



APPENDICES

**Position and communicate the value of
an emerging frozen food service system**

Master thesis / Strategic product design

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A | Potential buyers

Existing customer profile factor

- Hotel C is an international hotel chain, based at the Netherlands. The hotel presently acquires twenty branches worldwide, thirteen of them in Europe. The primary mission of the hotel creation is to merge compact rooms with a luxury interior while maintaining a reasonable price.
- The hotel is renowned for reducing unnecessary services and providing time-minimising facilities, such as fast check-in/out kiosk. The brand identity of Hotel C exhibits to their customer is vibrant, modern, social and advanced.
- Based on the standards by the European Hotelstars Union (Hotelstars Union, 2015-2020), Hotel C belongs to categories of 4-star hotel where offering food in 24 hours, weekly.
- In terms of food service type, Hotel C provides breakfast, bar food and self-service. The pricing of Foodtrick meals selling in the Hotel C canteen are from 17 euro to 25 euro.
- Food and Beverage (F&B) director is the initiator and the leading buyer in purchasing Foodtrick. The goals of the director are to satisfy customers with quality foods and efficiently manage food service, while Hotel C expand their business. The challenges the director encountered are labour shortage, waste management, and offering healthy, multicultural food options in the extending time.
- Hotel guests and employees are the final users who do not participate in the purchase, but their feedbacks and requirements will affect the decision.

Especially, guests are the source of food service income; hence to food service director, they own more weight on assessing the value of Foodtrick.

Sales performance and location

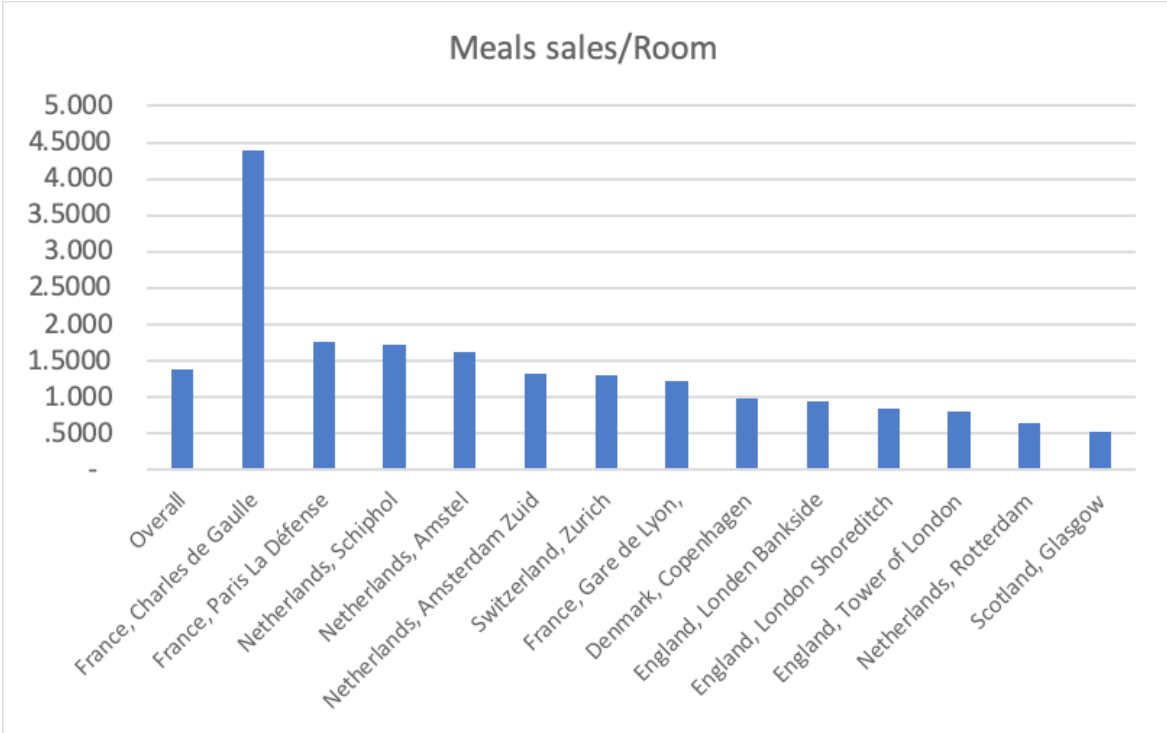
Hotel C provides the sales performance of the Foodtrick meals in thirteen branches in Europe from 2nd September to 24th November 2019 (See in chart 1). The unit of sales represents the box of a meal. Two types of comparison were proceeded to formulate two indicators. First, chart 2 with three columns demonstrates the twelve weeks average Foodtrick meals sales of each hotel and the amount of room in thirteen hotels. It also gives the percentage using the amount of room to divide twelve weeks of average Foodtrick meals sales in each hotel, which also illustrates into a bar graph 1. It utilises the meals sales to represent the end-consumers, which helps us to understand where guests base in which hotel. According to graph 1, Hotel C branch in Charles de Gaulle has better sales (4.4 boxes per room) indicating that Charles de Gaulle serves guests had more demands to the meal box. It may also refer to the location of Charles de Gaulle. The fact that the branch is near the airport with no much other food choices may lead to high demand for meals. Second, graph 2 is the Foodtrick meals sales performance in each hotel by twelve weeks. From this graph, we can see Hotel C branches in Charles de Gaulle and Schiphol have better sales in twelve weeks. The distinctive feature of both hotel branches is nearby to the airports.

Location	Room volume	week 1	week 2	week 3	week 4	week 5	week 6	week 7	week 8	week 9	week 10	week 11	week 12	avaerage	Grand total
Netherlands, Schiphol	355	516	495	518	598	606	597	678	598	688	694	693	644	610	7,325
Netherlands, Amstel	88	89	87	71	128	158	193	199	130	131	140	168	213	142	1,707
Netherlands, Amsterdam Zuid	215	262	215	167	239	333	414	392	261	253	227	353	294	284	3,410
Netherlands, Rotterdam	151	47	45	71	61	109	107	138	136	131	114	91	120	98	1,170
France, Charles de Gaulle	230	995	1,032	1,085	1,119	1,107	1,028	1,034	971	914	996	958	903	1,012	12,142
France, Gare de Lyon,	338	330	409	340	395	423	371	516	467	374	398	471	442	411	4,936
France, Paris La Défense	170	277	265	309	267	326	291	317	261	358	333	336	246	299	3,586
Switzerland, Zurich	160	139	97	143	176	183	231	181	238	257	225	231	413	210	2,514
Denmark, Copenhagen	238	190	229	211	179	236	315	231	211	216	276	266	226	232	2,786
England, Londen Bankside	192	73	313	206	138	154	168	125	136	239	255	225	162	183	2,194
England, London Shoreditch	216	118	107	147	157	180	146	200	197	217	250	198	256	181	2,173
England, Tower of London	370	207	199	229	210	283	264	365	364	316	354	433	364	299	3,588
Scotland, Glasgow	198	104	114	89	81	106	110	106	146	113	96	66	114	104	1,245

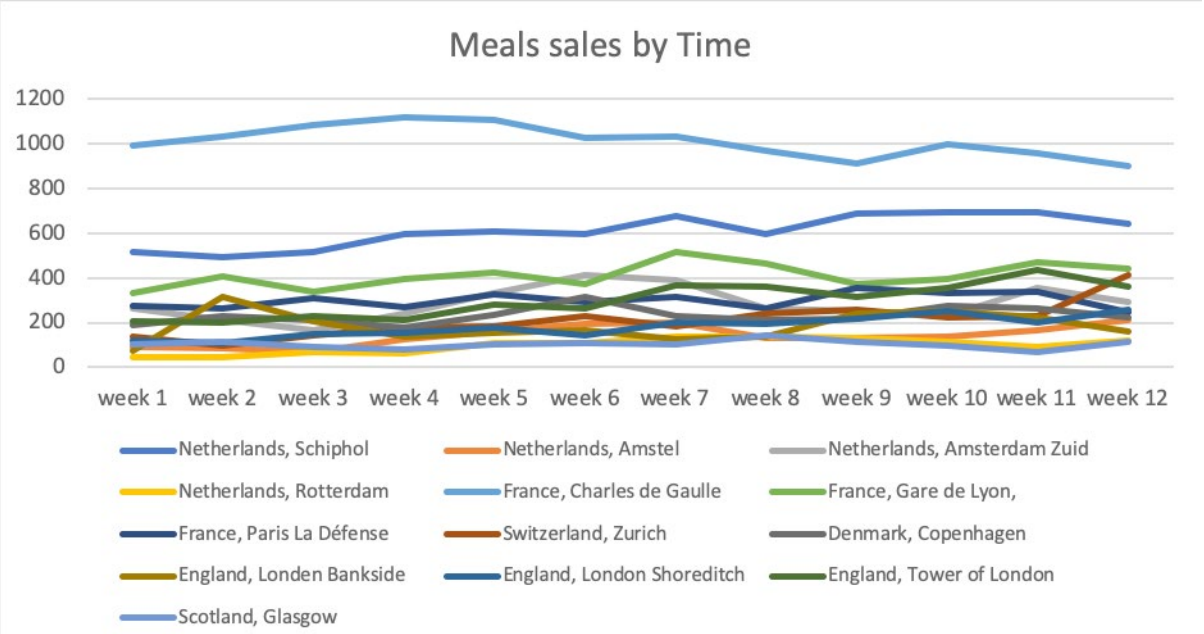
Chart 1: Sales performance of the Foodtrick meals in thirteen branches in Europe from 2nd September to 24th November 2019

Location	Average of Foodtrick meal sales perfor-mance	Sum of Room volume	Foodtrick meal Sales/Room
Denmark, Copenhagen	232	238	1
England, Londen Bankside	183	192	1
England, London Shoreditch	181	216	1
England, Tower of London	299	370	1
France, Charles de Gaulle	1,012	230	4
France, Gare de Lyon,	411	338	1
France, Paris La Défense	299	170	2
Netherlands, Amstel	142	88	2
Netherlands, Amsterdam Zuid	284	215	1
Netherlands, Rotterdam	98	151	1
Netherlands, Schiphol	610	355	2
Scotland, Glasgow	104	198	1
Switzerland, Zurich	210	160	1
Grand Total	4,065	2,921	1

Chart 2: the relationship between Foodtrick meals sales and room volume of each hotel



