

COMMITTED  
TO CHANGE



# A Palette of Prosperity

Based on the concept of a 7-course meal, each dish signifies a key component in Business Excellence.

## Palette And Brush

Conceptualized as a painting palette, each food item signifies a colour on the palette and the pair of chopsticks represents the brush. These are elements needed to paint a masterpiece and the 7 components of Business Excellence are what will paint the future of Select Group.

## Styling

Food is the core of Select Group and innovation is what keeps the Group growing. Styled individually in fine dining portions, common dishes served during Chinese festivities are given an innovative twist, signifying Select Group's commitment to continuous improvement.



Ee Fu Noodles  
一展宏图  
Leadership

Abalone  
招财进宝  
Customers

Prawn Salad  
展露头角  
Knowledge

Osmanthus Jelly  
甜甜蜜蜜  
Results

Chicken  
比翼双飞  
People

Fish  
如鱼得水  
Strategy

Broccoli & Mushroom  
推陈出新  
Processes

### Ee Fu Noodles 一展宏图

**Leadership** - The Ee Fu noodles dish is the staple of the meal which represents leadership as the key to success.

### Abalone 招财进宝

**Customers** - Abalone represents customers as they are like treasures to the Group.

### Fish 如鱼得水

**Strategy** - Fish, commonly known to be a brain booster, represents Strategy as that is what guides the Group forward.

### Chicken 比翼双飞

**People** - Chicken, which is the protein source of the meal, serves as building blocks of the body. Similarly, the People of Select Group are crucial drivers for its growth.

### Broccoli & Mushroom 推陈出新

**Processes** - Being the source of fibre in the meal, the broccoli and mushroom dish represents the Processes of Select Group which help to ensure stable operations within the Group.

### Prawn Salad 展露头角

**Knowledge** - The Prawn Salad being the appetizer of the 7-course meal, represents Knowledge which is essential for the Group to progress.

### Osmanthus Jelly 甜甜蜜蜜

**Results** - The Osmanthus Jelly, the dessert of the meal, represents the fruits of labour put in by the Group.

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# ORGANISATIONAL PROFILE



**ORGANISATIONAL DESCRIPTION**

Select Group has been the leading food service provider to people from all walks of life in Singapore for 25 years. The Group, led by Managing Director Mr Vincent Tan and his team of professionals, manages 2,000 dedicated staff trained in all aspects of the food service industry. With extensive experience in the F&B industry, the Group has established a substantial brand presence in Chinese dining, events catering, institutional catering, food retail, quick service restaurant, and hub services.

As a reliable and professionally managed organisation, the Group adopts a proactive stance in its relationships with clients where requests and enquiries are responded to promptly, and a premium level of service backed by excellent infrastructure investment is delivered to customers. To stay competitive in the market and to meet the demands of customers, Select Group ventures into unique concepts that bring together culture, traditions and food, as well as placing continuous efforts in research and development.

**ORGANISATIONAL ENVIRONMENT**

**MISSION, VISION AND VALUES**

**VISION**

To be the F&B Group with 1000 Restaurants And Establishments

**MISSION**

- Provide quality services & products beyond customer expectations
- Committed to partnerships
- Invest, Train and Care for our people
- Provide innovative solutions

**CORE VALUES**

**Integrity:** We uphold our words and actions with honesty, transparency and accountability.

**Drive and Determination:** We go the extra mile and seek to give our utmost best in whatever we do and undertake.

**Teamwork:** We work with ONE Heart and as ONE family, striving to achieve greater heights.

**Quality:** We provide customer satisfaction with product and service reliability.

**Service:** We deliver WOW to our customers beyond their expectations.

**Innovation:** We embrace change and think out of the box to accomplish goals.

**MAIN PRODUCTS AND SERVICES**

At Select Group, there are six key business segments offering different products and services to reach out to customers.



Figure 1: Overview of Select Group's Six Key Business Segments and Revenue Contribution (%)

# 01 CHINESE DINING



## PEACH GARDEN

Renowned for its gastronomical treats, Peach Garden has received numerous accolades and awards from Singapore Tatler's Best Restaurant Guide and Singapore Top Restaurants from Wine & Dine. With its classic and creative cuisine, Peach Garden is popular amongst celebrities, socialites and foreign dignitaries alike. Peach Garden Holdings became part of Select Group in 2008, and since then it has grown to nine outlets throughout Singapore and also has an outdoor catering arm.



peach garden  
chinese restaurant

P E A C H G A R D E N

# 02 EVENTS CATERING

The events catering business segment is supported by three key subsidiaries, namely Select Catering Services, Stamford Catering Services, and Stylze Catering Services.

## SELECT CATERING SERVICES

Select Catering Services Pte Ltd has been a household brand name serving the population of Singapore for over two decades. The entity specializes in providing complete catering services for special events and functions as well as delivery of meals to work places and family units who prefer the convenience and time-saving option of prepared meals delivered right to their doorsteps.



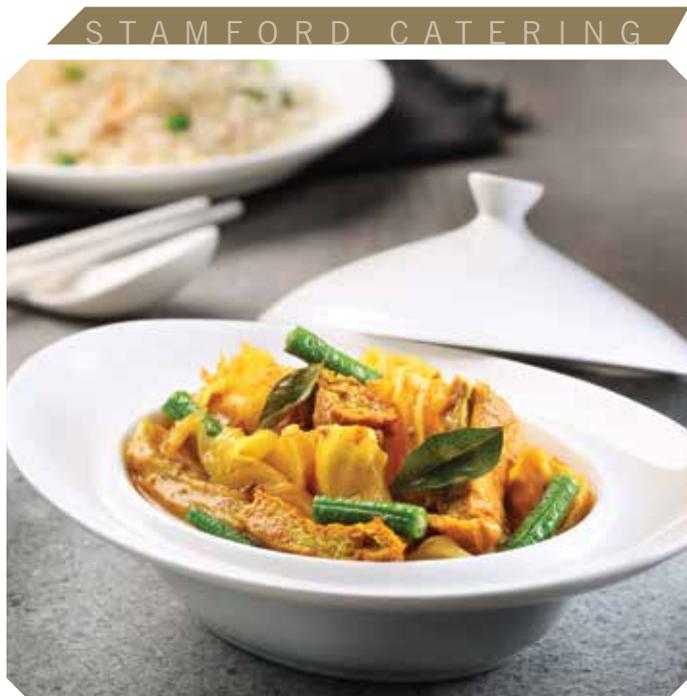
## SELECT CATERING



**STAMFORD CATERING SERVICES**

Stamford Catering Services Pte Ltd was established in 2000, a halal certified catering arm that aims to serve a wider clientele. Its innovative catering concepts, competitive pricing and extensive menus have positioned Stamford Catering as the leading catering outfit in Singapore that many customers approach for their important functions such as corporate events, home parties, weddings as well as high-end buffets.

Stamford Catering makes painstaking efforts to ensure that customers receive top quality food and services. The company has since achieved phenomenal growth in business development and brand recognition at all levels of the consumer and corporate markets, catering to major events such as the inaugural Youth Olympic Games, StanChart Marathon, OCBC Cycle, and many more.



**STYLZE CATERING SERVICES**

Stylze Catering is a fine dining catering arm of Select Group. Established in September 2012, Stylze Catering emphasizes on great tasting food, chic buffet set-ups and professional service that is value-for-money. With the expertise to cater to indoor and outdoor, large or small-scale functions, Stylze Catering is set to impress guests with wide-ranging menus from hearty western to swanky international to signature local fare. Complemented with personalized set-ups based on customers' preferred themes, the concept of enjoyment is taken one notch higher. Best of all, the entity has a team of well-trained employees to dish out sound advice to customers about their catering needs vis-à-vis their budgets.



STYLZE CATERING

# 03 INSTITUTIONAL CATERING

There are two brands under institutional catering: Pro\*3 and Third Place.



*Always Exciting. Always New*

## PRO\*3

Since 2001, Pro\*3 operates and manages staff cafeterias at the premises of corporate customers from various industries in Singapore, serving an average of 40,000 patrons daily for their breakfast, lunch, dinner and supper.

Pro\*3's services comprise the whole supply chain of food and beverage procurement, menu planning and preparation, as well as the operation and maintenance of food service and facilities at customers' premises. Other integrated services include the provision of onsite meals to customers' employees as well as general maintenance and cleaning of the staff cafeterias.



PRO\*3

## THIRD PLACE

The other institutional catering brand is Third Place, which is a multi-concept brand consisting of an eating house, a café, and a bar. Third Place has four outlets in Cleantech, Medtech, Tuas 7 and Mediapolis.



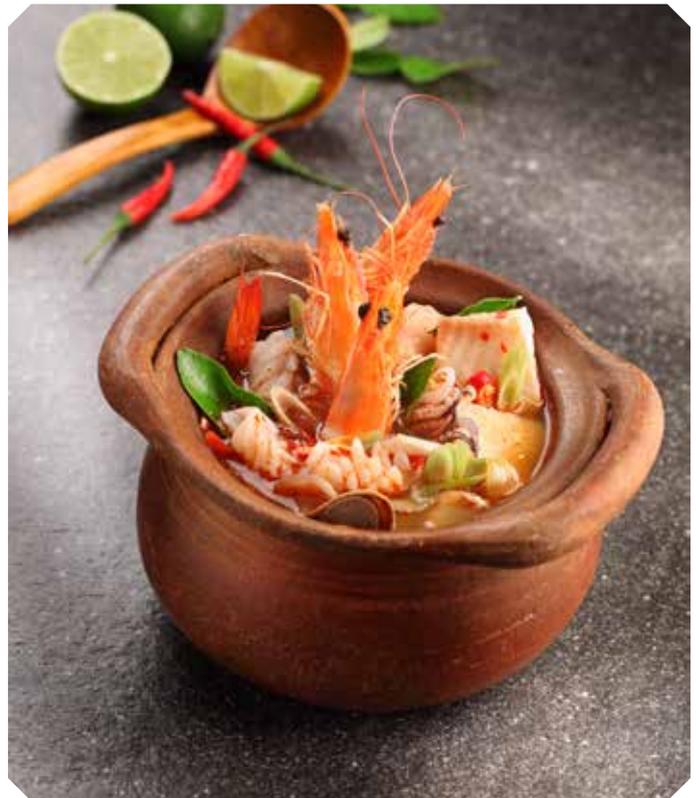
## 04 FOOD RETAIL

Under Select Group's food retail business segment, the key brands fall into the casual dining category:



### LERK THAI

Lerk Thai Restaurant offers a bountiful mix of authentic Royal Thai cuisine and Thai street food, showcasing the artful skills of the Group's renowned Thai Chef. With the plethora of dips and pastes used in its cuisine, food lovers can now explore a wider selection of culinary delights at Lerk Thai Restaurant. There are four restaurant outlets at Changi Airport Terminal 2 Departure Transit, Chinatown Point, Singapore Expo and Woodlands Civic Centre.



LERK THAI

**HONG KONG SHENG KEE DESSERT**

Hong Kong Sheng Kee Dessert was conceptualised to introduce a culture of including desserts as an integral part of dining, either as an indulging treat or a staple part of everyone's diet. This immensely successful concept now has eight overseas outlets in Malaysia and 17 outlets in Singapore.

Using quality ingredients, Hong Kong Sheng Kee Dessert offers a tempting array of authentic Hong Kong style noodles such as Wonton Noodles and Zha Jiang Hor Fun. It also features a savoury selection of Hong Kong snacks, rice dishes as well as refreshing beverages to whet diners' appetites. Diners can also choose from a range of comforting dim sums such as Yolky Custard Pau and HK Carrot Cake as well as irresistible signature desserts like the Sheng Kee Mango Pomelo Sago.



**HONG KONG SHENG KEE DESSERT**



**HONG KONG SHENG KEE NOODLE HOUSE**



**HONG KONG SHENG KEE NOODLE HOUSE**

Following the success of Hong Kong Sheng Kee Dessert, the birth of Hong Kong Sheng Kee Noodle House revitalises the brand with the introduction of a wide range of authentic Cantonese specialties to entice diners amidst a bustling dining space. Over 100 dishes of traditional dim sum and Cantonese creations await in its impressive menu. An experienced team of Cantonese cuisine trained chefs helm the kitchen at Hong Kong Sheng Kee Noodle House to deliver piping hot and scrumptious dishes to all patrons. Currently, there is one outlet at Hougang Capeview.



**HONG KONG SHENG KEE PAU**

Hong Kong Sheng Kee Pau is an offshoot of the Hong Kong Sheng Kee Dessert Chain due to popular demand for the Sheng Kee paus. Using the finest ingredients, no efforts were spared in getting the perfect recipe and taste to highlight authentic Hong Kong flavours at Hong Kong Sheng Kee Pau. This concept also adopts a productive takeaway model, and is now located at Compass One.



HONG KONG SHENG KEE PAU

**HILL STREET COFFEE SHOP**

Hill Street Coffee Shop follows the concept of a traditional coffee shop, and aims to recreate the coffee experience that once populated the scenes of Singapore. Customers will be brought back to the early days of coffee shop culture where they are surrounded by the aroma of freshly brewed Kopi, or coffee in Hokkien, strong flavours of kaya, mosaic flooring, marble tables and the hustle and bustle of a coffee shop in the golden era. Currently, there are three outlets in Singapore in Chinatown Point, Gardens by the Bay, and Marine Cove, and one upcoming outlet in Malaysia.



HILL STREET COFFEE SHOP

**LOU YAU**

Affectionately known as “Nga Choi Gai” in Cantonese, Bean Sprouts Chicken is one of the old-school dishes that come to mind at the mention of Ipoh’s famous cuisine. Made from fresh ingredients, the delectable spread comprises boiled kampong chicken, crunchy bean sprouts and smooth hor fun. Relish in the authentic tastes of Ipoh as Lou Yau brings the heritage dish to Singapore, fresh from Ipoh. Currently, there are five outlets in Singapore at Bedok Mall, Chinatown Point, IMM, Junction 8, and One KM.



LOU YAU



PHO STREET



**PHO STREET**

Pho Street serves authentic Vietnamese street food to people from all walks of life. The brand aims to reignite the Vietnamese food culture in Singapore with an emphasis on the healthy, yet tasty nature of Vietnamese cuisine. Currently, there are nine outlets in Singapore, and two outlets in Malaysia.



# Griddy

## GRIDDY

Griddy is a quick-casual, all-day dining restaurant serving food at affordable prices. Value-conscious customers can enjoy pastas with local flavours, and those looking for a sweet treat will find it through the full selection of dessert waffles. Currently, there are two outlets in Singapore at Westgate and Tampines Hub.



GRIDDY



## NIIGATA BENTO

Niigata Bento is the Group's line of Japanese bento concept which serves top quality Japanese fare with premium koshihikari rice at affordable prices. Currently, there is one takeaway kiosk at Clementi Mall.



NIIGATA BENTO



KAKI MAKAN

# Kaki MAKAN

## KAKI MAKAN

Kaki Makan, a brand new Halal concept, aims to recreate the experience of a local coffee shop into a fresh and modern dining concept for Halal diners to enjoy. Enjoy authentic local delights such as Minced Chicken Noodle, Laksa and the brand's signature Kampong Rendang Chicken Rice with an aromatic cup of freshly brewed Nanyang-style Kopi. Patrons can also have a quick snack of Steamed Bread with Butter and Homemade Kaya or steamed dim sum for the truly local experience. Currently, the brand has one outlet at Singapore General Hospital.



## 05 QUICK SERVICE RESTAURANT

### TEXAS CHICKEN

Operating one of the largest quick service chicken restaurants in the world, Texas Chicken serves freshly prepared chicken and tenders with signature sides and handcrafted honey-butter biscuits. Select Group is the master franchise for Texas Chicken in Singapore and currently has 13 outlets throughout the island.



*It's Crunch Time!*



TEXAS CHICKEN

# 06 HUB SERVICES

## SCS FOOD SERVICES

This entity manages the F&B hub at the Singapore Expo (Flavours East), and is also one of the food service providers of the Singapore Expo for its numerous international exhibitions, conventions and events.



SCS FOOD SERVICES



### SUPERTREE DINING

This entity manages an all-inclusive dining venue which features five distinctive F&B dining concepts in a common dining space. The five concepts include Peach Garden Noodle House, Hill Street Coffee Shop, Oriental Western Bistro, Bay Leaf Indian Curry House and Texas Chicken.

SUPERTREE DINING

## THEMATIC FOOD COURTS

Universal Dining is a conceptual dining project conceived under Select Group’s “Universal Dining” business model. The entity’s core strength lies in developing thematic food courts revolving around the unique ambience of each location. It has also displayed competitive strengths in kitchen productivity and technological innovation in payment systems. Currently, it operates several thematic food courts around Singapore.

### • SINGAPORE FOOD STREET

Singapore Food Street is a 1960s themed food street located at Changi Airport Terminal 3 Transit area. The assembly of Singapore’s local delights in the country’s iconic airport allows both locals and tourists to enjoy their favourite local dishes right before leaving the sunny shores of Singapore.



THEMATIC FOOD COURTS

• STRAITS FOOD VILLAGE

Straits Food Village was established in December 2015 and is situated at Changi Airport Terminal 2 Transit Area. The food court design is set against a rural settlement reminiscent of a fishing village. Straits Food Village offers a seamless dining experience with its self-service ordering kiosks, thereby reducing customers' ordering and food collection time. This food court was awarded the Airport Food Court of the Year in 2016 by Airport F&B Conference and Awards.



• CHINATOWN FOOD STREET

The revitalized Chinatown Food Street celebrates the assembly of specialty dishes from main Chinese dialects and the different races in Singapore, all under one roof. Located on Smith Street in the heart of Chinatown, Chinatown Food Street seeks to create the most authentic Singapore dining experience for locals and tourists alike.





• UNIVERSAL DINING

Universal Dining located at Flavour East of Singapore Expo is opened since 2009. The 470-seater food court serves a tantalising range of familiar Singapore cuisine and is a convenient pit stop for meals during events as well as a lunch destination for nearby office workers.



SELECT FOOD MANAGEMENT (SFM)



**SELECT FOOD MANAGEMENT (SFM)**

SFM offers an end-to-end food and beverage solution to businesses from conceptualization, operation to management of their staff and/or student cafeterias. SFM currently manages the North Spine Food Court at NTU and the staff canteen at Changi Airport Terminal 1.

**CORE COMPETENCIES**

**• MANAGING A DIVERSE PORTFOLIO OF MARKET-LEADING BRANDS**

Select Group boasts an extensive portfolio of over 20 brands across various cuisines and dining formats that cater to organizations and people from all walks of life. From the Group’s award-winning Peach Garden Chinese restaurant to its market-leading catering arms and themed food courts, the brands and product offerings have been meticulously crafted to pander to the ever-evolving needs and wants of customers. The Group’s diverse operations allow it to glean deep insights from its wide consumer base, innovate and pilot novel concepts, and replicate its successes across different market segments. Aside from customer insights, the Group is able to attain strong support across the different business units in terms of knowledge sharing, as well as resource sharing such as manpower deployment and achieving a higher bargaining power with suppliers, landlords, and partners due to its scale.

**• PIONEER IN PRODUCTIVITY AND INNOVATION**

Never resting on its laurels, Select Group constantly rethinks its business models and processes to stay abreast of the competition and relevant to the market. The group was quick to adopt the use of central kitchen production which played a pivotal role in the rapid expansion and sustained profitability of its food retail division whilst maintaining high standards of food quality.

The Group has invested heavily in automation equipment to increase production capacity and optimize its manpower. The automation equipment also provides the Group with the ability to enjoy economies of scale through mass production at a competitive cost, and also presents the Group with new business opportunities in new business channels and markets. Aside from automation equipment, the Group also leverages productive technologies and processes to optimize workflow. For its leadership and commitment in embracing productivity improvement within Singapore’s F&B industry, Select Group was awarded the inaugural Singapore Productivity Award in 2014.

**• AWARD-WINNING TRAINING ORGANISATION**

Employees are the backbone of the Group, and to this end, Select Group invests heavily in building a well-trained and competent workforce to deliver the best products and services to its customers. Select Group is a WSG Approved Training Organization (ATO) and implements a structured WSQ training programme to ensure that employees are well-poised to grow with the Group and replicate its success with continued expansion. To recognize its significant efforts in employee training and development, Select Group was awarded the Workforce Development Agency (WDA) WSQ Training Excellence Award in 2013, 2014 and 2015.

**• EXCELLENT FINANCIAL STANDING**

With a strong record of profitability and prudent management of finances, Select Group possesses a strong balance sheet that will help to support its expansion plans locally and overseas. On top of its internal resources, it has wide access to funds with a private equity fund, Dymon Asia, as one of its key shareholders. Potential partners can be confident in Select Group’s financial credibility and capability.

**• EXPERIENCED MANAGEMENT TEAM**

Select Group’s management team comprises seasoned directors with decades of experience in their respective functions in the F&B industry. Their wealth of experience and expertise – spanning across marketing, operations and overseas expansion – have been instrumental in establishing Select Group as one of the leading F&B players in Singapore and making the group primed for continued growth for years to come.

**EMPLOYEE PROFILE**

Select Group has close to 2000 employees in its various business units and outlets. The figures below provide an overview of the Group’s employee demographics.

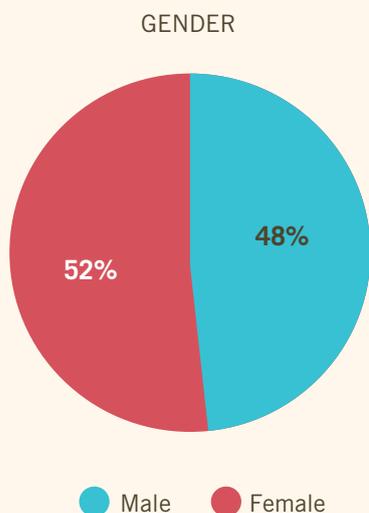


Figure 2: Employee Segmentation by Gender

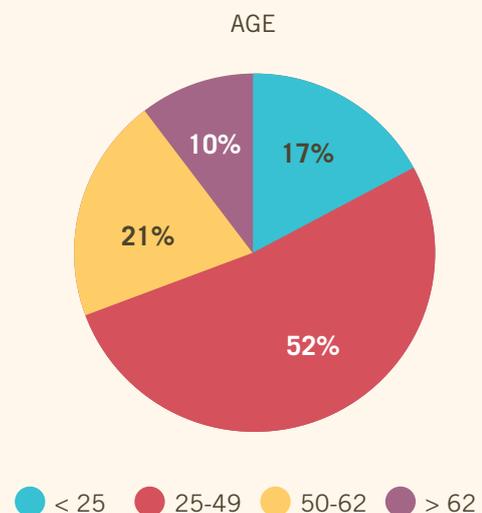


Figure 3: Employee Segmentation by Age

STAFF CATEGORY

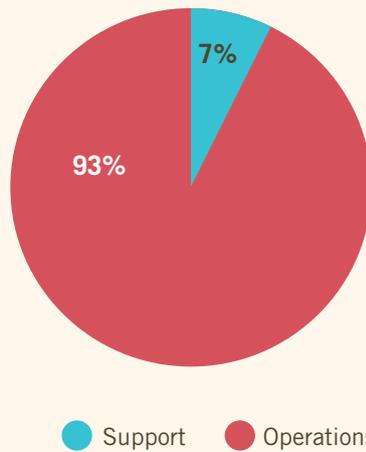


Figure 4: Employee Segmentation by Staff Category

EMPLOYMENT TYPE

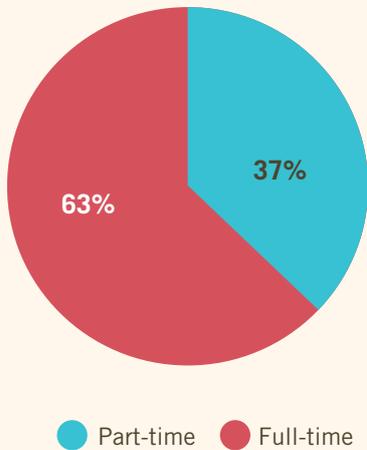


Figure 5: Employee Segmentation by Employment Type

NATIONALITY

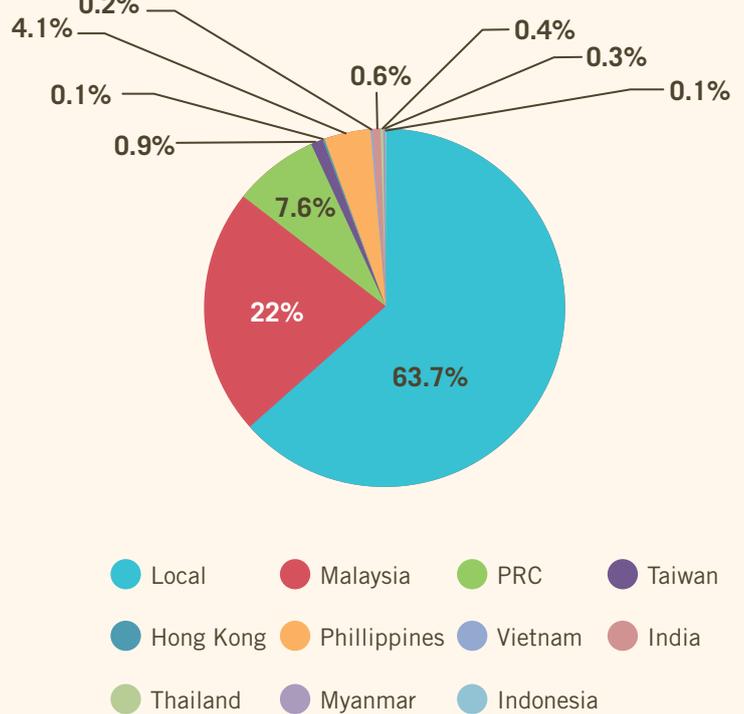


Figure 6: Employee Segmentation by Nationality

The Group is well-balanced in terms of the gender mix, with 52% being females and 48% being males. The Group is also age friendly with more than 31% of staff being aged 50 years and above. In fact, 10% of employees are above the retirement age of 62 years old. Due to the nature of the industry, a significant 93% of employees belong to the operations function. In addition, around 37% of staff are part-timers. The Group has also managed to maintain a healthy mix of nationalities where 63.7% are locals and 36.3% are foreigners.

**MAJOR EQUIPMENT, FACILITIES AND TECHNOLOGIES USED**

**• FACILITIES**

After 25 years of operations, Select Group has a new building on 24A Senoko South Road that was opened in 2016. This was an extremely important milestone to the Group, as it has effectively expanded its operational space by more than three times from 50,000sqft to 165,000sqft.

The new eight-storey building equips the Group with the following facilities to expand its business:

- |   |  |
|---|--|
| <p><b>LEVEL 1</b>   Catering Central Kitchen</p> <p><b>LEVEL 2</b>   Lobby and Carpark</p> <p><b>LEVEL 3</b>   Warehouse and Staff Canteen</p> <p><b>LEVEL 4</b>   Food Retail Central Kitchen &amp; Training Kitchen</p> | <p><b>LEVEL 5</b>   Ready Meals Production Floor &amp; Training Rooms</p> <p><b>LEVEL 6</b>   For Future Expansion</p> <p><b>LEVEL 7</b>   VIP Lounge for Guests and Open Air Garden with Gym</p> <p><b>LEVEL 8</b>   Corporate Office</p> |
|---|--|



The Group has three production kitchens at its new building, namely the Catering central kitchen on Level 1, the Food Retail central kitchen on Level 4, and the Ready Meals production kitchen on Level 5, which help the Group to have a large production capacity to meet its customers' demand. In addition, the Group has a centralised warehouse on Level 3 which has several cold-rooms to help the Group to purchase in bulk from source suppliers so as to reap the benefits of economies of scale.

• EQUIPMENT

Within the central kitchens, the group has invested heavily in automation equipment for productivity improvement. Examples of such automation equipment include automatic intelligent cooking woks, conveyor vegetable washers, a pau encrusting machine, a continuous rice production line, and automated cooking, piping and sealing machines.



Conveyor Vegetable Washer



Pau Encrusting Machine

• TECHNOLOGIES

The Group also leverages technology to attain productive workflow and processes. Systems that the Group has invested in include the Select EP which is an e-procurement portal that allows outlets to procure and deal with suppliers digitally instead of manually calling and faxing their orders. This allows for better cost management and also timely decision making by management due to easier access to data. Another example is the Group's SCSS system which helps the Group in its catering workflow such as the management of customers' orders, production management within the catering central kitchen, and also logistics and delivery to customers.

REGULATORY ENVIRONMENT

Food safety and workplace safety are of utmost importance within the food services industry. Select Group places strong emphasis on establishing proper standards in terms of hygiene and safety, and being accredited by the relevant regulatory bodies. The list of certifications that the Group has obtained is as follows:

LICENSES / CERTIFICATES	BUSINESS UNIT(S)
Halal certification	Stamford Catering Services Pte Ltd, Texas Chicken
ISO 9001	Stamford Catering Services Pte Ltd, Select Catering Services Pte Ltd
ISO 22000	Stamford Catering Services Pte Ltd, Select Catering Services Pte Ltd, Pro*3 Institutional Catering, FR Kitchen (Ongoing), RM Food Manufacturing
SS 590	Peach Garden Chinese Restaurant, Texas Chicken, Hong Kong Sheng Kee Dessert, Pho Street (Ongoing), Kaki Makan (Ongoing), Lerk Thai (Ongoing), Universal Dining (Singapore Food Street & Straits Food Village) and Pro*3 Institutional Catering
Greenmark	Select Group HQ
Bizsafe	Stamford Catering Services Pte Ltd, Select Catering Services Pte Ltd
AVA license	FR Kitchen, RM Food Manufacturing, Select Logistics Management
NEA license	Stamford Catering Services Pte Ltd, Select Catering Services Pte Ltd, Peach Garden, Style Catering Services Pte Ltd, Texas Chicken, Hong Kong Sheng Kee Dessert, Hong Kong Sheng Kee Noodle House, Hong Kong Sheng Kee Pau, Griddy, Niigata Bento, Lou You, Pho street, Hill Street, Kaki Makan, Lerk Thai, Pro*3 Institutional Catering, Third Place, Chinatown Food Street, Singapore Food Street, Straits Food Village and Universal Dining

Table 1: Overview of Select Group's licenses and certifications

**ORGANISATIONAL RELATIONSHIPS**

**RELATIONSHIP WITH CUSTOMERS**

**• STRONG PRESENCE IN LOCAL MARKET**

Select Group’s key market is currently in Singapore as more than 96% of its outlets are based locally. In line with the Group’s vision, Select Group is looking to expand overseas and have expanded aggressively in Malaysia with a total of eight outlets in Kuala Lumpur.

**• FIVE KEY CUSTOMER GROUPS**

Consumers and businesses form the major customer types for the Group. These customers are further categorised into five key groups which are serviced by the Group’s different business segments.



