sales Executive were impacted.

Job Simplification through the introduction of Google Sheets with membership information eliminated the need of correspondence between departments and shortened time for store level staffs follow-up for status.

Job Enrichment to a higher value-adding job role: Providing assistance to customers through WhatsApp Business.

Additional job tasks of the new Store Manager, Sales Supervisor and Sales Executive

- Manage outlet mobile phone and ensure enquiries are attended within 24 hours
- Proactively curate and evaluate content ideas to outreach and promote products and service to customers.

Skills required for the new role:

- Soft Skills (Digital customer communication)
- Technical Skills (Product knowledge, Mobile outreach, Contents and Marketing)

Benefits derived / Outcomes achieved

Benefits for Company

- Eliminated the need of correspondences between internal department for membership updates. Improved service delivery time and customer service level.
- Improved productivity and customer satisfaction

Benefits for Employees:

- Improve job quality
- Pick up new skills in digitalisation

PSG-JR Outcomes Achieved:

- Worker's job size enlarged and/or job value increased*
- Improved job attractiveness to the local workforce*
- Improved wage outcomes of workers
- Jobs have been redesigned to better support business transformation in the organization
- Workers have been up-skilled or multi-skilled in tandem with enhanced nature of job tasks

JR Case Study 4



Job Redesign with 1-Group

1-Group is Singapore's leading lifestyle F&B group operating a portfolio of award-winning restaurants, cafes, bars and clubs in Singapore. The Riverhouse in particular houses MIMI and HUSH which are modern Chinese restaurants and vibe dining venues, together with YIN Bar and Zorba the Greek Taverna.

Due to the restrictions of COVID-19, the company was looking at ways to retain talents through performing higher value-added role who would otherwise be made redundant.

Sector / Industry

Food Services – Restaurant

JR Methodology / Approach for the project

Through this Job Redesign project, the role of the Club DJ was impacted.

Job Enrichment to a higher value-adding job role: Create content and drive marketing communication to build stronger online brand presence for company

Additional job tasks of the existing Club DJ:

- Evaluate the end-to-end customer experience across multiple channels and customer touch points.
- Manage SEO/SEM, social media, marketing database and display advertising and other platform campaigns
- Create virtual parties and manage social media calendars and accounts.
- Uses metrics to measure and report performance of all digital campaigns and assesses against ROI and KPIs
- Apply tactical promotions and product positioning in the market

Skills required for the new role:

- Soft Skills (Stakeholder management)
- Technical Skills (Analyse Digital Customer Journey, Social Media Marketing, Digital Marketing and Marketing Analytics Tools)

Benefits derived / Outcomes achieved

Benefits for Company

- Retention of staffs who would otherwise be made redundant
- Attract new customers onboard with new services
- Build online presence

Benefits for Employees:

- Pick up new skills in digital marketing
- Increase employability

PSG-JR Outcomes Achieved:

- Worker's job size enlarged and/or job value increased*
- Improved job attractiveness to the local workforce*
- Improved wage outcomes of workers
- Jobs have been redesigned to better support business transformation in the organization
- Workers have been up-skilled or multi-skilled in tandem with enhanced nature of job tasks

JR Case Study 5



Job Redesign with Soup Spoon

The Soup Spoon believes in serving wholesome soups made with no preservatives, no added MSG or artificial flavours and enhancers. Their continuous mission to cultivate an affordable, clean eating lifestyle begins with exclusive use of sustainably sourced ingredients and fresh produce like how you would make it at home.

Inline with the business plan, the company was looking at ways to incorporate digitalised record systems to reduce manual and repetitive workload within various processes identified.

Sector / Industry

Food Services – Restaurant

JR Methodology / Approach for the project

Through this project, The Soup Spoon's Head of Departments were impacted.

Job Enlargement to optimise processes to maximise productivity and reduce cost in the organization.

Redesigned Job Tasks for Soup Spoon's Workplace Digital Champions:

- Manage projects' implementation to ensure efficiency from end to end
- Implement system analysis strategy
- Manage key stakeholders/end users from various departments
- Process optimisation for workplace processes
- Integrate RPA into organisation's processes
- Develop structured processes for data analysis

Skills required for the new role:

- Soft Skills (Stakeholder management, Project management, Change management)
- Technical Skills (Knowledge in RPA, Troubleshooting)

Benefits derived / Outcomes achieved

Benefits for Company

- Able to analyse data upon which improved accessibility of information to expedite process workflow to optimise efficiency, consistency and accuracy of business processes
- Improved productivity and reduced manpower cost

Benefits for Employees:

- Improved job quality
- Pick up new skills in digitalisation

PSG-JR Outcomes Achieved:

- Worker's job size enlarged and/or job value increased*
- Jobs have been redesigned to better support business transformation in the organization
- Workers have been up skilled or multi-skilled in tandem with enhanced nature of job tasks
- Improvement in productivity and reduced operating or manpower costs
- Workers' capabilities have been enhanced to improve their career developmental opportunities
- Increased job satisfaction with facilitation of talent attraction and retention