Graph 1



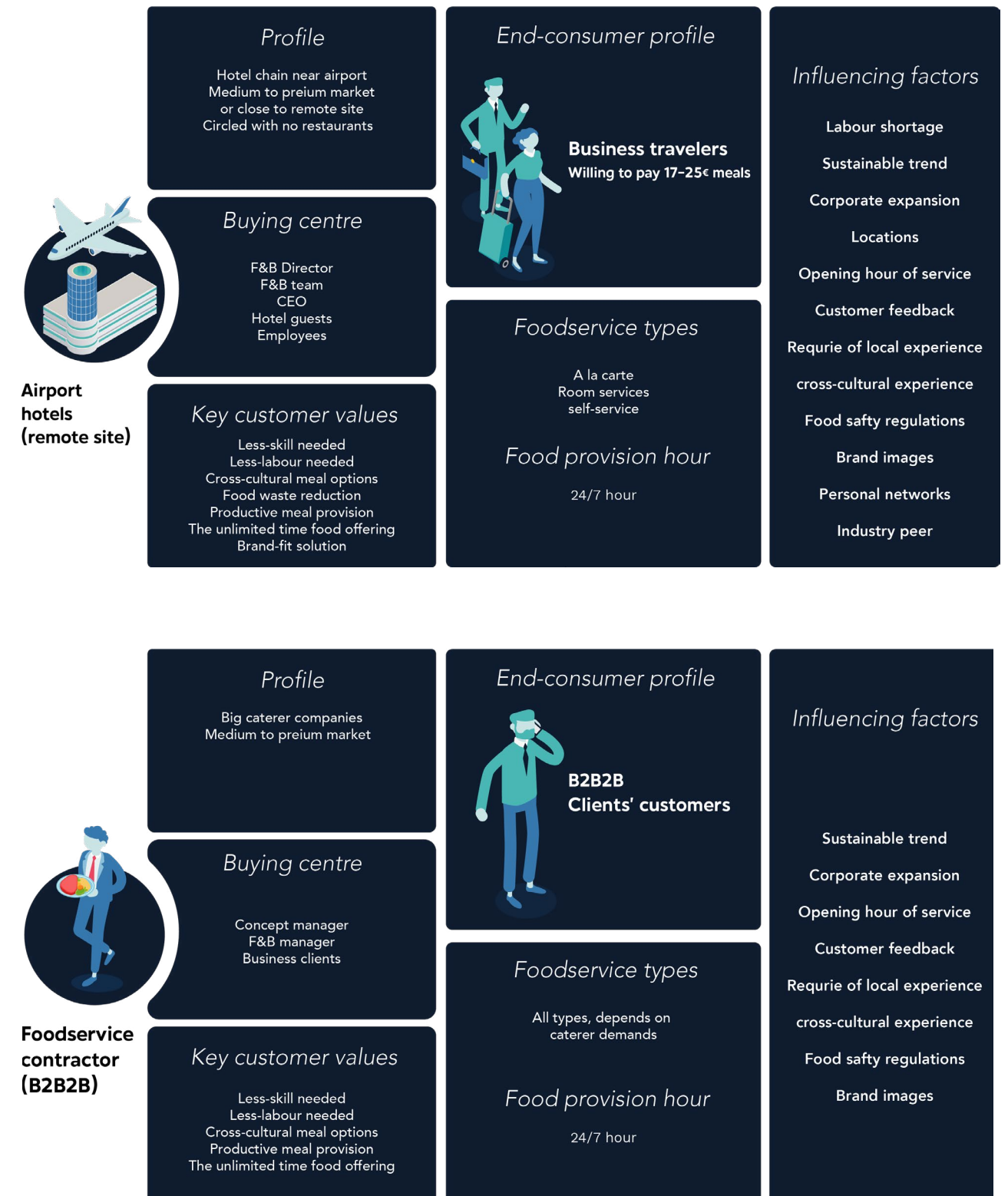
Graph 2

According to the analysis, the hotel branches neighbouring to airports allure more guests eating in the hotel, indicating that the geographic factor matters and thus helping us predict the end-consumers' purchasing behaviour. For example, customers living in the hotel near city centre will prefer to dine out and experience the surrounding of the hotel. On the contrary, the fewer restaurants and attractions enclose by the hotel near the airports, the more customers choose to consume meals in the hotels.

Segmentation process detail

- After the brief introduction of each participant, the mission of the workshop, the existing buyer proforma and other related data were explained by the facilitator. The documents were attached on the wall for the members to analyse characteristics and pattern of the current buyer.
- The existing buyer proforma was used as a base. By applying their insights and marketing intelligence, participants were asked to write down ideas in post-its and pasted them beside the proforma for everyone to read and discuss.
- Afterwards, the participants started to generate a number of various potential buyers based on previous analysis. Each participant was given blanked buyer proforma sheets. After filling the sheets, participants present their results and explain the logic behind it.
- In the last stage, the participants aggregate potential buyers into the market segments according to their similarity and select final market segments by different assessments, for example, bargaining power of the company and the fit with company strategy.
- In the additional section of the workshop, buyers' attitudes and motivation were considered. The value proposition canvas (Osterwalder et.al, 2015) was applied in this part. The participants utilize it to describe which specific value or image of Foodtrick may meet the needs, gains, and solve the pains of the latent purchasers. The extra segments were being seen as supplements to assist the main segments.

Produced buyers proformas





Influential factors on targeting buyers

Influential factors	Explanation
Food service types	When it comes to serving food and beverage to customers, vari-ous service styles can be followed. Previously mentioned, the flexibility of Foodtrick system only suit for limited ser-vice-types, such as a la carte, self-service, or room service. According to the mission of busi-nesses, whether the food service is the main goal or part of the customer service also influence the willingness of businesses engaging Foodtrick (Edwards and Hartwell, 2009).
Procurement price	The procurement price of Foodtrick meals is 5.5-7.5€. It will in-fluence buyers' willingness to adopt.
End-consumer financial sta-tus	The purchasing willingness of end-consumers influence whether the food service businesses will make the profit. The willingness is intercon-nected with the pricing of meals; hence the social status and buying behaviour of end-consumers of different food provi-sion sites was taken into consideration
Location	If food service sites are close to transportation destination (e.g. airport) or outskirt area, they ei-ther have to serve a big crowd of guests or have difficulty to source fresh ingredients. The func-tion-al advantages of Foodtrick, such as extend-ing food business hour and extending shelf-life, met with these conditions.
Food service business hours	Some food provision sites demand to offer food in long hours, such as hotels, airport, and factory.
Fit with company strategy	Since the company is not willing to change the structure of the current system, some food ser-vice sites are not suitable or will not appreciate adopting Foodtrick. For example, most of the working places still demand a buffet style of food offering to handle a big crowd of the employee.
Bargaining power of supplier	In terms of B2B2B, Foodtrick as a small company, it will be difficult to negotiate with big caterer companies. The bargaining power of Foodtrick is still limited.

B | Competition

Direct competitors

Categories	Categories explanation	Brand name	Business type	Functional value	Emotional value	Key message	Buyer groups	Offering (Products/services)
"Direct competitor (Caterer/Food service distributor)"	This group share the similar mission and similar buyer groups as Foodtrick. They concentrate on assisting corporations to operate food serving, including industries of hospitality and travel. They often directly manage clients' kitchens and canteen, offering multiple customer supports, providing contracted staff, diverse food options, waste management and kitchen building etc.	Albron	B2B2C	"Tasty Healthy sustainable"	"Passion Hospitable Involved Daring Trust"	"Kom verder"	"Lesuire catering Business catering Education catering Healthcare catering"	"Contracted staff Catering service Waste management Tailor experience"
		CIRFOOD	B2B2C	"Healthy Sustainable Authentic taste"	"People Honest"	Feed the future	"Lesuire catering Business catering Education catering"	"Contracted staff Catering service "
		GateGroup	B2B2C	"Authentic taste Standardized Socially responsible Sustainable"	Encouraging	Global leader in airline catering and provisioning services	"In-flight catering Airport lounge catering Retail Hospitality catering "	"Contracted staff Catering service Logistics services Technology solutions Packaged food solutions Passenger and ramp services"
		Hutten	B2B2C	"Freshly prepared Focus on your health Make a genuine impact - sustainable"	Genuine	Truly being on value	"Business catering Meeting & Event catering Retailers Healthcare catering Hospitality catering "	"Contracted staff Catering service Waste management Kitchen/Interior planning Logistics services Quality control"
		Newrest	B2B2C	"Improving Innovating Balanced meal Sustainable Customised"		"Well-honed expertise and innovative solutions in catering"	"In-flight catering Business catering Education catering Hospital catering Rail catering Remote site"	"Supply management and commercial back office Menu card and catalogue design Crew commercial and hotel training Equipment (marketing and design) Contracted staff Catering service Logistic services Facility management"
		Sodexo	B2B2C	"Quality Healthy "	"Human Responsible"	Improving quality of life	"Business catering Education catering Defence catering Hospital catering Government catering Airport lounge catering Lesuire catering"	"Contracted staff Catering service Tailor experience Workplace & technical management Technical solutions Facilities management Waste management"
		Vermaat	B2B2C	"Health Sustainability Customised"		World of taste	"Lesuire catering Business catering Travel catering Healthcare catering"	"Contracted staff Catering service Tailor solutions Waste management"
		Vitam	B2B2C	"Yummy Healthy Enterprising "			"Leisure catering Business catering Education catering Healthcare catering"	"Contracted staff Catering service Tailor solutions Waste management"