Figure 7: Key customer groups and corresponding business segments

The Group places emphasis on identifying and satisfying customers’ needs. The key requirements of each customer group are summarised below:

FUNCTIONAL DINERS	CASUAL DINERS	AFFLUENT DINERS	BUSY DINERS	CORPORATE DINERS
<ul style="list-style-type: none"> <li>• Quick and convenient</li> <li>• Affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Quality food and services</li> <li>• Value-for-money food</li> <li>• Emotional bond with the brand</li> </ul>	<ul style="list-style-type: none"> <li>• Comfortable dining environment</li> <li>• Highly presentable food</li> <li>• Full service</li> <li>• Novelty</li> </ul>	<ul style="list-style-type: none"> <li>• Convenience</li> <li>• Fuss-free dining experience</li> </ul>	<ul style="list-style-type: none"> <li>• Quality food and services</li> <li>• Services beyond food</li> </ul>

Table 2: Key customer groups and corresponding requirements

**RELATIONSHIP WITH SUPPLIERS AND/OR PARTNERS**

Select Group deals with many suppliers and partners. They fall into the following key categories:

TYPE	CATEGORY	DESCRIPTION
Suppliers	Food ingredients	Meat, seafood, fruits, vegetables, grains, sauces and other materials used in the preparation of food
	Non-food supplies	Food packaging, disposables, paper products and utensils
	Equipment	Machines and automation equipment used in the preparation of food
	Facilities and Fit-out	Pest control, electricity, water, gas, steam and security
	Corporate services	External IT vendors, external auditors and advertising and creative agencies
Partners	Government agencies	SPRING Singapore, IE Singapore, NEA, AVA, HPB, JTC and WSG
	Financial institutions	OCBC, MayBank, Citibank, ANZ, Nets, DBS, UOB
	Schools	Local universities, polytechnics, ITE, ACI, and secondary schools
	Associations	RAS, SPC, SNEF, ACAPS, SFMA, SHA

Table 3: Key suppliers and partner groups

**ORGANISATIONAL CHALLENGES**

**COMPETITIVE ENVIRONMENT**

**KEY SUCCESS FACTORS**

To keep the Group’s competitive advantage amongst an immensely competitive industry, the Group recognises that it needs to stay ahead of the curve with the following key success factors:



Figure 8: Key Success Factors

**COMPETITIVE ENVIRONMENT AND GROWTH OPPORTUNITIES**

**• CHANGING DEMOGRAPHICS AND LIFESTYLE**

With increased urbanisation and rise of the working class, there is a growing demand for convenience meals such as ready-to-eat and ready-to-cook meals. Take for instance in Japan, convenience stores are often decked out with a variety of convenience meals which are very popular meal choices for the working crowd and people who have to be constantly mobile. This is also another growth opportunity for the Group to venture into.

There is also a growing demand for healthier and more functional foods as consumers become increasingly health-conscious. In the

same light, there is also an ageing population in Singapore. In fact, by 2030, 20% of local population will be more than 65 years old, from 11% in 2013. These trends present opportunities for the Group to conduct more product development to attain healthier choice products.

**• GROWING HALAL MARKET**

There are vast opportunities for growth in the Halal market, with more than 16% of the world’s food trade being Halal-related, and Asia housing more than 62% of the world’s Muslims.

**STRATEGIC CHALLENGES**

**KEY CHALLENGES**

**• TIGHT LABOUR MARKET**

According to the Population White paper projections, Singapore’s workforce growth is expected to slow to about 1.5% from now until 2020, and drop to 1% by 2020. Foreign workforce is also projected to form only 1/3 of the total workforce by 2030. Hence, the labour market is expected to continue to tighten in the future. In addition, more than 2/3 of Singapore’s workforce is estimated to be skilled employees by 2030. This results in changing workforce aspirations which will create difficulties in recruiting enough people to fulfil job roles such as cleaners and food servers.

**• HIGH RENTAL COSTS**

Furthermore, land will also continue to be an issue with Singapore’s small land area. Rental costs will remain high which adds to business costs.

**ORGANISATIONAL DIRECTIONS**

**KEY STRATEGIC PRIORITIES FOR THE GROUP**

To achieve Select Group’s vision to be the F&B group with 1,000 restaurants and establishments, the Group focuses on key strategic priorities to ensure that business strategies crafted by the different business units are aligned with the Group’s main goals. The Group has five key strategic priorities as follows:



Figure 9: Key Strategic Priorities

# 一展宏图

## LEADERSHIP

The Ee Fu noodles dish is the staple of the meal which represents leadership as the key to success.



## 1.1. SENIOR LEADERSHIP

Select Group Pte Ltd, established in 1991, started its operations in Tingkat delivery service in a 600sqft rented kitchen with three vehicles and ten employees. Under the strong leadership of Mr Vincent Tan, Managing Director, Select Group has grown from strength to strength to what it is today over the past 25 years.

**The Group's top management team consists of eight members heading the various departments.**

Each department head is in-charge of the overall performance of the department as well as to train and groom their team members to assume greater roles.

**MANAGEMENT STYLE**

Our senior leaders lead by objectives. The company functions as a result-driven, meritocratic, and cohesive business where the never-say-die attitude is apparent within the Group's culture.



Standing from left to right : Ms Doris Pek, Mr Keith To, Mr Eugene Lim, Ms Veronica Tan, Ms Angela Ho.  
Seated from left to right : Mr Deon Kwok, Mr Vincent Tan, Mr Jack Tan

DESCRIBE HOW THE ORGANISATION’S SENIOR MANAGEMENT:

**1.1A DEVELOPS THE ORGANIZATION’S MISSION, VISION AND VALUES, AND COMMUNICATES THEM TO KEY STAKEHOLDERS**

The initial formulation of Select Group’s vision, mission, and values was accomplished by Select Group’s Managing Director and his management team back in 2009. Since then, his visionary leadership has brought Select to become a large F&B Group with a diverse portfolio of food establishments. This extensive portfolio has allowed the Group to glean insights from a wide network of customers and partners which keeps its vision, mission and values relevant to the changing business environment.

As the Group’s business direction is strongly guided by its vision, mission, and values, platforms are in place for review and communication to key stakeholders:

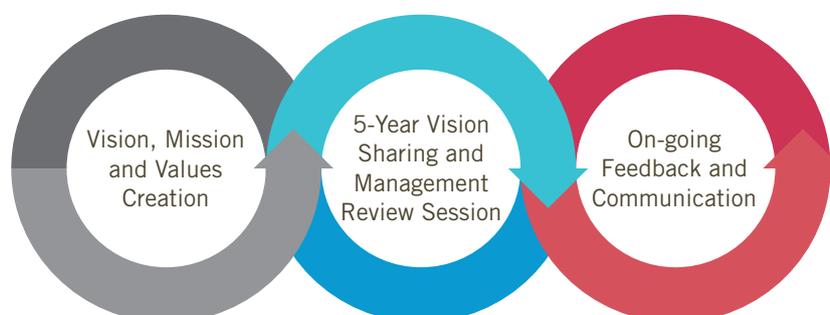


Figure 1: Platforms to engage and communicate vision, mission and values

The vision, mission and values serve as a steering wheel, guiding the company in its development. Select Group’s management will review its vision and mission at the Vision Sharing and Management Review Session which takes place every five years and involves the middle and senior management. The Group also communicates to employees regarding the set of vision, mission and values at regular platforms such as training sessions, communication posters, and performance appraisal sessions.

**1.1B ENGAGES KEY STAKEHOLDERS TO DRIVE THE ORGANIZATION’S PERFORMANCE**

Select Group believes in communicating and aligning with both internal and external stakeholders to ensure smooth operational flow. The Group has put in place the following platforms to engage both internal and external stakeholders in driving the organisation’s performance:

Table 1: Internal Stakeholders - Employees of Select Group

Phase	Communication Channels	Stakeholders Involved	Frequency
Phase 1: Inform	<b>MEETINGS</b> Vision Sharing, QMS, QMM, monthly meetings, operations meeting, open door policies	Senior and middle management, operations team	Monthly – Biannually
	<b>TRAININGS</b> On-boarding programmes	Training department, new colleague	As required
	<b>INTERNAL COMMUNICATION</b> Newsletters, emails, WhatsApp group chats	All staff	On-going
	<b>EVENTS</b> Corporate Social Responsibility (CSR) programmes, D&D, team bonding session	Senior and middle management, different business units	Yearly
Phase 2: Evaluate / Feedback	<b>MEETINGS</b> Vision Sharing, QMS, monthly meetings, operations meeting, open door policies	Senior and middle management, operations team	Monthly – Biannually
	<b>FEEDBACK CHANNELS</b> Appraisal, employee survey, open door policies	All staff	Biannually - Yearly
Phase 3: Execute	<b>SOP CREATION</b>	As required by department	As required
	<b>ROLL CALL</b>	Operations team	Daily
	<b>AUDITS</b> Financial Audit, ISO Audits	As required by department	Yearly
	<b>REWARDS AND RECOGNITION</b> Star Awards, EXSA Award, internal awards, incentive trips	All staff	Quarterly - Yearly

Table 2: External Stakeholders - Partners / Suppliers

Phase	Communication Channels	Stakeholders Involved	Frequency
Phase 1: Inform	<b>CHANGES IN SYSTEMS / POLICIES</b> E-procurement system	Middle management. Operations team, Suppliers	As required
	<b>PRODUCT / SERVICE SHOWCASE</b>	Relevant personnel and suppliers/partners	As required
	<b>ON-SITE VISITS</b>	Relevant personnel and suppliers/partners	As required
Phase 2: Evaluate / Feedback	<b>MEETING</b> Internal evaluation meeting	Senior and middle management, Operations team, users	Monthly – Biannually
Phase 3: Execute	<b>CONTRACTUAL AGREEMENT, SOP CREATION, INTERNAL AND EXTERNAL TRAINING</b>	As required by department	As required
	<b>APPRECIATION DINNER / GIFTS</b>	Management, suppliers and partners	As required

Table 3: External Stakeholders - Customers

Phase	Communication Channels	Stakeholders Involved	Frequency
Phase 1: Inform	<b>DISSEMINATION OF INFORMATION</b> Media release, websites, social media platforms, corporate videos, corporate events, product showcases	Relevant departments and customers	As required
Phase 2: Evaluate / Feedback	<b>FEEDBACK CHANNELS</b> Email, website, social media, feedback forms, mystery audit	All feedback are handled by the marketing and operations teams  Compliments will be passed on to the training department to submit for EXSA award if employee is eligible	As required
Phase 3: Execute	<b>IMPROVEMENTS IN EXECUTION</b> Measured by on-going surveys	Relevant departments and customers	On-going

1.1C ACTS AS ROLE MODELS AND GROOMS FUTURE LEADERS

**IDENTIFICATION OF FUTURE LEADERS**

Grooming of future leaders is part of Select Group’s efforts to ensure succession and successful transfer of knowledge. Select Group’s senior management places strong emphasis on identifying future leaders and mentoring them through projects and committees. The figure below illustrates how future leaders are identified in the Group.

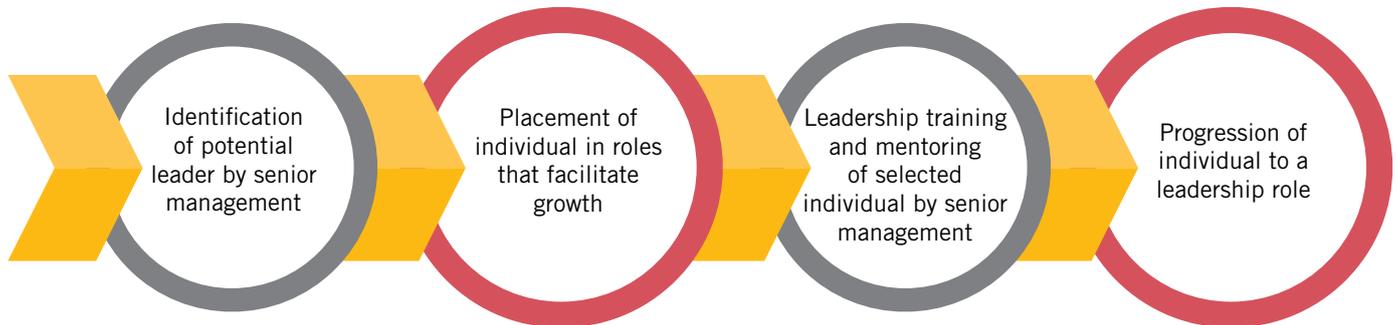


Figure 2: Process of Leader Identification

The Group’s senior management actively grooms this pool of potential future leaders through character-building opportunities such as assuming leadership roles in business functions or being appointed as key organizers for employee engagement programmes such as the annual Dinner and Dance. Such appointments also create platforms for the senior management to provide mentorship and guidance to the future leaders. During their progression journey, the senior management offers words of advice during one-to-one interactions and during meetings where plans are reviewed.

**IMPROVING LEADERSHIP EFFECTIVENESS**

The Managing Director leads with an open management style in Select Group where he shares his views openly and is open to constructive intellectual exchanges with employees. He also walks the ground frequently to observe and gather feedback from the operations team to improve the overall operations for the Group.

Mr Tan and his senior management team’s leadership competency is also reflected in the Group’s employee surveys conducted in 2016 and 2017. With regards to the question ‘I feel that senior leaders are competent in leading Select Group’, the results showed that majority agreed that Select Group’s senior leaders are capable of leading the Group to success.

<p>To be good role models, members of the senior management recognises that they have to be effective leaders. Aside from demonstrating his leadership skills within the operations of Select Group, Mr Tan also holds multiple leadership positions in organizations and committees outside of Select Group. The table shows a summary of his key appointments:</p>	Organization	Appointment	Year
	KACCMC	Patron	2000
	Kreta Ayer – Kim Seng Welfare Committee	Chairman	2011
	Kreta Ayer Kim Seng CCC	Vice Chairman	2001
	Kreta Ayer Senior Activity Centre	Assistant Treasurer	2009
	Active Aging Committee (AAC)	Treasurer	2013
	Chinatown Festivals	Chairman	2011
	North West Community Development Council	Member	2008
	Social Support Standing Committee	Co-Chairman	2013
	Restaurant Association of Singapore	President	2016
	Grant Appeal Advisory Panel (SPRING)	Panel Member	2014
	Food Services Sectoral Tripartite Committee	Member	2015
	Academic & Examination Advisory Council	Member	2014
	Trade Association Committee (TACOM)	Member	2017
	Council for Skills, Innovation & Productivity (CSIP) Lifestyle Sub-committee	Co-Chair	2016

Table 4: Summary of key appointments by Mr Tan

In his role under the various appointments, Mr Tan gained valuable insights which he could translate back to Select Group. Notably, his role in CSIP enables him to have a better understanding of the industry’s trends and key industry road maps which in turn helps to refine the strategic directions of Select Group.

The annual Epicurean Dinner by the Restaurant Association of Singapore also demonstrated his leadership effectiveness as the dinner saw the highest number of turnout and sponsorship during the year of Mr Vincent Tan’s appointment as chair of the event.

Another example of his exemplary leadership is his participation in the various Kreta Ayer committees which has helped to improve the organisation of the programmes and increased the participation rate in events.

In recognition of his dedication and outstanding contribution in his capacity as Chairman of Chinatown Festival Organizing Committee and President of Restaurant Association of Singapore, Mr Vincent Tan has been conferred the Special Recognition award by the Singapore Tourism Board for his effort in enhancing the attractiveness of the Chinatown precinct.

## 1.2. ORGANISATIONAL CULTURE

DESCRIBE HOW THE ORGANISATION:

### 1.2A DEVELOPS A CULTURE THAT SUPPORTS THE ORGANISATION'S MISSION, VISION AND VALUES TO DRIVE GROWTH

Over 25 years, Select Group has developed its culture which exhibits the caring nature of a family, a strong never-say-die attitude, and a 'work hard, play hard' personality. This is guided by the Select Group Culture Framework as seen in the figure below:

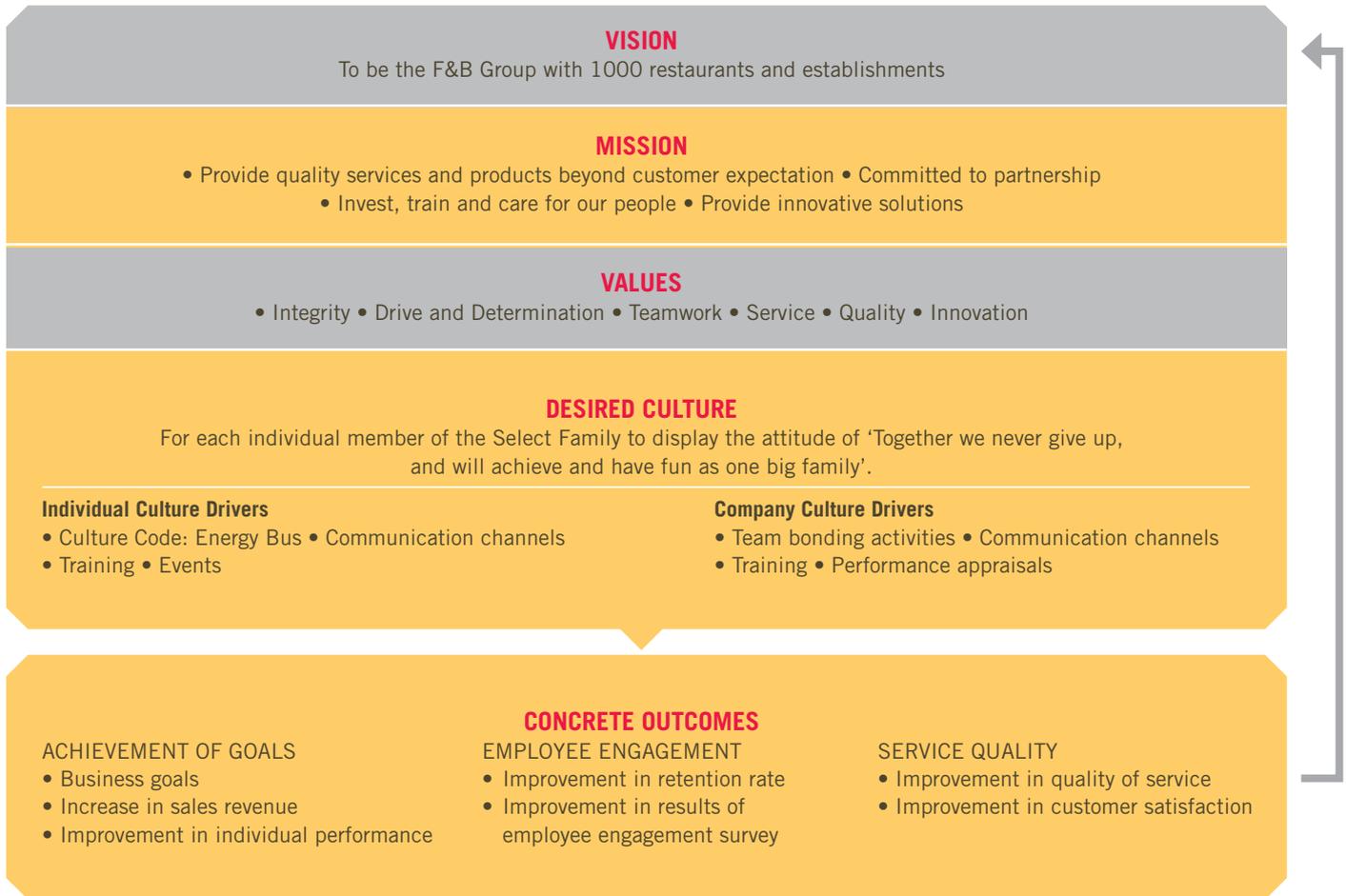


Figure 3: Select Group Culture Framework

This framework illustrates how the Group's vision, mission and values guide the desired culture of the Group. The culture is driven by both individual and company culture drivers which cultivate desired behaviours of individual members of Select Group. This translates to concrete outcomes such as the achievement of business goals, improvement of employee engagement, as well as improvement in service quality.

**1.2B TRANSLATES VALUES INTO DESIRED EMPLOYEE BEHAVIOURS TO ENABLE INNOVATION, LEARNING AND ACHIEVE THE ORGANISATION'S GOALS**

The desired behaviour is developed based on the Group's values and the aim is to gear all employees towards the desired culture of 'Together we never give up, and will achieve and have fun as one big family'.



Figure 4: Relationship between Values, Desired Behaviour and Culture

**DESIRED BEHAVIOUR**

- **TRUSTWORTHINESS AND POSITIVITY**  
To build trust among teammates, and remain optimistic regardless of the situation.
- **COMMITMENT AND HARD WORK**  
To be committed and strive to work hard to deliver results.
- **STRIVE FOR EXCELLENCE**  
To strive for excellence in everything we do.
- **MERITOCRACY**  
To treat one another with fairness and reward based on merits.
- **OPEN COMMUNICATION**  
To communicate, share and co-create innovative ideas together.
- **SHARE AND HAVE FUN**  
To enjoy what we do and have fun along the way. To work hard and play hard.

**EXAMPLES**

• **INTEGRITY**  
Integrity is of key importance to Select Group and the management upholds this value close to heart. Demonstrating the value of integrity, the management is committed to deliver what it promises such as rewarding based on merit through overseas incentive trips and the internal service excellence awards.

Another example to illustrate integrity is the trust given to the various middle managers to run the daily operations. The integrity upheld by the middle managers allows the senior management to empower them with the authority to run the daily operations and achieve the desired results together.

• **DRIVE AND DETERMINATION**  
Not giving in to failure and negative results, employees will come together to overcome adversities. An example is Texas Chicken, which was suffering losses for four years but through perseverance and a series of rebranding efforts with close collaboration between the marketing and operations teams, the brand was able to turn around and is now profitable.

• **TEAMWORK**  
The Group's Grand Opening for its new headquarters was a good example of teamwork within the whole Group. On top of their usual job roles, all members of the Group came together to make the event a success by taking on different roles as part of the organising committee.



Another example that demonstrates teamwork in Select Group is the Group's involvement in Singapore's inaugural Youth Olympic Games where Stamford Catering, a subsidiary of Select Group, served more than 300,000 meals over two weeks. Employees from various business units came together to help run the operations at the various service points around Singapore. The Group also worked with external partners such as schools who sent student volunteers for the event.

• **QUALITY**

Being in the Food and Beverage industry, quality is of utmost importance to the Group. Stringent measures are put in place to ensure that food quality is kept high. The Group also imports from direct sources overseas for some of the products in order to ensure quality and safety of these food sources.

Certified with ISO 22000 and SS590, Select Group's central kitchens and retail outlets adhere to the highest standards of operations. Operation standards and processes such as quarterly microbe lab tests, raw material acceptance criteria, yearly mock recalls and management reviews are in place as checks and balances to ensure adherence to key processes which helps to maintain quality.

• **INNOVATION**

Innovation is deeply rooted in the Group's DNA, and there is a constant effort to innovate such as through the adoption of technology and automation equipment to help improve productivity of operations.

The Group also has a Business and Capability Development team which oversees the ideation, development and implementation of innovative and productive solutions to improve work processes. An in-house productivity award has also been created to encourage employees to share their ideas within the Group. Winning the inaugural Singapore Productivity Award in 2014 by the Singapore Business Federation was also a testimony of Select Group's efforts in productivity and innovation.

From the customer-facing aspect, the various consumer brands also constantly innovate and conceptualize new products to meet the ever-changing demands of customers.



• **SERVICE**

Providing excellent service beyond customers' expectations is of key importance to the Group especially in the F&B industry. Many of the Group's employees are proud winners of the Excellent Service Award (EXSA) organized by the Restaurant Association of Singapore. In fact, the number of award winners has multiplied by more than 40 times from four in 2013 to 158 in 2016. This is a testimony of the Group's commitment to service.

Internally, the Group also motivates and rewards outlets for their outstanding service by distributing cash vouchers at every Quarterly Managers Session to those that have received three compliments each for at least three staff within the quarter.

**COMMUNICATION OF VALUES**

Programmes and initiatives have been put in place to educate employees as seen in the table below:

Figure 5: Platforms for communication of values



All new employees will go through an orientation programme to familiarize themselves with the strategic direction of the Group.



10 Rules of Energy Bus are placed in each of the Group's training classrooms



Posters on Vision, Mission, Values as well as the 10 Rules of Energy Bus are shared in the staff cafeteria



Rotational wallpapers showcasing the Group's different values are displayed on all employees' laptops



Activities (e.g. D&D, Overseas Trips, Select Bowling Tournament) are organized yearly to create a platform for employees to come together and get to know one another better. This also helps with future cross-department collaborations.

**1.2C EMBRACES ORGANISATIONAL CHANGE FOR SUSTAINABILITY**

The Group ensures sustainability by embracing change. Current business needs or gaps are identified and addressed in a timely manner so that the Group can adapt quickly to changes. The following table shows some examples:

Table 5: Examples of business improvements made to address gaps

OPPORTUNITIES	SOURCE	PROGRAMMES	IMPROVEMENTS
2011 Group information is not cascaded to operations ground staff	Interviews with ground staff	<ul style="list-style-type: none"> <li>Development of Select Story (Quarterly Newsletter) to share information with ground staff</li> </ul>	Operations staff are more aware of the happenings of the Group
2012 Communication and alignment of vision of senior management and middle management	Feedback from middle management	<ul style="list-style-type: none"> <li>Vision Sharing Programme</li> <li>Sharing of Energy Bus Philosophy</li> </ul>	Middle management is more aware of the Group's strategic directions
2012 Lack of familiarity amongst cross-functional departments	Management reviews	<ul style="list-style-type: none"> <li>Creation of teambuilding activities (e.g. CSR events, overseas trip, bowling tournament)</li> </ul>	Opportunities to meet colleagues from different departments thus improving cross-functional collaboration
2014 Channels of communication between HQ staff and operations staff	Feedback during internal meetings	<ul style="list-style-type: none"> <li>Creation of the Quarterly Managers Session to share upcoming plans with all managers from HQ and Operations</li> </ul>	Better alignment of goals and information sharing between managers which can then be better disseminated to the ground staff
2014 To showcase and amplify a culture of meritocracy	Management reviews	<ul style="list-style-type: none"> <li>Awards and incentives (e.g. overseas trip, EXSA award etc)</li> </ul>	To instil a sense of rewarding based on merit
2016 Lack of communication of desired culture	Management reviews	<ul style="list-style-type: none"> <li>Plans to establish an organisational culture and deployment of communication plans</li> </ul>	To formulate a series of plans to reinforce and align desired culture amongst all employees
2017 and Beyond	Management reviews	<ul style="list-style-type: none"> <li>Quarterly Managers Meeting (QMM)</li> <li>Employee engagement portal</li> </ul>	<p>The QMM serves as a platform for all middle management of Select Group to come together to discuss and formulate the plans that will bring the Group forward in the next quarter.</p> <p>Employee engagement portal which is also mobile-friendly serves as a communication platform to share information with all 2,000 employees.</p>

### 1.3. CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

DESCRIBE HOW THE ORGANISATION:

#### 1.3A ESTABLISHES A GOVERNANCE SYSTEM TO ENSURE ACCOUNTABILITY AND TRANSPARENCY

Listed 12 years ago, the Group has been adhering to the principles and guidelines of the code of Corporate Governance. Since September 2016, the privatized Select Group continues to uphold a high level of corporate governance that is applicable as a private entity. As the Group is in the F&B business, not only does it adhere to financial standards, stringent efforts are also put in place to ensure compliance to a high level of operational standards.

Select Group adopts the following corporate governance framework which covers four main aspects: Food Safety, Transparency, Fairness, and Participation.



Figure 6: Corporate Governance Framework

#### 1.3B IMPLEMENTS POLICIES AND INVOLVES STAKEHOLDERS TO CONTRIBUTE TO THE COMMUNITY AND THE ENVIRONMENT

The Group recognises its wider responsibilities to a broad range of stakeholders including customers, employees, business partners and community groups. Therefore Corporate Social Responsibility (CSR) has always been and will continue to be one of the key business focus. The Group adopts the following framework for the implementation of CSR activities:



Figure 7: Select Group CSR Framework

The Select Group CSR framework is always guided by the formulation of CSR policies. These policies then define the development of CSR programmes. Next, communication of the programmes takes place and this is an important phase where the CSR team gains the interest of fellow colleagues and to raise awareness of the importance

of giving back to society. Next, employee engagement ensures that participants enjoy and learn from the programmes and build their individual characters along the way. Lastly, to measure the effectiveness of the CSR programmes, participation rate is a key indicator that is tracked and will be evaluated to improve future programmes.

**CSR POLICY DEVELOPMENT**

Select Group has set the following objectives for CSR:

- To create an inclusive community by enabling and engaging the community
- Commit to a sustainable and measurable giving
- Engage internal stakeholders (e.g. employees, management), creating a workplace of care
- Involvement of external stakeholders (e.g. business partners, consumers)
- Involvement that meets community needs, match employees' interests, and achieve business goals

Select Group has also established a three-prong approach to achieve sustainable giving with the involvement of the following parties:

**01** | Employees   **02** | Business Partners   **03** | Customers

The Group has identified six broad areas of giving back and explored ideas on how these activities can be integrated into the Group's businesses, such as through the sponsorship or donation of food products (e.g. Mass Reunion Dinner, daily food distribution to Kreta Ayer Senior Activity Centre).

**01** | Elderlies   **02** | Youth/Children   **03** | Art/Heritage/Culture  
**04** | Sports   **05** | Families   **06** | Physically Disabled

**PROGRAMME DEVELOPMENT**

In the past five years, Select Group has set in place two key annual CSR programmes, the Mass Reunion Dinner and the yearly educational tour.

Moving forward in 2017, Select Group will be expanding the list of CSR programmes to include more opportunities for Select Group's employees to be involved in giving back to the community such as conducting a Food Ration drive and the Select Bowling Donation Drive.

Each year, different employees of Select Group will be selected to chair the various CSR programmes. It is an opportunity for the selected employees to showcase their leadership skills and to be exposed to areas that are outside of their job scopes. The organizers will have the opportunity to work with the chosen charitable organizations, places of interest and event companies, as well as to engage fellow colleagues of Select Group.

**COMMUNICATION OF PROGRAMMES**

Information of the programmes will be designed and done up creatively and sent to all parties involved to register their interest in participating in the events.

**2. YOUTH / CHILDREN**

**Select Group Annual Educational Excursion**

Since 2012, Select Group has brought underprivileged children to different places of interest in Singapore on educational excursions.

- Type of Involvement: Staff involvement
- Frequency: Yearly since 2012

**Book Prizes**

Select Group has been supporting various students from tertiary institutions with book prizes as well as internship opportunities to assist these students in their studies as well as to provide an opportunity for them to gain experience relevant to their course.

- Type of Involvement: Donation / Sponsorship
- Frequency: Yearly since 2014

**EMPLOYEE ENGAGEMENT IN CSR EVENTS**

Moving forward in 2017, management is looking at encouraging more participation in CSR events to encourage giving back to society and to cultivate the desired values within the Group.



Mass Reunion Dinner 2016

Previous CSR engagement platforms include the following

**1. ELDERLIES**

**Mass Reunion Dinner**

For nine years, Select Group has collaborated with Kreta Ayer – Kim Seng Citizen's Consultative Committee to sponsor a mass reunion dinner for about 1,000 underprivileged residents of Kim Seng constituency, where guests are treated to a sumptuous eight-course meal and a night of performances. The Group's employees contribute an impressive number of hours for the event.

- Type of Involvement: Donation / Sponsorship / Staff Involvement
- Frequency: Yearly since 2008

**Kreta Ayer Senior Activity Centres Meal Delivery**

Since 1997, Select Group has played an active role in three Kreta Ayer Senior Activity Centres by providing daily meals to around 100 needy elderlies and those on Public Assistance Scheme. Over the years, Select Group has provided 350,000 packets of lunch to the senior citizens of the Kreta Ayer Senior Activity Centres.

- Type of Involvement: Donation / Sponsorship
- Frequency: Daily since 1997

**Freeness in Abundance Chinese New Year Celebration 2015**

Select and Stamford Catering, working in collaboration with their customers, hosted a group of elderlies living on their own at their houses to bring the joy of Chinese New Year to them.

- Type of Involvement: Donation / Sponsorship / Customer
- Frequency: One time event in 2015



**Sponsorship for Spectra Secondary School's Culinary Kitchen**

In 2015, Select Group sponsored \$150,000 for the construction of Spectra Secondary School's kitchen to allow the culinary track students to have better facilities.

- Type of Involvement: Donation / Sponsorship
- Frequency: One time sponsorship in 2015

**3. FAMILIES**

**Donation during Select Group Building Grand Opening Ceremony 2016**

4 charitable organizations received \$50,000 each from Select Group during the Select Group Building Grand Opening.

**4. ART/CULTURE/HERITAGE**

**Chingay Parade**

Since 2006, Select Group has participated in the annual Chingay Parade through donation and food sponsorship.

- Type of Involvement: Donation/Sponsorship
- Frequency: Yearly since 2006

**5. SPORTS**



Employees serving food during Southeast Asian (SEA) Games in 2015

Select Group has contributed to the sporting scene in Singapore over the years, such as the Southeast Asian (SEA) Games in 2015, as well as providing donations to the Singapore Bowling Federation.

