

**SME Development Fund (SDF)/
Dedicated Fund on Branding, Upgrading and Domestic Sales (BUD Fund)
(Organisation Support Programme) (OSP)**

Final Report on Approved Project

Project ref. no. : D16 002 007
Project title : Strengthen restaurant management quality through
applying best practices
Period covered : From 15/02/2017 to 14/04/2018
(dd/mm/yy) (dd/mm/yy)

1. Project Details

(Please mark with "*" if any of the following project details is different from that in the project proposal appended to the project agreement.)

Project Summary (in about 150 words)

Institution of Dining Art Limited (IDA) has done a survey among the committee members during April and May 2016 to understand the needs of the catering industry, and received 33 responses representing 211 restaurants of Hong Kong. The top two concerns of the industry from the survey revealed are the difficulty in sustaining competitiveness and lack of marketing management knowledge.

Service and food quality are the key sustaining competitiveness factors of restaurants in Hong Kong. However, most SMEs of the industry have insufficient knowledge to strengthen their service and food quality. They need more guidance and case references to learn how they can do for increasing their competitiveness. Besides, there are a lot of channels, methods, and practices in marketing for the SMEs. However, most of the SMEs may have insufficient knowledge in this aspect. They need to learn specific methods and practices about marketing management for the industry. They cannot find specific courses in Hong Kong.

Currently, few successful cases such as "Tai Hing Restaurant Group" and "Tao Heung Group" are found in public, but the information is not detailed enough for references. Some good practices such as hygiene management and food handling processes are not publicly shared with Hong Kong SMEs in the Catering Industry.

With the above reasons, IDA would like to join hands with Hong Kong Productivity Council (HKPC) to propose this SDF project "Strengthen Restaurant Management Quality through applying best practices". The project aims to provide a practical solution of upkeep food and service quality, and an opportunity to explore restaurant development trends so as to enhance the competitiveness of SMEs of the industry.

Project Objective(s) (in about 80 words)

- To gather and share key success factors and cases of Hong Kong owned restaurant operate in local market for the industry's reference.
- To enhance the management quality of SMEs by offering different workshops.

Grantee/Collaborating Organisation/Implementation Agent

Grantee : Institution of Dining Art Limited
The Association for Hong Kong Catering Services Management Limited
The Hong Kong Federation of Restaurants & Related Trades Limited
Association of Restaurant Managers Limited
The Chinese Manufacturers' Association of Hong Kong

Collaborating Organisation(s) : Institute of Professional Education And Knowledge (PEAK)

Implementation Agent(s) : Hong Kong Productivity Council

Key Personnel

	<u>Name</u>	<u>Company/Organisation</u>	<u>Tel No. & Fax No.</u>
Project Co-ordinator	Ms. Catherine Ching	Institution of Dining Art Limited	39897030 / 39897130
Deputy Project Co-ordinator	Ms. Linda Tu	Hong Kong Productivity Council	27885962 / 31874563

Project Period

	<u>Commencement Date</u> (day/month/year)	<u>Completion Date</u> (day/month/year)	<u>Project Duration</u> (No. of months)
As stated in project agreement	15/02/17	14/04/18	14
Revised (if applicable)	N.A.	N.A.	N.A.

2. Summary of Project Results

Project Deliverables

(Please list out the project deliverables as stated in the project proposal appended to the project agreement and provide details related to the actual result achieved for each of them.)

	Project deliverable	Quantifiable target number (e.g. 100 participants)	Actual result achieved (e.g. 90 participants)	Reasons for not achieving the target, if applicable (e.g. The total number of registered participants was over 120. However, some of them did not show up eventually. Will strengthen promotion and try to make up for the shortfall in the following two seminars.)
a)	A 21-min video to capture the best practice of restaurants	1 video including 7 topics	The video included 7 topics, and have about 1000 views on YouTube as of the end of project	N.A.
b)	In-depth study of restaurants	Interview 10 Hong Kong companies	Interviewed 10 companies and included in the guidebook	N.A.
c)	Project website	1 website	1 website	N.A.
d)	7 half-day workshops	50 participants per workshop	No. of Participants: Workshop I : 54 Workshop II: 59 Workshop III: 51 Workshop IV: 45 Workshop V: 42 Workshop VI: 36 Workshop VII: 46	We have sent emails and called all the participants before each workshop. However, some of them did not show up eventually, making the attendance rate slightly below the target. In future projects, we would promote in more channels to increase the number of enrolment, to ensure the target is met despite no-shows.
e)	An e-guidebook to improve restaurant management	1 guidebook	1 guidebook	N.A.

Details of the deliverables (e.g. date, duration, venue, speaker, topic discussed, etc.)

(Please list out in table format if necessary.)