Secondary competitors

Categories	Categories explanation	Brand name	Business type	Functional value	Emotional value	Key message	Buyer groups	Offering (Products/services)
Secondary competitor (frozen food items suppliers/wholesalers)	This group follows a similar purpose and similar buyer groups with Foodtrick yet only supplying frozen food items and limited services.	Frio Food	B2B	"Quality Inspiring"		We are Frio Food Inspirators	"Retailers Food service"	"Frozen food item supply Logistic services Quality management"
		Froster	B2B	"punctual flexible safety quality"		FROSTER: Your logistics partner in fresh-frozen food	"Food services Retailers Wholesalers"	"Frozen food item supply Logistic services Storage Order picking Financial services Quality management Networks & connections"
		Oerlemans	B2B	"Healthy Sustainable Quality"		"Inspired by nature Frozen nature more than fresh"	"Food services Retailers Wholesalers"	"Frozen food item supply Logistic services Quality management Waste reduction"
		Queens product	B2B	"Innovation No nonsense Reliability Sustainability"	"Passion "	Queens Products makes enjoyment easy	"Food services Retailers"	"Frozen food item supply Logistic services Quality management Waste reduction Traceable information"
		Froozzoo	B2B	"Right product -Lowest price Right place Right time - Efficient Sustainable "		"Stock problem? Don't wait Evade food waste!"	"Food services Retailers"	"Frozen food item supply Logistic services Quality management Overstock retrieve"
		Squiby food	B2B	"one-stop shopping service & flexibility logistic expertise"		The leading European food service export company	"Hotels Restaurants Supermarkets Airline catering"	"Frozen food item supply Logistic services"
		Marfo	"B2B "	"Consistent quality Sustainability "	Responsible	"'We develop meal solutions for many different people, what connects us to them is the passion for food' "	"Airline catering Remote site catering Healthcare catering "	"Frozen food item supply Logistic services Supply chain management"
		Starcuisine	B2B	"Taste & Quality Flexibility Healthy Authentic food"				"Frozen food item supply Logistic services Customized recipes"

Indirect competitors

Categories	Categories explanation	Brand name	Business type	Functional value	Emotional value	Key message	Buyer groups	Offering (Products/services)
Indirect competitors (alternative solution)	This group offers substitute solutions to satisfy similar clients' need. For example, food waste tracking program (e.g. Leanpath, Winnow) gives a chance for food services to use fresh food with waste control. On the other hand, rather than bearing the hassles in offering food independently, some hotel chains or corporations choose to collaborate with food delivery companies (e.g. UberEat, Thuisbezorgd, Deliveroo) to easily feed their end-consumers.	Winnow	B2B	"Our core belief is that food is far too valuable to waste, and that technology can transform the way we use food."		The kitchen of the future is here	"Food services Corporations"	"Frozen food item supply Logistic services Quality management"
		Leanpath	B2B	Ensure a sustainable future by eliminating global food waste.		"Every kitchen has food waste. Take control of yours"	"Enterprise Hospitality/gaming Healthcare College & university"	"Frozen food item supply Logistic services Storage Order picking Financial services Quality management Networks & connections"
		UberEATS	"B2B B2C"			Your favourite food, delivered with Uber	"Hotels Households Food services "	"Frozen food item supply Logistic services Quality management Waste reduction"
		Thuisbezorgd	"B2B B2C"			Time to order food	"Hotels Households Food services"	"Frozen food item supply Logistic services Quality management Waste reduction Traceable information"
		Deliveroo	"B2B B2C"	"Customer-based Succeed as a team Relentless Deliver result Simplify"	"Think big Embrace change"	Loved by you, delivered by us	"Hotels Households Food services"	"Frozen food item supply Logistic services Quality management Overstock retrieve"

Extra insights from competition

Extra insights collected from the competitor analysis:

- Similar brand images of direct competitors
- Caterers communicate similar images, such as healthy, sustainable, trustworthy etc.
 - Similar missions and focusing on functional value.

The strong link between freshness and healthiness

- Hutten provides good, fresh, traditionally prepared and healthy products.
- Most of the frozen food suppliers still link themselves with freshness.

Emphasize on sustainability and social responsibility

- All the direct and secondary competitors mention or incorporate sustainability and social responsibility in their missions and core value.
- Waste management or waste tracking becomes a significant service of suppliers.

Using partnerships to allure buyer

- Present previous cases to enhance credibility
- Show the collaboration with star chef to for quality assurance

Suppliers adopt to service-centric and tailor solutions

- Albron, Newrest, Vermaat and Vitam all provide tailor experience
- Make the offering best fit for the buyer

Human-centric, community image

- Newrest conveys values to different

participants

- CIRFOOD believes in a work culture that gives people dignity
- Gategroup and Alborn convey hospitable images

C | Industry trends

Industrial report reference:

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DESTEP trends collection

DESTEP	Trends
Demographic	<ul style="list-style-type: none">• Today, more than 50% of the world's population lives in urban areas.• Health conscious consumers use wearables such as smartwatches to monitor their vitals and adjust their nutrition accordingly.• One of the critical aspects for workplace catering is the rising consumer concerns around healthy eating.• Millennials and Generation Z, that is, people currently under 35 years old, will represent six out of ten people on the planet in 2020.• Robotization and digitalization increase the complexity of production processes and this impacts the labour market.• Increasingly time-poor consumers have more options than ever before, and we are witnessing a shift in the composition of food spending.
Economic	<ul style="list-style-type: none">• Brands with the right offer at the right price have plenty of scope for growth.• With delivery becoming the fastest growing dining occasion across the globe, dine-in experiences (relating to eating in a restaurant) are now being treated as separate food service occasions entirely.• 50% of revenue can be created by food service and social hubs in lifestyle hotels.• Experience Economy is making waves in the hotel industry. The rise of the experience economy means successful restaurants must increasingly deliver a dining experience that offers more than just taste.• An increasing number of stadium events offer "keep cups" – higher quality, branded / sponsored plastic cups that you pay a deposit for and keep with you for the duration of the event, going back with it for refills.• Efficient supply chains need close collaboration.• Fresh at Mall of the Netherlands• Inspired by great food places around the world, Fresh! is a 2,500m2 eat & buy food market, combining the best local high-street concepts and vibrant activities around food service.• Collapsing barriers between consumers and production.• Quest Apartment hotels and Deliveroo have partnered up to create Australia's first on-demand room service.• The catering workforce is decreasing and increasingly becoming characterized by flexible labor.• Convenience is not just about saving time on cooking. It's also about getting the food you want, when and where you want it.
Political	<ul style="list-style-type: none">• Governments on a global basis are putting an increasing number of rules and regulations on food to help control any health and safe-ty issues which also restricts the food industry.• The major markets of the world that compromise of 50% of the world's population is India, China, South America, Indonesia, and Russia. They are developing new chains and concepts that in several ways are growing faster than "traditional" chains.

- Ecological
- Big companies are making commitments to take care environment and animal welfare.
 - Consumers will take a more vested interest in agriculture/indoor farming and have more of an opportunity to experience and enjoy its benefits as alternative agriculture.
 - World's largest hydroponic farm is planned for Dubai at a cost of \$40 million USD.
 - After planting in 2017, this year 180 kg of fruit and vegetables were harvested on the rooftops of Klepierre's Akmerkez Centre, in Turkey.
 - While sugarless and "free from" options continue to be top priorities for diners, one of the biggest emerging trends to watch is meatless protein.
 - The fruit and vegetables that we enjoy today have been selectively bred over thousands of years, often mutated out of all recognition from the original wild crop.
 - Climate change poses yet another challenge, as extreme weather events reduce farming productivity.

- Social
- We learned to keep it simple. That's what the customer wants – it helps to keep costs down and it lets us focus on doing one thing really well.
 - Connecting our eating habits to our medical well-being through doctor-prescribed diets and physical health routines.
 - AccorHotels announced that they are installing urban fruit & vegetable gardens at 20% of their global hotels by 2020, to cut emissions from food transportation and reduce food waste output.
 - Industry revenue has also grown in the past five years – driven by a growing preference for personalised meals and increasing economies of scale from larger production volumes.
 - Where purpose and profit come together
 - Consumers will be better able to connect in physical and virtual communities around their common food priorities
 - Successful companies will be those that improve the health of the planet and its population.
 - Consumers will turn to companies to be the leading forces for change on important societal issues.
 - Conscious consumption habits will inspire more people to consider the environmental and ethical impacts of their diets.
 - Consumers will become more mindful about their purchases and behaviours.

- Technological
- The digital economy is transforming the industry with e-commerce platforms, delivery and automation technologies, and custom-er-tracking systems
 - Aramark are hosting a 'Test Kitchen' to promote local Chefs and improve the quality and variety of their food offer
 - Technology will enable consumers to construct hyper-individualized approaches to physical and mental health.
 - Consumer trust in food science and technology will strengthen as these become vital tools to save our food supply.
 - US start-up Creator has launched the world's 1st restaurant offering fully automated burger cooking.
 - The demand for convenient and superior services
 - But accelerating adoption of existing technologies, as well a suite of new technologies emerging, creates both opportunities and challenges for food businesses
 - Data analytic and digital platforms offer businesses the opportunity to understand customer preferences in a way that was not previously possible
 - Technology is 6catching up to consumer demands, allowing for more granular traceability into the food journey from source to consumption
 - Social media is increasingly driving our food choices. There are currently over 340 million posts on Instagram for #food.35 Food providers increasingly have to stay on trend by providing 'Instagram-worthy' foods, like the 'sushi-burrito' or 'cronut'. Visually-appealing foods dominate social media feeds.
 - Greater knowledge sharing, enabled by technology, is providing consumers with the tools to seek out information about the food they consume.
 - Increased access to information, coupled with increasing literacy rates, is leading to a better-informed population. Consumers are actively researching nutrition and making more informed food choices about what they eat.
 - Dockyard, part of the Kerry Hotel Hong Kong, is a gourmet food hall concept featuring a diverse selection of Asian cuisines under one roof – and of course it's all run via an App.

D | Mapping session

Process

- The session began with the facilitator explaining the purpose of the session. The formulated buying journey framework was employed as the base. On the table, facilitator attached the stickers of five phases horizontally for participants to see.
- The F&B manager listed all the former actions and needs under each phase to other participants giving complement. Afterwards, other participants placed their former actions underneath and explain the former situation.
- Participants further pointed out the previously happened conflicts and resolutions. In the end, we visualised the result from the session and interview. The visualized map and discussed insights were further sent back to participants for check and confirmation.



Explanation of each stages

Need identification

In the first phase, the F&B director was facing the issues of the inefficiency of former food service, such as low productivity, low food quality, and increasing food waste. After receiving the multiple complains from the consumers, F&B director began planning to shift the back-stage food service system. Since the corporation cannot afford to hire professional chefs for each hotel branch, the F&B team decided to utilise frozen food as the main build of the food service system.

Evaluation of the system

After the decision of changing the system, F&B director started looking for a suitable concept bureau. The channels were used including internet, personal networking and industry reports. This phase proceeded for two months, as the director couldn't find a proper company. Finally, WeDesignFood, the consultancy team participated in the project and bridge the director with the frozen food producers. Food producers also invited the director to visit their factory to explain the freezing technique and the whole process.