**7. OTHERS**

**SG50 Campaign**



Foreign workers interacting with youth and children of Singapore

Select and Stamford Catering gave back to a group of unsung heroes during Singapore's jubilee birthday by distributing 2,000 packets of chicken rice to foreign workers to show appreciation of their contribution towards nation building. Employees joined this meaningful event to distribute the meals and interact with the foreign workers.

- Type of Involvement: Donation/Sponsorship, Community awareness
- Frequency: One time in 2015

**Mentorship of Senior Management**

Ms Doris Pek and Mr Deon Kwok volunteered their time with Republic Polytechnic and served as mentors under the Engineering Leadership Programme to provide guidance and industry advice to the students of Republic Polytechnic.

**6. ENVIRONMENT**

**Select Group Building**

Select Group Building has been awarded the BCA Green Mark Gold Award in 2016 as a recognition of the Group's adoption of green initiatives in the construction of the building.

- Type of Involvement: Environmental conservation
- Frequency: On-going



Select Group Level 7 Sky Garden

# 招财 进宝

## CUSTOMERS

Abalone represents customers as they are like treasures to the Group.



## 2.1 CUSTOMER REQUIREMENTS

DESCRIBE HOW THE ORGANISATION:

### 2.1A SEGMENTS MARKETS AND CUSTOMERS AND UNDERSTANDS THEIR CURRENT AND FUTURE REQUIREMENTS

#### MARKET SEGMENTATION AND CURRENT / FUTURE REQUIREMENTS

The customer profiles of Select Group can be separated into five main groups as seen in the table below:

KEY CUSTOMER GROUPS	FUNCTIONAL DINERS (QUICK SERVICE)	CASUAL DINERS (FOOD RETAIL)	AFFLUENT DINERS (CHINESE DINING)	BUSY DINERS (EVENTS CATERING)	CORPORATE DINERS
Business Units	<ul style="list-style-type: none"> <li>• Texas Chicken</li> <li>• Universal Dining</li> </ul>	<ul style="list-style-type: none"> <li>• Hong Kong Sheng Kee Dessert</li> <li>• Sheng Kee Noodle House</li> <li>• Sheng Kee Pau</li> <li>• Pho Street</li> <li>• Griddy</li> <li>• Lou Yau Ipoh Hor Fun</li> <li>• Lerk Thai</li> <li>• Niigata Bento</li> </ul>	<ul style="list-style-type: none"> <li>• Peach Garden</li> </ul>	<ul style="list-style-type: none"> <li>• Select Catering</li> <li>• Stamford Catering</li> <li>• Stylze Catering</li> </ul>	<ul style="list-style-type: none"> <li>• Pro*3 Institutional Catering Services</li> <li>• Hub Management Services</li> </ul>
Customer Requirements	<ul style="list-style-type: none"> <li>• Quick and convenient</li> <li>• Affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Quality food and services</li> <li>• Value-for-money food</li> <li>• Emotional bond with the brand</li> </ul>	<ul style="list-style-type: none"> <li>• Comfortable dining environment</li> <li>• Highly presentable food</li> <li>• Full service</li> <li>• Novel ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Convenience</li> <li>• Fuss-free dining experience</li> </ul>	<ul style="list-style-type: none"> <li>• Quality food and services</li> <li>• Services beyond food provision</li> </ul>

Table 1: Segmentation of Customers and Customer Requirements

#### • FUNCTIONAL DINERS

The most straightforward group of customers is the functional diners, who require quick, affordable, convenient and fuss-free service. These needs are met by two of the Group's business units: Texas Chicken - a fast food franchise from America, and Universal Dining – an umbrella of various food courts such as Straits Food Village and Singapore Food Street at Changi Airport, Singapore Food Trail at the Singapore Flyer (2009 - 2016) and Chinatown Food Street. While customers expect basic food offerings from Texas Chicken and the Group's food courts, the loyalty of customers will have to be constantly managed in order to compete with other alternative dining options when customers get bored of current offerings. Hence, promotions and Limited Time Offers (LTOs) will remain as a strategy in order to meet the potential future requirements of such functional diners.

#### • CASUAL DINERS

At the same time, there is also a large group of casual diners ranging from mall shoppers, family crowds, professionals, managers, executives and businessmen (PMEBs) to senior citizens. Such diners typically require a combination of the ambience that a full-service restaurant offers, yet with the service speed of a quick service restaurant. Value-for-money is also important to this group of customers, with online and word-of-mouth reviews

heavily influencing their dining decisions. These needs are served by the Group's Food Retail business segment that comprises eight different brands spanning across six different cuisines.

As individuals become more well-travelled and savvy in terms of the variety of food offered around the world, evolving lifestyle needs must be considered to boost the number of returning customers. With more customers choosing the option of dining in, food delivery is also another segment that casual dining brands are looking into.

#### • AFFLUENT DINERS

Affluent diners are characterised by their need for a comfortable dining environment, with the provision of quality, highly presentable food and full service. This led to the acquisition of the Group's Chinese dining business segment, Peach Garden, which is well-known in the industry for its ability to exceed customer expectations with various bespoke services. The evolution of time-strapped diners resulted in the creation of Peach Garden Noodle House, a sub-brand which offers similar food services with a more streamlined menu so as to serve customers who appreciate dining in comfort, but have limited time to spare over a meal. In addition to meeting current requirements, Peach Garden prides itself in being the first mover and early adopter of new, unprecedented delicacies in order to continuously excite loyal customers.

**• BUSY DINERS**

With Singapore’s increasingly fast-paced society, the demand for affordable, convenient food delivered to one’s doorstep has been steadily increasing amongst busy diners. This service is provided by the Group’s Events Catering arm, which consists of Select Catering, Stamford Catering and Stylze Catering, providing non-halal, halal and premium catering services respectively.

As catering services become more prevalent in the industry and consumers have less time to cook or head down to a restaurant, being a one-stop food service provider could become an attractive option that would make the Group’s catering brands stand out amongst the competition. Also, as the economic recession continues to unfold in 2017, understanding the changing needs of consumers is also critical to staying relevant in the industry.

**• CORPORATE DINERS**

Many large companies tend to outsource the provision of food services to external vendors so as to improve the well-being of their employees. The needs of such corporate clients, especially in boarding schools, the manufacturing, pharmaceutical and hospitality sectors, are met by the Group’s institutional catering arm, Pro\*3. Currently, Pro\*3 provides the service of the whole supply chain of food and beverage procurement, menu planning and preparation, as well as the operation and maintenance of food service facilities at corporate customers’ premises. However, as customers dine at these institutional canteens on a daily basis, effort has to be made to anticipate changing needs and provide better service and food in order to keep customers constantly delighted.

**2.1B INCORPORATES MARKET AND CUSTOMER REQUIREMENTS INTO THE STRATEGIC PLANS**

CUSTOMER GROUPS	FUNCTIONAL DINERS	CASUAL DINERS	AFFLUENT DINERS	BUSY DINERS	CORPORATE DINERS
Customer Requirements	<ul style="list-style-type: none"> <li>• Quick and convenient</li> <li>• Affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Quality food and services</li> <li>• Value-for-money food</li> <li>• Emotional connection with the brand</li> </ul>	<ul style="list-style-type: none"> <li>• Comfortable dining environment</li> <li>• Highly presentable food</li> <li>• Full service</li> <li>• Novel ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Convenience</li> <li>• Fuss-free dining experience</li> </ul>	<ul style="list-style-type: none"> <li>• Quality food and services</li> <li>• Services beyond food</li> </ul>
Strategic Plans	<ul style="list-style-type: none"> <li>• Advanced ingredient preparation &amp; standard operating procedures for cooking processes</li> <li>• Self-ordering kiosks</li> <li>• Specialized job scopes</li> </ul>	<ul style="list-style-type: none"> <li>• Set meals and top up options</li> <li>• Rebranding efforts</li> <li>• Paying attention to food trends</li> </ul>	<ul style="list-style-type: none"> <li>• System to record customers’ dietary requirements and preferences</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive range and continuous launch of new menus</li> <li>• Menus customised to specific events</li> <li>• Loyalty and cashback programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Strong working relationships and communication channels</li> <li>• Organization of events and themed food fairs</li> </ul>

Table 2: Summary of customer requirements and strategic plans

**• FUNCTIONAL DINERS’ REQUIREMENTS**

Quick service is made possible through the preparation of ingredients ahead of peak hour traffic. Yang Zhou Fried Rice at Straits Food Village can be served up to a customer within a minute, due to productive preparation of the correct amounts of rice, prawns, vegetables and meat in small dishes, which can be thrown simultaneously into a wok for cooking upon receiving an order. At the same time, customers are able to make an order through the numerous self-service kiosks available such that indecisive customers do not hold up the queue at the stall itself. Customers are also able to order from different food stalls through the use of a single kiosk, saving on the time needed to queue at different stalls for different dishes.

At Texas Chicken, employee job scopes are specialised to either cashiering or fulfilling the customer’s order. To further speed up the time taken for the fulfilment of each order, receipts generated ensure the collection of food items in an orderly fashion every time, from fried chicken, to sides, and lastly, drinks.

To continually appeal to functional eaters, both Texas Chicken and the Group’s food courts come up with new and exciting dishes from time to time. For Texas Chicken, a dedicated research and development team conducts food tasting sessions at least every quarter, sometimes testing a particular product repeatedly till perfection. Two local flavours, Sambal and Laksa Chicken, were launched in July and August 2016 respectively, and both drew high take-up rates. Knowing that customers have taken a strong liking to products with taste profiles that are easily relatable, a similar range of products will be developed for the following year’s strategic direction.

**• CASUAL DINERS’ REQUIREMENTS**

The need for value-for-money food amongst casual diners is addressed through the Group’s Casual Dining brands by providing set meals and top up options. This allows customers to order according to their requirements at a lower cost than it would usually take to buy each of the items ala-carte. In order to cater to the lunch and dinner crowd at Hong Kong Sheng Kee Dessert at selected outlets, on weekdays, value sets are available at a mere \$7.90. The set is inclusive of a main, a side and a drink.

To meet casual diners' need for variety and new items, the Group's casual dining concepts like Hong Kong Sheng Kee Desserts, Pho Street and Griddy each underwent a rebranding process to keep the brand relevant and fresh. For Hong Kong Sheng Kee Desserts, the Group introduced a more modern and refreshing theme to the look and feel of the restaurant by replacing the "opera singer" wall mural to wall decals of symbolic Hong Kong icons. The initial brand colours of black and red were also changed to a more distinctive shade of purple to make the space look brighter and more inviting. For Griddy, the initial brand direction was to be a gourmet waffle concept but the Group realised that customers were not receptive to this concept. As such, Griddy was rebranded as a casual western concept by introducing more plates and pasta options to the menu which has helped to increase sales and docket count.

The Group also constantly keeps its product offerings up-to-date by introducing the Salted Egg Yolk Pasta and hand-crafted mushroom buns. Customers are also encouraged to try different brand concepts by Select Group through the introduction of the Select Card, a membership programme that rewards consumers for each transaction. It was also discovered that customers of Lerk Thai preferred noodle dishes to rice dishes, which led to the idea of Bowl Thai, a Thai noodle concept which is still in the works.

**• AFFLUENT DINERS' REQUIREMENTS**

Peach Garden is known for its bespoke services that has won over the loyalty of many customers. For example, if a family is celebrating the birthday of an elder, complimentary longevity buns are provided without prior request, much to the pleasant surprise of customers. For catering orders, Peach Garden goes the extra mile to customise up to six different menus solely for an event to meet the various dietary requirements of different guests.

The brand has also learnt to adapt quickly to the demands of affluent diners, who are always demanding for new products and services that trump their previous experience. For example, the brand was amongst the first to ride on the London Fat Duck food trend, as well as pioneering the introduction of the four-tier steamboat experience in 2014, which incorporated steaming, grilling, warming and soup functions in one set-up. In order to constantly meet these requirements, the Peach Garden team also takes overseas trips to less well-known provinces in China to expand their offerings beyond that of Cantonese cuisine.

**• BUSY DINERS' REQUIREMENTS**

For busy diners, the Group's events catering and Tingkat arms are committed to provide customers with an extensive range of food options at their convenience. The Group strives to give customers a peace of mind by being prompt in the Group's Tingkat delivery, and to keep them excited with an ever-changing menu. Over the years, the Group has converted many new customers into loyal customers who have been with the Group for more than a decade. By increasing the capacity of the Group's central kitchens, the Group aims to cater for more household and corporate functions. With a good understanding of the most-celebrated occasions when customers order buffets, the Group plans its buffet offerings around themes such as baby full month celebrations, kids' birthday parties, solemnization, weddings and housewarmings. The Group also introduced "Cashback" and savings through ShopBack's platform, looking into the creation of membership programme and LinkPoints that customers can redeem island-wide, as well as discount tiers that corporate customers can enjoy when they cater from Select Group.

**• CORPORATE DINERS' REQUIREMENTS**

Menus and services at each institutional canteen are customised alongside the corporate clients in order to meet their current demands. For example, at boarding schools (e.g. ACS, NJ), the team

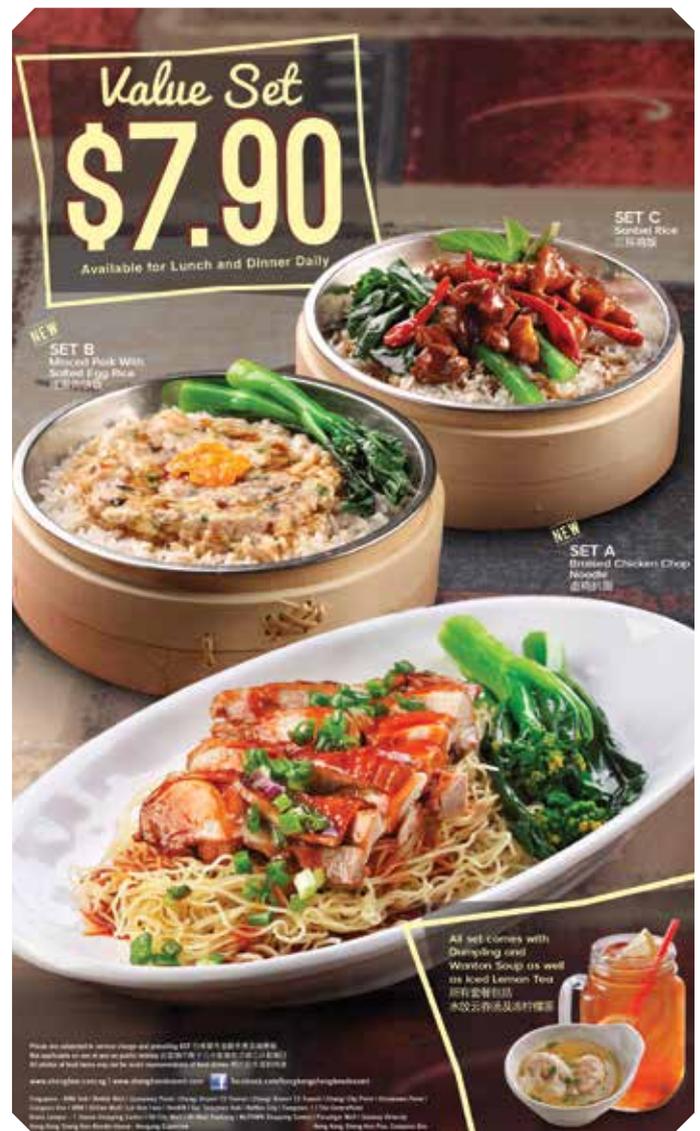


Figure 1: Example of value-for-money option at Hong Kong Sheng Kee Dessert to cater to weekday crowd

needs to ensure that the food served would appeal to and meet the nutritional requirements of teenagers of various nationalities, aged 13 to 18. Special arrangements to supply food during school holidays also have to be made as the canteen is not required to be open during these periods. On the other hand, many manufacturing, pharmaceutical and hospitality companies require canteens to be opened 24/7 as their employees work on shift and may require food at any time of day.

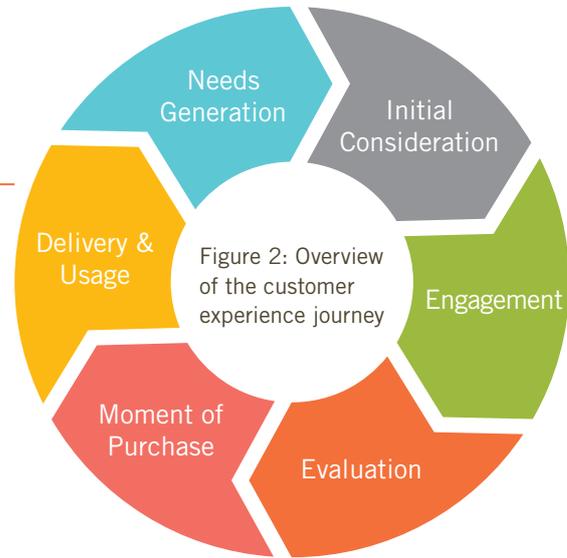
Pro\*3's motto has always been to constantly increase the happiness index of customers by providing services beyond that of food alone. Anticipating changing needs is achieved through the fostering of good working relationships between the onsite team and the client's canteen management team. Monthly meetings are conducted with clients to introduce them to themed fairs, guest chefs and special cuisine showcases to exceed their current expectations. A guest chef appearance by one of the Group's HQ chefs to serve an Italian dish, Gnocchi, was met with such fanfare in September 2016 that all 100 portions prepared were snapped up in half an hour. Additional services like these are met with enthusiasm from clients, and have become a unique selling proposition for the Pro\*3 brand.

## 2.2 CUSTOMER EXPERIENCE

DESCRIBE HOW THE ORGANISATION:

### 2.2A INCORPORATES CUSTOMER EXPECTATIONS IN DESIGNING TOUCHPOINTS, PRODUCTS, PROCESSES AND SERVICES

The buying behaviour of customers is considered via the Customer Experience Journey to enhance their experience at all touchpoints. This takes into account a customer's cycle of needs generation, initial consideration, engagement, evaluation, moment of purchase, and delivery of the Group's products or services. At Select Group, the Customer Experience Journey can be broken down into two main segments: Over-the-counter Brands and Delivery Services.



SEGMENT	STAGE(S) OF CYCLE	REQUIREMENTS	TOUCHPOINTS	PRODUCTS, PROCESSES, SERVICES
Over-the-counter brands	Needs Generation & Initial Consideration	<ul style="list-style-type: none"> <li>Product &amp; pricing information</li> <li>Customer reviews</li> <li>Appropriate location for dining occasion</li> </ul>	<ul style="list-style-type: none"> <li>Brand websites</li> <li>Third-party websites</li> <li>Social media</li> <li>Outlet design</li> </ul>	<ul style="list-style-type: none"> <li>Special Events</li> </ul>
	Engagement & Evaluation	<ul style="list-style-type: none"> <li>Non-publicly available information</li> <li>Directional Signage</li> <li>Relatable or interesting brand/concept/food</li> </ul>	<ul style="list-style-type: none"> <li>Service staff</li> <li>Website</li> <li>Social Media</li> <li>Mall signages</li> <li>Marketing material</li> </ul>	<ul style="list-style-type: none"> <li>Limited time offers</li> </ul>
	Moment of Purchase	<ul style="list-style-type: none"> <li>Recommended items and value for money sets</li> <li>Discounts or loyalty programmes</li> <li>Waiting time</li> <li>Appropriate payment option</li> </ul>	<ul style="list-style-type: none"> <li>Cashier</li> </ul>	
	Usage	<ul style="list-style-type: none"> <li>Acceptable quality and taste of food</li> <li>Channels to provide feedback</li> </ul>	<ul style="list-style-type: none"> <li>Service staff</li> <li>Survey forms</li> </ul>	
Delivery services	Needs Generation & Initial Consideration	<ul style="list-style-type: none"> <li>Convenience of a one-stop food solution</li> <li>Food delivered to doorstep</li> <li>Customer reviews</li> </ul>	<ul style="list-style-type: none"> <li>Brand websites</li> <li>Third-party websites</li> <li>Social media</li> <li>Marketing material</li> </ul>	
	Engagement & Evaluation	<ul style="list-style-type: none"> <li>Product &amp; pricing information</li> <li>Customisation of order</li> <li>Promotional information</li> </ul>	<ul style="list-style-type: none"> <li>Brand websites</li> <li>Sales person (email/ phone/fax)</li> </ul>	
	Moment of Purchase	<ul style="list-style-type: none"> <li>Appropriate payment options</li> <li>Proof of order confirmation</li> </ul>	<ul style="list-style-type: none"> <li>Brand websites</li> <li>Sales person (email/ phone/fax)</li> </ul>	<ul style="list-style-type: none"> <li>SMS System</li> <li>Follow up call</li> </ul>
	Delivery & Usage	<ul style="list-style-type: none"> <li>Punctuality of arrival of buffet order</li> <li>Acceptable quality and taste of food and buffet display</li> <li>Feedback channels</li> </ul>	<ul style="list-style-type: none"> <li>Delivery captains</li> </ul>	<ul style="list-style-type: none"> <li>SMS System</li> <li>Follow up call</li> </ul>

Table 3: Summary of touchpoints and customer requirements

Touchpoints, products, processes and services are designed with the customer experience journey in mind so as to enhance every customer's experience.

**BRAND & THIRD PARTY WEBSITES**

Each brand maintains an official website through which customers can get information from. Such information includes that of the brand story, products, menus, pricing, location and opening times of outlets, as well as contact information, should customers have further enquiries. Effort is also spent on maintaining up-to-date information on third-party websites such as TripAdvisor and Dianping for Chinatown Food Street. This is important as consumers flock to these platforms to read reviews from other patrons of the Group's food establishments. At the same time, Google Display Network (GDN) banners are also optimised to appear on the most relevant pages so as to reach out to the right customers. For example, if a customer is reading up on reviews of caterers, such banners may pop up on the same screen to easily direct potential customers to check out menus on the Group's ecommerce site.

**SOCIAL MEDIA**

Social Media platforms such as Facebook is an important point of contact with customers due to the increasing amount of time spent on such platforms. While acting as an avenue where concise brand information can be found, it publishes content to engage customers on a day-to-day basis so that customers can relate to a brand. These platforms also allow for the co-creation of limited time offers with customers sharing their preferences. One such example is from Texas Chicken, where fans were asked to comment on their favourite flavours of Texas Chicken. This exercise brought back the Herb & Garlic flavour for a limited time period, much to the delight of fans. By doing so, the Group keeps its customers in suspense and get them excited with the launch of the next flavour which helps to increase the number of return customers.



Figure 3: Texas Chicken asked Facebook Fans to vote for the next chicken flavour

**OUTLET DESIGN**

Chinatown Food Street is an example of how dining experiences are co-created with customers. In collaboration with the Singapore Tourism Board, the public was engaged through an exhibition and voting of the proposed concepts where Select Group's Chinatown Food Street concept was chosen. To continue to make the experience at Chinatown Food Street pleasant for tourists and locals, quarterly surveys are conducted to get feedback on seating arrangements, proposed food items as well as the activities they would like to participate in. From April to November 2013, a revamp of the food street was conducted. This revamp included shelters being built and ventilation of the food street improved. Along with improvements made to dining facilities, at least five events a year are also conceptualised for customers to have a better experience at Chinatown Food Street.

**EMPLOYEES**

Outlet employees, sales colleagues manning hotlines and catering delivery captains are encouraged to interact with customers to build rapport, and to find out about their dining experience with the Group. Training (e.g. customer centric initiatives) is provided to empower them to better serve customers. As such, Select Group has many winners of the Service Excellence Awards, which serve as a recognition for Select Group's relentless effort in grooming staff. Excellent employees are fundamental to provide the right information to customers' enquiries, convey customer feedback to the right personnel, as well as to ensure a pleasant overall experience for consumers.

**MALL SIGNAGE & MARKETING MATERIAL**

With globalisation, customers are always looking for a brand's relevance in their lives. During the period in which President Obama of the United States of America visited Vietnam and was brought to a local eatery for Bun Cha, Pho Street ran a special Bun Cha promotion, communicated through banners at retail outlets, to allow customers to experience for themselves what such a dish would taste like without having to travel to Vietnam. This move engaged customers as they seek to be part of the action in another part of the world.



Figure 4: Bun Cha promotion at Pho Street in June 2016

**SURVEYS**

Customers are also involved in the launch of the Group's new products at selected restaurants, where feedback is gathered prior to the official launch at all outlets to seek product and operational improvement. At Hong Kong Sheng Kee Dessert, the LTOs for 'HONG'nouring 'KONG'vention was trialled from 9 to 20 Nov 2016 at four outlets (Causeway Point, IMM, Bedok Mall & Raffles City). The successful take-up at these outlets reflected customer acceptance of the food items. As such, the campaign was scheduled for an island-wide launch, which eventually exceeded expectations.



Figure 5: Hong Kong Sheng Kee Dessert's limited time offer in Nov 2016

**PRODUCTS, MENUS & EVENTS**

The Group's sales team at Stamford Catering has also built a good rapport with many corporate clients, and learnt that there was a demand for breakfast catering for morning meetings. This led to the development of Stamford's Executive, Director and President Breakfast buffet spreads to meet this need.

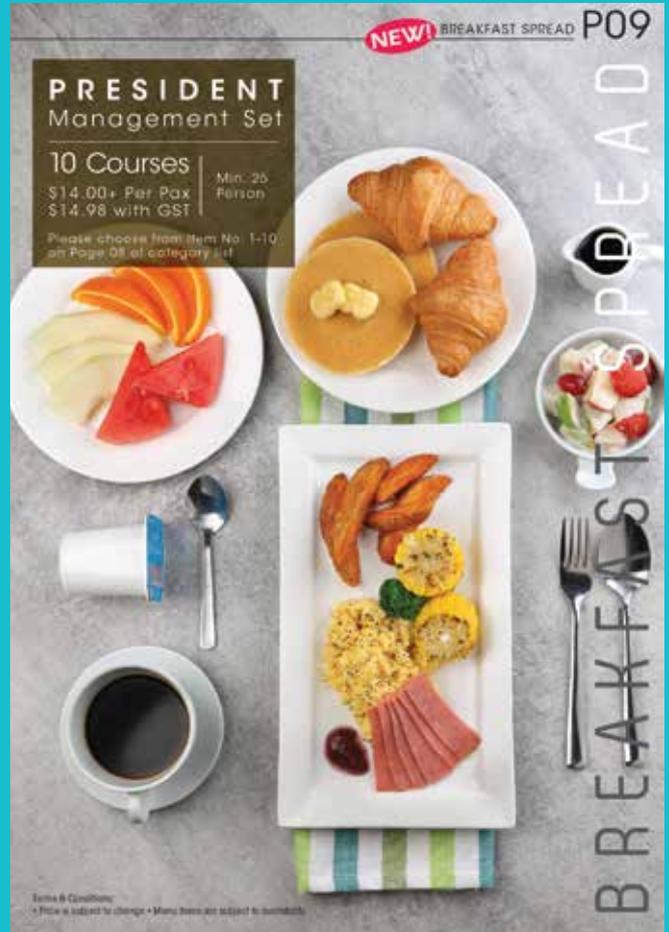


Figure 6: Stamford Catering's breakfast sets

Collaborations with external parties have resulted in the cross-sharing of information to improve the Group's menus. On 15 Oct 2016, Stamford Catering partnered the People's Action Party Seniors Group (PAP.SG) to cook eight healthier recipes contributed by four PAP.SG activists, and four Members of Parliament (MPs), Emeritus Senior Minister, Mr Goh Chok Tong; Speaker of Parliament, Mdm Halimah Yacob; MP for Jalan Besar GRC Dr Lily Neo; and MP for Ang Mo Kio GRC, Mr Darryl David. These recipes, featuring healthier choices such as the use of

brown rice and less sugar, were then published into a book, Recipes of the Heart, and made available to the public. Lessons garnered from this session were then used to further develop Stamford Catering's Healthier Buffet Menus.

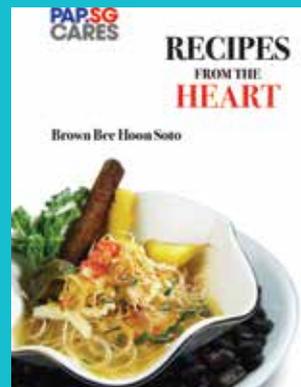


Figure 7: Illustration of the event that Stamford Catering participated in

For Peach Garden, a Mothers' Day event was created to adapt the dining experience to suit the day of celebration. With that in mind, Peach Garden created a unique multi-sensory gastronomic event at The Pollen at Gardens by the Bay on Mothers' Day 2015. Through customised lunch, high tea and dinner menus as well as entry to the Flower Dome, Peach Garden offered a wholesome experience for customers to celebrate Mothers' Day.

**桃苑**  
peach garden  
CHINESE RESTAURANT

**母亲节**

**HAPPY MOTHER'S DAY**

A mother's love - unconditional and unlimited - is the greatest love of all. Show your appreciation to Mum this Mother's Day at Peach Garden with an exclusive spread of culinary delights available at our group of restaurants.

Pamper Mum to a sumptuous spread of lunch, Hi-Tea or dinner buffet, or choose from a selection of set menus specially crafted by our team of masterchefs and delight her with a cosy family meal on this special day.

Peach Garden is offering a range of exclusive dining promotions in celebration of Mother's Day. Please visit our website for more information.

[www.peachgarden.com.sg](http://www.peachgarden.com.sg)

**THOMSON PLAZA**  
6451 3233

**HOTEL MIRAMAR**  
6736 3832

**NTU**  
6219 9398

**THE METROPOLIS**  
6334 7833

**ORCHID COUNTRY CLUB**  
6758 3833

**CHRISTOWN POINT**  
6702 0603

**PRIVATE CATERING**  
6252 9833

**桃苑**  
peach garden  
CHINESE RESTAURANT

**母亲节快乐**

**A UNIQUE MULTI-SENSORY GASTRONOMIC EXPERIENCE**

Celebrate this Mother's Day with a unique multi-sensory gastronomic experience with Peach Garden at the Flower Field Hall, Gardens by the Bay on Sunday 10 May.

Treat Mum to a luxurious spread of lunch, Hi-Tea or dinner under a sea of suspended lights cycling through a rainbow of colours and pamper her to a hand spa indulgence with our compliments. Capture that precious moment for the day she won't soon forget at the specially arranged photo booth and as a finale to this special day, enchant her with a stroll in the Flower Dome as she revels in the wonder of nature.

LUNCH (TWO SEATINGS)	DIM SUM HI-TEA BUFFET	DINNER
Semi-buffet includes Appetizer and Dessert buffet with four-course meal	Includes Use Station, Dim Sum and Dessert buffet	Semi-buffet includes Appetizer and Dessert buffet with four-course meal
11:00am to 12:45pm 1:00pm to 2:45pm	3:15pm to 5:15pm	6:00pm to 8:00pm
\$568++ per person \$339++ per child (12 years and below)	\$545++ per person \$325++ per child (12 years and below)	\$588++ per person \$49++ per child (12 years and below)

All menus include free flow of Chinese tea.  
Prices above are subject to prevailing government tax and 10% service charge.

All prices indicated above include entry ticket to the Flower Dome, a free copy of Peach Garden Cookbook worth \$328 per table per receipt. Tickets are available for a minimum of 4 persons and booking must be made by 5 May 2015.

Visit our e-shop to purchase tickets online  
[www.peachgardenshop.com](http://www.peachgardenshop.com)  
For enquiries, please contact 6252 9833  
New Bee Yong 8611 6185, Serene Seow 8468 3763

Our Partners  
Singapore's No.1  
TOUCHE

Figure 8: Marketing collaterals of Peach Garden's Mother's Day Event 2015

**PROCESSES**

Customers of the Events Catering division and Chinese Dining business segment, Peach Garden, order buffet catering or make reservations in advance and hence, require reminders of their orders nearer to the date of their functions.

For Events Catering, this process is automated by an SMS blast system which triggers an SMS to customers upon confirmation of their orders. One day prior to their event, a reminder SMS is sent with a sales person's contact so as to allow for last minute changes to their order. In addition, on the day of the event, an SMS is triggered with the contact number of the Delivery Captain, in the event where they need to be contacted.