	Project deliverable	Details
a)	A 21-min video to capture the best practice of restaurants	<ul style="list-style-type: none"> • Shooting Date: 25/06/17, 30/06/17, 01/07/17 • Completion Date: 31/07/2017 • Shooting Venue: Kwong Fat Restaurant, Federal Restaurant, Paramount Catering Group • The topics are listed below: <ol style="list-style-type: none"> (1) Process management - Effective and efficient service delivery flow (2) Staff management of the restaurant (3) Morality in selling, cooking and serving food (4) Good hygiene and food safety practices of the restaurant (5) Customer services - Capability to serve medium to high-end customer segments (6) Marketing for restaurant business (7) Expanding restaurant business
b)	In-depth study of restaurants	<ul style="list-style-type: none"> • All 10 interviews were conducted in Hong Kong, either face to face or by phone. • The interviewees are the senior management or the owner of the

		<p>restaurant.</p> <ul style="list-style-type: none"> The interview questions probe how the restaurants manage operations, kitchen, talent, branding and promotion. The date and interviewee was arranged as follows. <ol style="list-style-type: none"> 2/6/2017 何洪記 7/6/2017 上海弄堂 (美味王) 8/6/2017 煌府 15/6/2017 廣發餐廳 9/8/2017 Oyster Station 11/8/2017 瑞士咖啡廳 17/8/2017 聯邦 22/8/2017 太興 23/8/2017 彩福
c)	Project website	<ul style="list-style-type: none"> Duration: Apr 2017-Apr 2018 The project website covers the following contents: <ol style="list-style-type: none"> Project overview Workshop review and PPT download E-guidebook Videos of the best practice of restaurants News and enrolment link of events Link to IDA official website Website link: http://ida-sdf.hk/main.php
d)	7 half-day workshops	<p>Workshop I :</p> <ul style="list-style-type: none"> Topic: Good hygiene and food safety practices of the restaurant Date: 31/07/2017 No. of Participants:54 <p>Workshop II:</p> <ul style="list-style-type: none"> Topic: Customer services - Capability to serve medium to high-end customer segments Date: 14/08/2017 No. of Participants:59 <p>Workshop III:</p> <ul style="list-style-type: none"> Topic: Morality in selling, cooking and serving food Date: 28/08/2017 No. of Participants:51 <p>Workshop IV:</p> <ul style="list-style-type: none"> Topic: Marketing for restaurant business Date: 25/09/2017 No. of Participants: 45 <p>Workshop V:</p> <ul style="list-style-type: none"> Topic: Expanding restaurant business Date: 09/10/2017 No. of Participants: 42 <p>Workshop VI:</p> <ul style="list-style-type: none"> Topic: Effective and efficient service delivery flow Date: 27/11/2017 No. of Participants: 36 <p>Workshop VII:</p> <ul style="list-style-type: none"> Topic: Staff management of the restaurant Date: 13/12/2017 No. of Participants: 46 <p>(All the workshops were held in HKPC Building.)</p>

e)	An e-guidebook to improve restaurant management	<ul style="list-style-type: none"> • Duration: Aug 2017-Apr 2018 • The e-guidebook covers the following contents: <ol style="list-style-type: none"> (1) Project overview (2) 10 case studies from the interviewed companies (3) Highlights and key messages of the cases (4) Advices on hygiene and food safety (5) Summary of the workshops (6) Summary of the videos • The e-guidebook is uploaded to the project website: http://ida-sdf.hk/book.php
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Milestones (in chronological order)

(# Please indicate if the milestone is completed (C), deferred (D) or not achieved (N). If it is deferred, please indicate the revised completion date. For those milestones which are deferred or not achieved, please also provide the reasons under item 2.4.)

<u>Milestone</u> (as set out in the approved project proposal appended to the project agreement)	<u>Original target completion date</u>	<u>Revised completion date</u> (if applicable)	<u>Status</u> (C/D/N) #
(a) To produce a 21-min video to capture the best practice of restaurants for SMEs to visualize the key features of a quality restaurant.	31/07/2017	-	C
(b) To carry out an in-depth study of restaurants (10 companies) in Hong Kong to capture and retain the knowledge for maintaining consistently high quality.	31/08/2017	-	C
(c) To develop project webpages to promote the project and to disseminate project information, and video for free access. And the e-guidebook will be uploaded to the webpages near the end of the project period for free access.	28/02/2018	-	C
(d) To conduct 7 half-day dissemination workshops with focus on 7 topics of restaurant quality management to facilitate participants' learning through video sharing and practices.	31/12/2017	-	C
(e) To compile a restaurant management e-guidebook to help SMEs of the Catering Industry to replicate their excellent management system of restaurant operation.	14/04/2018	-	C
(f)			
(g)			

Future Plan for Promoting the Project Deliverables (Nil if not applicable)

Nil