The whole evaluation phase was also the Foodtrick system development phase. F&B director was open to experimenting and allowed the consultancy team and food producers to perform small-scale tests in one hotel, encompassing meals and equipment. At this period, only a small group of employees and guests were involved for tests. Based on feedback, the consultancy team establish meal-quality criteria and food producers adjusted the recipes. Moreover, since staffs were all general-skill personnel, the coaching was conducted by the consultancy team,

sharing knowledge and standard.

Selection of a system

After a half year of development, the F&B director was fully agreed with the purchase of Foodtrick, and collaboratively determined the details of the system with suppliers. Food producers began to manufacture meals at a bigger scale for future implementation.

Implementation

At this phase, the F&B director and the consultancy team introduced the Foodtrick system with a large group of employees in different hotels. The F&B director also bridged the wholesaler with producers. The consultancy team took in charge of the persuasion job to convince employees by using the visual presentations, food knowledge coaching, tasting experiences. The persuasion was also received a lot of supports by the F&B director. Afterwards, the consultancy team organized scaled-up implementation planning and prior employee training.

During the Foodtrick implementation, the consultancy team provides a lot of service support to make it smoother, such as HACCP control, site supervision and extra coaching. All the responses of hotel guests and employees were included in this period. F&B team was responsible for collecting feedback from staff and end-consumers.












After sale & Iteration

F&B director provides reviews of Foodtrick to the consultancy team and producers. The recipes of meals were iterated and improved. The consultancy team also structured future planning, including seasonally menu change and sales increase suggestion.

Implementation journey

IMPLEMENTATION JOURNEY OF FOODTRICK

Highlight collaboration & support between Hotel C and partners

Stages	Early-stage				Late-stage			
Phases	Need identification	Evaluation of options		Selection of a system	Implementation		After-sale & iteration	
Buyer need	Why do I need to change? What are the requirements?	Where can I find the solution? How can the suppliers help me?		Does the solution do what we want it to do?	I need solid validation. How do my consumers/employees respond?		Is there anything needed to be improved? What is our next step?	
Scene & Timeline	 Detect need and issues	 First partner join-point	 Second partner join-point	 Testing and evaluating	 Purchase	 Consensus formulation (All employees onboard)	 Implementation	 Feedback and improve
Buyer action	 <ul style="list-style-type: none">• Analyzing feedback from customer• Mapping corporation demand - Frozen food• Define targeting location, customer• Finding suppliers	<ul style="list-style-type: none">• Search for suppliers by internet, personal networking and industry report.• Reach out to WDF• Briefing-explain the need		<ul style="list-style-type: none">• Encourage multiple testings• Offer space and employees• Offer feedback	<ul style="list-style-type: none">• Co-determine menu• Co-determine solution	<ul style="list-style-type: none">• Introduce Foodtrick to CEO• Introduce Foodtrick to all employees• Support Consultant to convince employees	<ul style="list-style-type: none">• Site supervision <ul style="list-style-type: none">• Receive feedback from employee and customer• Evaluation and give feedback to supplier	
Consultant action	 <ul style="list-style-type: none">• First concept• Understand options and problems• Research• Food producers searching	<ul style="list-style-type: none">• Bridging food producer with hotel C		<ul style="list-style-type: none">• Food knowledge offering• Training and coaching• Recipes improvment• Negotiation• Equipment evaluation	<ul style="list-style-type: none">• Co-determine menu• Co-determine solution• Selection of appliance supplier	<ul style="list-style-type: none">• Introduce Foodtrick to CEO• Introduce Foodtrick to all employees• Convince all employees to engage (Movie communication) <ul style="list-style-type: none">• Site supervision• Kitchen rearrangement• F&B training & coaching• HACCP control	<ul style="list-style-type: none">• Receive feedback• Further planning• Training and coaching	
Food producer action	 <ul style="list-style-type: none">• Explain corporation technique• Explain production limitation (frozen food)	<ul style="list-style-type: none">• Explain corporation technique• Explain production limitation (frozen food)		<ul style="list-style-type: none">• Small scale production• Provide Four menus to testing• Adjust menu based on feedback• Equipment evaluation	<ul style="list-style-type: none">• Small scale production• Final adjustment on the pilot menu	<ul style="list-style-type: none">• Preparation for implemenation <ul style="list-style-type: none">• Big production	<ul style="list-style-type: none">• Adjust menu based on feedback	

E | Expert interview

Interview research proposal

Research goal:
The main goal of the research is to identify the buying behaviour of potential buyers.

Research aim:
By acquiring the knowledge and perspective from experts in the field of the food service industry, the researcher can better understand the buying pattern and focusing points of possible purchasers.

Interviewees:
Hotel F&B managers who are responsible for food provision
Workplace managers who take in charge of food offering

Interview time:
45-60 min

Research agenda:
Greeting/Introduction (3 min)
Collaging exercise (15 min)
Presentation/Open questions (20 min)
Task sheet (20 min)
End (5 min)

Interview process

Phase 1
After a short conversation about the role and responsibility of interviewees, the collage exercises were conducted with interviewees. A collage toolkit, including three sheets, a set of photos and word stickers were provided to interviewees. The pictures and words applied in these practices have been chosen and tested internally by team members beforehand. Each sheet was printed separately with one of three questions as following:

- 1. What is your ideal food service?
- 2. What is the worse food service for you?
- 3. What will trigger you to change your way to offer food?

First, the interviewees were requested to visualise their ideal and worst food service, from an operational perspective or a customer perspective. Afterwards, between the positive and negative situation they illustrated, interviewees were requested to indicate what are potential factors to change their form or way of food serving. The design of these three questions is to allow interviewees to compare the effect of positive and negative attributes. During the collaging, participants were asked to think out loud to express thoughts.

Phase 2
The interviewer gave a brief presentation of Foodtrick via slides and a video. Afterwards, the following questions were inquired to the interviewees:

- 1. Please describe your first impression

- on Foodtrick.
- 2. To what extent will the Foodtrick help you to solve your current struggle?
- 3. What are your concerns about Foodtrick?
- 4. What would you want to see or change in Foodtrick?

Phase 3
In the last stage of the interview, a task sheet was granted to each interviewee to fill. It purposes a hypothetical question to interviewees: if interviewees are willing to adopt Foodtrick, what the activities will they proceed? The task sheet consists of several sections, by way of example, goals as a manager, jobs to be done, the demands towards suppliers, potential obstacles, and the necessary information etc. After finishing, interviewees furthermore explained what they indicated on the sheet and gave the reasonings.

Analysis
The responses were collected and compiled per interviewee. All the keywords and key sentences were categorised per questions and participant, which next put into the spreadsheet. After, the responses were coded into different insight groups for each phase. The spreadsheet and coded groups were utilised to detect significantly similar patterns between participants. According to the outcome of the analysis, we are able to answer the three original questions. The coded findings were cross-checked with the consultancy team to iterate and validate.

Collage toolkit/task sheet

What is your ideal foodservice?

What kind of things I want to have?
What kinds of feeling I like to have?



What is the worse foodservice for you?

What kind of things I don't want to see?
What kinds of feeling I don't want to have?



What will make you change the way to offer food?

What will make me want to change?
What something I would like to have in the future?
What feelings I want to have when I'm changing?



It's time to change the way to offer food...

1 The mission of your job? the goal you want to acheive?

2 What kind of information is needed to do your job?

What will you do to complete the job?



What do you like to see/need from the suppliers?

Which approach will you use to find the options?

3

What is most important for you to evaluate/select option?

4

Obstacles you encounter during this work?