Online or phone reservations are taken at Peach Garden. To add a personal touch to customer service regardless of the medium used to make the reservation, the outlet manager will call the customer upon receiving the e-reservation to confirm the customer's details and provide additional service if necessary, as well as call the customer a day before to reconfirm the reservation.

**SERVICES**

It was discovered through engagement with Facebook fans of Texas Chicken that there was a demand for Texas Chicken delivery services, but many customers were unable to meet the \$150 minimum spend required. As such, this delivery service was made available through the Group's partner, Food Panda, with a minimum spend of only \$15. Within the first three days (10 - 12 Jan 2017) of this service, Texas Chicken's revenue increased across all outlets, a confirmation of this strategic move.

2.2B ENSURES CUSTOMER FEEDBACK IS ADDRESSED AND ANALYSED

**CUSTOMER FEEDBACK LOOP**

When a feedback is being made known to the marketing department via various online and offline platforms, the respective brand manager will review and categorise the feedback into two different tiers. The channelling of feedback is illustrated as follows:

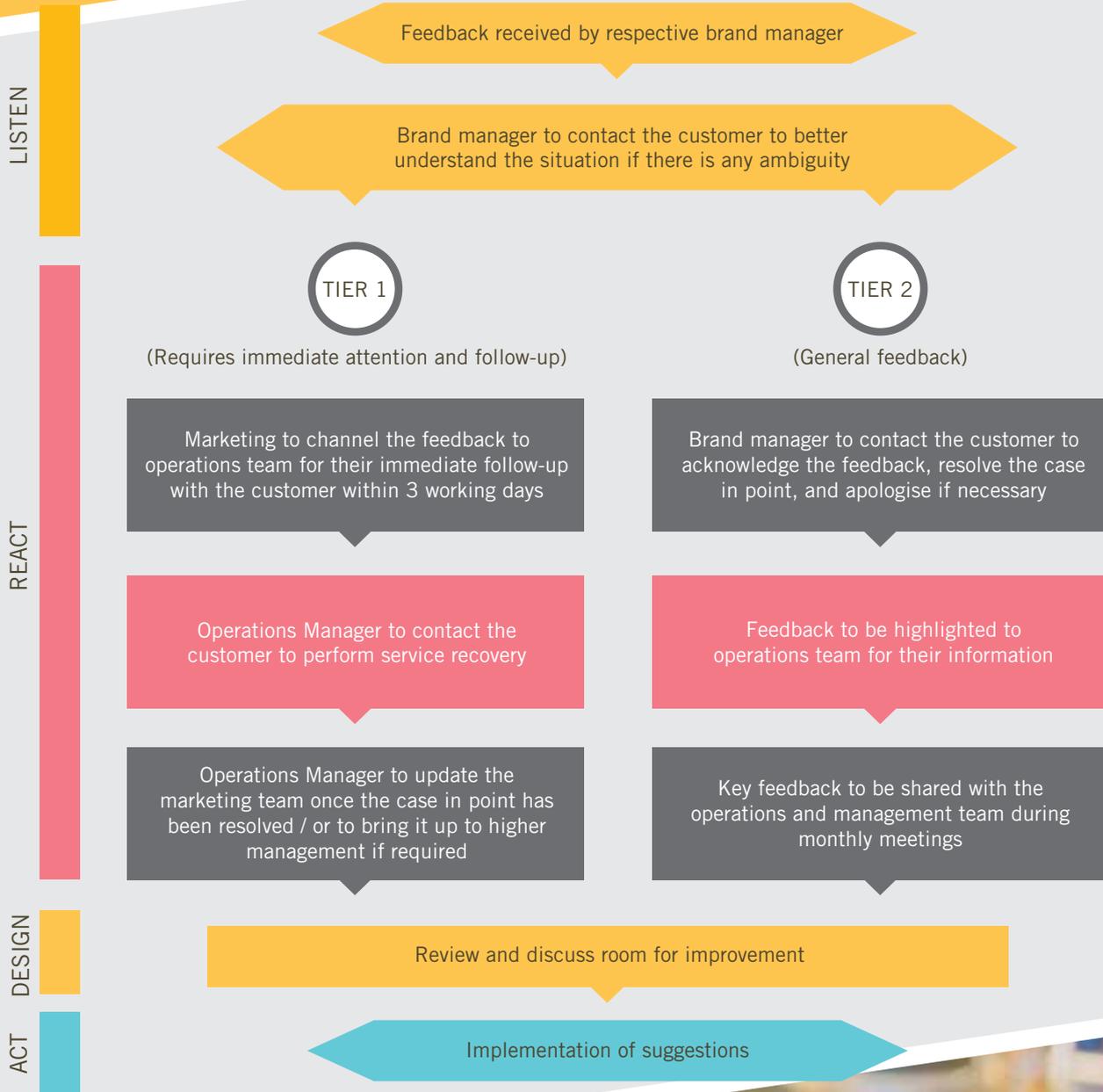


Figure 9: Customer feedback loop

The group recognises that employees should be empowered with the capacity to make decisions under certain circumstances. Restaurant managers are given the trust to contact the customer, and to resolve the issue on hand as quickly and efficiently as possible. They are also encouraged to interact with customers, and to go the extra mile to improve customers' experience with the Group. For example, Peach Garden restaurant managers have the right to surprise customers with longevity buns, or customise a menu to suit the requirements of their customers without the need for top management's consent.

**2.2C PROVIDES EASE OF ACCESS FOR CUSTOMERS TO SEEK ASSISTANCE AND INFORMATION TO ENHANCE THE CUSTOMER EXPERIENCE**

		QUICK SERVICE RESTAURANT	HUB SERVICES	FOOD RETAIL	CHINESE DINING	EVENTS CATERING	INSTITUTIONAL CATERING
Online Platforms	Social Media	✓	✓	✓	✓	✓	✓
	Online Enquiry Channel	✓	✓	✓	✓	✓	✓
Offline Platforms	Enquiry Hotline	✓			✓	✓	
	Interaction with Operation Staff	✓		✓	✓		✓

Table 4: Summary of channels through which customers can seek assistance and information

**ONLINE PLATFORMS**

In this technological age, many customers connect with their favorite brands through social media platforms such as Facebook and Instagram. Hence, habitually, consumers also tend to use the same platforms to seek more information or clarification to their questions. All of the Group's brands have social media platforms to make it easier for customers who are active on social media to request for information by leaving a public comment. Alternatively, they are also able to leave a private message for each brand through Facebook's messaging function.

Information on the Group's menus, store locations, opening hours and promotions can be found on the brands' official website for customers who prefer to seek assistance and information through this means. Each of these websites have an enquiry or contact form which customers can fill in to request for more information. The enquiry will be sent via email to the respective brand manager to follow-up. Websites and social media platforms are updated in a timely manner to ensure that information is accurate and consistent.

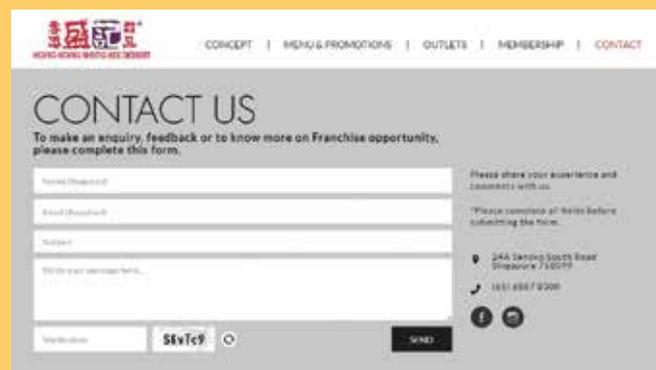


Figure 11: Sheng Kee's enquiry page on its website

**OFFLINE PLATFORMS**

An enquiry hotline exists for Texas Chicken to handle large orders above \$150. Hotlines are also manned for Peach Garden and Events Catering, as products and menus for these business units are more complex and require customizations in both food items and service. Hotlines add a personal touch to customer service for these brands, and also enhance the customer experience as their queries are answered immediately.

Similarly, interaction with outlet employees enhances the customer experience as concerns are addressed immediately. Employees at the Group's retail outlets maintain a high standard for presentation such as always wearing a name tag and a smile on their face to remain professional and approachable. For Peach Garden, a roll call is done every morning to brief service staff on things to take note of for customer bookings that day, as well as to remind staff on the latest promotions so that every customer's experience is not short-changed.



Figure 10: Texas Chicken's enquiry page on its website

## 2.2D SETS PERFORMANCE STANDARDS AT CUSTOMER TOUCH POINTS TO ENSURE CONSISTENT SERVICE DELIVERY

### BRAND WEBSITES

All brands ensure a timely update of changes in information such as store locations, as well as promotions. Besides ensuring that customers are able to make informed decisions, it also ensures that the Group's brands are able to deliver on these promises to its customers. Apart from the usual update of information, new functions on websites always go through User Acceptance Testing to ensure a smooth customer experience on a test site before it is live on the website. For example, through the ecommerce-enabled website for Stamford Catering, specific promotional codes are tested at Step Four of the ordering process to make sure that these promotional codes will work for customers on the actual ecommerce platform.

Brands also go through yearly website audits for maintenance. Such audits may include page speed testing, as loading speeds are important to consumers who are searching for information online in a rush. User Experience (UX) testing is also done for the Group's ecommerce-enabled sites to optimise the user's browsing and ordering experience for Events Catering's online menus. Lastly, Search Engine Optimisation (SEO) and Search Engine Marketing (SEM) are also conducted every month to make it easier for customers to find the Group's brands online.

### SOCIAL MEDIA

As social media draws individuals and brands closer to each other, the expectation of response time is also heightened. As such, an automated message is triggered immediately on pages such as Select Catering so as to assure customers that the Group is there to assist them in the shortest time possible.

At the same time, the tracking of engagement rates is conducted to assess the emotional connectivity consumers have to the Group's brands. Post likes, page likes, comments and shares are some examples that are telling of the level of engagement achieved. Conversions tracking is also done via Facebook Pixel Code ads for Select and Stamford Catering, whereby the Group analyses the effectiveness of such ads in making it easier for customers to check out a purchase when they are making their consideration through Facebook.

### EMAIL/FAX

Many of the brands' contact or enquiry forms trigger an email alert which will remind the receivers to respond within a target number of days. Standards to remain professional in replying such emails include paying attention to the words used, and maintaining a friendly tone throughout the email. Lastly, a signature must always be present should the customer want to contact the sales or marketing person via a phone call instead.

### OUTLET DESIGN

The outlet design is carefully planned and executed in order to portray the right brand image. For example, to highlight the authenticity of Ipoh Lou Yau Beansprouts Hor Fun prepared in the traditional way, large food covers are used to decorate the lights at the brand's retail outlets. Menu boards at all retail outlets are also designed such that a customer can read the menu even while standing three metres away from the counter. With regards to the setting up of new outlets, projects must always be completed by the date of official launch.

For example, the renovation of the Hong Kong Sheng Kee Dessert at Hillion Mall on 24 Feb 2017 was completed within two weeks of the handover of the retail space by the mall management. Keeping to schedule prevents the customer from being disappointed when they head down to try the Group's products.

### MALL SIGNAGES/MARKETING MATERIAL

As Select Group has over 20 brands for the Group's in-house designers to work on, jobs are scheduled in advance to produce marketing material. The design of brochures, web visuals, posters or banners starts three weeks before a launch, so as to allow buffer time for changes as well as the printing of material when required. Providing customers with information at the right time impacts the customer dining decisions. As a guideline, signages must contain the unit number of the Group's retail outlets and provide easy to understand directional information to lead customers to the Group's shops. Marketing material must also have a call for action, such as "click here to order now", found on all the Group's web banners for Stamford and Select Catering. This lets customers know that they can click the visual to order via the Group's ecommerce portal for the aforementioned brands.

### SURVEY PLATFORMS

The Group's casual dining brands and Texas Chicken use third party survey platforms to hear feedback from customers. In order to keep food quality and customer service in check, the Group pays close attention to this feedback on a monthly basis and channel it to the relevant departments for their action. For every category that falls below the Group's target, the team reviews a series of action plans to push the rating back above the goal. The net promoter scores of brands are also monitored to maintain at a positive number.

### SALES STAFF

A television screen at the sales department allows managers to monitor the availability of sales personnel, as well as the number of dropped calls when customers are unable to get through the Group's events catering hotlines to make an enquiry or order. Sales personnel are required to call these customers back, and managers are in charge of scheduling sales personnel in shifts that keeps the number of dropped calls within the target. At the outlets, sales personnel are always reminded to provide service with a smile as it helps to maintain a friendly disposition when speaking to customers. In order to provide the best service to customers, sales personnel are also advised to remain flexible to customers' requests. In such situations or in the event that service recovery is necessary, employees in the sales team are empowered to provide customers with cash discounts or items.

### OUTLET STAFF & DELIVERY CAPTAINS

Outlet staff at the Group's retail brands, as well as delivery captains for its events catering brands are employees who are physically present to provide customer service. As such, presentation is of utmost importance. Both outlet staff and delivery captains don their uniforms at all times to provide service with a smile. Standard operating procedures have also been set in place during training for cashiering, cooking and customer service for retail staff, while that of buffet set up is done for delivery captains.

## 2.3 CUSTOMER SATISFACTION

DESCRIBE HOW THE ORGANISATION:

### 2.3A DETERMINES AND IMPROVES CUSTOMER SATISFACTION FOR VARIOUS CUSTOMER SEGMENTS

#### CUSTOMER SATISFACTION PROGRAMMES

The Group offers various online and offline platforms to measure seven aspects of customer satisfaction – overall satisfaction level, friendliness of staff, promptness of service, taste of food, value-for-money, cleanliness of environment, and likelihood to recommend. The table below summarises the platforms used by each business segment:

		QUICK SERVICE RESTAURANT	HUB SERVICES	FOOD RETAIL	CHINESE DINING	EVENTS CATERING	INSTITUTIONAL CATERING
Online Platforms	Social Media	✓	✓	✓	✓	✓	✓
	Online Feedback Platforms	✓	✓	✓	✓	✓	✓
	Website Feedback Form	✓	✓	✓	✓	✓	✓
Offline Platforms	Physical Feedback Copies			✓	✓		✓
	Tele-survey					✓	
	Mystery Audit	✓	✓	✓	✓	✓	

Table 5: Overview of platforms to measure customer satisfaction

#### ONLINE PLATFORMS

Customers are encouraged to share their dining experience with the Group via its online feedback portals. From these platforms, customers are also able to share their comments and feedback by sending private messages or leaving a comment or posting on the Group's Facebook or Instagram pages. Alternatively, they can also send their feedback via the websites' Contact Us page. The feedback is then categorized under each of the seven categories as aforementioned, to serve as a qualitative mean to measure customers' satisfaction.

With the implementation of the online feedback portal in 2015, the Food Retail business segment has been able to better track consumer satisfaction across all brands. This is made possible by a unique feedback link created for each outlet, allowing for action to be taken specific to each store. The improvement in customer satisfaction shown by most categories hitting the target within a year is testament to the Group's belief that meeting customers' needs is of top priority.

#### OFFLINE PLATFORMS

The Group's Casual Dining concepts display physical copies of feedback forms at the ordering counters to make it easier for customers who prefer to communicate their feedback through writing. Results from these feedback forms are collated and keyed into the online platform by a third party on a monthly basis. Results of customers' satisfaction levels are reviewed during monthly operations meetings. Chinatown Food Street also conducts a survey every quarter to get information about visitors' dining experience and new ideas for future development.

Apart from feedback forms, the Group also engages mystery diners to review and assess each customer touch-point for Casual Dining concepts. Mystery dining, conducted by the training department, is conducted every quarter, and results are shared with the management and operations team to evaluate the best practices and shortfalls of each restaurant. The events catering arm engages third party surveyors to conduct tele-surveys on customers. The results are also used to validate the findings from online platforms.

## 2.3B DETERMINE CURRENT AND FUTURE DRIVERS OF CUSTOMER SATISFACTION

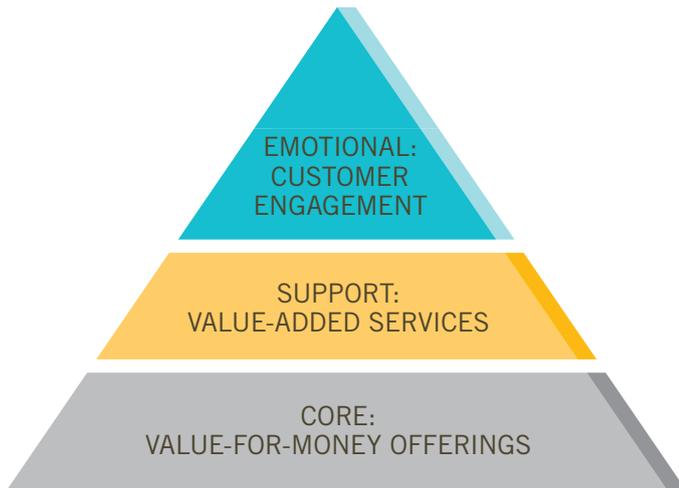


Figure 12: Drivers of Customer Satisfaction

**CORE: VALUE-FOR-MONEY OFFERINGS**

Value-for-money is about balancing price, quality of food and service, and the overall dining experience at any particular restaurant. The restaurant value equation varies for different segments. For quick service restaurants, value equation is balanced between price and quality and less on restaurant experience. In casual dining, the price and quality balance has shifted significantly to the quality side, while for fine dining restaurants, quality of ingredients and overall dining experience have become the more important value elements. Having this in mind, the Group aims to satisfy different customers by offering different promotions or bespoke services for each business segment.

**SUPPORT: VALUE-ADDED SERVICES**

Such drivers of customer satisfaction include aspects that enhance the provision of the core product or service and enable its delivery to customers. They include delivery, hours of operations, efficient level of staffing, communication of information, helplines and other programs that support the core driver which is to provide value-for-money food to customers. The introduction of innovative offerings also come under this segment as the Group provides customers new options regularly to pique their interest and satisfy their need to feel refreshed and intrigued.

The Group's support services include the option of delivery for the Group's quick service restaurants and casual dining concepts. Many of the Group's business segments strive to attract new and retain old customers by the introduction of new and innovative products. The many limited time offers introduced by the different business segments are testimonial to the Group's effort to provide customers with creative dishes that suit their palettes.

**EMOTIONAL: CUSTOMER ENGAGEMENT**

Customers like being able to share opinions with others, and the Group supports this desire by establishing multiple platforms for them to do so. When effectively organized and maintained, these mechanisms can increase the level of customer satisfaction when customers feel recognised. All business segments are equipped with social media platforms and websites to provide accessibility of information to customers. Queries and feedback are promptly attended to.

This pinnacle level also deals with the subtle messages that a business sends to its customers. These messages leave customers with either positive or negative feelings toward the business, and which will determine whether or not the business is capable of developing genuine relationships with its customers. Essentially, this level deals with how the Group make its customers feel through all points of contact and all interactions. The Group strives to make customers feel important, valued, special, recognized, and pleasantly surprised. For example, Texas Chicken has invited Facebook Fans to multiple events such as Texas Chicken's 5th Birthday Celebration on 2015, the 500th International Restaurant Opening at Resorts World Sentosa in 2016, and a movie screening session in 2017. For Stamford Catering, there are frequent customer appreciation nights and movie screening sessions. By doing so, the Group strives to build a rapport with customers and make them feel appreciated.

**FUTURE DRIVERS OF CUSTOMER SATISFACTION**

To determine future drivers of customer satisfaction when it comes to product quality and types, the Group uses information derived from competitor analysis, and food review articles published by renowned food bloggers and websites. In addition, the Group also goes beyond Singapore to learn from F&B players in other markets.

Market trends as well as data that is readily available on government websites such as the Department of Statistics ([www.singstat.gov.sg](http://www.singstat.gov.sg)) has also allowed the Group to understand changing consumer needs. With increasingly fast-paced lifestyles and the need for on-demand services round the clock, consumers are demanding food out of the usual retail hours. As an effort to provide food as and when customers require them, the Group has planned for the production of Ready-to-Eat Meals to serve this need, as well as partnered with a vending machine company to make such products easily available to consumers round the clock. Upcoming concepts such as Streets Asia also aim to cluster the Group's brands within a single area to provide customers with a one-stop area for Asian cuisines.

2.3C INCORPORATES CUSTOMER INSIGHTS AND FEEDBACK INTO THE STRATEGIC IMPROVEMENT PLANS

ASPECT OF CUSTOMER SATISFACTION	CUSTOMER INSIGHT AND FEEDBACK	STRATEGIC IMPROVEMENT PLAN FOR CUSTOMER SATISFACTION	
Value-for-money Offering	Customers' feedback on food quality and service	Quick Service Restaurant	<ul style="list-style-type: none"> <li>• Conduct multiple rounds of both internal and external food tasting sessions</li> <li>• Training to be conducted for staff on a regular basis</li> </ul>
		Casual Dining	
	Demand for new and innovative products	Quick Service Restaurant	<ul style="list-style-type: none"> <li>• Commitment to constantly introduce new and refreshing products (LTOs) all year long</li> </ul>
		Casual Dining	
Events Catering		<ul style="list-style-type: none"> <li>• Introduction of breakfast sets for corporate clients</li> <li>• Introduction of healthier choice buffets</li> </ul>	
Fine Dining	<ul style="list-style-type: none"> <li>• Continuous innovation (e.g. 4-tier steamboat, London Fat Duck)</li> <li>• Introduction of MasterChef series at Peach Garden</li> </ul>		
Value-added Services	Demand for convenience	Events Catering	<ul style="list-style-type: none"> <li>• Expansion of thematic set-ups to include more options that cater to different occasions, with the aim of being a one-stop shop for events</li> <li>• Establishment of e-commerce to enable seamless ordering of catering services</li> </ul>
		Quick Service Restaurant	<ul style="list-style-type: none"> <li>• Introduction of delivery options through third-party delivery providers (e.g. Foodpanda, Deliveroo)</li> </ul>
		Casual Dining	
		Fine Dining	<ul style="list-style-type: none"> <li>• Establishment of online store to facilitate retail sales</li> </ul>
Customer Engagement	Positive response from events organised by different business segments	Quick Service Restaurant	<ul style="list-style-type: none"> <li>• Organise yearly fans-exclusive events and customer appreciation nights</li> <li>• Improve existing events (e.g. Singapore Food Festival Fifty-cents Festival)</li> </ul>
		Events Catering	
		Universal Dining	
		Pro*3	<ul style="list-style-type: none"> <li>• Organise pop-up stores and flea markets for corporate clients</li> </ul>

Table 6: Strategic Improvement Plans for Customer Satisfaction

# 如鱼得水

## STRATEGY

Fish, commonly known to be a brain booster, represents Strategy as that is what guides the Group forward.



### 3.1. STRATEGY DEVELOPMENT

DESCRIBE HOW THE ORGANISATION:

#### 3.1A DETERMINES ORGANISATIONAL CHALLENGES AND ANTICIPATES EXTERNAL CHANGES AND RISKS

The Group determines the organisational challenges and anticipates external changes and risks through various channels such as benchmarking exercises, market research and participation in key industry platforms to glean key industry insights. These channels are summarised in the table below.

CHANNELS	OBJECTIVE	PLATFORMS
Benchmarking Exercises	To determine its performance against industry peers and overseas players	Annual benchmarking exercise by the Singapore Productivity Centre and SPRING Singapore.
		Industry reports by consulting companies like Boston Consulting Group (BCG), Bain, and Towers Watson, which are spearheaded by government agencies like SPRING Singapore.
		Third party vendors who conduct benchmarking for Select Group in specific functions such as social media performance and strategy.
		Comparison of financial information with competitors through annual reports.
Market research	To build up the Group's knowledge base and to stay ahead of the curve	Local market studies are conducted on industry peers via competitor studies at outlets and customer studies.
		Overseas study trips to understand latest trends in the industry and to contextualise to Singapore's business environment so that best practices can be adopted.
Participation in key industry platforms to glean key industry insights	To attain key industry insights and assist the Group in the formulation of new strategic plans	<b>President of Restaurant Association of Singapore (RAS):</b> Through the Managing Director's role as the President of RAS, key information is being gathered from a pool of more than 350 industry stakeholders/representatives. Such insights include latest information on mall developments, market trends, consumer trends, and food sources.
		<b>Co-chair of Lifestyle Sub-committee for Council for Skills, Innovation and Productivity (CSIP):</b> As the co-chair of CSIP Lifestyle Sub-committee along with Senior Minister of State, Ms Sim Ann, the Managing Director is able to receive information on the latest market trends, government initiatives and campaigns.
		Works closely with government agencies to provide inputs and obtain first-hand information on key industry policies that may impact the business. These agencies include SPRING Singapore, IE Singapore, NEA, and WSG.

Table 1: Channels to determine organisation challenges and anticipate changes and risks



Select Group's Managing Director participated in an overseas study trip to visit food services companies in Los Angeles as well as to learn from Disney Institute on best practices in the food industry (October 2016)

**3.1B DEVELOPS LONG AND SHORT-TERM STRATEGIES TO ACHIEVE ORGANISATIONAL GOALS**

**SELECT GROUP'S STRATEGY DEVELOPMENT PROCESS**

Select Group recognises the importance of effective strategy development as a contributor to its on-going business success. For the Group, strategy development is a continuous process loop made up of the following key stages:





Figure 2: Sources of information that shapes the strategy development process

**REVIEW AND ANALYSIS:**

Regular reviews and analysis of the environment is conducted in order to assess the Group's performance and to react in a timely manner to market changes.

5-Year Vision Sharing and Management Review Session	Yearly Work Plan Review	Quarterly Managers Meeting (QMM)	Quarterly Managers Session (QMS)	Monthly Operations Meeting	Daily Roll Call
Full day seminar involving senior and middle management for aligning and communicating of business directions and vision	Department yearly work plan reviews across various departments to align KPIs to business goals (Oct)	Brainstorming and exchange session between senior and middle management on Group strategies	Sharing session with operations team by senior and middle management to inform them of the Group's development	A meeting to iron out day-to-day issues and align support department and operations to ensure smooth running of business	Restaurants and food establishments will perform roll call to disseminate information to ground level ensuring alignment of goals

Table 2: Platforms for Strategy Review and Analysis

**STRATEGY DEVELOPMENT:**

Select Group utilizes a combination of top-down and bottom-up approach to come up with strategies for the Group. This is in accordance with the Strategy Framework as seen in the figure below.

The Select Group Strategy Framework is the compass that guides and aligns the organisation towards a unified goal. This framework shows how the Group's vision, strategic priorities and long-term business strategies are aligned with the short-term initiatives and action plans developed by the different business units and departments.

Top management establishes the vision, strategic priorities and long-term business strategies which are determined during the vision sharing and management review session held every five years. This paves the way for the different business units and departments to develop and align their yearly work plans accordingly. The yearly work plans entails short-term initiatives, action plans and KPIs which are reviewed and approved by the management. This approach allows the top management to set clear goals for the Group while valuable information from employees can be incorporated into the strategic planning process.

In order to ensure continuous business success, continuous evaluation of information gathered from external and internal environment is essential as there is a need to adapt to constant changes. Through continuous review, the Group is more likely to detect opportunities, threats and competitive conditions that may lead to a shift in strategic plans. This will ensure continuous improvement in the Group's strategic planning process.



Figure 3: Select Group Strategy Framework

### 3.1C ENGAGES KEY STAKEHOLDERS IN THE STRATEGY DEVELOPMENT PROCESS

Select Group utilises several engagement strategies for key stakeholders to increase their participation and commitment to the strategic planning process. Key stakeholders are engaged in the strategy development process through the following channels:

STRATEGIC PLANNING EVENTS	OBJECTIVES	FREQUENCY	STAKEHOLDERS INVOLVED
Vision Sharing and Management Review Session	<ul style="list-style-type: none"> <li>To share goals and projections for the next 5 years</li> <li>To discuss and devise short-term initiatives to meet goals and projects</li> </ul>	Every 5 years	<ul style="list-style-type: none"> <li>Senior management</li> <li>Key representatives from all business units and departments</li> </ul>
Quarterly Managers Meeting (QMM)	<ul style="list-style-type: none"> <li>For middle management to have close engagement with senior management to brainstorm on strategies and key issues</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Senior management</li> <li>Middle management from all business units and departments</li> </ul>
Quarterly Managers Session (QMS)	<ul style="list-style-type: none"> <li>For managers to understand and feedback on the Group's initiatives every quarter</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Senior management</li> <li>Middle management from all business units and departments</li> </ul>
Senior Management Meetings	<ul style="list-style-type: none"> <li>To discuss key business units/departments performance against budget allocated and key performance index</li> <li>To review market trends and formulate strategy to address them</li> <li>To look into potential business strategy (i.e. Merger and Acquisition)</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>Senior management</li> </ul>
Business unit/ department meetings	<ul style="list-style-type: none"> <li>To discuss and update on action plan and KPIs for each business units and departments</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Representatives from business units and departments</li> </ul>

Table 3: Channels to engage stakeholders in the strategy development process

## 3.2. STRATEGY IMPLEMENTATION

DESCRIBE HOW THE ORGANISATION:

### 3.2A DEVELOPS AND IMPLEMENTS LONG- AND SHORT-TERM ACTION PLANS

As aforementioned, Select Group uses a hybrid of top-down and bottom-up approach to develop strategies for the Group according to the Select Group Strategy Framework. In terms of long-term action plans, the Group adopts a top-down approach where the top management sets the Vision and Strategic Priorities which guides the long-term business strategies that are co-created between the top management and middle-management. The table below provides a summary of the Group's strategic priorities and corresponding long-term business strategies:

SELECT GROUP'S VISION	TO BE THE F&B GROUP WITH 1000 RESTAURANTS AND ESTABLISHMENTS				
Strategic Priorities	<b>Strong Financials</b> Ensure organization is able to finance overall operation	<b>Quality Services &amp; Products</b> Leading to customers' satisfaction	<b>Partnership</b> Good working relationship with stakeholders	<b>People</b> Strong foundation of people assets	<b>Innovation</b> Stay ahead of the curve
Long-term Business Strategies	<ul style="list-style-type: none"> <li>Growth of new markets</li> <li>Cash flow management</li> <li>Diversification</li> </ul>	<ul style="list-style-type: none"> <li>Customer relationship building</li> <li>Quality control &amp; quality assurance</li> <li>Process standardization</li> </ul>	<ul style="list-style-type: none"> <li>Supplier relationship</li> <li>Collaboration with partners</li> <li>Relationship building for other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Manpower planning</li> <li>Recruitment</li> <li>Talent management</li> <li>Learning and development</li> <li>Rewards and recognition</li> <li>Employee engagement</li> <li>Performance management</li> <li>Leadership management</li> </ul>	<ul style="list-style-type: none"> <li>Business model innovation</li> <li>System innovation</li> <li>Process innovation</li> <li>Product innovation</li> </ul>

Table 4: Summary of Strategic Priorities and Long-term Business Strategies

These long-term business strategies are then translated into initiatives by business units and departments for the short-term. Each business unit and department will work out an annual work plan which includes the action plan, allocation of resources and manpower, KPIs and monitoring process which will then be approved by management.

### 3.2B MANAGES ORGANISATIONAL RISKS ASSOCIATED WITH PLANS

With every new plan, comes a new set of risks. Good risk management allows the Group to operate smoothly through early detection and management of risks before any compromise to business operations. The Group takes a proactive approach in the management of risk, starting with identifying, evaluating, controlling and reviewing risks as seen in the figure below. This Risk Management Framework allows the Group to make prudent decisions leading to greater returns and to minimise risks related to any impulsive decisions.



Figure 4: Select Group's Risk Management Framework

The following table shows an example of how the Risk Management Framework is applied to one of the Group's business plans.