5

Code spread sheet of keywords and key sentences

		Hotel L	Hotel S	Hotel A	Hotel K	Hotel J	Hotel N	Workplace B	Workplace S
		3 years	5 years	4 years	15 years	4 years	6 years	4 years	3 years
Phase 1 - the latent drivers of chang- ing participants’ current way of food offering	1. What is your ideal food service?	"Transparent/Surprise/ Freshness/Efficient/Homey/ Quality "	Easy/Homey/Fast/Fresh- ness/Quality	Shared culture/Experience/ Great sense/Good team- work/Fresh food	"Happy employee/Quality food/Total package "I want happy people in my kitchen. So, the ideal way to running a good food service is to have a happy team." "	Quick/Surprise/Efficient/ Personal/Fresh/Good atomsphere	"Fresh/Family feeling/ Efficient/Multicultural " "I will feel more confident if it is more efficient." " "	Efficient/Sustainable/Happy customer	All-day/Easy/Warm/Together/ Effective/Fast
	2. What is the worst food service for you?	Bad communication/Com- plex	Complicated/Slow/Insuffi- cient offering	Bad team work/Not feeling cared	"Dirty/Inefficient/Compli- cated/Not enough staff " "It's difficult to have a good cook." " " "	Complicated/Slow/Isolat- ed/Dirty	Insufficient/Ineffcient/ Wrong offer/Outdated	Hard to manage/No hygeine	"Not fresh/Insufficient/Vague/ Mess/inefficient " "I want to know what I'm eat- ing." " " "
	3. What will trigger you to change your way to offer food?	"Advanced/Customer experience/Transparent/ Power/New technology " "I want to feel I'm able to handle everything." " " "I like I don't have to rely on someone." " " "	"Good for my customers and employee/Quality/Cost saving/efficiency/ " "I will always consider my customer, what do they want? Also what do my employees want?" " "	"Customer demand/Team- work improving/improve- ment/Brand-fit " "I really care about the atmosphere in my team. I want them to feel motivat- ed." " " "The solution needs to fit with our brand to represent our value." " " "	"Make my life easy/Person- al/Achieving/Better control " "You need to think this is my restaurant and be proud of what you are doing and serve the people." " " " "I want something only I can have." " " "	"Experience improving/Per- sonal/Local sourcing " "As a manager, I also need to care for my employee. I hope they can work happily and motivationally." " "I like my own way to provide food." " " "	"Good staff/Easy-life/Quali- ty/My own way " "We are in the experience business. Food of course is one of them. We see everything as an experi- ence. That's our mission." " "	"Better customer experi- ence/Quality food offer/ Efficiency " "Customer is the king" " " "	"Improve freshness/Improve cusomer experience/Flexibility/ Service quality/Cost-efficient
"Phase 2 - the value perception and evaluation of Foodtrick "	1. Please describe your first impression on Foodtrick.	"Modern concept, Super cool " "Frozen food is not some- thing unhealthy or uncool, but not a lot of people know about this." " " " "	"Dope idea, advanced " "It looks like a good pro- cess to implement easily. It can be an extra product on the side." " " "Good quality can be frozen with the right treat- ment" " " "	"Doubtful, limited options " "I'm not sure about this. The option seems limited since it is frozen food." " " "If I'm served too fast, I will feel doubt that if my food is well-prepared." " " "	"Easy/Efficient/Thinking a step ahead " "It looks good for my employee to handle it. I only have one chef at the moment." " " " "	"Unfresh, seems cold, Don't like separated pack- aging " "It is not fresh. It is not heartwarming. It looks cheap. I don't like the sepa- rated packaging." " " " "	"The loss of freshness " "It looks good. But I still want fresh food a bit more. It is also more fit our brand." "	"Futuristics. Standerised, thoughtful " "It is a future." " "	"Time-efficient. Cost-effective, fresher " "Sometime frozen food is even fresher. We just don't know it." " "
	2. To what extent will the Foodtrick help you to solve your current struggle?	"Fast processing time/Re- duced waiting time "	"Solve staff issue/Add-on " "It must be really good, then I definitely want to consider it. Staff and stand- ard around busy months gives a lot of misery" " " "	Speed up offering	"Labour shortage/Add to our current offer " "Especially in the hotel, we also have to offer a lot of food. And nobody over there to solve this problem, so I think it's good." " " "	"It won't solve. " "We have a similar solu- tion in different branch in the city centre, but I per- sonally don't like it." " " "	Add-on/Roomservice	"Business extension/ Cost-saving/add-on solu- tion " "We are also thinking about reducing our kitchen space, which we will have fewer square meters. So, it may fit this need." " " "	"Solve insufficient food offering " "Now we only asked food de- livery to handle our food. It may be good to add something in our kitchen." " " "
	3. What are your concerns about Foodtrick?	"No equipment/May influ- ence Brand image " "I'm not really sure about the microwave. We are a tech-savvy brand, micro- wave doesn't really fit that image" " " " "	"Not sure of quality/No eounge equipment/No user feedback " "I would like to know more about the real user feedback." " " " "	"Not sure of quality/Not Fresh/Limited Options/May influence Brand image " "Because the quality can be affected by freezing. The products lose mois- ture" " " " "	"High pricing/Packaging is- sue/only have warm option " "My budget is limited." " " "Packaging is a bit small." " " " "	Bad Image of frozen food/ low heartwarming feeling/ Don't fit the brand " "I'm not sure the custom- er will like it we use frozen food." " " " "	"Bad Image of frozen food/ Brand image affected " "I think frozen food should be cheaper." " " " "	"High prcing/Not sure of quality/Scope may not fit " "I think frozen food should be cheaper." " " " "	"No equipment/package size " "We don't have a big freezer in the moment." " " "Sometimes we have multiple big event, I'm not sure heating one meal one by one is suitable for this" " " " "
	4. What would you want to see or change in Foodtrick?	"Storytelling, packaging " "How to deliver a good story to guest?" " " "	Clear about ingredients, packaging	Package size, recycle packaging,	"I have to see and taste the food, to know what it looks like, then I know where can be improved."	No comment	No	Scope extension/Trans- parent ingredient	"Package size " "It may not fast enough to prepare one box at a time." " " "It may also cause so many package waste." " " " "

		Hotel L	Hotel S	Hotel A	Hotel K	Hotel J	Hotel N	Workplace B	Workplace S
		3 years	5 years	4 years	15 years	4 years	6 years	4 years	3 years
"Phase 3 - Buyer's purchasing actions"	1. The goal you want to achieve?	"we really aim at making our customers feel like they are at home. Creating a cosy atmosphere, having sufficient options"	To make our customer happy	Reducing cost, Brand-fit concept	"Quality food ""We try to increase our food services quality level. We try to get the level every time a little bit higher""	Make it efficient, profitable	Presentation, food quality, speed of service, variety,	The healthy, happy, productive workplace.	Relaxing working space.
	2. The information needed to do you job?	Past case/Sufficient ingredients list	User experience/Used ingredients	Feasibility analysis/Past sales performance	"Peer feedback/ingredient list/Scope/example of other using it ""I need to know what ingredients were used in the meal to convince my team.""	Pricing/Used Ingredient/ User experience	Sufficient ingredient information/Financial advice	Peer feedback/Pricing/User experience	Past case/Recipes/Pricing/User feedback
	3. Possible obstacles?	Staff communication/Can't find information	Low transparency/Bring everone together	implementation/Erse uncertainty in the team	"Convince employee ""My employee may not buy for it."" "	Low transparency/Low availability	Lack of information	"Convince employee/Insufficient information/Low flexibility"	Insufficient kitchen planning
	4. How do you find the solution?	Internet/hotels/User feed-back	Internet/Other hotels	"Internet/Magazine ""I would also like a singular channel I can communicate with.""	"Internet/Other hotels "	Networking/internet/User feedback	Person networking/internet	Internet/industry report/Networking	Internet
	5. Who do you need to convince?	F&B team	Executive in the department/Customer	Operation team/F&B team	My team/Chef/Customers	Me!	Team/Main Chef	CEO, Department executives	Our employees, which are our customers
	6. What kind of actions or jobs you need to be proceed?	Financial analysis/Need evaluation/Testing/Recipe developing	Check feasibility/Mapping need/Find staff/Menu implementation	"Need evaluation/Compare to other options/Rollout/ Team communication ""it may take some time to make everyone on board.""	"Blind testing/Presentation/Assitance calcution ""It's really about experiences it. I need to taste it and see the whole process.""	"Equipment tryout/sourcing suppliers/find staff/ Redesign menu ""I will like the service to be my kind of service.""	Evaluate need/scope check/Tryout/Financial advice	"Collect need from the customers andoperation/ Check what service will provide/Trying experinece ""I would like to test item. We can't just take away things now. We need to test it based on the data and make decisions.""	Testing/Collect feedback/Cost evaluation
	7. What do you want to see or get from the suppliers?	Transparency/Innovative/Supportive/Human	"Human expereince/Communicative/Reliable/Direct ""Suppliers should focus on the experience we can have.""	Social responsible/Understanding/Personal/Fit our value	"Innovative/Good communication/ Transparency/ Tryout/Have my back ""I will rely on the supplier to do everything for me.""	Supportive/Innovative/ Reliable/Transparent/Personal	Responsible/Direct/Supportive	"Assistance/innovative/Social responsible"	Supportive/Transparent/Easygoing

Phase 1 Code book

The latent drivers stimulating food service owners to change their way of food serving			
Effortlessly control "my" kitchen	Human is matter in food offering	Quality improvement	Tailored offering
Efficient	Homey	Quality	Surprise
Easy	Homelike	Quality	Great sense
Fast	Shared culture	Quality food	Surprise
Experience	Experience	Quality	Personal
Good teamwork	Happy customer	Insufficient offering	Brand-fit
Quick	Good teamwork	Wrong offer	Personal
Efficient	Happy employee	Quality	Not feeling cared
Efficient	Family feeling	Quality food offer	Brand-fit
Efficient	Together	Improve freshness	
Easy	Bad communication	Food quality	
Effective	Bad team work		
Fast	Customer experience		
Complex	Good for my customers	Fresh quality demanding	Shared Feeling
Complicated	Good for my employee	Freshness	Good atmosphere
Bad team work	Customer demand	Freshness	Family feeling
Inefficient	Teamwork improving	Fresh food	Warm
Complicated	Experience improving	Fresh	Together
Complicated	Better control	Not fresh	Shared culture
Insufficient	Good staff	Improve freshness	Homey atmosphere
Inefficent	Better customer experience		Health productive workplce
Hard to manage	Improve customer experience		Relaxing workplace
Insufficient	To make my customer happy		
Advanced	Social respnsible		
Efficient			
Control			
Better control			
Easy-life			
Achieving			
Efficient			
Slow			
Make it efficient, profitable			
Reducing cost			
Cost-saving			
Inefficient			
Efficient			
Service speed			

Phase 2 Code book

The value perception and evaluation of Foodtrick			
Advanced way of managing the food offering	Add-on service	Attitude towards frozen meal	Packaging and option is problem
Modern concept	Easy to duplicate	Modern concept	packaging
Super cool	Add-on	Super cool	Packaging
Dope idea	Add to our current offer	Dope idea	Packaging
Thinking a step ahead	Add-on	Thinking a step ahead	Recycle package
Futuristics	Add-on	Futuristics	Package size
Thoughtful	Extension	fresher	Limited Options
Standerised	Standerised		Packaging issue
Time-efficient.	Time-efficient.		only have warm option
Easy to duplicate	Roomservice	Unfresh	package size
Advanced profit		seems cold	Scope may not fit
Fast processing time		The loss of freshness	
Speed up offering		Not Fresh	
Reduced waiting time		Bad Image of frozen food	Without sufficient equipment
Labour shortage		Bad Image of frozen food	Equipment
	Cost-aware	Brand image affected	No eounge equipment
	Advanced profit	Bad brand image	No equipment
	Cost-saving		Insufficient kitchen planning
	Cost-effective		
	High pricing	Quality unsure	
	High pricing	Doubtful	
		Clear about ingredients	
		Transparent ingredient	
		Not sure of quality	
		Not sure of quality	
		Not sure of quality	

Phase 3 Code book

Purchasing actions and requirement towards suppliers

Transparency information	Previous user feedback (Authenticity)	Integral support	First-hand experience	Digital and Personal channel
sufficient ingredients list	Past case	Bad implementation	Testing	Internet
Used ingredients	user experience	Supportive	Tryout	internet
sufficient ingredients list	Past sales performance	Reliable	Blind testing	Internet
Used ingredients	Peer feedbcak	Understanding	Tryout	Internet
sufficient ingredients list	user experience	Supportive	Tryout	Internet
recipes	Peer feedbcak	Reliable	Testing	Internet
Low transparency	USer experience	Responsible	Equipment tryout	Internet
Low transparency	Past case	Supportive	Testing experience	Internet
No information	user feedback	Assistance	Bad implementation	
Insufficient information	User feedback	Supportive	Convince employee	Networking
Transparency	User feedback	Insufficient kitchen planning	Low availability	Person networking
Transparency	Example of other using it	Feasibility analysis	Convince employee	Networking
Transparency		Financial advise		Direct
Transparency		Assistance calcution		
Good communication		Check feasibility		
Good communication		Equipment		
Can't find information		No eounge equipment	Consensus within team	
Clear about ingredients		No equipment	Staff communication	
Transparent ingredient		Insufficient kitchen planning	Convince employee	
			Convince employee	
			F&B team	
			F&B team	
			My team	
			Chef	
			Team communication	
			Main chef	
			Erase uncertainty in the team	
			Bring everyone together	

F | End-consumer interviews

Interview research proposal

Research goal:
The main goal of the research is to identify the general profile of end-consumers and decision pattern of end-consumers choosing to eat in the hotels.

Interviewees:
Guests in Hotel C.

Interview time:
10- 15 min

Research agenda:
Greeting/Introduction (1 min)
Profile questions (5 min)
Toolkit (5-8 min)
End (2 min)

Interview Process

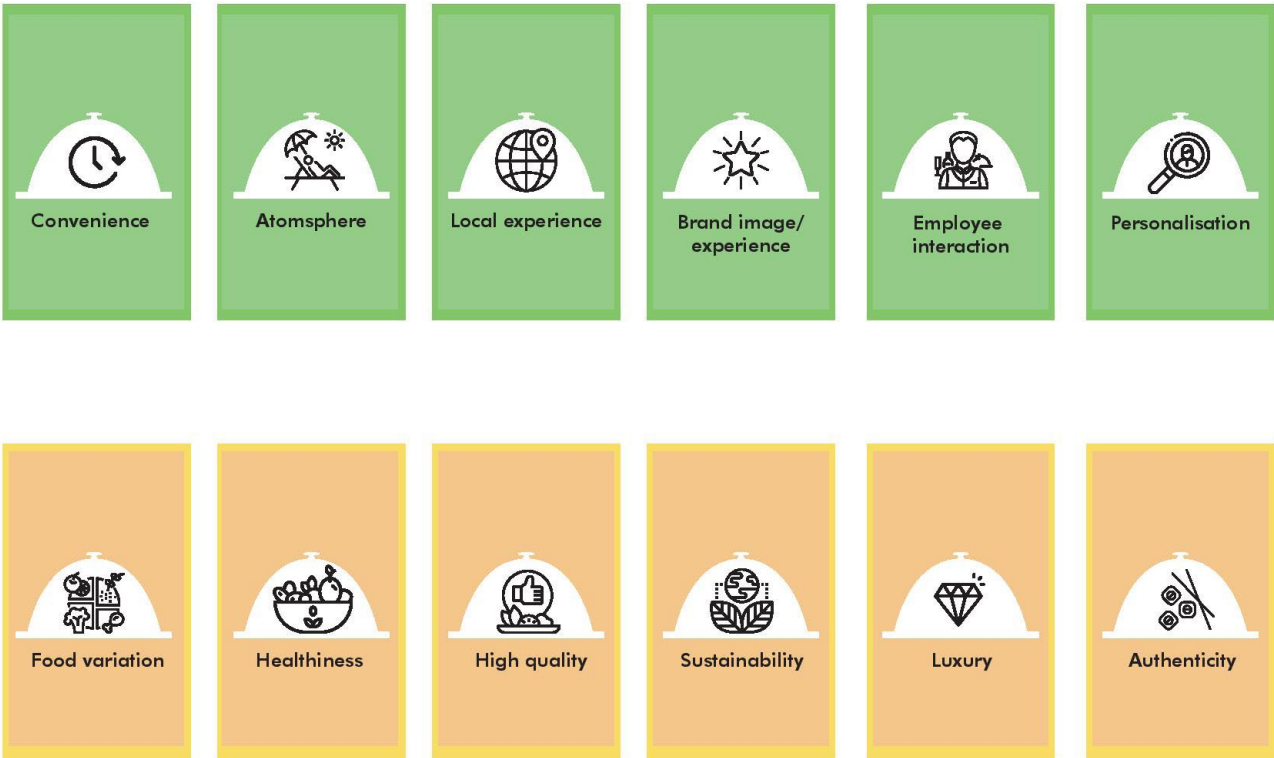
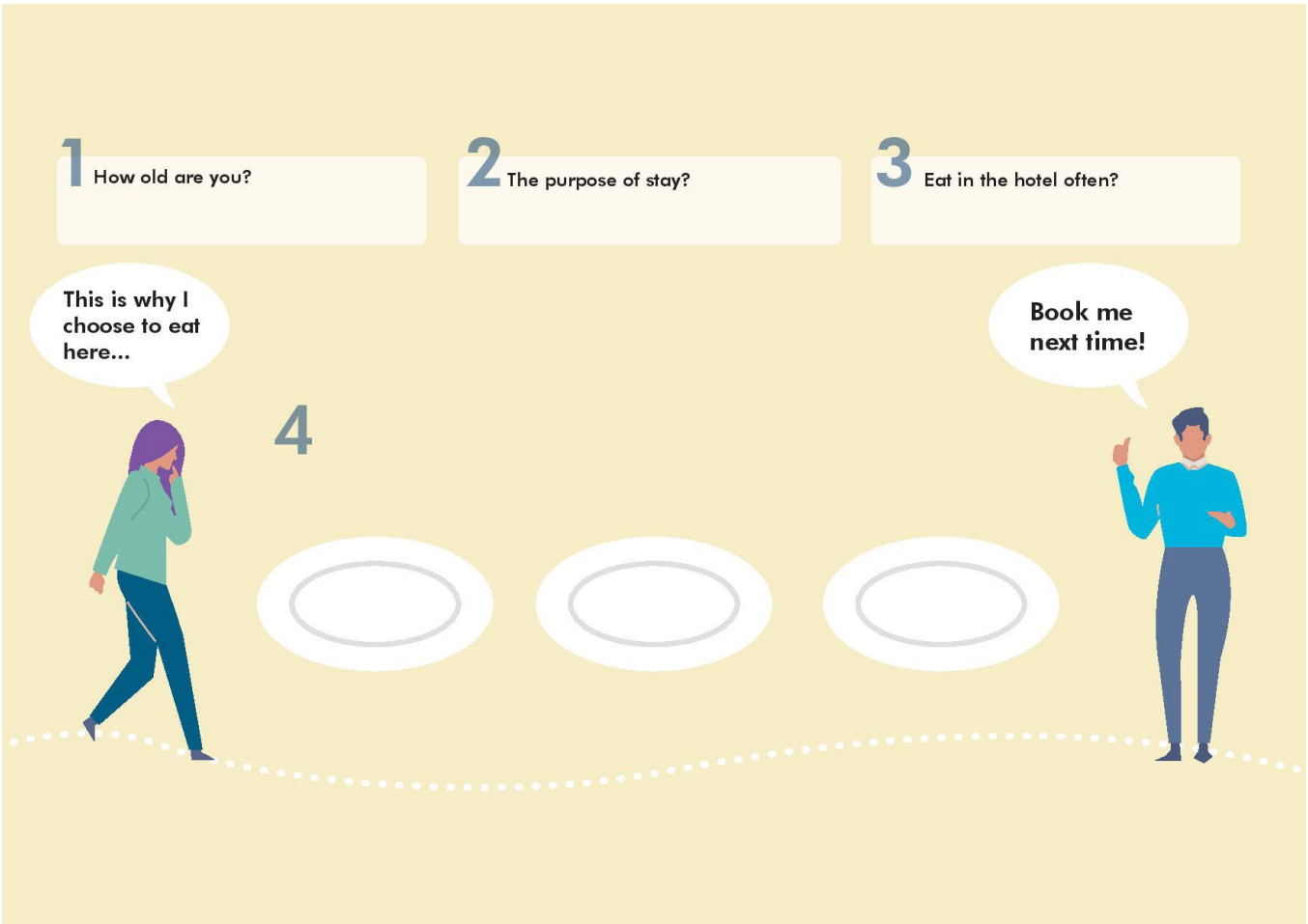
The interview contains two sections. First, the interviewer asked basic questions to sketch the profile of interviewees, such as age and the purpose of travel. The questions were as follow:

- How old are you?
- What is your nationality?
- What is the purpose of your travel?
- Are you travelling alone?
- Are you often eating in hotels during travel?

In the second section, a toolkit was given to each interviewee. The kit contains 12 cards and one sheet. Each card represents one factor in deciding to dine in the hotel or what participants are looking for when dining out, including convenience, quality, and atmosphere etc. On the sheet, it is printed with the short profiling questions for participants to fill, such as age. Also, three spots were published in the middle of the sheet for attaching the cards. During the interviews, based on the following questions:

- What makes you stay to eat in the hotels? What are you looking for in terms of food in the hotel?

Interviewees were requested to choose three cards as the main factors and explain their choices. All the dialogue in the interviews were recorded, and the toolkits were reclaimed for moreover examination. The collected key factors and key sentences were put into a spreadsheet. Factors were analysed and tested to detect the patterns of guests.