BUSINESS PLAN: LAUNCHING READY MEALS BUSINESS SEGMENT			
Type Of Risk	Risk Identification	Assessment Of Risk	Action Plan to Mitigate
Operational	<ul style="list-style-type: none"> <li>Food safety lapses</li> <li>Kitchen equipment breakdown</li> <li>Insufficient manpower</li> </ul>	<ul style="list-style-type: none"> <li>High</li> <li>Moderate</li> <li>Moderate</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to ISO 22000 standards and conduct frequent audits</li> <li>Provide support from other production kitchens</li> <li>Cross deploy manpower from other business segments</li> </ul>
Supplier	<ul style="list-style-type: none"> <li>Shortage of supplies</li> </ul>	<ul style="list-style-type: none"> <li>Low</li> </ul>	<ul style="list-style-type: none"> <li>Contact other suppliers to procure similar goods</li> </ul>
Customer	<ul style="list-style-type: none"> <li>Low demand from customers</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Diversify into alternative business channels such as B2B</li> </ul>

Table 5: Risk management for the new Ready Meals Business Segment

### 3.2C ALLOCATES RESOURCES IN A TIMELY MANNER TO ACHIEVE STRATEGIC GOALS

Financial budgeting and manpower allocations are conducted in a yearly manner. Each business unit will come up with an annual budget and manpower plan which will be discussed with the Managing Director at the start of the year. These are then reviewed at regular platforms to ensure that sufficient resources are allocated to execute the work plans smoothly.

PLATFORMS	OBJECTIVE	FREQUENCY	KEY STAKEHOLDERS
Annual Business Work Plan Meeting	<ul style="list-style-type: none"> <li>Discuss work plan and resources needed with all relevant personnel</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Managing Director</li> <li>All personnel from business units/ departments</li> </ul>
Quarterly Managers Session	<ul style="list-style-type: none"> <li>Communicate work plans to all business unit/department management</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Senior management</li> <li>All managers and relevant personnel</li> </ul>
Business Unit/ Department Meeting	<ul style="list-style-type: none"> <li>Discuss and update on progress and review work plan and resource requirements</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>Managing Director</li> <li>All managers and executives from business units/departments</li> </ul>
Operations Meeting	<ul style="list-style-type: none"> <li>Discuss and disseminate work plan information and seek ground feedback</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>All operations personnel</li> </ul>

Table 6: Platforms to allocate and review resources to execute work plans

**3.2D ENGAGES KEY STAKEHOLDERS IN THE STRATEGY IMPLEMENTATION PROCESS**

Regular platforms are available to engage key stakeholders in the strategy implementation process which also serves to obtain feedback on these strategies.

**MONTHLY BUSINESS UNIT / DEPARTMENT / OPERATIONS MEETING**

All relevant personnel are involved in the monthly meetings with management which runs through the action plans and initiatives in detail. Roadblocks to strategy implementation are highlighted at these platforms so that all stakeholders can discuss and find solutions. Such regular platforms to discuss strategy implementation help the Group to review the success of certain strategies and be able to adjust strategies in a timely manner. For example, for business strategies and initiatives that involve improving productivity, key stakeholders from all business units and departments come together during the monthly productivity meeting to discuss new ideas and review the performance of implemented productivity ideas.

**DAILY ROLL CALL**

Daily roll calls are also conducted at retail outlets between ground operators and outlet managers to communicate on short-term initiatives and action plans and discuss on operational priorities such as customer feedback.



**3.2E MEASURES PERFORMANCE AGAINST PLANS AND TARGETS**

At the end of each work year, the various business units and departments will review their own KPIs against the set targets. Some examples are seen in the table below:

DEPARTMENT / BUSINESS SEGMENT	PLANS / TARGETS	PERFORMANCE REVIEW MECHANISM
Business and Capability Development Department	Improve productivity within group and reduce target man-hours per day by end of 2017	<ul style="list-style-type: none"> <li>• Comparison of man-hour savings before and after the implementation of productivity initiatives</li> <li>• Collate and calculate man-hour savings from all productivity-related projects</li> </ul>
Catering Department	Increase daily sales by 50%	<ul style="list-style-type: none"> <li>• Comparison of catering sales before and after the implementation of initiatives</li> </ul>

Table 7: Examples of performance review

# 比翼双飞

## PEOPLE

Chicken, which is the protein source of the meal, serves as building blocks of the body. Similarly, the People of Select Group are crucial drivers for its growth.



## 4.1 HUMAN RESOURCE PLANNING

DESCRIBE HOW THE ORGANISATION:

### 4.1A ANTICIPATES HR NEEDS AND DEVELOPS HR PLANS AND POLICIES WHICH ARE ALIGNED TO STRATEGIC GOALS AND ORGANIZATIONAL VALUES



Figure 1: Human Resource strategies that lead towards achieving strategic goals

Human capital is the pillar of the Group and Human Resource (HR) plays a crucial role. The Group has developed eight key HR strategies: Manpower Planning, Recruitment, Talent Management, Learning and Development, Rewards and Recognition, Employee Engagement, Performance Management and Leadership Management.

### MANPOWER PLANNING TO ANTICIPATE HR NEEDS

In Select Group, one of the key HR goals is to “recruit the Right people for the Right Job”. Based on the organization charts of each business segment or department, manpower needs are projected and different recruitment strategies are implemented to fulfill the requirements. It is essential that the staff recruited must be able to perform the job duties as stated in the Job Descriptions (JD) and possess the right attitude and mindset which are aligned with the organizational culture.

The table below shows the manpower planning process:

PHASES	SCENARIO	PLATFORMS	STAKEHOLDERS INVOLVED	FREQUENCY
Phase 1: Manpower Requisition	<ol style="list-style-type: none"> <li>1. Replacement for existing role</li> <li>2. Newly created role due to expansion/ new projects</li> <li>3. HR Director would advise on the headcount approved based on budget and recruitment needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Manpower requisition form endorsed by respective Head of Department (HOD)</li> <li>2. HOD will highlight any special requirements</li> </ol>	Relevant departments & HR	As required
Phase 2: Advertisement/ Recruitment Channel	To advertise based on the JD for each position (with specific requirement)	Recruitment Channels: Job portal, website, recruitment agencies, staff referral, social media, career/ recruitment fairs	HR will conduct the 1 <sup>st</sup> round of screening and to clarify with candidates before referring candidate to HOD	As required
Phase 3: Interview & Shortlisting	Line Managers will conduct the interviews	Application forms, Questionnaire for PMET positions	Relevant departments and HR	As required
Phase 4: Execution/ Offer/ Placement	Qualified candidates will be shortlisted and offered with position	<ol style="list-style-type: none"> <li>1. Refer to salary guideline</li> <li>2. Market comparison</li> </ol>	HOD, HR	As required

Table 1: Manpower Planning Process

4.1B ESTABLISHES A RECRUITMENT AND SELECTION PROCESS TO MEET ORGANIZATIONAL NEEDS

RECRUITMENT

• PROCESS

Recruitment is the first stage where the hiring managers/HR Department is able to assess the candidate on whether he/she has the relevant skills and knowledge, and more importantly, whether the personality of the candidate suits the organization’s culture. As quoted by Peter Schutz, former CEO of Porsche: “Hire character, train skill”.

The Group highly values a candidate’s experience, skills, knowledge and personality. In order to align with the organization culture which emphasizes on the six core values (Integrity, Drive and Determination, Teamwork, Quality, Service, and Innovation), the Group aims to recruit employees who share the same values and who are always driven.



Figure 2: Recruitment process

CHANNEL	EXAMPLE
Job Portals	JobStreet.com, Gumtree, [Logo]
Social Media	Facebook, LinkedIn
Website	Group’s website
Referral Scheme	Staff referral
Career Fair/ Career Talk	Collaborate with E2i, educational institutions and public career fair
Walk-In Interview	Give out leaflets and through posters at the outlets
Recruitment Agencies	For recruitment of foreign workers / foreign talents
Newspaper Advertisement	Straits Times / Zao Bao / Wan Bao

Table 2: Recruitment channels

• ON-BOARDING FOR NEW HIRES

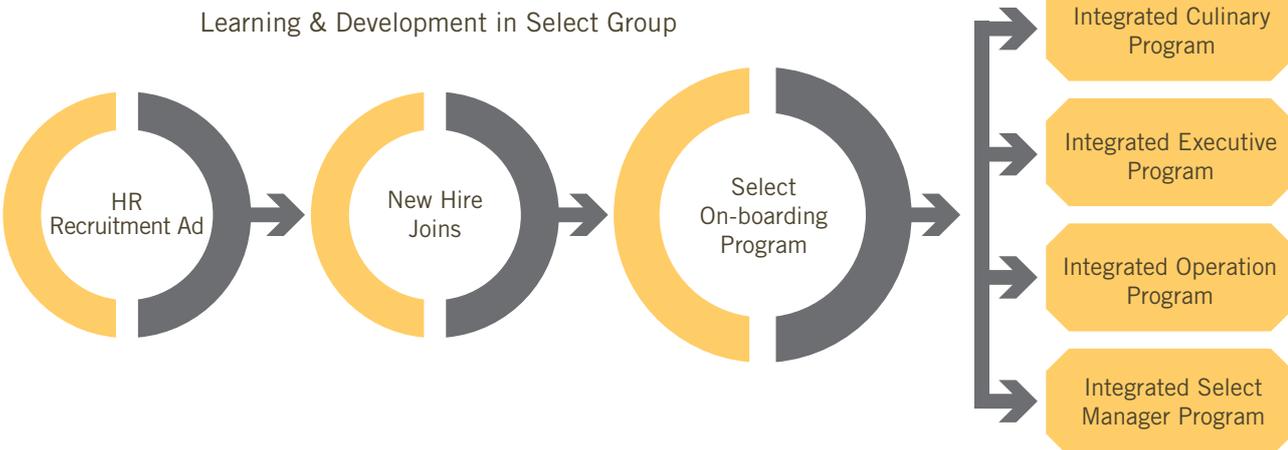


Figure 3: Types of Learning and Development Programmes in Select Group

TYPE	OBJECTIVE
Orientation Programmes	Sharing of vision, mission, core values, different business units, staff benefits, career progression, and code of conduct
Basic Food & Hygiene Course	Understand basic knowledge in handling food and will be issued with a WSQ certificate
Customer Centric Initiatives	Train customer service skills and how to perform good service at work

Table 3: On-boarding programmes

### SELECT GROUP'S BRANDING STRATEGIES

Managing talent is a long-term investment and requires different strategies. Besides an open recruitment process, the Group has actively collaborated with educational institutions such as ITEs, Polytechnics and Universities to work on programmes such as internships, scholarships, learning tours, career talks and career fairs as the efforts for branding.

#### • INTERNSHIP

Through the internship programmes, students are being placed under different business segments or departments based on their field of studies to have an in-depth understanding of the respective job scopes. The students may be rotated to perform different duties to have a complete picture of the overall business segment or department. This helps the students to decide if they wish to further their studies in the same field or to work in Select Group after their graduation. By the end of the internship, HR will conduct an evaluation by the

student and the direct supervisor on the effectiveness of the whole internship programme. Students who have good performance and recommendations from the supervisors will receive special attention where HR will follow-up closely with them after they have completed their studies. There are also many requests by students to return to Select Group as a part-timer role after they have completed the internship programme.

#### • SCHOLARSHIPS AND BOOK PRIZES

The Group has participated in various scholarship programmes to provide financial support to the academically-strong students from families with financial difficulties. The following are the initiatives:

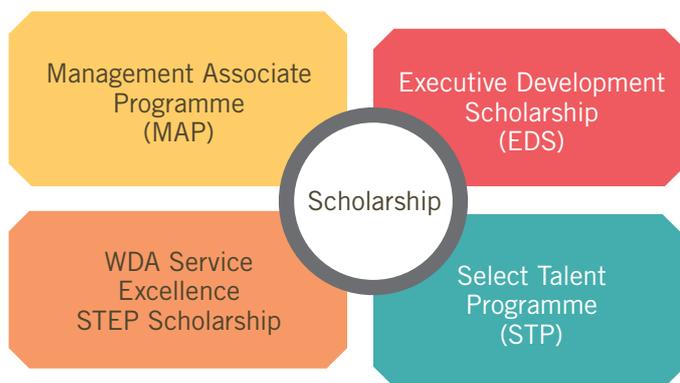


Figure 4: Various scholarship programmes

Upon completion of studies, the scholars will serve one to two years of bond under the Group. The Group trains and assesses the performance of these graduates. Those who display great enthusiasm, meet preset targets and show leadership qualities will be identified and placed under the 'fast track' career path and have opportunities to progress in their careers.

The Group has worked with various institutions Group's to provide book prizes to selected students. Thus far, the partners include Temasek Polytechnic, Republic Polytechnic, Ngee Ann Polytechnic and Singapore Management University. The selected students will then have their internship in Select Group to better assess their suitability. This provides a win-win situation to both parties.

#### • LEARNING TOURS/ CAREER TALKS/ CAREER FAIRS

To the public, many perceive Select Group as solely a catering provider. Hence, the Group works with many learning institutions on learning tours which include a presentation on the Group's business models and a visit to the facilities to understand the Group's production capabilities. This is often an eye-opener to the students and helps to attract students to consider Select Group as their future employer.

#### 4.1C IDENTIFIES AND GROOMS EMPLOYEES FOR HIGH PERFORMANCE

##### TALENT MANAGEMENT

The Group aims to identify talents who possess strong leadership and people management skills, are able to achieve or exceed the Key Performance Indicators (KPI) and Key Results Areas (KRA), possess same values as the Group, and is able to positively influence and motivate fellow staff to work towards achieving the Group's vision.



Figure 5: Process of identifying talents

A healthy organization must be able to groom the talents and build the leadership from within. This is a constant effort that the management has put into the Talent Management Policy. Through the appraisal system and evaluation by direct supervisors, good performers are identified and assessed by top management. The potential talent may be assigned with special projects to be further assessed on leadership and organizing skills. For example, a PMET potential talent may be assigned a role to lead a committee in a Group event. An operations potential talent may be tested via the ability to manage more than one outlet. The Group is also in support of the SkillsFuture initiative and

sponsors potential talents to further their Diploma studies to enhance knowledge and upgrade management skills. The Group believes that by providing a conducive work environment with a rewards system based on merits and equality, employees will be encouraged to perform their best and contribute to the Group's growth. Over the years, the Group has groomed many talents.

##### LEADERSHIP MANAGEMENT

A good leadership management system is the key factor for succession planning. The Group believes that more leaders should be trained and groomed from within before looking out from external market. Through daily observations, the appraisal system, leadership training and special assignments, the management is able to identify potential successors for key positions in each business segment or department. Succession planning is important due to the following reasons:

- Ensures the organization is sustainable and has continuity of leadership when the key personnel in leadership positions are no longer with the organization

- A motivation factor to ensure employees that opportunities for progression are available within the organization and that the organization values the employees' contributions
- Be the 'employer of choice' as the organization invests in the development of their employees and provides opportunities and support for career advancement
- Align with the organization's vision and the HR function to have appropriate staffing strategies

## 4.2 EMPLOYEE LEARNING AND DEVELOPMENT

DESCRIBE HOW THE ORGANISATION:

### 4.2A ENGAGES EMPLOYEES TO IDENTIFY CURRENT AND NEW COMPETENCIES REQUIRED TO ACHIEVE ORGANIZATIONAL GOALS

Select Group is proud to be in the Learning and Development (L&D) forefront amongst Singapore's F&B companies. Awarded with the Approved Training Organisation (In-House ATO) status by WSG in 2006, and accredited under the F&B category, the Group offers more than 20 WSQ Food & Beverage modules comprising Certificate and Advanced levels. Besides the WSQ modules, Select Group also offers generic and foundational modules for their employees, such as Service Excellence, Workplace Literacy and Numeracy and Customer Centric Initiative.

The Group's L&D framework is guided by the WSQ principles and the goal is "to be the centre for excellence in training within the F&B industry". The following shows the overall L&D approach:

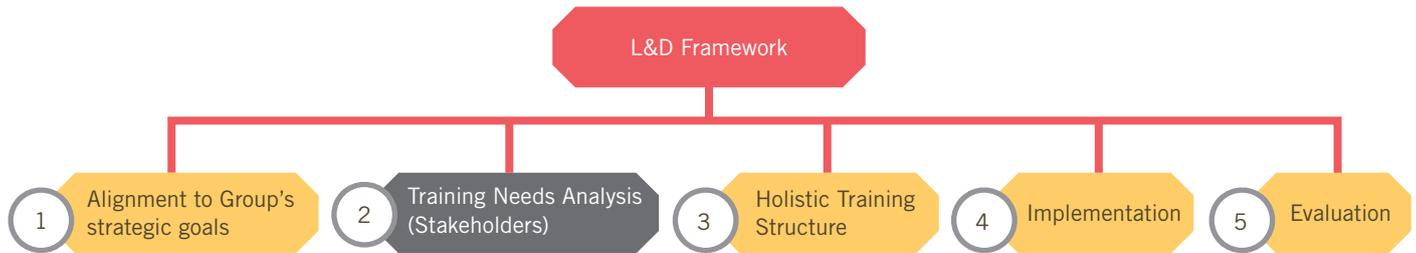


Figure 6: Learning and Development Framework in Select Group



Angie Tang, Area Manager from Pro\*3 Institutional Catering, receiving the WSQ Alumni Award from Managing Director, Mr Vincent Tan

The training department is the key driver of the Group's L&D framework and is helmed by a team of passionate and committed facilitators and on-the-job trainers. With this strong commitment to L&D, the Group has won numerous accolades and awards over the years, which includes the WSQ Training Excellence Award, WSQ Most Supportive Employer Award and WSQ Alumni Award which were conferred by Workforce Singapore (WSG, previously known as WDA).

**ALIGNMENT TO GROUP'S STRATEGIC GOALS**

As a learning organisation, the Group believes that a holistic learning journey for its employees should be provided. Required competencies are identified in alignment with the strategic goals of the Group. The following illustrates how the in-house training programme is guided by the Group's vision.

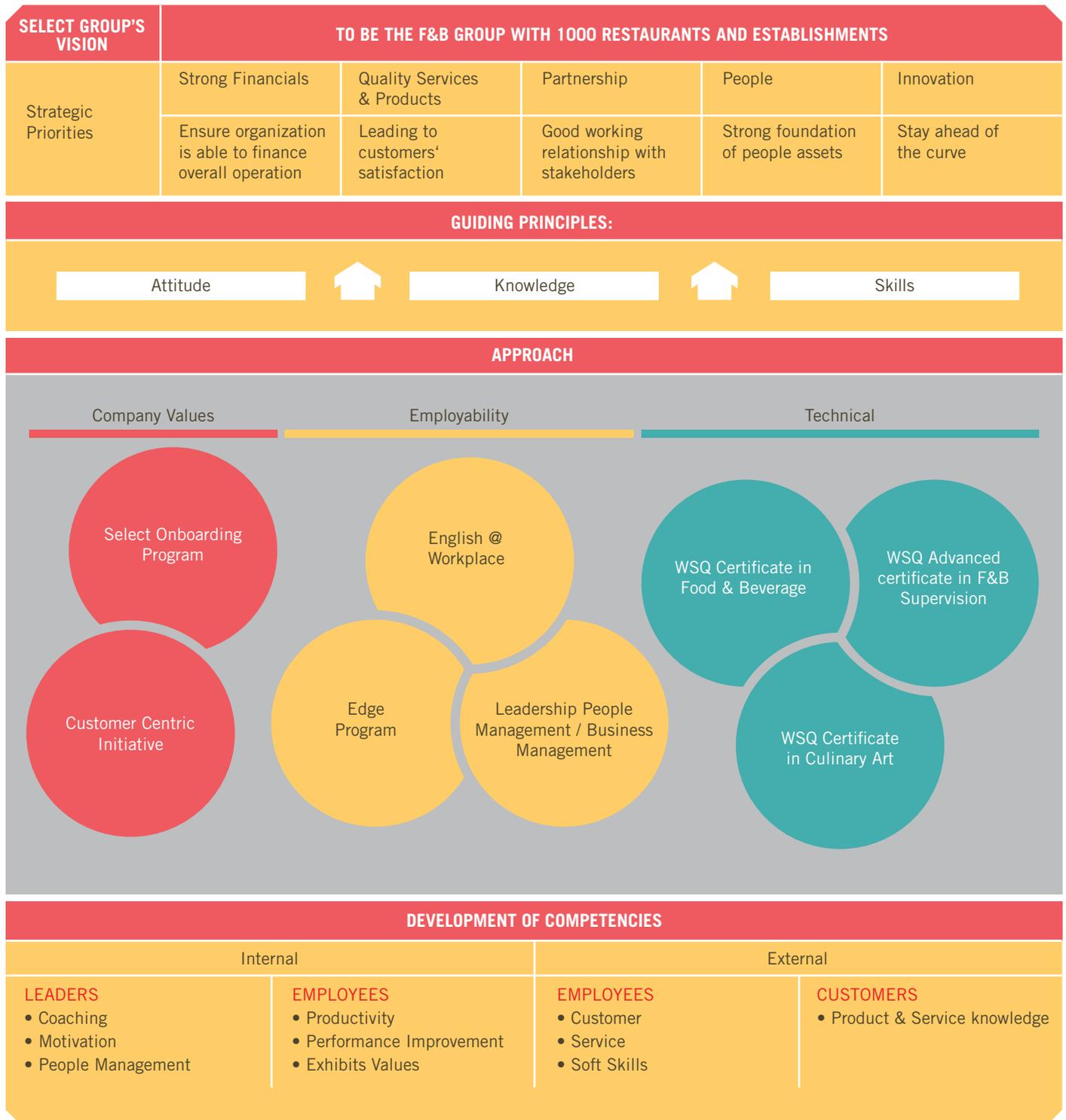


Figure 7: Alignment of in-house training programme to Group's strategic goals

This programme is built upon Bloom's Taxomy three domains of learning to ensure that employees are assessed not only through the certified industry skill competencies but also through behavioural competencies to help them in their job roles as well as career progression.

**4.2B PROVIDE LEARNING AND DEVELOPMENT OPPORTUNITIES TO EMPLOYEES TO ACHIEVE ORGANIZATIONAL AND PERSONAL GROWTH**

**TRAINING NEEDS ANALYSIS**

The Group adopts a proactive approach in providing a holistic training structure to develop the knowledge, skills and attitude necessary for employees to achieve strategic goals and to realize individual capabilities. The Training Needs Analysis adopts a systematic four-step process to ensure that employees have the right skills, knowledge and abilities to perform their tasks and that stakeholders are involved in the training needs review so that there is more ownership in an individual's learning.

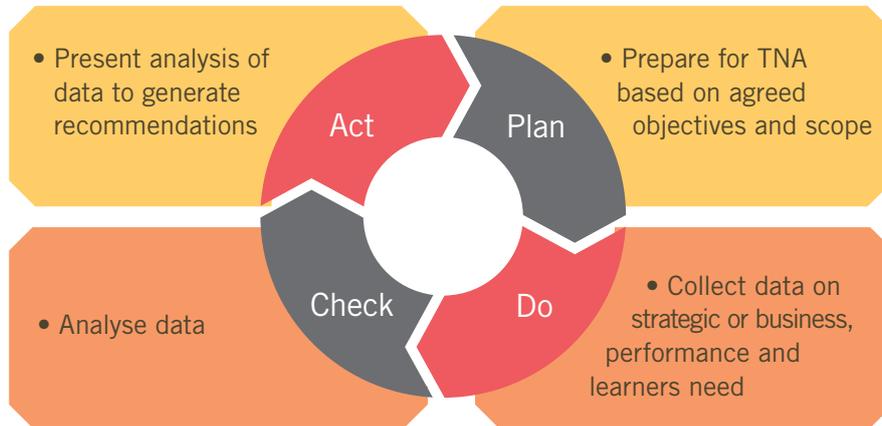


Figure 8: Systematic four-step process to encourage stakeholder involvement

**HOLISTIC TRAINING STRUCTURE**

Select Group strongly believes that L&D takes place beyond the classroom. Mirrored closely to the Singapore WSQ framework, there is also an added focus on metacognition. Experiential learning is infused into the in-house training program such as having on-the-job training, a capstone project for application of skills, and coaching between coach and trainee. This creates greater collaboration and sharing amongst the team and also encourages employees' participation in the training. Besides measuring the course's effectiveness, the Kirkpatrick model is put in place to measure employees' behavioural change as seen in the figure below.



Figure 9: Holistic Training Structure

**IMPLEMENTATION AND EVALUATION**

The holistic training structure covers not only the knowledge and skills, but also the cognitive aspects. It is thus important to keep training relevant so that employees can keep pace with the changing needs of the economy while giving them an opportunity to grow with the Group. This is guided by one of the Group’s mission statement which is ‘to invest and care for our people’. The following table shows the improvements made to the L&D programmes after implementation and evaluation:

YEAR	FINDINGS	IMPROVEMENT	OUTCOME
2013	Lack of accessibility to training courses	<ul style="list-style-type: none"> <li>• Explore implementing E-platform</li> </ul>	Engaged vendors to customise an in-house Training Management System in 2013 <ul style="list-style-type: none"> <li>• Mitigate inefficiencies when planning courses</li> <li>• Better communication with supervisors for course registrations</li> <li>• Efficient creation of WSG submission documents</li> </ul>
	Extensive documentation and data required throughout the L&D process	<ul style="list-style-type: none"> <li>• To increase productivity of the trainers using automation and data sharing platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple platforms available for trainers to retrieve employees’ data</li> <li>• Reduces documentation during course training as each trainer is issued with an iPad</li> </ul>
	A need for a Competency Training Pathway for staff	<ul style="list-style-type: none"> <li>• Review current needs of the Group and come up with a competency training pathway that is reviewed every three years (2013, 2016)</li> </ul>	<ul style="list-style-type: none"> <li>• A holistic competency training pathway for personal growth that is aligned to the Group’s needs</li> </ul>
2016	Lack of a clear L&D roadmap for employees	<ul style="list-style-type: none"> <li>• Creation of a Select Group Integrated Roadmap</li> <li>• Professional development for staff</li> </ul>	<ul style="list-style-type: none"> <li>• A clearly defined roadmap for the employees</li> <li>• A structured leadership programme by external partners</li> </ul>
2017	Integrate career pathway into E-platform	<ul style="list-style-type: none"> <li>• Employees are able to access their learning journeys through the E-platform</li> </ul>	<ul style="list-style-type: none"> <li>• To allow employee ownership in self-learning and progression</li> </ul>

Table 4: Implementation and Evaluation of L&D programmes

**4.3 EMPLOYEE ENGAGEMENT AND WELL-BEING**

DESCRIBE HOW THE ORGANISATION:

**4.3A SUPPORTS INDIVIDUAL AND TEAM PARTICIPATION TO ACHIEVE ORGANIZATIONAL GOALS**

There are different approaches to support individual and team participation in achieving organizational goals.



Figure 10: Different approaches to support individual, team and group participation

Every individual plays a part in contributing to the Group’s results. Different activities have been organized to strengthen teamwork which will be shared in section 4.3B. Incentives (monetary and non-monetary) are also rewarded when business segments or departments hit their targets. As such, all employees will take ownership and actively participate to enhance the performance of the Group. Supervisory skills also play a crucial role in leading a team and therefore, managers and supervisors are sent for training to enhance their people management skills. In turn, a strong team with good leaders leads to higher staff retention, better rewards, and overall stronger performance for the Group.

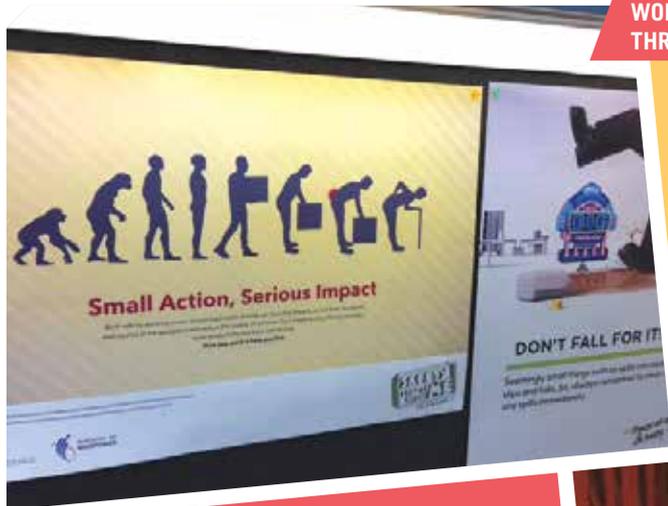
**4.3B DEVELOPS A WORK ENVIRONMENT THAT ENHANCES EMPLOYEE HEALTH AND WELL-BEING**

An individual spends around 1/3 of each day at work. As such, it is important that the work environment is conducive and caring to the employees in order to retain them. As the Group has a diverse workforce formed by different age groups, genders, races and nationalities, it is important that there is good communication and engagement with the employees.

Many programmes have been developed to promote workplace well-being, team bonding, interactive communication, a healthy lifestyle, a sense of belonging and to provide rewards and recognition. It is also through these initiatives that the Group is able to strengthen team bonding between departments, create awareness of workplace safety and health, encourage employees to stay active and healthy and also to empower the staff to take ownership.