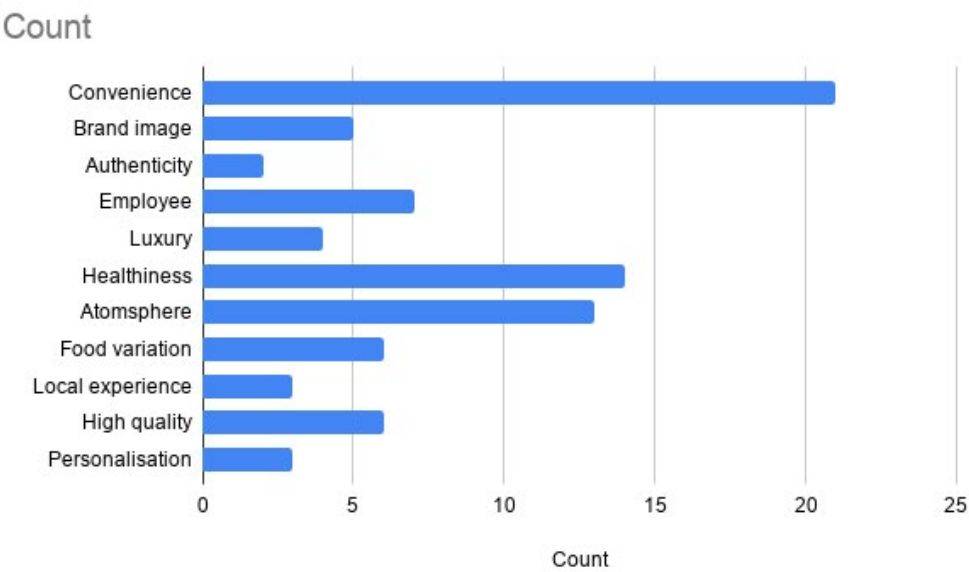
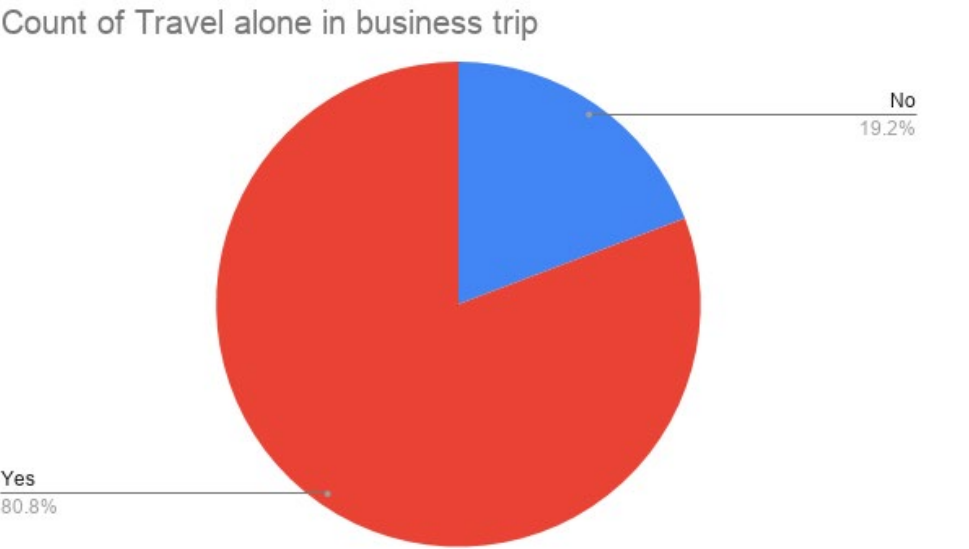
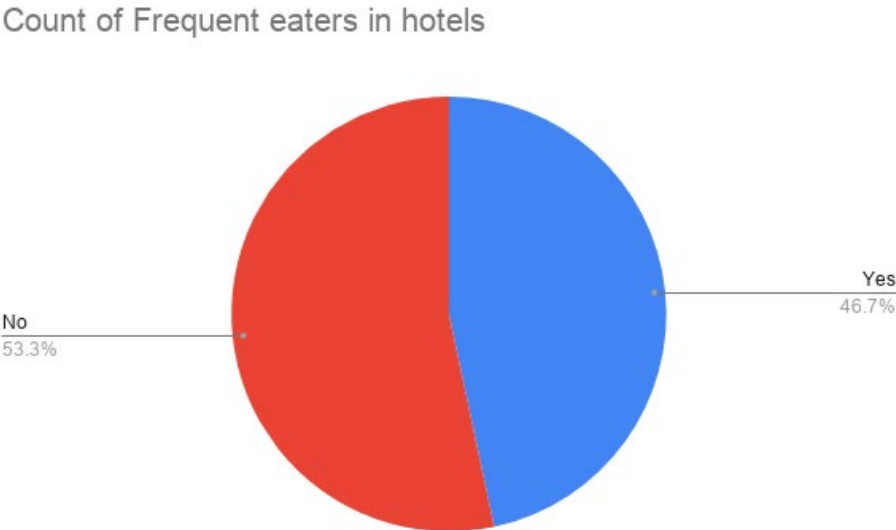
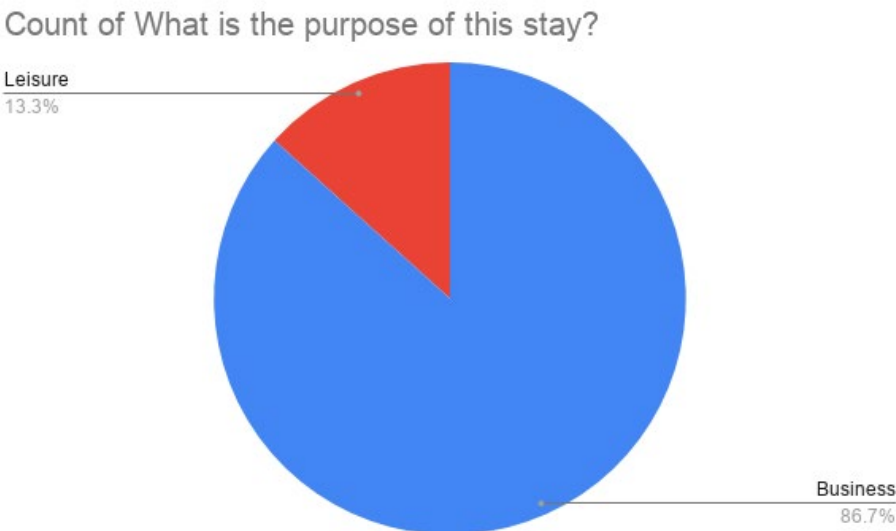
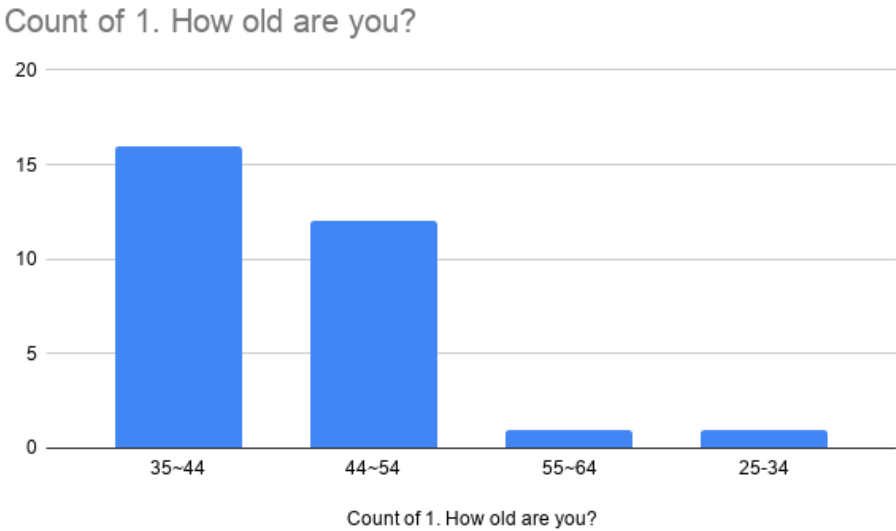
Code spread sheet of responses

Guest profile	Guest 1	Guest 2	Guest 3	Guest 4	Guest 5	Guest 6	Guest 7	Guest 8	Guest 9	Guest 10	Guest 11	Guest 12	Guest 13	Guest 14	Guest 15
1. How old are you?	42	45	41	48	42	38	52	59	43	41	53	40	43	47	46
Age-range	35-44	45-54	45-54	45-54	35-44	35-44	45-54	56-64	35-44	45-44	45-54	35-44	35-44	45-54	45-54
2.What is your nationality?	Belgium	British	British	Indian	British	Amserican	British	British	American	Swedish	British	Belgium	British	American	American
3.What is the purpose of this stay?	Business	Business	Leisure	Business	Business	Leisure	Business	Business	Business	Business	Business	Business	Business	Business	Business
4. Are you travel alone?	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5. Are you often eating in the hotels?	No	Yes	No	No	Yes	Yes	No	No	Yes	Yes	Yes	No	No	No	Yes
															"I don't have too much time so I just eat here"
Factors															
1	Convenience	Brand image	"Convenience" "As a foreigner who don't really familiar with language, I chose to stay here to enjoy the warm atomshpere." ""	Authenticity	"Convenience" "As a woman, travel single, I like t stay in the hotel to eat and enjoy." ""	Convenience	"Employee interaction" "Why I chose to stay here is because the employee are really nice to me. For me, it's a good choice." ""	Convenience	"Brand image" "That's the whole point of Hotel C, right? To have a chill and comfortable enviroment." ""	Convenience	Convenience	Convenience	"Employee inter-action" "I don't like to eat in the hotel, especailly In the lobby. I travel alone, I don't like that. I normally will order delivery" "" "But the staff is friendly and approachable, so I just want to give it a try." ""	Convenience	Convenience
2	Employee interaction	Healthiness	Food variation	"Local experience" "Normally when I travel, I will try to find something local in the menu, so I can taste the local flavour" ""	Healthiness	Brand image	Food variation	"Authenticity"	Convenience	Healthiness	"Healthiness" "I'm looking for something with green in it." ""	Atomsphere	Local experience	"Local experience" "I usually travel with my family, and I want to bring my kids to expereince more local food." ""	"High quality"
3	Food variation	Atomsphere	"Healthiness" "When I eat out, I still try to eat as healthy as I can." ""	Luxury	Atomsphere	"Personalisation" "I would like to have more selection, and can allow me to adjust." ""	Convenience	"Healthiness" "Like the menu here is not really clear what's inside the food." "" "I want to know what I'm eating." ""	Healthiness	"High quality" "I would rather have two or three meals which are really good." ""	Luxury	"High quality"	Healthiness	Atomsphere	"Healthiness" "I like to check the menu see if anything is less calories." ""

Guest profile	Guest 16	Guest 17	Guest 18	Guest 19	Guest 20	Guest 21	Guest 22	Guest 23	Guest 24	Guest 25	Guest 26	Guest 27	Guest 28	Guest 29	Guest 30
1. How old are you?	39	52	41	37	43	33	43	39	42	37	50	52	44	41	45
Age-range	45-54	45-54	35-44	35-44	35-44	25-34	35-44	35-44	35-44	35-44	45-54	45-54	35-44	35-45	45-54
2.What is your nationality?	British	British	Norwefian	American	Italian	Spanish	British	Belgium	Dutch	American	Indian	Spanish	American	Dutch	British
3.What is the purpose of this stay?	Business	Business	Business	Business	Business	Business	Business	Business	Business	Lesiure	Business	Business	Business	Business	Lesiure
4. Are you travel alone?	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	Yes
5. Are you often eating in the hotels?	Yes	Yes	No	Yes	No	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	No
	"If the food service is not good, I won't come back"	"We have a dinner meeting here today. I really enjoy the food and atomsphere here."							"I travel alone. I don't like to go out and eat alone."						