**A) TO PROMOTE WORKPLACE WELL-BEING:**

**WORKPLACE SAFETY EDUCATION THROUGH POSTERS AND FIRE DRILLS**



FREQUENCY: Periodical

**OBJECTIVES:**

- 1) To ensure that the business segments or departments adhere to workplace safety
- 2) To ensure a safe working environment for all staff
- 3) To increase awareness and enhance workplace safety

**TARGET AUDIENCE :**

- Outlets/ Business Units
- All HQ staff

**DAILY ROLL CALL (RETAIL OUTLETS)**

FREQUENCY: Daily

**OBJECTIVES:**

- 1) To highlight operational issues
- 2) To motivate staff to be ready for new challenges

**TARGET AUDIENCE:**

- All outlet staff



**FLEXI-HOUR WORK ARRANGEMENTS**

FREQUENCY: Daily

**OBJECTIVES:**

- 1) To enable flexible working arrangements for staff
- 2) To cater to staff from all backgrounds

**TARGET AUDIENCE :**

- All staff



**B) TO PROMOTE STAFF ENGAGEMENT:**



**DEPARTMENT GATHERINGS**

FREQUENCY: Periodical

OBJECTIVES:

- 1) To strengthen team spirit within departments
- 2) To increase cohesiveness
- 3) To show appreciation for staff's hard work

TARGET AUDIENCE:

- Individual department



**CHINESE NEW YEAR LUNCHEON**

FREQUENCY: Once a year

OBJECTIVES:

- 1) To celebrate Chinese New Year with all staff
- 2) To create a sense of belonging and to encourage team bonding between departments

TARGET AUDIENCE:

- All operations and HQ staff

**BBQ SESSION**

FREQUENCY: Once a year

OBJECTIVES:

- 1) To encourage team bonding
- 2) To show appreciation for staff's hard work

TARGET AUDIENCE:

- All HQ PMETs
- Operations: Multi-Outlet Managers/ Head Chefs



C) TO PROMOTE INTERACTIVE INFORMATION SHARING/ ALIGNMENT ON ORGANIZATIONAL DIRECTION:



**QUARTERLY MANAGERS SESSION (QMS)**

FREQUENCY: Quarterly

**OBJECTIVES:**

- 1) To get updates from various departments
- 2) MD to share on vision and future direction
- 3) To distribute newsletter
- 4) Make latest announcements
- 5) To present awards

**TARGET AUDIENCE:**

- Support departments: Assistant Managers & above
- Operations: Outlet Managers & above



**QUARTERLY MANAGERS MEETING (QMM)**

FREQUENCY: Quarterly

**OBJECTIVES:**

- 1) To encourage bilateral communication and allow managers to feedback / highlight issues
- 2) To revisit the vision and emphasize on business direction
- 3) To empower the managers and create cohesiveness

**TARGET AUDIENCE:**

- All HQ managers, Multi-Outlet Manager & above



**OPERATIONS MEETING**

FREQUENCY: Monthly

**OBJECTIVES:**

- 1) To update management on Profit & Loss matters
- 2) To update on manpower issues
- 3) To highlight good people management skills

**TARGET AUDIENCE:**

- Support departments: Accounts / HR / Purchasing / Marcom / Business and Capability Development / Business Development
- Operations: Outlet Manager & above

D) TO PROMOTE A HEALTHY LIFESTYLE:

**GYM FACILITIES IN HQ**

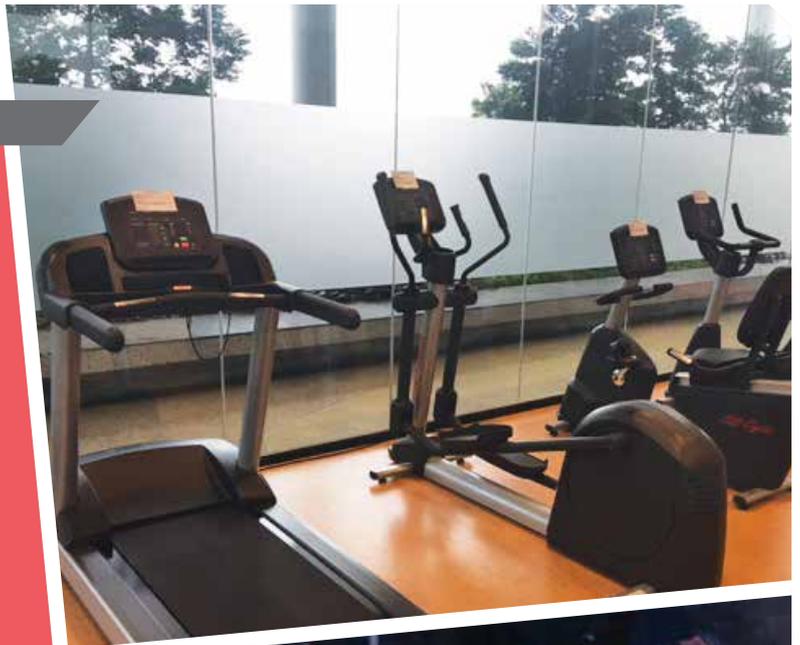
FREQUENCY: Free usage

OBJECTIVES:

- 1) To promote a healthy lifestyle
- 2) To increase health consciousness

TARGET AUDIENCE:

- All HQ PMETs



**STANDARD CHARTERED MARATHON**

FREQUENCY: Once a year

OBJECTIVES:

- 1) To create team spirit
- 2) To encourage a healthy lifestyle

TARGET AUDIENCE:

- Staff from various departments



**SELECT'S RECREATIONAL COMMITTEE**

FREQUENCY: Periodical

OBJECTIVES:

- 1) To bring employees from different departments together
- 2) To promote healthy lifestyles
- 3) To instill team spirit and strengthen team bonding
- 4) May represent the Group in inter-company tournaments

TARGET AUDIENCE:

- Staff from various departments



E) TO BUILD A SENSE OF BELONGING:



**MONTHLY BIRTHDAY CELEBRATION**

FREQUENCY: Monthly

OBJECTIVES:

- 1) To celebrate birthdays for employees
- 2) To promote a sense of belonging and adhere to Select Group's culture

TARGET AUDIENCE:

- All PMETs and operations staff in HQ
- Retail Outlets



**SELECT GROUP'S BURSARY AWARD**

FREQUENCY: Once a year

OBJECTIVES:

- 1) To provide bursary awards to encourage the children of employees to excel in studies
- 2) To provide financial aid to employees
- 3) As part of benefits to eligible employees

TARGET AUDIENCE:

- All eligible staff

**STAFF MEALS**

FREQUENCY: Daily

OBJECTIVES:

- 1) To provide meals as staff benefits
- 2) To encourage communication with different departments who eat in the same cafeteria

TARGET AUDIENCE:

- All PMETs and operations staff in HQ
- Retail Outlets



F) TO CULTIVATE A SHARING AND GIVING CULTURE:



MASS REUNION DINNER

FREQUENCY: Once a year

OBJECTIVES:

- 1) To promote a caring culture and give back to society
- 2) To give warmth and care to elderlies especially during Chinese New Year
- 3) To provide opportunities to staff to volunteer and cultivate the spirit of giving

TARGET AUDIENCE:

- All staff volunteers

ANNUAL EXCURSION WITH UNDERPRIVILEGED CHILDREN

FREQUENCY: Once a year

OBJECTIVES:

- 1) To show care and love to underprivileged students
- 2) To provide opportunities to staff to volunteer and cultivate the spirit of giving

TARGET AUDIENCE:

- HQ PMETs and operations staff volunteers



MEALS DONATION TO ELDERLY

FREQUENCY: Daily

OBJECTIVES:

- 1) To provide meals to elderlies and show concern to them
- 2) As part of corporate social responsibility
- 3) To cultivate the spirit of giving

TARGET AUDIENCE:

- Central kitchen and operations staff volunteers



**G) TO PROVIDE RECREATIONAL PLATFORMS AND ENCOURAGE CROSS-DEPARTMENT TEAM BONDING:**



**DINNER & DANCE**

FREQUENCY: Once a year

**OBJECTIVES:**

- 1) To allow staff to enjoy
- 2) To reward staff for their hardwork
- 3) To recognize long service staff and star performers

**TARGET AUDIENCE:**

- All staff



**BOWLING TOURNAMENT**

FREQUENCY: Once a year

**OBJECTIVES:**

- 1) To allow staff to enjoy
- 2) To promote healthy lifestyles
- 3) To encourage teamwork

**TARGET AUDIENCE:**

- HQ PMETs and Multi-outlet Managers & above



**OVERSEAS RETREAT**

FREQUENCY: Once a year

**OBJECTIVES:**

- 1) To allow staff to enjoy
- 2) To promote teamwork and better understanding between departments
- 3) To reward staff for their hardwork

**TARGET AUDIENCE:**

- HQ PMETs and Multi-outlet Managers & above

H) TO REWARD AND INCENTIVISE STAFF



OVERSEAS INCENTIVES TRIPS

FREQUENCY: Upon hitting sales target

OBJECTIVES:

- 1) To reward business segments that have hit their sales target
- 2) To reward staff for their hardwork
- 3) To strengthen team bonding

TARGET AUDIENCE:

- Respective business segments that have achieved sales targets



LONG SERVICE AWARD/ STAR AWARD

FREQUENCY: Once a year

OBJECTIVES:

- 1) To reward staff loyalty and star performers
- 2) To motivate staff to excel in their work performance

TARGET AUDIENCE:

- All eligible staff

INCENTIVE GATHERING

FREQUENCY: Periodical

OBJECTIVES:

- 1) To reward staff for their hardwork
- 2) To strengthen teamwork

TARGET AUDIENCE:

- Respective business segments that have achieved sales targets



4.3C MEASURES EMPLOYEE SATISFACTION, ENGAGEMENT AND WELL-BEING



Figure 11: Measurements of employee satisfaction

Employee satisfaction surveys are conducted and the following areas are examined:



Figure 12: Areas of focus of the employee satisfaction survey

Upon the collection of survey outcomes, the management will review and make improvements to the policies, staff benefits, and remuneration package where necessary in order to strengthen staff retention and to achieve organizational goals.

### 4.4 EMPLOYEE PERFORMANCE AND RECOGNITION

DESCRIBE HOW THE ORGANISATION:

**4.4A SUPPORTS HIGH PERFORMANCE, PRODUCTIVE AND INNOVATIVE BEHAVIORS TO ACHIEVE ORGANIZATIONAL GOALS**

Performance management is essential to recognize good performers. As the Group practices meritocracy, employees are rewarded based on their performance and not seniority. Every year-end, performance appraisals are conducted. Besides assessments being based on competencies, focus is also placed on whether the staff displays the Group's core values. For high performers, the appraisal will be referred to the top management for further assessment. Should the candidate be deserving and has the potential to be promoted to a leadership role, specific measures such as leadership management skills/ upgrading of qualifications will be proposed.

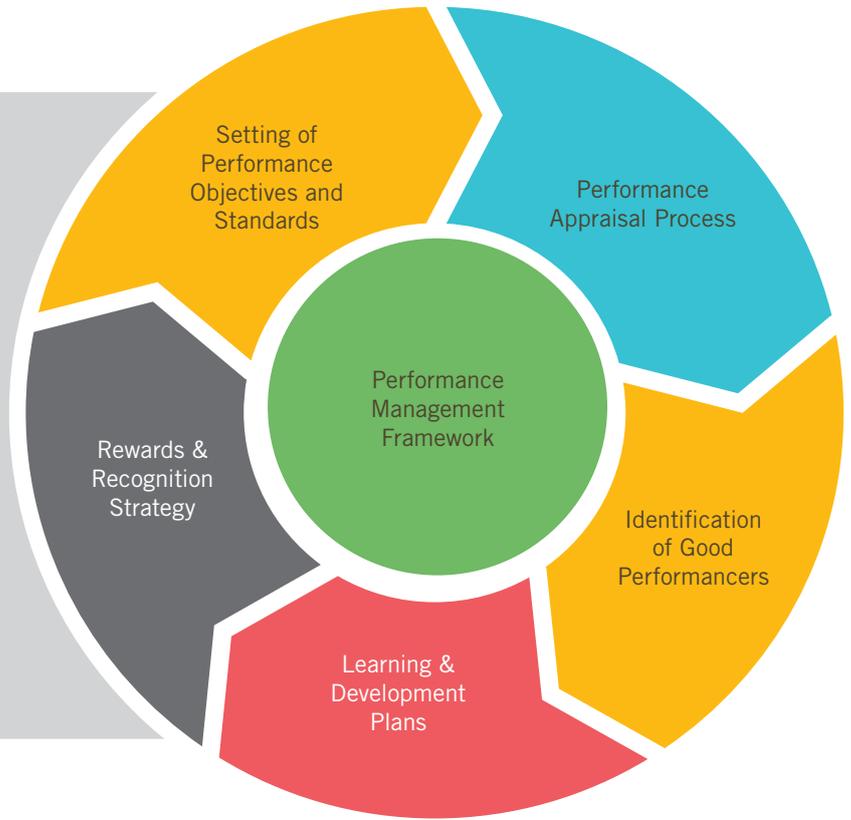


Figure 13: Performance Management Framework

The basis of the rewards system is closely linked to performance as seen in figure below:



Figure 14: Relationship between performance and rewards

**4.4B REINFORCES DESIRED BEHAVIORS AND ORGANIZATIONAL VALUES**

The performance management process helps to assess performance and to examine staff alignment to core values. If a staff is able to achieve all KPIs, but is not able to demonstrate the core values, he/she will not be rated as a high performer. As a Group which emphasizes on strong values and culture, the aim is to build a strong workforce that demonstrates the same values and share the same mindset. This is reinforced through avenues such as on-boarding programmes, daily operations, and trainings. The management team also leads by example so that staff can mirror the desired behaviors.

4.4C REWARDS AND RECOGNIZES EMPLOYEES TO ACHIEVE ORGANIZATIONAL GOALS

Employees are rewarded via various channels. Besides monetary awards, recognition and acknowledgement by peers and management are also emphasized.

REWARDS AND RECOGNITION CHANNELS:

PERFORMANCE-RELATED	CUSTOMER-RELATED	STAFF-RELATED
<p><b>ANNUAL INCREMENT AND VARIABLE BONUSES</b></p> <p>During the appraisal, employee performance is rated and will be rewarded accordingly with increments and bonuses.</p>	<p><b>CUSTOMER RELATIONSHIP MANAGEMENT</b></p> <p>Quarterly, the sales of membership cards will be measured through the Customer Relations Management System. The outlets with the highest sales will be rewarded with cash vouchers as a form of encouragement during the Quarterly Managers Session.</p>	<p><b>STAFF REFERRAL SCHEME</b></p> <p>Referral fees are given to staff who introduce their friends/ family to work in Select Group under certain criteria.</p>
<p><b>CAREER PROGRESSION</b></p> <p>Employees who have been identified will be placed under structured training, have opportunities for wider exposure of job scopes, receive mentorship by the management, and opportunities to chair Group events</p>	<p><b>CUSTOMER FEEDBACK</b></p> <p>Outlets that have received the most number of positive feedback from customers and with an increase in sales will be rewarded. The employees are rewarded with cash vouchers during the Quarterly Managers Session.</p>	<p><b>PRODUCTIVITY AWARD</b></p> <p>The Select Group Productivity Award encourages employees to contribute ideas to increase productivity. Selected ideas with successful implementation will be rewarded with vouchers at every Quarterly Managers Session. The top three will be presented with an award during the annual Dinner and Dance.</p>
<p><b>PERFORMANCE INCENTIVES</b></p> <ul style="list-style-type: none"> <li>• Target Incentives: Profit sharing amongst the staff for outlets that have achieved targets</li> <li>• Sales Incentives: Commission to be given to sales personnel who have achieved the sales targets</li> <li>• Profit Sharing: Profit sharing to the management from Assistant General Manager to senior management</li> <li>• Incentive Trips: For business segments that have achieved the sales targets, employees will be rewarded with an overseas trip (see Figure 15)</li> </ul>	<p><b>SERVICE EXCELLENCE</b></p> <p>Deserving employees are rewarded with the “Excellence Service Award” to recognize good service. Amongst employees who have received this award, the top three recipients will be selected and be presented with a plaque during the annual Dinner and Dance.</p>	<p><b>LONG SERVICE AWARD</b></p> <p>Loyalty and commitment from employees are appreciated. As such, a Long Service Award is given to those who have served 5 years, 10 years, 15 years and 20 years. The awards are presented during the annual Dinner and Dance.</p>
<p><b>STAR AWARD</b></p> <p>Awards are given to star performers who have shown exemplary service and good performance that are aligned with organizational goals. Awards will be presented during the annual Dinner &amp; Dance.</p>		<p><b>WSQ GRADUATION</b></p> <p>The effort and commitment by staff who have attended classes and attained certification is being appreciated. The Group will organize a graduation ceremony where eligible employees will be presented with certificates by the Managing Director and will be invited to attend a 8-course dinner at Peach Garden Chinese Restaurant</p>

Table 5: Types of rewards and recognition channels



Figure 15: Destinations of past incentive trips for business segments that have achieved their targets

# 推陈出新 PROCESSES

Being the source of fibre in the meal, the broccoli and mushroom dish represents the Processes of Select Group which help to ensure stable operations within the Group.



## 5.1 INNOVATION CAPABILITIES

DESCRIBE HOW THE ORGANISATION:

### 5.1A DEVELOPS AND IMPLEMENTS INNOVATIVE IDEAS TO CREATE VALUE

Innovation is part of the Group’s Mission to “Provide Innovative Solutions” to customers. Competitive industries such as F&B require good innovative practices in order to thrive in a dynamic business landscape. Select Group targets innovation in four aspects which include process innovation, system innovation, product innovation and business model innovation.

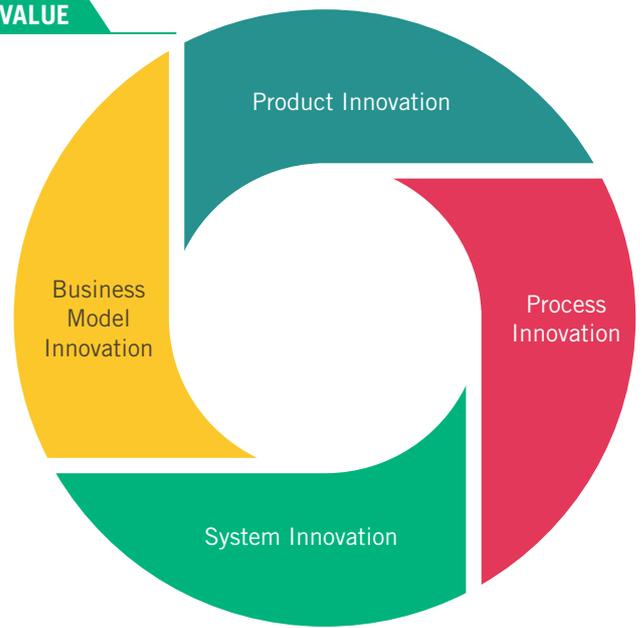


Figure 1: Select Group Innovation Framework

### INNOVATION ROAD MAP

The Group takes on both short-term and long-term innovations that benefit the various stakeholders. Innovations range from refreshing business concepts such as thematic foodcourts, to the introduction of technology and automation equipment at the central kitchens. The following table lists some of the innovations that have been achieved over the years.

TYPES OF INNOVATION	2011	2012	2013	2014	2015	2016
Product Innovation	<ul style="list-style-type: none"> <li>• Stylze Catering</li> <li>• Thematic food court @ Singapore Flyer</li> </ul>	<ul style="list-style-type: none"> <li>• Supertree Dining @ Gardens by the Bay</li> <li>• Lou Yau</li> <li>• Hill Street Coffee Shop</li> </ul>	<ul style="list-style-type: none"> <li>• Pho Street</li> <li>• Griddy</li> </ul>	<ul style="list-style-type: none"> <li>• Chinatown Food Street</li> <li>• Airport T3-Singapore Food Street</li> </ul>	<ul style="list-style-type: none"> <li>• Airport T2-Straits Food Village</li> <li>• Third Place</li> </ul>	<ul style="list-style-type: none"> <li>• 50 Cents Fest @ Chinatown Food Street</li> <li>• Niigata Bento</li> <li>• Hong Kong Sheng Kee Pau</li> <li>• Hong Kong Sheng Kee Noodle House</li> </ul>
Process Innovation					<ul style="list-style-type: none"> <li>• Central kitchen in a food court</li> </ul>	<ul style="list-style-type: none"> <li>• L-shaped conveyor belt system for Stamford Catering kitchen</li> </ul>
System Innovation	<ul style="list-style-type: none"> <li>• e-Menu on iPad</li> </ul>			<ul style="list-style-type: none"> <li>• GPS Track and Trace@ Stamford Catering</li> <li>• e-Reserve @ Peach Garden</li> </ul>	<ul style="list-style-type: none"> <li>• Self-ordering and Payment System with a centralised queue management system for a foodcourt</li> <li>• e-Training Portal</li> </ul>	<ul style="list-style-type: none"> <li>• Automatic Meal Voucher Claim System</li> <li>• e-Procurement &amp; Warehouse Management System</li> </ul>
Business Model Innovation				<ul style="list-style-type: none"> <li>• Self-managed foodcourt business model</li> </ul>		<ul style="list-style-type: none"> <li>• Ready meals business segment</li> </ul>

Table 1: Innovation Roadmap of Select Group

**RECENT INNOVATIVE PRACTICES**

**• PRODUCT INNOVATION**

**New menus and product offerings**

Select Group’s concepts embody Asian cuisines that are unique to countries such as Hong Kong, Thailand, Japan, Malaysia and Vietnam. The Group strives to create authentic tastes by engaging head chefs from the respective countries and importing ingredients from these countries. Many of these innovative products developed are introduced to customers through Limited Time Offers (LTOs) where new products are made available for a short period of time. LTOs are introduced on a monthly basis and targeted at special occasions to create growth and interest for the brands. For instance, Texas Chicken innovates by creating unique seasoning such as Sambal, Spicy Seaweed, Laksa, and Spicy Citrus. Peach Garden also introduced dishes such as Wasabi Prawn and XO Fried Carrot Cake to the market before these dishes became a hit in Singapore.

**New concepts**

The Group also comes up with innovative concepts that are new to the market. For instance, Pho Street was one of the first few Vietnamese concepts that took Singapore by storm in 2013. Today, Pho Street has nine outlets located in Singapore. Another example of a successful concept innovation is the Chinatown Food Street, where stretches of themed stalls are assembled along a popular street in Chinatown to reflect the rich and diverse culture of Singapore. In 2016, this concept also won the Marketing Events 2016 award for its innovative “The 50 Cents Fest” campaign that was in collaboration with the Singapore Tourism Board.

**• PROCESS INNOVATION**

**Central kitchen in a foodcourt**

Select Group’s Straits Food Village concept by Universal Dining adopts an innovative approach to preparation and cooking of food for a foodcourt. Conventional foodcourts have individual kitchens for the different kiosks but Straits Food Village has combined these kitchens into a central kitchen within the foodcourt.

**Pioneering innovative automation equipment in central kitchens**

The Group has invested in many automation equipment within the central kitchens at the HQ in order to improve productivity and reduce manpower-intensive processes. Some of the adopted automation equipment are innovations created within Select Group and co-developed with machine manufacturers. A good example is the L-shaped conveyor belt system that is deployed in the Stamford Catering central kitchen to transport cooked food as the Group is the first in Singapore’s catering sector to adopt this innovation. This innovation was derived as it was observed that packers in the Stamford Catering central kitchen had to make multiple trips to the hot kitchen to retrieve the cooked items before packing. This was extremely time-consuming and manpower-intensive. With the L-shaped conveyor belt system, cooked products will be placed onto the conveyor belt when the chefs and cooks are done cooking at their respective stations, and these food items will be transported via the conveyor belt to the packing room.



Conveyor belt system to transport the cooked food to the packing room

**• SYSTEM INNOVATION**

**Self-ordering and payment system with centralised queue management**

In 2015, Select Group won the contract to manage the foodcourt at Terminal 2’s air-side transit area under the themed foodcourt ‘Straits Food Village’. The foodcourt adopts an innovative self-ordering and payment system where customers order and pay for their food items at self-ordering and payment kiosks situated at the entrance of the foodcourt. This is in contrast to having to deploy cashiers at each of the kiosks which is required in a conventional foodcourt. On top of automating the ordering and payment process, a queue management system was also adopted such that customers will be issued a payment receipt with a queue number upon payment and will collect their food items at the individual kiosks when their number is shown on the screen. As a testimony of the Group’s innovation, the foodcourt was awarded the ‘World Airport Foodcourt of the Year’ in 2016 for its innovative dining concept and customer interface.



Self-ordering and payment kiosks at Straits Food Village



Centralised queue management system at Straits Food Village

• BUSINESS MODEL INNOVATION

**Ready meals business model**

In 2016, the Group ventured into a new business model providing ready-to-eat meals which will be sold in channels such as supermarkets, convenience stores and even vending machines under the new entity RM Food Manufacturing. In fact, the Group has already penetrated into the supermarket segment by retailing in

**Major supermarkets under the brand 'Taste Asia'.**

This business model is the Group's first venture in food manufacturing, as the rest of the business segments are more focused on food services. Nonetheless, this new line of business leverages the existing business segments by tapping on the culinary expertise of the eight executive chefs and head chefs within the Group to create a delightful range of Asian ready meals.



Ready meals offered by RM Food Manufacturing

**Self-managed foodcourt business model**

Another innovative business model undertaken by the Group was to adopt a self-managed foodcourt approach under the Group's hub services business segment. A self-managed foodcourt business model operates and runs all the food kiosks within the foodcourt which is in contrast to a traditional foodcourt model which adopts a lessor-lessee

operating model. The Group's approach helps the foodcourt to share resources amongst the kiosks and allows the operation of a central kitchen within the foodcourt as aforementioned. Doing so effectively reduces manpower costs and food costs.

5.1B INVOLVES KEY STAKEHOLDERS IN GENERATING AND IMPLEMENTING INNOVATIVE IDEAS AND SOLUTIONS

INNOVATION PROCESS

The Group's innovation process is made up of three key stages: Ideation, Evaluation and Realisation. The figure below provides a summary of the innovation process flow and the stakeholders involved.

STAGES	PROCESS FLOW	KEY FEATURES	STAKEHOLDERS
Ideation	<p>BUSINESS CONCEPT THEME</p> <p>STRATEGIC PLANNING &amp; DEVELOPMENT</p> <p>MARKET SURVEY</p> <p>PRODUCT BRAINSTORMING, FILTERING AND DISCUSSION</p>	<p><b>INTERNAL SOURCES:</b> Benchmarking, Blind tasting, Study trips, Organisation reviews</p> <p><b>EXTERNAL SOURCES:</b> Feedback, Food tasting, Ideas sharing, Seminars, Partnerships, Market survey</p>	<ul style="list-style-type: none"> <li>• Staff gather information from benchmarking and other data sources</li> <li>• Customers and partners provide inputs and feedback</li> <li>• Staff translate surveyed results into requirements</li> </ul>
Evaluation	<p>PRELIMINARY TESTING</p> <p>SELECTION BASED ON BUSINESS CONCEPT</p> <p>PRODUCT DEVELOPMENT</p> <p>QUALITY ASSESSMENT</p> <p>MANAGEMENT DECISION → RESERVES</p>	<p><b>KEY CRITERIA IN EVALUATION:</b> Inputs from Executive Chefs and Head Chefs, Cost-benefit analysis, Production on-boarding, Synergy from other business units</p> <p><b>DESIGN OF PRODUCTS &amp; SERVICES:</b> Identification of requirements, Evaluation of requirements, Connect with relevant experts, Consult staff and stakeholders, Budget for prototype</p>	<ul style="list-style-type: none"> <li>• Staff and management prioritise and validate against requirements</li> <li>• Staff and partners identify constraints and requirements</li> <li>• Partners, suppliers and customers contribute solutions, and staff propose and develop the concept</li> </ul>
Realisation	<p>COMMERCIALIZATION → REWARDS</p> <p>PRODUCT MONITORING</p> <p>PRODUCT / PROCESS OPTIMIZATION</p> <p>PERMANENT OFFERING → RETIREMENT</p>	<p><b>IMPLEMENTATION:</b> Products through business channels, Equipment through outlets or central kitchens</p>	<ul style="list-style-type: none"> <li>• Staff, partners, customers and suppliers involved in the trial process give feedback for review and design improvement</li> <li>• Staff, partners, customers and suppliers review the new process and make recommendations for implementation</li> </ul>

Figure 2: Innovation Management Process

The innovation management process largely involves the management, members of business segments and departments, and the customers. The management is involved in key areas such as concept development, preliminary testing, and selection. The decision-making is supported by facts and findings from expert sources, ground surveys and customers. Members of business segments and departments are involved in most stages of the innovation process and are duly rewarded for contributing ideas that will increase efficiency and optimize output. Market surveys are also usually collected from potential/existing customers during the initial phase of product brainstorming and preliminary testing. Customers' feedback is also useful post-commercialization. Products that are well-received will be retained as part of the permanent offering.

REWARDS AND INCENTIVES SYSTEM

To encourage the sharing of innovative ideas, the Group has introduced the Select Group Productivity Award where \$100 will be given to the contributor(s) of ideas that are practical, implemented, and has shown actual improvements in productivity. The top three ideas will also be presented with an award at the annual Dinner & Dance. This information is shared during the Quarterly Managers Sessions, operations meetings and also incorporated as posters and put up in various outlets to drive innovation and process improvement.

## 5.2 PROCESS MANAGEMENT

DESCRIBE HOW THE ORGANISATION:

### 5.2A MANAGES KEY AND SUPPORT PROCESSES TO MEET CUSTOMER AND OPERATIONAL REQUIREMENTS

Select Group’s business operations are segmented into two types of processes: Key processes and Support processes.

#### KEY PROCESSES

The key processes of the Group are categorised as the following: Ordering process, Kitchen process and Delivery process.

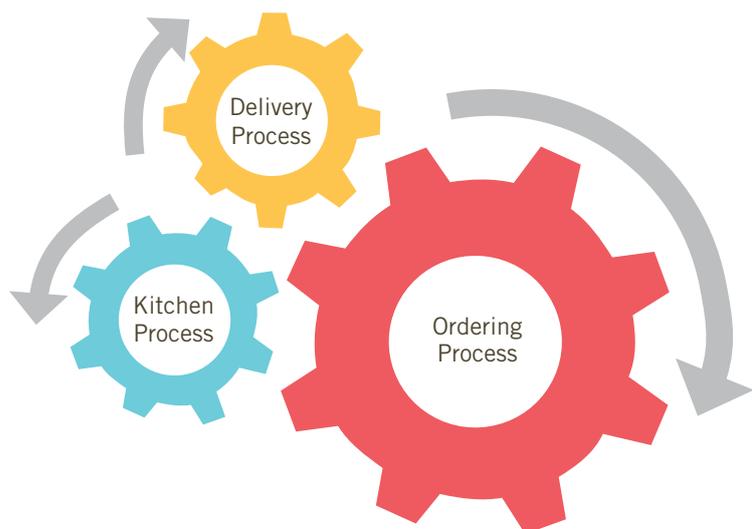


Figure 3: Key Processes of Select Group

#### • ORDERING PROCESS

The ordering process commences the moment a customer calls the Group or places an order at the cashier. The Group’s business segments adopt different approaches to improve the ordering process to suit the different customer profiles. For instance, the food retail business segment mostly adopts touchscreen POS systems for the cashiers, whereas the foodcourt business segment has adopted self-ordering and payment systems at some of its outlets to reduce the ordering time for customers.

The employees involved in the ordering process are evaluated and rewarded according to the sales performance as well as the level of customer satisfaction. Sales performance is measured by the ability to capture sales which is reflected by comparing actual sales with past sales. If the day-to-day sales is lower than past sales performance, the business segment’s operational efficiency will have to be looked into. On the other hand, if the sales performance has exceeded past performance, the team will be given monetary incentives and sponsored overseas trips as a reward. Customer satisfaction levels are assessed on a day-to-day basis by the complaints or feedback received which are monitored by the marketing department. Frequent complaints reflect the poor customer service delivered which will then be brought to the management’s attention and addressed accordingly.

#### • KITCHEN PROCESS

The entire kitchen process at central kitchens or outlets comprises six key stages: Receiving of raw materials, Raw material preparation, Storage of prepared ingredients, Cooking, Packing, Cleaning and Sanitization.

SN	KEY STAGES	ACTIVITIES
1	Receiving of raw materials	<ul style="list-style-type: none"> <li>• Checking quality of the raw materials upon receiving.</li> <li>• Checking of temperature for frozen and chilled raw material upon receiving.</li> <li>• Checking of expiry date of the raw materials upon receiving.</li> <li>• Checking of temperature for freezer and chiller.</li> <li>• Storage of raw materials in freezer, chiller and dry store.</li> </ul>
2	Raw material preparation	<ul style="list-style-type: none"> <li>• Washing, cutting, trimming, thawing of frozen raw material and marinating in the preparation room or area.</li> </ul>
3	Storage of prepared ingredients	<ul style="list-style-type: none"> <li>• Prepared ingredients are stored in ready-to-cook chiller.</li> <li>• Checking of the temperature of the freezer and chiller.</li> </ul>
4	Cooking	<ul style="list-style-type: none"> <li>• Cooking against the recipe and SOP.</li> <li>• Checking of temperature of cooked food.</li> <li>• Ensuring personnel hygiene and good manufacturing practices are followed.</li> </ul>
5	Packing	<ul style="list-style-type: none"> <li>• The packer packs the food according to the order.</li> <li>• Relevant labels are attached such as the time stamp label for the catering business segment, NIP for the ready meals products, production and expiry dates for the food retail central kitchen.</li> <li>• Finished goods are stored in finished goods chiller, waiting for delivery.</li> </ul>
6	Cleaning and Sanitization	<ul style="list-style-type: none"> <li>• After operation, the premises need to be cleaned and sanitized.</li> </ul>

Table 2: Key stages of the kitchen process at central kitchens and outlets

These processes are managed by ISO 22000:2005 food safety management system, SS 590:2013 food safety management system, pre-requisite programmes and food safety guidelines from AVA, NEA, FDA Food Code 2013 and Codex Alimentarius.

CATEGORY	FOOD SAFETY SYSTEMS
Managing systems	ISO 22000:2005 Food Safety Management System
	SS 590:2013 Food Safety Management System
	HACCP Principles
Guidelines	AVA
	NEA
	FDA Food Code 2013
	Codex Alimentarius
Pre-requisite programmes	Construction and layout of building and premises
	Employee facilities
	Supplies of air, water, energy and other utilities
	Waste and sewage disposal
	Suitability of equipment and its accessibility for cleaning, maintenance and preventive maintenance
	Management of purchased materials and supplies
	Disposal and handling of products
	Measures for the prevention of cross contamination
	Cleaning and sanitizing
	Pest control
	Personal hygiene

Table 3: Types of Food Safety Systems adopted by Select Group

• DELIVERY PROCESS

The delivery process and time varies across the different business segments. For instance, the catering business segment relies on delivery trucks to reach the customers whereas retail outlets simply deliver food to the customers’ tables.

The key concern for delivery applies to businesses that serve packed meals and/or freshly catered food that are expected to be fresh and warm when it reaches the customer’s hands. They are also bound by NEA regulations to ensure that food is consumed within four hours from cooking.

Staff involved in the delivery process are evaluated and rewarded according to the timeliness of delivery and the customer satisfaction level. Drivers are expected to be punctual for all deliveries and if they fail to do so, warnings will be issued and may be noted for performance appraisals. Efficient drivers are also released early from work when they duly complete their assignments. For delivery of food to customers at the outlets, this is measured by the customer satisfaction level.

The table below summarizes the key processes of ordering, cooking and delivery. In each process, their performance requirements and measures are reviewed and managed through various platforms on a regular basis.

PROCESS	PROCESS OWNERS	PERFORMANCE REQUIREMENTS	PERFORMANCE MEASURES	PLATFORMS TO REVIEW AND MANAGE	FREQUENCY
Ordering	Catering Sales executives, Outlet employees	<ul style="list-style-type: none"> <li>Respond to orders and enquiries within target time</li> <li>Attentive to customers’ needs</li> <li>Accuracy of the orders taken and the flexibility of the menus for the catering sales executives</li> </ul>	<ul style="list-style-type: none"> <li>Time taken to respond to order and enquiries</li> <li>Customer satisfaction score</li> </ul>	<ul style="list-style-type: none"> <li>Catering call centre tracking system</li> <li>Operations meeting</li> <li>Mystery diners for outlets</li> <li>Customer satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>Monthly</li> <li>Biannually</li> <li>Biannually</li> </ul>
Cooking	Head Chefs, Chefs, QA Manager, HSE Manager	<ul style="list-style-type: none"> <li>No food safety issues</li> <li>High quality of food</li> </ul>	<ul style="list-style-type: none"> <li>Non-conformance findings (No major non-conformance)</li> <li>External lab test (No failure)</li> </ul>	<ul style="list-style-type: none"> <li>ISO 22000 or SS 590 records</li> <li>Quality check by chefs</li> <li>Customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>Daily</li> <li>Daily</li> </ul>
Delivery	Operation Manager, Head of Operation	<ul style="list-style-type: none"> <li>Timely delivery of food to customers</li> <li>NEA requirement on time stamping for catering food</li> <li>Friendliness of the staff at the outlet</li> </ul>	<ul style="list-style-type: none"> <li>Fulfils customers’ desired order timing.</li> <li>GPS delivery records</li> </ul>	<ul style="list-style-type: none"> <li>Customer feedback</li> <li>GPS track and trace system</li> <li>ISO 22000 or SS 590 records, internal and external ISO 22000 or SS 590 audit results</li> <li>Mystery diner results</li> <li>Monthly meeting to review the results</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>Daily</li> <li>Daily (Internal)</li> <li>Biannually</li> <li>Monthly</li> </ul>

Table 4: Summary of Key Processes

## SUPPORT PROCESSES

The support processes within the Group include purchasing, accounts, human resources, training, marketing and design, business development, business and capability development, IT, facilities management, and hygiene, safety and environment management processes.

SUPPORT PROCESS	ACTIVITY
Purchasing	Source and procure required ingredients and supplies
Accounts	Handles all finance and accounting processes
Human resources	Review the manpower needs, recruits and retain the talent in the Group, handle payroll issues and human conflicts
Training	Drives the learning and development programmes within the Group
Marketing and design	Plan marketing strategy, design marketing materials such as brochures and poster for any promotion, updating the websites for any promotions
Business development	Attains business leads and new leases for the Group to establish more outlets
Business and capability development	Drives capability development initiatives within the Group including improving productivity and building healthier choice menus
IT	Manages and supports IT hardware, software and networks within the Group
Facilities management	Manages the maintenance and security of Select Group Building
Hygiene, safety and environment	Ensures that hygiene and safety standards are maintained within the Group

Table 5: Support Processes of Select Group

5.2B DRIVES PROCESS IMPROVEMENT TO ENHANCE PRODUCTIVITY AND ACHIEVE HIGHER ORGANISATIONAL PERFORMANCE

**SELECT GROUP PRODUCTIVITY FRAMEWORK**

Select Group believes that productivity improvement is key to ensure sustainable business growth for the Group. Productivity improvement is a group-wide effort across the Group and championed by the Business and Capability Development team. As the Group strongly believes in the significance of productivity improvement, a goal has been set for 2017 to help the Group save a set number of man-hours per day from all the productivity initiatives. Man-hours saved from removing unproductive processes can then be diverted to more value-added processes within the Group.

The Group's productivity improvement process is guided by the Select Group Productivity Framework. There are five main drivers for productivity improvement within the Group: Kitchen automation, System automation, Process redesign, Innovation, and Continuous Improvement.



Figure 4: Select Group Productivity Framework

• **KITCHEN AUTOMATION**

Many processes in the kitchen are manpower-intensive in nature and the Group constantly seeks to improve productivity by tapping on automation equipment. The Group has invested in several automation equipment over the years and is one of the forerunners in Singapore in terms of automation adoption within central kitchens. With automation equipment being introduced to substitute manpower-intensive practices, resources and manpower can then be channelled to more value-added roles within the kitchen such as cooking.

• **SYSTEM AUTOMATION**

There are many processes within the Group that require extensive manpower for administrative or processing purposes. The Group aims to leverage technology and tap on systems to automate these processes.

An example is the Group's recent adoption of the Select EP which is a customised e-Procurement system built for the Group. In the past, orders for ingredients need to be manually faxed or ordered over the phone with suppliers. This leads to high occurrence of human errors. To eliminate this unproductive process, the Group has worked with a vendor to customise an e-Procurement system that is now being rolled out throughout the Group. With this new system, outlet managers can simply log onto the system via their netbooks and place their orders online. These orders are then automatically sent to the suppliers and the entire purchasing process from ordering to receiving of goods will be done via the system. In addition, the Purchase department will be able to streamline the number of suppliers which allows the Group to eventually enjoy better economies of scale. Aside from operations, the system has also helped to ease the responsibilities of the Accounts department as they are able to lessen the time taken to match invoices and verify payment issues.

A key system automation initiative that is in the pipeline for the Group is the catering management system which is targeted to start development in Q2 2017. This system is expected to bring about significant man-hour savings for the entire catering business segment and also enable the Group to better measure and track performance of the catering operations.



Select Group E-Procurement System

• **PROCESS REDESIGN**

Aside from tapping on technology for system and kitchen automation, another form of productivity improvement is through process redesign. For instance, from one of the findings from a productivity study conducted by the Group, it was found that the operators in the Stamford Catering Drinks and Desserts kitchen took more than two man-hours per day to load drink dispensers from the Drinks and Desserts kitchen onto trolleys, transport them to the loading bay area, and physically unload them onto tables for the delivery men to collect. The act of loading and unloading was time-consuming and unproductive and as a result, the process was changed such that all the tables in the loading bay area have been removed and more trolleys have been procured. Operators will bring the trolleys with the drink dispensers to the loading bay and leave them there which eliminated the need for unloading. This has helped the Group to save close to one man-hour per day.



Figure 5: Improvement in drink dispensers unloading process

• **INNOVATION**

Process improvement initiatives may require the Group to think out of the box and come up with more innovative or revolutionary changes that may disrupt current process flows. The Group is open to these disruptive ideas and have since undertaken some of these initiatives. For instance, for the Hill Street Coffee Shop concept, it was found that the initial menu offering was too complex and has led to many unproductive processes within the operations. As a result, the Group underwent a significant menu reengineering exercise to streamline the menu items and also to redesign the kitchen layout in the outlets. As a result of this initiative, the Group has been able to save two manpower per outlet.

• CONTINUOUS IMPROVEMENT

To ensure that continuous improvement takes place, the Group conducts several productivity studies throughout the year to study the gaps in manpower and equipment utilisation, and analyse the solutions to address these gaps. Members of the Business and Capability Development team work with stakeholders throughout the Group to shadow the manpower and equipment that are being utilized in the respective business segment, and the data is then analysed to evaluate the efficiency of resource usage and recommendations are provided to improve productivity.

In addition to the five key drivers for productivity in the productivity framework, for productivity improvement and process improvement to be sustainable within the Group, there are also four enablers that the Group looks into. These include getting management buy-in on the importance of productivity improvement, building a strong productivity culture within the Group, ensuring that staff have the appropriate knowledge about productivity and process improvement, and obtaining funding and investments to support these process improvement initiatives.

There are several platforms for the ideation and sharing of productivity improvement ideas as seen in the table below.

PLATFORM	DESCRIPTION
Monthly productivity meeting	Monthly meeting for senior management and key stakeholders to brainstorm and share productivity improvement ideas and to evaluate progress of implemented ideas
Productivity suggestion form	An online productivity improvement suggestion form for staff to give feedback and share ideas. This can be accessed using QR code, keying in the URL on the web browser, or via the Intranet.
Productivity champions	The key stakeholders who attend the monthly productivity meetings are the productivity champions whom staff can approach to share ideas.
Productivity email	Ideas can also be emailed to a designated email address

Table 6: Platforms to ideate and share productivity improvement ideas

Besides platforms for sharing of ideas, the Group also rewards employees who are proactive on the productivity improvement journey. As aforementioned, the Select Group Productivity Award serves to reward and recognise staff who have provided practical ideas that have been implemented and has seen actual productivity improvement results within the Group.

**5.2C SUSTAINS KEY PROCESSES IN TIMES OF EMERGENCIES TO ENSURE BUSINESS CONTINUITY**

**CRISIS MANAGEMENT ACTION PLAN**

Crises are situations of high uncertainty that carries with it high risks of direct/indirect losses that must be resolved decisively. Drawing from lessons of the past and external training courses, the Group has established protocols that are necessary to handle crises. Common crises facing the Group may include fire, water pipe damages, electrical failure and pandemic that are considered high risks events that may cease operations or even impair high-value equipment.

### 5.3 SUPPLIER AND PARTNER MANAGEMENT

DESCRIBE HOW THE ORGANISATION:

#### 5.3A IDENTIFIES AND MANAGES KEY SUPPLIERS AND PARTNERS TO ACHIEVE ORGANISATIONAL GOALS

##### TYPES OF SUPPLIERS AND PARTNERS

Select Group works with multiple suppliers and partners to achieve organisational goals. The following table provides an overview of the suppliers and partners that the Group collaborates with:

TYPE	CATEGORY	DESCRIPTION OF GOODS AND SERVICES/ PARTNERS	KEY REQUIREMENTS
Suppliers	Food ingredients	Meat, seafood, fruits, vegetables, grains, sauces and other materials used in the preparation of food	<ul style="list-style-type: none"> <li>• Quality compliant to AVA regulation</li> <li>• Consistent quality and taste profiles meet Group's requirements</li> <li>• Competitive pricing</li> <li>• Meet the needs of the Group's customers with respect to specific diets &amp; customary requirements (Halal, vegetarian)</li> <li>• Fulfils trading terms</li> </ul>
	Non-food supplies	Food packaging, disposables, paper products and utensils	<ul style="list-style-type: none"> <li>• Consistent quality, safe and fit for purpose</li> <li>• Competitive pricing</li> <li>• Fulfils trading terms</li> </ul>
	Equipment	Machines and automation equipment used in the preparation of food	<ul style="list-style-type: none"> <li>• Quality and taste profiles meet the Group's requirements</li> <li>• Competitive pricing</li> <li>• Fulfils trading terms</li> </ul>
	Facilities and Fit-out	Pest control, electricity, water, gas, steam and security	<ul style="list-style-type: none"> <li>• Service rendered meet the Group's objectives</li> <li>• Competitive pricing</li> <li>• Fulfils trading terms</li> </ul>
	Corporate services	External IT vendors, external auditors and advertising and creative agencies	<ul style="list-style-type: none"> <li>• Services rendered meet Group's objectives</li> <li>• Competitive pricing</li> <li>• Fulfils trading terms</li> </ul>
Partners	Government agencies	SPRING Singapore, IE Singapore, NEA, AVA, HPB, JTC and WSG	<ul style="list-style-type: none"> <li>• Roll out national initiatives</li> <li>• Seek industry inputs</li> <li>• Seek funding aids</li> </ul>
	Financial institutions	Various banks	<ul style="list-style-type: none"> <li>• Financing options at most desirable terms</li> <li>• Gain insights to plan growth strategies</li> </ul>
	Schools	Local universities, polytechnics, ITE, ACI, secondary schools	<ul style="list-style-type: none"> <li>• Exposure to a new generation of workforce by extending internship programs and learning journeys</li> <li>• Tap on latest learning methodology to increase understanding of business operations and find recommendations to solve problems by working with students on final year projects</li> </ul>
	Associations	RAS, SPC, SNEF, SFMA, SHA, ACAPS	<ul style="list-style-type: none"> <li>• Seek industry inputs</li> </ul>

Table 7: Overview of Select Group's Suppliers and Partners

**SUPPLIER AND PARTNER IDENTIFICATION AND MANAGEMENT PROCESS**



Figure 6: Supplier and Partner Identification and Management Process

As seen in the figure above, the Group follows a structured supplier and partner identification and management process. The objective is to identify suppliers and partners that can co-create value with the

Group and to maintain win-win long term relationships with them. In addition, the Group adopts a stringent supplier selection process as seen in the table below.

SELECTION PROCESS		CONSIDERATIONS	CRITERIA FOR ASSESSMENT & SELECTION
1.	Recognise need	<ul style="list-style-type: none"> <li>New ingredients for new menu</li> <li>New equipment / machinery</li> </ul>	
2.	Identify key purchasing / sourcing requirement	<ul style="list-style-type: none"> <li>User will contact purchaser to explain requirement</li> <li>Purchaser contacts potential suppliers</li> </ul>	<ol style="list-style-type: none"> <li>Product quality &amp; suitability</li> <li>Cost structure</li> <li>Reliability &amp; responsiveness of supplier(s)</li> <li>Credit / trading terms</li> <li>Financial capability &amp; stability</li> <li>Customer service</li> <li>Supply chain management capability</li> <li>Process &amp; technological capability</li> </ol>
3.	Determine appropriate sourcing strategy	<ul style="list-style-type: none"> <li>Single v.s. multiple suppliers</li> <li>Domestic v.s. foreign suppliers</li> <li>Short-term v.s. longer-term purchase contracts</li> <li>Full-service suppliers v.s. non-full service suppliers</li> <li>Potential collaborative relationships v.s. traditional relationships</li> </ul>	
4.	Identify potential suppliers	<ul style="list-style-type: none"> <li>Existing supplier database</li> <li>Past suppliers' records</li> <li>Recommendations from trade associates</li> <li>Local distributors/importers listed on directories</li> <li>Purchase leads from attending trade shows</li> <li>Purchase leads from emails, and advertisements</li> </ul>	
5.	Limit suppliers in selection pool	<ul style="list-style-type: none"> <li>Preliminary evaluation based on historical records, market intelligence</li> </ul>	
6.	Make supplier selection decision	<ul style="list-style-type: none"> <li>Total value offered by various suppliers to be considered</li> </ul>	
7.	Negotiate and evaluate agreement	<ul style="list-style-type: none"> <li>Contract period</li> </ul>	
8.	Monitor & evaluate program	<ul style="list-style-type: none"> <li>Regular business reviews</li> <li>Annual evaluation of suppliers</li> </ul>	

Table 8: Supplier Selection Process

### 5.3B ENGAGES KEY SUPPLIERS AND PARTNERS TO CO-CREATE PRODUCTS AND SERVICES

#### CO-CREATION WITH SUPPLIERS

Select Group has managed to attract suppliers who are willing to grow and embark on the journey of value co-creation. The following are some examples of how Select Group co-creates value with suppliers.

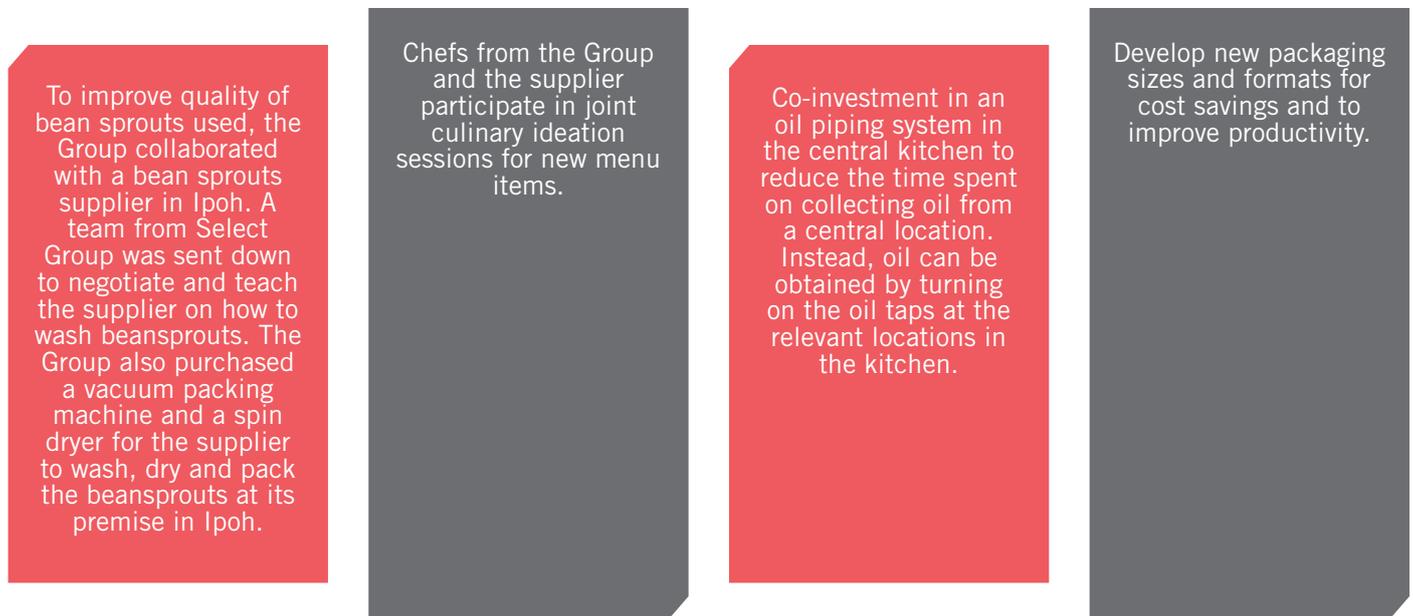


Figure 7: Co-creation with Suppliers

# 展露 头角

## Knowledge

The Prawn Salad being the appetizer of the 7-course meal, represents Knowledge which is essential for the Group to progress.



## 6.1 KNOWLEDGE MANAGEMENT

DESCRIBE HOW THE ORGANISATION:

### 6.1A COLLECTS AND MANAGES INFORMATION FOR STRATEGY DEVELOPMENT, DECISION-MAKING AND ORGANISATIONAL LEARNING

At Select Group, knowledge management is integral for value creation. Knowledge received is channelled to the relevant data owners for analysis which is then used to create value. Such information is then stored on a shared server segregated by departments and business units for future reference, before coming back to them during review periods in which the cycle repeats.

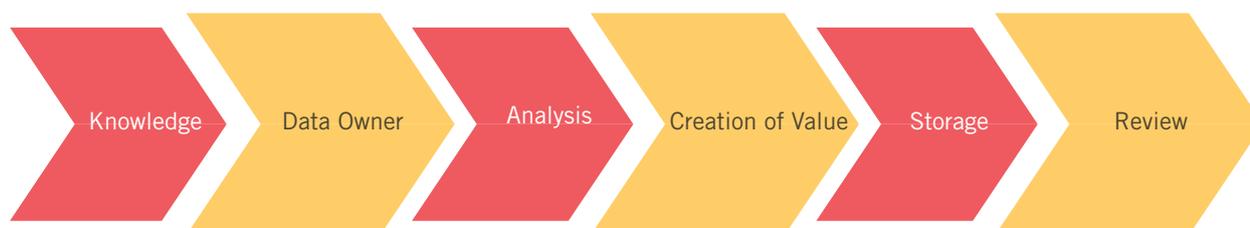


Figure 1: Process flow for knowledge management

The table below summarises the four main data types collected for knowledge management: Customer, Market, Purchase and Financial data.

DATA TYPES	EXAMPLE(S) OF DATA OBTAINED	KNOWLEDGE OWNER(S)	STORAGE FOLDER(S)	REVIEW OF DATA	DATA USED FOR		
					STRATEGY DEVELOPMENT	DECISION-MAKING	ORGANISATIONAL LEARNING
Customer	<ul style="list-style-type: none"> <li>• CRM</li> <li>• Feedback platforms</li> <li>• Third-party surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Marcoms Server</li> <li>• E-commerce and online feedback platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>	✓	✓	✓
Market	<ul style="list-style-type: none"> <li>• Comparison of menu &amp; branding strategies</li> <li>• Time studies</li> <li>• Social media analytic tools and ad agency</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Business Development (BD)</li> </ul>	<ul style="list-style-type: none"> <li>• Marcoms &amp; BD Server</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly</li> <li>• One-off for new projects</li> </ul>	✓	✓	✓
Purchase	<ul style="list-style-type: none"> <li>• Price list and product list of local v.s. overseas suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing</li> </ul>	<ul style="list-style-type: none"> <li>• E-procurement system</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>	✓	✓	✓
Financial	<ul style="list-style-type: none"> <li>• P&amp;L</li> <li>• Credit control processes</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Server</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Yearly</li> </ul>	✓	✓	✓

Table 1: Summary of collection and management of information

## CUSTOMER DATA

### • CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Customer relationship data is collected by the marketing department for the Group's casual dining concepts via the Select Card, as well as the Events Catering brands via the SCSS order management system and e-commerce platform. In order to better organise data, customer data for Events Catering brands are uploaded onto an online programme for email blast management that helps to sort customer profiles, while Select Card members' data is kept on a backend online server. The categorisation of customer information is important to effectively target each customer group with relevant and attractive promotions.

**• FEEDBACK PLATFORMS**

Customer feedback is collated from various feedback avenues, as well as hardcopy survey forms placed at retail outlets. Real-time information can be accessed and downloaded from online platforms by the marketing and training departments. Data collated from offline platforms is stored as soft copies within the marketing or training servers to benefit both departments. For casual dining concepts, mystery diners are engaged to give their honest feedback about their experience at the Group’s restaurants. Third-party surveys are also conducted for other brands to give the Group more in-depth understanding of customers who would otherwise not have taken the initiative to provide feedback.

An analysis of customer feedback from the aforementioned avenues allows the Group to identify customers’ expectations of service and prioritise improvement areas. Feedback is updated, evaluated and discussed on a monthly basis during business unit meetings and shared with the kitchen, sales and operations teams for follow-up.

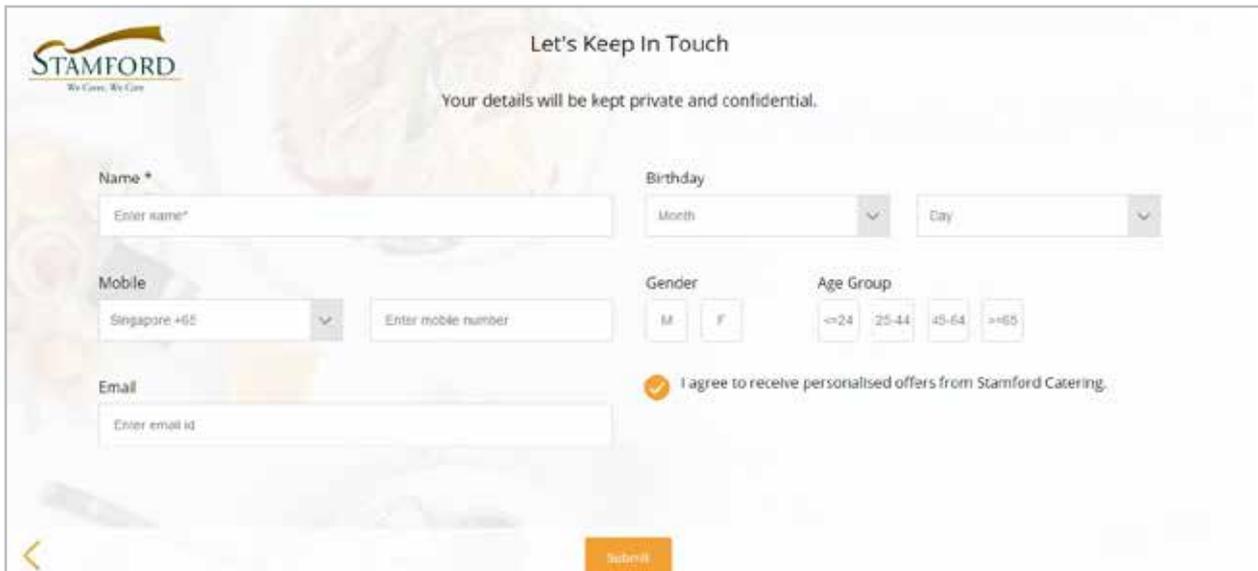


Figure 2: Example of Stamford Catering's feedback platform

**MARKET DATA**

**• COMPARISON OF MENUS AND BRAND STRATEGIES**

Sun Tzu’s famous quote from the Art of War aptly mentions that “If you know the enemy and know yourself, you need not fear the result of a hundred battles.” Understanding the products and direction of competitors is important in fine-tuning the Group’s menus and business strategies.

The marketing department is always on the lookout for new products or campaigns launched by competitors. This is done through following competitors on social media sites, as well as subscribing to their newsletters and SMS blasts. At the same time, the marketing department works to support each brand by sharing relevant industry articles through the team’s WhatsApp group chat to be updated on the changes in the industry landscape. Such information is collated into PowerPoint slides to support business decisions, and are kept in the marketing server for filing and future reference.

**• TIME STUDIES**

Time studies, which involve dining and observations at competitor outlets, are conducted by the business development team over selected time periods to understand customer traffic, average spend and labour allocation. Such data is shared with the marketing department to better understand the overall industry seasonality and performance, so as to benchmark the Group’s performance with competitors. At the same time, time studies allow new brands such as Niigata Bento to better prepare for market entry as a new concept. Time study data is properly documented and kept in Select Group’s shared servers, and conducted within the same year of market entry repeatedly over a few months.

**• SOCIAL MEDIA TOOLS AND ADVERTISING AGENCY**

With businesses increasing both brand presence and spending on social media platforms, the Group monitors its competitors’ digital presence through social media analytics tools, enabling the Group to compare how it monetizes social media investments. The QSR and Events Catering business segments engage an advertising agency, to provide information on the Group’s reach and engagement with Facebook fans. This allows the marketing department to benchmark the Group against competitors, learn from best practices and review online strategies accordingly.

**PURCHASE DATA**

**• LOCAL VERSUS OVERSEAS SUPPLIERS**

Information from suppliers are an important part of an F&B business as they form the basis of pricing decisions. Two types of information can be obtained from suppliers: product price and quality, for two main categories of products which are either food or non-food items. Such information is obtained from both local suppliers as well as from overseas markets, and handled by the purchasing department. For non-food items such as crockeries, the Group’s Managing Director, Mr Vincent Tan, leads a team on multiple trips to China every year to make bulk purchases as it is cheaper to directly import such products. This allows the Group to take advantage of the global economy to ensure that it gets the most value-for-money deals in the market. Timely reviews are conducted to revisit supplier prices in order to keep cost as low as possible.

**FINANCIAL DATA**

**• PROFIT & LOSS**

Monthly Profit and Loss statements are generated by the accounting system and monitored by the accounts and finance department. Raw data such as the cost of goods sold is imported into this accounting system on a monthly basis via the SCSS system and E-procurement system. Trend analysis of these statements enable the top management to see if the business is profitable for the long-term.

**• CREDIT CONTROL PROCESSES**

Another important source of information would be from credit control processes involving the events catering and institutional catering segments, as the remaining segments do not need to extend payment terms to customers. For example, customers of Lerk Thai would pay immediately for their purchases at its retail outlet, while a corporate customer placing a buffet order may require credit terms to be extended.

**6.1B ENSURE THE ACCURACY, ACCESSIBILITY AND SECURITY OF INFORMATION**

Aside from the collection of knowledge through the various sources, efforts are made to ensure the accuracy, accessibility and security of information.

ACCURACY	ACCESSIBILITY	SECURITY
<ul style="list-style-type: none"> <li>• Timely Online v.s. Offline comparison</li> <li>• Explanation and incentives for provision of information</li> <li>• Filters for constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Internal servers</li> <li>• Externally-managed platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Disaster management</li> <li>• Data backup</li> </ul>

Table 2: Overview of efforts to ensure accuracy, accessibility and security of information collected

**ACCURACY**

**• TIMELY ONLINE VERSUS OFFLINE COMPARISON**

Yearly reviews of competitor menus are conducted to reflect the accuracy of comparisons made against various food businesses in Singapore. Additional effort is then made to ensure the reliability of the data by comparing both online and offline sources of information.

**• EXPLANATIONS AND INCENTIVES FOR PROVISION OF INFORMATION**

The CRM programmes run special promotions such as double points during members’ birthday month to encourage the provision of accurate information such as their date of birth. It is also emphasised that emails provided for the member’s account will be used to reset passwords, receive promotional emails and SMS blasts, so customers will need to provide accurate information on the membership platforms. An e-voucher for a free welcome dish is also given to Select Card customers who update their particulars online, so as to achieve the collection of complete information for future reference. Knowledge obtained from these sources helps to ensure that promotional material reaches customers successfully through Electronic Direct Mail (EDM) and SMS blasts.

The reliability of data is also ensured through the use of unique individual data. With the ability to sort customers into different groups based on information such as their age, average spend and gender, the Group is better able to target customers based on their interest and with the right type of promotions.

**• FILTERS FOR CONSTRUCTIVE FEEDBACK**

To ensure the constructiveness of feedback collected, the Events Catering business segment requires customers to fill in compulsory fields so that the Group can verify the survey respondents as actual customers who have catered from the business segment. In

addition, this segment also engages third-party vendors to conduct telephone surveys with a list of actual customers. For casual dining concepts, mystery diners are engaged to give their honest and unbiased feedback about their experience at the Group’s restaurants. By collecting feedback through internal and external sources, comparison between both sets of data can be made to ensure consistency.

**• AUDIT OF STOCK AND CASH**

The accuracy of monthly Profit and Loss statements is ensured through random internal audit checks such as stock counts, cash and petty cash audits at different outlets. Annual external audits for the Group’s financial statements are conducted to ensure that all data sets are in order.

**ACCESSIBILITY**

**• INTERNAL SERVERS**

Different data sets such as comparison with competitors as well as studies done on competitors are pooled into documents that are uploaded onto Select Group’s shared server for future reference whenever necessary. Similarly, Profit and Loss statements are generated by the accounting system that Select Group is currently using.

All information is stored in Select Group’s shared drive, thus enabling users to access them when required. For example, in coming up with new marketing campaigns, costing information on the products involved are pulled out from the purchasing team’s folder. This allows the marketing team to be able to check on the feasibility of the campaigns run, as well as calculate the impact that might be involved in the long term by reviewing costing data with projected sales data.

**• EXTERNALLY MANAGED PLATFORMS**

Besides Select Group’s shared drive, other data sets such as the customer data for the catering brands are also stored on online platforms while Select Card members’ data collected for the casual dining concepts, is kept on a backend online server.

Feedback from customers is collected from online and offline feedback platforms like feedback forms. Real-time information can be accessed and downloaded from the online platforms that are made available to relevant departments like marketing and training. Data is extracted and stored in a shared marketing drive to allow ease of access.

**• SHARING OF KNOWLEDGE**

In planning marketing campaigns, the marketing team looks at after-action-reviews to better execute upcoming promotions. Data such as take-up rates, price, quantity sold as well as length of promotional period is taken into account to outperform past efforts. Similarly, other business units look through past minutes stored in the shared server to understand how to better improve existing and new brand concepts that the Group has.

**SECURITY**

As many sources of information are stored on the servers, IT risk assessments for disaster management and data backup procedures have been set in place and kept up-to-date to protect the integrity of knowledge acquired.