Factors															
1	Luxury	Convenience	"Healthiness ""Even though I'm busy, but I still want to stay healthy."" "	Atomsphere	Convenience	"Convenience ""In the cold day, I just want to stay inside."" "	Brand image	Convenience	"Convenience ""Normally, I'm just too lazy and don't want to go out."" "	"Healthiness "	"Brand image ""Hotel C is really unique, I remember the first time I came here, I'm stun by all the friendly employee and everyone is speaking to you. The whole strategy I like."" "	"Convenience ""Eating alon in the big city doesn't suit for me."" "	"Atomsphere ""The place is cozy for eat."" "	Convenience	Atomsphere
2	"Healthiness ""Stay healthy is a big thing for me, especially I travel alone."" "	Atomsphere	Convenience	"Healthiness ""I don't have time to go to the gym, so I want to eat healthier."" "	Atomsphere	Employee inter-action	"Convenience "	Food variation	"Employee interaction ""How staff treat me is also a big thing for me."" "	Convenience	Atomsphere	Healthiness	Convenience	Atomsphere	Food variation
3	High quality	Food variation	Atomsphere	Convenience	Employee inter-action	Food variation	High quality	Healthiness	Personalisation	Atomsphere	"Employee interaction "	High quality	Personalisation	"Healthiness ""I like to eat something light like salad."" "	Luxury

Analysis






G | Employee observation

Front stage	Back stage
"We used to have one staff taking in charge of the buffet."	After long time use, power of microwave decrease (not sure if this is true, commercial microwave shouldn't
Canteen employee are really friendly and proactive.	Instructions boards are helpful for reminders
Compared to self-service buffet, implementing Foodtrick will actually increase the amount of staff (support the kitchen)	Instructions can be bigger and clearer
Customer are not aware the food is frozen meal.	"I used to work in a restaurant. I didn't know how to cook, so I can only do the dishwashing and serving. Since I came here, I have a chance to really do the cooking work. It makes me happy"
"We don't directly say that the food is frozen."	Employee feels they can achieve cooking
"We also won't directly sell the food."	Employee see Foodtrick as modern technique.
"We try to put some dishes as daily specialities to let guests order it."	"I don't have to see the instruction always, because it's already in my mind."
Change the dynamic of working (from bartender to food server)	"This is my second day of training, but I can already serve people."
Some of the employees mentioned they can taste the frozen-ness in the meals	"It only needs three days to achieve training."
"I personally don't like frozen food."	After main instruction from consultancy team, employees can be independent for work.
"I can tell the difference if it's frozen."	"This is not difficult."
"Customers eat here becaouse they oo lazy or it's too cold to go out for food"	Easier for employee to adopt if they engage.
Some employee appreciate Foodtrick increase the service quality.	Old staff can teach new employees without consultancy.
It actually ease the pain for server to provide food.	"I feel the confidence to cook the meal."
"We used to have only two warm dishes, which had been complained a lot."	Heating two packages at the same time may cause the meals not hot enough
Most of customers eat alone.	Employees are also using Foodtrick as staff food
Customers wearing casual formally.	Most of them are satisfied with the Foodtrick quality
"Yes, most of our customers are business travellers, they stay because the hotel is close to RAI."	Microwaves need to be renew ☹ unstable appliance
Customers are confused about whether the dishes have allergic ingredients.	Equipment control/Employee training/Crisis management are important
Menu is not that clear	Employees do not always follow certain procedure (e.g. using thermometer
Customers need the adequate and clear information of each meal (allergys, spiciness)	Thermometer is not always functioning
"Ya we have been asked a lot about what kind of things were put in the meals."	Possible cause: time pressure, microwave not comply
	Appliance quality, production quality, programming problem (Hope will be solved in the future
	Staff using microwave to heat their own food. (might influence microwave power
	Insufficient microwaves amount
	The flexibility of package food is low, compared to the food made by fresh ingredients (Only toppings can change
	Productions is inconsistent (wrong temperature) -> Employees need to improvise

H | Value identification

Functional value/Emotional value

Players	Functional gain	Emotional gain
Buyers 	Buyers obtain an autonomous meal provision solution, along with one-way, constant supplier involvements and frozen food technique knowledge to have better control their food offering.	Enhance a sense of control and a sense of self-dependent.
Employees 	Employees earn a simplified meal generation process, accompanying with understandable instructions and consistent supports, to serve consumer effortlessly.	Acquire a sense of achievement and a sense of confidence.
End-consumers 	End-consumers own the time-unlimited and low wasted meals offering, besides with transparent menu and expe-rience, to increase accessibility towards healthy and ethi-cal consumption during travel.	Emphasize a sense of self-care and a sense of responsibility during consuming food in travel.

I | Ideal position

Direct competitors functional attributes comparsion

	Food produce quality			Long hour warm food production		Single journey	
	Healthiness	Quality-control	waste-management	Mass warm meal production	Unlimited time offering	Standardized	Immediate-to-use
CIRFOOD	-	-	-	-	-	-	-
Albron	x	x	x	-	-	-	-
Hutten	x	x	x	-	-	-	-
Vermaat	x	x	x	-	x	-	-
Vitam	x	x	x	-	-	-	-
Newrest	x	x	x	x	-	-	-
Sodexo	x	x	x	x	x	-	-
GateGroup	-	x	x	x	x	x	-

J | Joureny ideation

Ideation process

- First, the facilitator presented the general information of re-established brand core, including new positioning and brand principles. Next, the renamed five-stages implementation journey was introduced, including aware, explore, attempt, establish and after-sale. The facilitator further indicated the buyers’ requirement in each stage.
- Afterwards, the facilitator posted the principles on the wall. The participants followed the principles to ideate the concept or information wanted to convey in each phase. During the ideation, participants combined the first stage and the second stage (aware and explore).
- After gaining the result, facilitator extracted and combined all the ideas into the spreadsheet for participants to comment. Based on the feedback, the facilitator further simplified the journey and translated the result into visual.



First iteration of journey

Stage	Aware	explore	attempt	engage	after sale
Buyer experience	Being motivated by the brand, being provided clear and adequate knowledge	Feeling understood and erasing the doubts.	Evaluate the journey in a collaborative and experiential way.	Reassured by the tryout results and	Feeling stable and secure to enjoy, bond and advocate.
Buyer needs	I need a solution! Where can I find the solution? Where can I find the information?"	Is it suitable for me? Is it a good solution? May I talk to someone?"	Let try! What is implementation plan? What kind of tryout experience I can have?	Was it a success? What did my customer say? What is the next step?"	I want to increase my sell! I encounter some issues! I need help!
SUPPER goals	"Boost brand awareness Describe the concept clearly Provide sufficient information Drive buyers to action Showcase purpose/vision/mission"	Minimize perceived risk Partners introducing Tell fact, not bluff Begin a good interactions	Involve buyers to build up pre-connection Trying experience for clients' to assess value Collect data as testimony and future improvement	Create a sense of necessity and assurance Get CEO & Executive on board Build up solid relationships"	Govern clients' relationship Support client's to grow Gather data to improve internally "
Marketing executions (to Buyers)	<p>Print advertisement -Brouche -Brand impression</p> <p>PR -Magazine -Column/Business news</p> <p>Website advertisement -Videos -Descriptive -User experience -Journey outline -Meals information/story -Fresh-frozen information -Collaboration opportunities -Cost/Price list -Live-streaming tryout kitchen -""Takeover the kitchen"" experience description -Partnerships -Cost calculator -Contact information</p> <p>Personal selling -Sales person training -Sample tasting</p>	<p>Need assessment -Detail the client's pains/struggle -Meet the pains with S-UPPER's value -Buyers benefit (Profit analysis) -Checking with potential buyer what the supply chain looks like</p> <p>Reduce doubt -Existing clients worldmap -Introducing the way of working of WDF; clear, concise, give the client the feeling he can rely on us, he does not need to worry about implementation, training, etc. -HACCP guideline</p> <p>Partnership introducing -In-person partners meeting -Factories visit</p>	<p>Collaboration experience -Invitation to tryout kitchen set -Brainstorm/proposal plan of attack -Kitchen setup plan -Customized plan - this is how S-UPPER will eliminate / minimize your pains and struggles. these are the benefits you will gain when implementing S-UPPER -Co-workshop/Brainstorm - What will S-UPPER look like in my kitchen.</p> <p>""Takeover the kitchen"" experience -Menu design -Pre-examine location -Temporary kitchen design -Pre-training with employees -Planning critical path -Assist to gather guest's feedback</p>	<p>Applying outcomes/service to assure -Emphasis on benefits towards clients' team - Why/How -Present financial analysis to team/CEO/executive -Using tryout data as enhancer -Introduce JOURNEY HERO CALL - In-person fixing the problems in free of charge</p> <p>Establish relationship -Sign up to ordering platform -Contract signing</p> <p>Finalise implementation -Plan on supply chain set-up -Plan on kitchen reorganization -Plan of approach (implementation/training) -Plan for aftercare and introducing our services + JOURNEY HERO CALL -Finalize menu -Partner registration for new meals announcements/weekly or monthly updates, etc.</p> <p>Independent service -Self-ordering -Self-help guideline -Journey experience sharing platform"</p>	<p>Regular care/feedback/improvement -Monthly report -Bi-weekly updating - ""How ya journey?""</p> <p>1) SUPPER! (no need for contact) 2) Sailing is OK (here we give a call to check) 3) Let's get in touch at the pier (WDF contacts, not urgent but as soon as we can; do we need to come by or just a phone call? check what they need) 4) Captain, we've got a problem! (Get directly in touch with them. this should never happen, because they should know what to do when they need immediate help and not wait for this form, but well, we're all human ;)</p> <p>-New recipe tryout - PINK BOX -Increase sell suggestion -Renew menu seasonally</p> <p>Risk management -Live chat 24 hour -WhatsApp emergency call -JOURNEY HERO CALL</p>