**• DISASTER MANAGEMENT**

Select Group’s disaster recovery plan covers all essential and critical infrastructure elements, systems and networks, in accordance with key business activities. The principal objective of the disaster recovery program is to develop, test and document a well-structured and easily understood plan which will help the Group recover as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts information systems and business operations. Cost-effectiveness of the plan implemented is also considered in its design process. This plan is periodically tested in a simulated environment to ensure that it can be implemented in emergency situations and the management and staff can understand how it is to be executed.

There are many potentially disruptive threats which can occur at any time and affect the day-to-day business processes. The Group has considered a wide range of potential threats in various situations and these are included in the table below. Potential disasters are rated on a probability rating of 1 (Very High) to 5 (Very Low), and the impact considered on a scale of 1 (Total destruction) to 5 (Minor Annoyance).

POTENTIAL DISASTER	PROBABILITY RATING	IMPACT RATING	BRIEF DESCRIPTION OF POTENTIAL CONSEQUENCES & REMEDIAL ACTIONS
Flood	5	1	Loss of hardware and services. All critical equipment is located on 8th Storey
Fire	3	1	Loss of hardware and services. Availability of disaster recovery centre off-site, which is also critical data off-site backup location
Act of terrorism	5	1	
Act of sabotage	3	3	
Electrical power failure	4	4	Loss of services. Redundant UPS support to continue power to critical equipment
Loss of communications network services	4	4	Two diversely routed T1 trunks into building. WAN redundancy, voice network resilience

Table 3: Overview of disaster management risk assessment

**• DATA BACKUP**

The strategy chosen for backing up essential data is through a fully mirrored recovery site in the office of one of the Group’s vendors. This strategy entails the maintenance of a fully-mirrored duplicate site which will enable instantaneous switching between the live site (headquarters) and the backup site.

## 6.2 ANALYTICS FOR PERFORMANCE MANAGEMENT

DESCRIBE HOW THE ORGANISATION:

### 6.2A LEVERAGES ON KNOWLEDGE AND INFORMATION TO CREATE NEW VALUE

#### CUSTOMER DATA

- **CUSTOMER RELATIONSHIP MANAGEMENT (CRM)**

Knowledge gathered from the CRM programme is analysed and used to drive customer engagement and encourage return visits to restaurants. The Group is able to craft personalised Electronic Direct Mail (EDM) and SMS blasts to targeted members to inform them about upcoming or members-exclusive promotions. In addition, the nature of the CRM programme allows each brand to ride on the shared membership base to reach out to new customers.

- **FEEDBACK PLATFORMS**

From the information collected from online and offline feedback platforms, the Group is able to better understand customers' needs and expectations. Results are analysed and shared with the team and evaluated to find room for improvement.

#### MARKET DATA

- **COMPARISON OF MENUS AND BRAND STRATEGIES**

A comparison of menus, outlets and strategies are made amongst similar types of food & beverages services. Before Select Group was awarded as one of the halal operators in Singapore General Hospital, an intensive study of food businesses within the hospital vicinity was conducted.

A yearly review of competitor menus is also conducted to reflect the accuracy of such comparisons made. Hill Street Coffee Shop is benchmarked against competitors to ensure that the Group's products and prices remain competitive in the ever-changing food & beverage industry.

Through the comparison of Limited Time Offers (LTOs) across various competitors, it was also discovered that the creative headers used when launching new products were useful in garnering customer interest in trying them out. Such tactics were employed for brands such as Griddy in end September 2016, where new products, Root Salad in Jar and Salted Egg Yolk Pasta, were promoted using the header "Rooting for Salted Egg?" to ride on the salted egg yolk craze. With this addition to the menu, sales increased significantly from October 2016 to December 2016.

- **TIME STUDIES**

Mystery dining is conducted over selected time periods to understand customer traffic, average spend and labour allocation at competitor outlets. Time study data is properly documented and kept in Select Group's shared servers, and conducted within the same year of market entry repeatedly over a few months.

As a means to better understand the overall industry seasonality and performance, the Group conducts occasional checks on competitors to have an estimate on their sales performance. The Group keeps track of their docket count per day, and compares against their periodical sales. By doing so, the Group is able to review and identify the areas of concern and react accordingly.



Figure 3: Griddy's salted egg yolk promotional material

- **SOCIAL MEDIA TOOLS AND ADVERTISING AGENCY**

The QSR and Events Catering business segments use the information from social analytics sites to compare digital performance against that of competitors, and use insights to increase reach and engagement with Facebook fans. The Group is able to benchmark against competitors, learn from their best practices and review online strategy accordingly. Through analysis, the Group learnt that videos have a higher reach and engagement level than static images, and that fans' contribution in terms of 'Likes', 'Comment' and 'Share' are major determining factors in the overall reach of any post. The Group has since then created more videos and moving images, included more contests for Facebook Fans, and also involved customers in its promotional campaigns.

Besides reducing expenses, Select Group also looks into increasing its revenue via introduction of different types of menus at different price ranges for customers.

**PURCHASE DATA**

• **LOCAL VERSUS OVERSEAS SUPPLIERS**

In 2014, a market scan was done by Select Group as part of its efforts to increase profits by reducing possible expenses. The Group realised that instead of purchasing majority of food and non-food supplies from the local market, more cost savings can be achieved if the Group were to make purchases from overseas suppliers instead. Purchases of supplies would be split into two types, the food supplies and the non-food supplies.

**FINANCIAL DATA**

• **PROFIT & LOSS**

The statements not only enable the top management to assess if the business is profitable for the period, but also allows for data analysis of the costing for the period. For example, the profit margin for the casual dining segment had increased from the previous month. With the Profit and Loss statements, the Group could do a data analysis and find out whether the increase in profits for the month was contributed by the reduction in food cost, or due to extra training classes provided to the ground staff which led to better customer service.

Select Group will also run its internal trend analysis using the results from the Profit and Loss Statements generated. This helps in tracking progress, identifying potential rise or fall of trends, and also detecting problems so that they could be improved upon or corrected before they snowball into big issues. For example, if profits are higher than the previous year, it could be due to the reduction of food cost from direct imports. On the other hand, if the analysis shows that there is a decrease in profitability, steps can be taken to better control costing in the future.

• **CREDIT CONTROL PROCESSES**

Another important information source would be from the Credit Control department. Select Group's Credit Control department deals mainly with the events catering and institutional catering business segments, as the remaining segments generally do not allow for any payment terms for their group of customers.

**6.2B USES COMPARATIVE AND BENCHMARKING KNOWLEDGE TO IMPROVE PERFORMANCE**



**EXTERNAL FINANCIAL DATA**

Benchmarking is done to measure performance and progress of an organisation. This not only serves as a performance metric but also provides for a more holistic view of where the Group stands in the market in comparison to competitors and similar organisations. At Select Group, external benchmarking is done against industry players.

**OVERSEAS MARKET ENTRY DATA**

After assessing whether the business is ready for export, the next step of market research is to understand which markets to enter and the trends and developments in the identified market. Initial market research can be done through physical collection of primary data in order to benchmark and give strong recommendations. The Group has done this exercise for Kuala Lumpur, Malaysia.

Select Group also participates in overseas learning trips to obtain data. For example, the Group participated in the learning trip to Europe that was organised by the Restaurant Association of Singapore in Oct 2015. 23 companies took part in this study trip where participants got to learn about the best practices from European companies which can help to address some of the icy issues faced by Singapore F&B companies, including low productivity and high reliance on manpower. One of the visits were to Nostrum which is a Spanish company that specialised in ready-to-eat meals which was very relevant to what Select Group was interested in. The Group had the opportunity to tour the central kitchen to understand the different productive technologies and equipment used in the food production process. The management of Nostrum also shared on their innovative business strategies (including vending machines and Nostrum Mobile App for reservations and food ordering). Aside from visits to companies, the Group also had the opportunity to visit the Anuga Trade Show 2015 where the Group got to learn about the latest food products in the market for categories such as ready meals and food ingredients, and also met up with equipment suppliers for automation equipment to improve productivity for the processes.

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RESULTS

The Osmanthus Jelly, the dessert of the meal, represents the fruits of labour put in by the Group.



## 7.1 CUSTOMER RESULTS

### 7.1A CUSTOMER SATISFACTION AND EXPERIENCE

Select Group monitors customers' satisfaction levels through multiple platforms.

#### CUSTOMER COMPLIMENTS

##### • QUICK SERVICE RESTAURANT



Figure 1: Extracts of customer compliments on social media

##### • HUB SERVICES



Figure 2: Chinatown Food Street's Trip Advisor rankings in Oct 2016

Chinatown Food Street hosts a minimum of six events a year to keep the food street vibrant and exciting. Many events such as 2016's 50 Cents Fest were extremely well-received by tourists and locals alike. Following customers' feedback on this particular event, the team is working towards an adaptation of this event for 2017. At the same time, day-to-day feedback on the general operations of the food street with regards to its cleanliness, food offerings and food quality is closely monitored via a feedback portal. Improvements are made in response to feedback received. This effort can be seen to have paid off with Chinatown Food Street's Trip Advisor ranking within the top 2% of more than 8,000 restaurants in Singapore.

##### • INSTITUTIONAL CATERING

Pro\*3 Institutional Catering's effort to go beyond their duties to cater for their customers' needs have not gone unnoticed. They have received many compliments from satisfied customers, such as Grand Copthorne Hotel, which praised Chef Wong, the head chef at the staff canteen of the hotel, for "his cooking skills, his personality and teamwork with his colleagues". At Micron, the management has also expressed "appreciation for Constance Khor and her team for their dedication and commitment" to the events organised, especially with regards to the team's "efficiency and professionalism to make things happen". Lastly, staff at Outward Bound Singapore have also thanked the Pro\*3 team for providing "excellent service".

##### • PEACH GARDEN

The food quality and service at Peach Garden has not gone unnoticed by the public, with a renown Singapore food critic, Wong Ah Yoke, giving its hot pot menu a positive recommendation. It was also mentioned in another article sgfoodonfoot in August 2016 that customers "do not need an air ticket to eat London Duck", singing praises of the quality of London Duck offered at Peach Garden.

Other influencers in the food scene such as Miss Tam Chiak (Maureen) have also sung praises of Peach Garden's innovative 4-tier steamboat when it first launched at Thomson Plaza. She mentioned that the restaurant's food and service contributed to her having an "enjoyable time" with her family when they dined there.

## 7.2 FINANCIAL AND MARKET RESULTS

### 7.2A FINANCIAL PERFORMANCE, INCLUDING FINANCIAL RESULTS AND ECONOMIC VALUE

#### FINANCIAL RESULTS

Despite softening economic conditions, Select Group continues to perform well throughout the years.

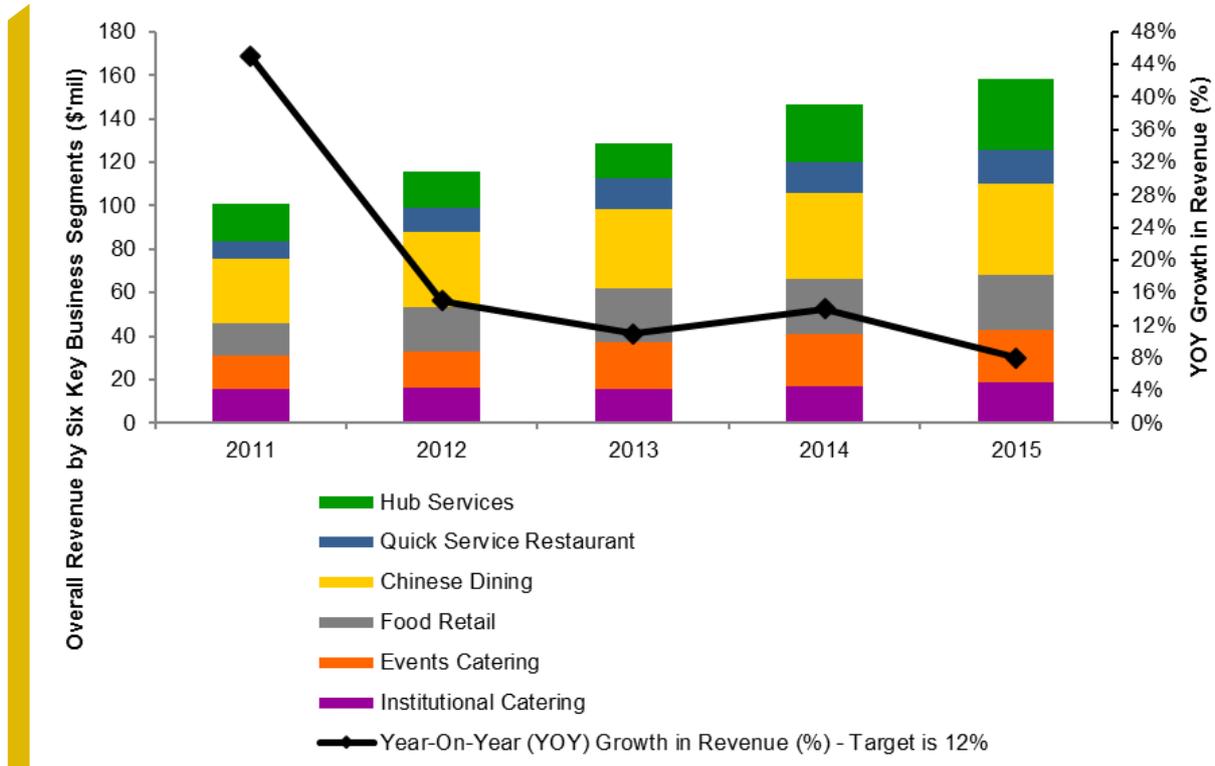


Figure 3: Overall Revenue by Six Key Business Segments and YOY Growth in Revenue (%)

**SELECT GROUP'S AWARDS**

YEAR	EVENT	AWARDED BY	AWARDED TO
2005	Singapore Best Restaurants – Thomson Plaza	Singapore Tatler	Peach Garden
2006	Singapore Best Restaurants – Thomson Plaza	Singapore Tatler	Peach Garden
2007	Promising Brand Award	Singapore Promising Brand Award	Select Catering
	Winner of Healthy Food, Tasty Food Competition	People Association	Select Group
	Singapore Best Restaurants – Thomson Plaza	Singapore Tatler	Peach Garden
2008	Singapore Best Restaurants – Thomson Plaza & OCBC Centre	Singapore Tatler	Peach Garden
2009	Singapore Best Restaurants – Thomson Plaza & OCBC Centre	Singapore Tatler	Peach Garden
2010	WSQ Training Excellence	WDA	Select Group
	Singapore Best Restaurants – Thomson Plaza & OCBC Centre	Singapore Tatler	Peach Garden
2011	Singapore Best Restaurants – Thomson Plaza, OCBC Centre, Hotel Miramar	Singapore Tatler	Peach Garden
2012	WSQ Training Excellence	WDA	Select Group
	Outstanding Local Store Marketing Programs	Asia Summit 2012	Texas Chicken
	Top New Store Opening in 2011 (Global)	Asia Summit 2012	Texas Chicken
	Singapore Best Restaurants – Thomson Plaza, OCBC Centre, Hotel Miramar	Singapore Tatler	Peach Garden
	Best of Singapore – Peach Garden Catering	Singapore Tatler	Peach Garden
2013	WSQ Most Supportive Employer 2013 (F&B)	WDA	Select Group
	Outstanding Team Spirit in supporting launch of new Asian country markets	Asia Summit 2013	Texas Chicken
	Marketer of the Year 2012	Asia Summit 2013	Texas Chicken
	Top 10 New Store Opening	Asia Summit 2013	Texas Chicken
	Singapore Best Restaurants – Thomson Plaza, OCBC Centre, Hotel Miramar	Singapore Tatler	Peach Garden
2014	Singapore Productivity Awards	Singapore Business Federation	Select Group
	WSQ Most Supportive Employer 2014 (F&B - Non SME)	WDA	Select Group
	WSQ Training Excellence (F&B - Non SME)	WDA	Select Group
	Singapore Best Restaurants – Thomson Plaza, OCBC Centre, Hotel Miramar	Singapore Tatler	Peach Garden
	Marketer of the Year 2014	Asia Pacific Summit 2015	Texas Chicken
	Most Improved SAT Track Performance in 2014	Asia Pacific Summit 2015	Texas Chicken
	Outstanding Team Spirit in supporting launch of new country and region initiatives	Asia Summit 2014	Texas Chicken
2015	Community Spirit Awards 2015	People's Association	Select Group
	Green Mark Building (Gold)	BCA	Select Group
	Singapore Best Restaurants – Thomson Plaza, OCBC Centre, Hotel Miramar	Singapore Tatler	Peach Garden
	Best of Singapore – Peach Garden Catering	Singapore Tatler	Peach Garden
2016	Airport Food Court of The Year	The Airport Food and Beverage Conference and Awards 2016	Universal Dining, Straits Food Village
	The 50 Cents Fest, Best Event – Arts and Culture (Gold)	The Marketing Events Awards 2016	Universal Dining, Chinatown Food Street
	The 50 Cents Fest, Best Event – Consumer (Gold)	The Marketing Events Awards 2016	Universal Dining, Chinatown Food Street
	Singapore Best Restaurants – Thomson Plaza, OCBC Centre, Hotel Miramar	Singapore Tatler	Peach Garden
	Star Team Player (Texas Chicken SG Team)	Texas Chicken	Texas Chicken

\*The above list is non-exhaustive

Table 1: Awards Received by Select Group and its subsidiaries

AS A TESTIMONY OF SELECT GROUP'S EFFORTS AND GROWTH OVER THE YEARS, SELECT GROUP HAS WON AND HAS BEEN NOMINATED FOR NUMEROUS AWARDS SINCE ITS INCEPTION. THESE ARE SOME OF THE AWARDS RECEIVED IN RECENT YEARS.

• **AIRPORT FOOD COURT OF THE YEAR - THE AIRPORT FOOD AND BEVERAGE CONFERENCE AND AWARDS 2016**

The Group emerged as the winner of the Airport Food Court of the Year and also received the recognition of Global Highly Commended in the category of Food & Beverage-Related Innovation of the Year. Beating strong global contenders from Milan, Dublin, Sydney, Straits Food Village has showcased the concept and innovation to clinch the prestigious award.

• **WSQ MOST SUPPORTIVE EMPLOYER AWARD 2013, 2014, AND WSQ TRAINING EXCELLENCE AWARD 2010, 2012, 2014**

As an Approved Training Organization by Workforce Singapore (WSG, formerly known as WDA) and being committed to Workforce Skills Qualification training, the Group aims to mould its future together with its employees through well-structured on-job-training. As a recognition of the Group's efforts, Select Group was awarded the WSQ Most Supportive Employer Award in 2013 and 2014 as well as the WSQ Training Excellence Award in 2010, 2012 and 2014.



• **THE 50 CENTS FEST, BEST EVENT – ARTS AND CULTURE (GOLD) AND THE 50 CENTS FEST, BEST EVENT – CONSUMER (GOLD), BY THE MARKETING EVENTS AWARDS 2016**

Clinching two regional awards at The Marketing Events Awards 2016 by Marketing Magazine Group, The 50 Cents Fest demonstrated Select Group's commitment to providing consumers with innovative and exciting events and products. The two awards presented were a booster to the Group's confidence of the quality of its events and products in the industry. The Group won the Gold award for Best Event – Arts and Culture, beating other strong competitors such as National Youth Council, National Gallery Singapore, Canon Singapore, and Art and Performance Festivals Melaka. The Group also won the Gold award for Best Event – Consumer, winning against other strong players such as Coca-Cola, Far East, Marina Bay Sands, The Shoppes at Marina Bay Sands, and Unilever Singapore.

• **SINGAPORE PRODUCTIVITY AWARD 2014**

In Select Group, enhancing productivity is of utmost importance. Having embarked on the productivity journey since 2009, Select Group has come a long way with the efforts made. The Group is honoured to be awarded the inaugural Singapore Productivity Award in 2014 by the Singapore Business Federation.



7.3 PEOPLE RESULTS

7.3B EMPLOYEE LEARNING AND DEVELOPMENT

TRAINING HOURS

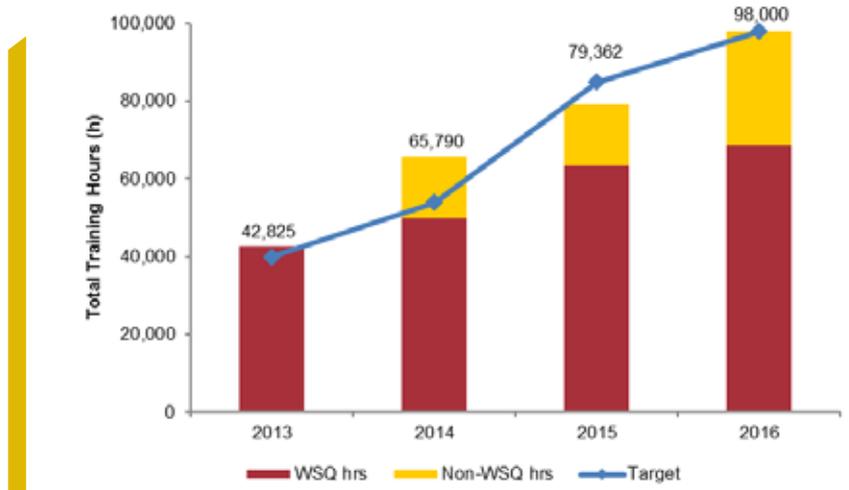


Figure 4: Total Training Hours

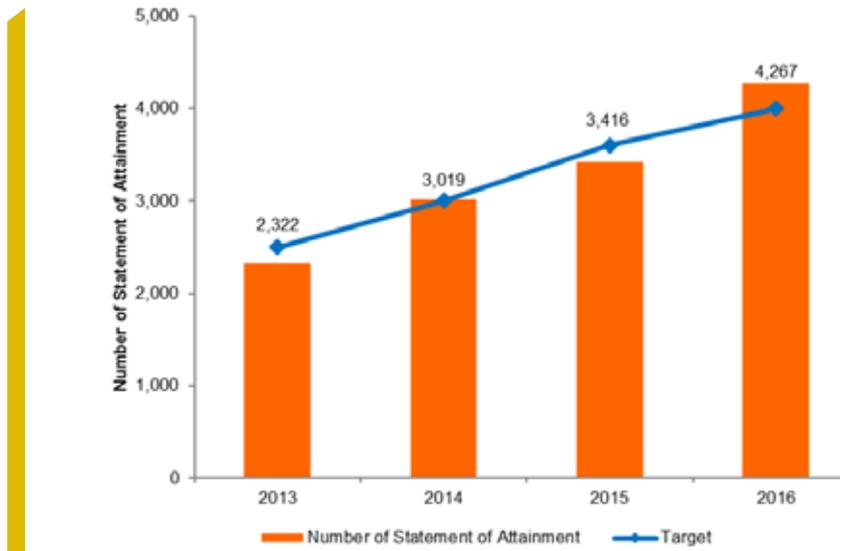


Figure 5: Number of WSQ Statement of Attainment obtained by Employees

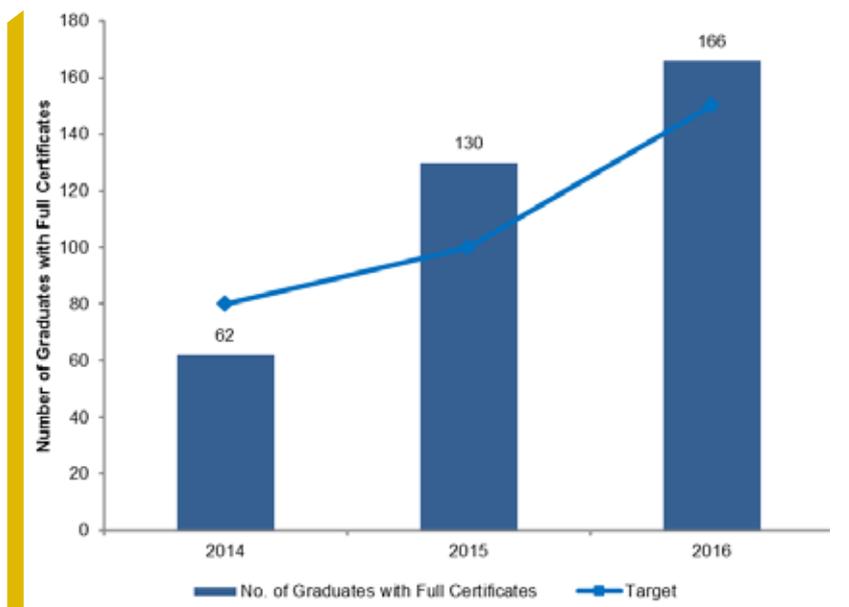


Figure 6: Number of Graduates with Full Certificates

7.3D EMPLOYEE PERFORMANCE AND RECOGNITION

EXSA AWARD FOR SERVICE EXCELLENCE

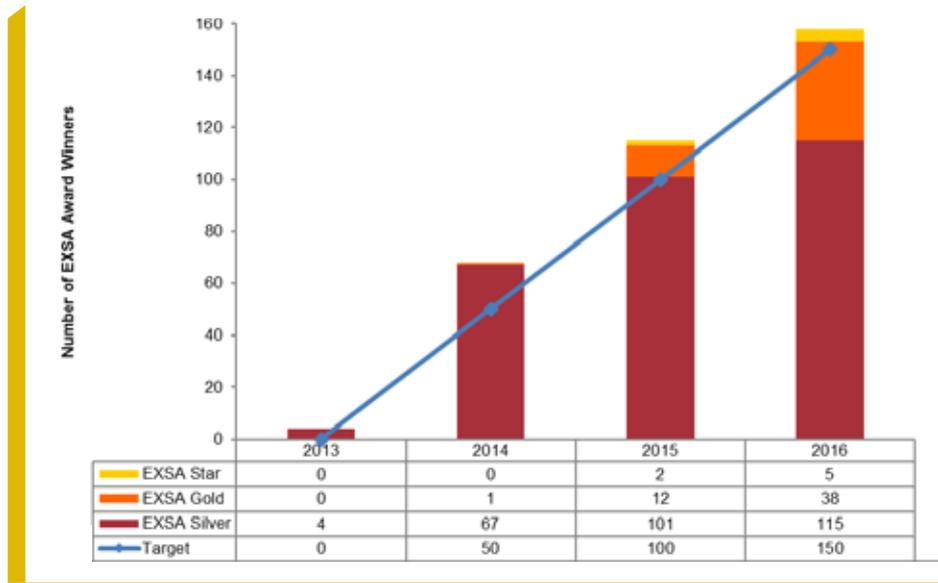


Figure 7: Number of EXSA Award Winners

7.4 OPERATIONAL RESULTS

7.4A PROCESS PERFORMANCE

INNOVATION AND PROCESS IMPROVEMENT PROJECTS

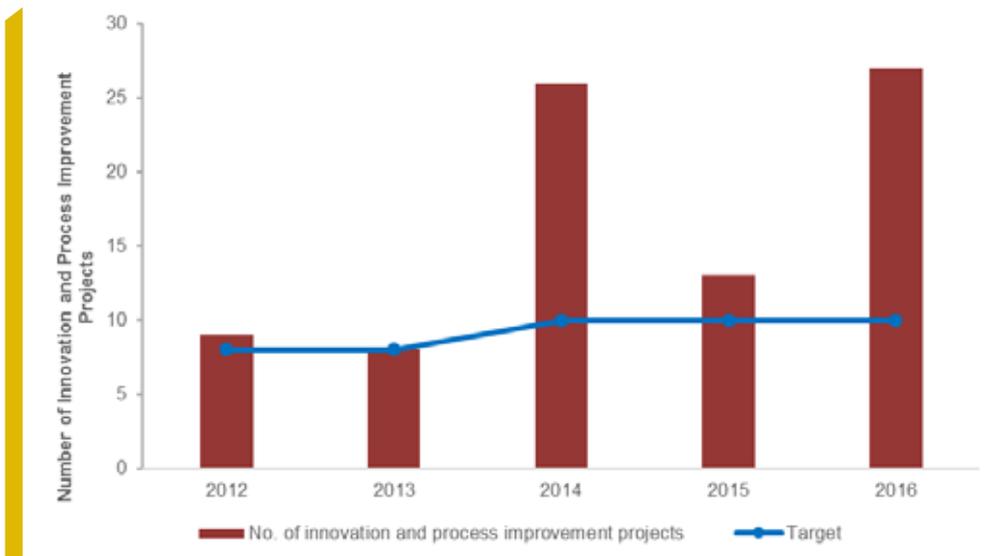


Figure 8: Number of Innovation and Process Improvement Projects

7.4C GOVERNANCE SYSTEM AND CONTRIBUTION TO THE COMMUNITY, SOCIETY AND THE ENVIRONMENT

GREEN MARK BUILDING

Select Group has achieved a total scoring of 79.19 points, which puts it in the Gold Award category. The total scoring for each individual section is summarized below:

GREEN MARK	TRY AGAIN	CERTIFIED	GOLD	GOLD PLUS	PLATINUM
SCORE	0 - 49	50 - 74	75 - 84	85 - 89	90 - 100

The green mark gold award achievement shows the Group’s continuous commitment towards Corporate Social Responsibility in maintaining a sustainable environment.

## 1991

- Started operating a tingkat delivery service in a 600sqft rented kitchen with 3 vehicles and 10 employees.

## 1992 - 1993

- Set up first commercial kitchen in Siglap.
- Established second kitchen in Hougang to serve customers in the northern part of Singapore.

## 1995

- Set up a third kitchen of 3600sqft in Aljunied with 80 employees.

## 1997

- Company name was changed to Select Catering Services Pte Ltd.

## 1999

- Relocated to 50,000sqft kitchen at Senoko Crescent.

## 2000 - 2001

- Established Stamford Catering Services Pte Ltd as a Halal-certified caterer.
- Commenced Institutional Catering business.
- Received the "Singapore SME 500 2000/2001 Company" recognition.



## 2010

- Secured franchise rights for Texas Chicken in Singapore.
- Started Hong Kong Sheng Kee Dessert concept.
- Awarded WSQ Training Excellence (F&B) by WDA and received this award in 2010, 2012, 2014 and 2015.
- Catered for the inaugural Youth Olympic Games.

## 2012

- Opened SuperTree Dining @ Gardens by the Bay.
- Started Lou Yau concept.
- Opened Hill Street Coffee Shop concept
- Rebranded Select Institutional Catering to Pro\*3 Institutional Catering.
- Established Stylze Catering, a premium catering arm.

## 2013

- Started Pho Street concept.
- Opened Griddy concept.

## 2014 - 2015

- Received the inaugural Singapore Productivity Award by Singapore Business Federation.
- Started the first overseas outlet with Hong Kong Sheng Kee Dessert concept in Kuala Lumpur, Malaysia.
- Opened second and third thematic food courts named Chinatown Food Street and Singapore Food Street.
- Opened the latest thematic food court named Straits Food Village.
- Collaborated with JTC Corporation to open the first Third Place dining concept.

## 2004

- Listed on the SGX-SESDAQ as Select Catering Services Limited.
- Started Lerk Thai Restaurant.
- Successfully tendered for the development and management of Singapore Expo F&B hub.

## 2005

- Started working with Changi Airport Group with the first staff cafeteria contract in Singapore Changi Airport

## 2006

- Awarded WDA “Approved Training Organisation” status to train WSQ programmes

## 2007

- Rebranded Select Catering Services Limited to Select Group Limited.

## 2008

- Acquired Peach Garden Holdings.

## 2009

- Started first Universal Dining concept at Singapore Expo.



## 2016

- Straits Food Village was awarded the prestigious Airport Food Court of the Year at FAB Awards 2016, first airport food court in Asia to win this award.
- Straits Food Village also received a high commendation for the Food & Beverage-Related Innovation Award at FAB Awards 2016.
- Opened Pho Street concept in Kuala Lumpur, Malaysia.
- Started Hong Kong Sheng Kee Noodle House concept.
- Started Hong Kong Sheng Kee Pau concept.
- Awarded BCA Green Mark Gold certification for Select Group Building.
- Relocated to the present Select Group Building conceptualised by renowned architect Tan Kay Ngee and famed Taiwanese artist Hsu Yunghsu.
- Started Niigata Bento concept.

## 2017

- Started RM Food ready meal concept



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