



**The Future of Jobs
and Skills in
Singapore's Food
Services Sector**





Preface

Ernst & Young Advisory Pte. Ltd. (EY) has been commissioned by Enterprise Singapore (EnterpriseSG), in partnership with Workforce Singapore (WSG) to conduct a study to evaluate the impact of key trends on the manpower of Singapore's Food Services sector's Job Transformation Map (JTM).

Phenomenal global changes have and will continue to transform the way food services operate today and in the future. Using the Skills Framework (SFw) for Food Services sector as well as other relevant Skills Frameworks as a starting point, the study aims to understand how job roles, tasks, and skills in the food services sector will be impacted and evolved by key trends and technologies in the near to medium and long term. The study also identifies recommendations for the main stakeholders of the food services sector to take forward in order to nurture a resilient and competitive workforce to thrive in a constantly evolving environment.

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1

Executive Summary

An overview of key findings regarding the impact of emerging trends on jobs and skills, and recommendations for stakeholders to move the food services sector forward.



This study explores the impact of **emerging trends and technologies** on the **food services workforce**, with a focus on the **most impacted segments** in order to build a future-ready workforce equipped with the **right capabilities and skills** to adapt to the constantly evolving sector landscape.

1 3 Key Trends are Transforming the Sector

Across the study, three key trends were identified to be profoundly shaping the food services sector.

| | |
|--------------------------------------|--|
| Shift in Consumer Preferences | <ul style="list-style-type: none"> • Growing demand for convenience, experiential and personalised services provides opportunities to develop a competitive advantage through differentiated service • Increasing consumer consciousness on environmental responsibility has influenced companies to integrate sustainability in their offerings |
| Increased Technology Adoption | <ul style="list-style-type: none"> • Digital and automated solutions can augment or perform manual and repetitive tasks, allowing employees to focus on value-added tasks • Embracing change through upskilling or reskilling will help employees to adapt their work along with the implemented technological solutions |
| Workforce Challenges | <ul style="list-style-type: none"> • To meet manpower demands, the sector is increasingly adopting alternative labour options such as part-time workers (e.g., gig workforce), adopting technology and redesigning jobs |

2 These Trends have Varying Impact on Jobs in the Sector

Over the next three years, trends and technology will drive the redesign of 12 roles and necessitate the upskilling of 18 other roles¹. Companies may also develop capabilities in emerging areas of work to deliver greater value.

4 job roles will require **EXTENSIVE JOB REDESIGN**



Assistant Pastry Cook / Assistant Baker / Kitchen Assistant
Increased focus on recipe development and creation of innovative desserts



Server / Service Crew / Runner
Operate technological solutions for service enhancements and potentially support BOH operations



Station Chef / Senior Cook
Increased focus on overseeing the cooking process and on enhancing food presentation



Cook / Kitchen Assistant
Operate technological solutions for food preparation and potentially support FOH operations

8 job roles will require **MODERATE REDESIGN**

A fair proportion of job tasks will be augmented by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks.

➔

Barista

Bartender

Pastry Cook

Baker

Host / Hostess / Crew Leader

Executive / Service Supervisor

Outlet Manager / Assistant Outlet Manager

Wine Server / Wine Waiter / Commis Sommelier

EMERGING AREAS OF WORK

Trends and technologies have spurred the possible emergence of new job roles in the sector

1 Revenue Manager

3 Restaurant Designer

2 Customer Retention Specialist

4 Sustainability Specialist

¹Please refer to the [Career Map in Section 3](#) for the remaining roles that require upskilling

3

Workers will have to Upskill in In-Demand Skills and Competencies

Workers are encouraged to upskill in the following in-demand technical and critical core skills to take up the redesigned job roles and to enhance their employability in the sector.

Technical Skills and Competencies

**Skills listed below are non-exhaustive*



Business Management Skills

E.g., Business Process Re-engineering, Business Performance Management, E-commerce Management



Customer Experience Skills

E.g., Customer Service Excellence, Customer Data Analytics, Service Innovation Management



Green Skills

E.g., Environmental Sustainability Management, Food Waste Disposal and Reduction, Sustainable Food Production Design



Innovation Skills

E.g., Food and Beverage Recipe Formulation, System and Work Process Improvement



Digital Skills

E.g., Technology Application and Implementation, Technology Strategy Design, Emerging Technology Scanning

Critical Core Skills

Adaptability

Communication

Digital Fluency

Customer Orientation

Collaboration

Problem Solving

4

The Sector can implement Key Strategies to drive Growth, Innovation, and Productivity

Stakeholders such as employers, employees and education institutions have a vital role to play in driving the sector forward. This section outlines recommendations for navigating and thriving in the ever-evolving sector.

Recommendations for Employers



Design a future-fit operating model

Evaluate whether the company's operating model supports evolving business models and priorities. A future-fit operating model should facilitate data-driven decision making, customer intimacy, new revenue streams and networks that allow access to resources.



Optimise and streamline operational processes

Maximise efficiency by streamlining food preparation processes, designing outlet layouts to optimise workflows and leveraging on data and technological solutions to inform decision making.



Adapt manpower model and staffing requirements

Identify opportunities for manpower savings through job redesign, outsourcing of tasks and analysing employee productivity to identify areas for manpower optimisation.



Recast human capital practices

Attract and retain workers by improving employee social and physical work environment, offering flexible work arrangements, and supporting employee passion through learning and developmental opportunities.



Integrate sustainability into food services

Incorporate environmental sustainability practices into company operations through food waste reduction, sustainable food packaging and stakeholder engagement on sustainability efforts.

Please see the next page for the actionable steps for employees and education institutions

Continuation of the actionable steps for employees and education institutions

| Recommendations for Employees | | Recommendations for Education Institutions | | |
|--|---|--|--|--|
|  |  |  |  |  |
| Embrace change and continuous improvement | Upskill on sector new and emerging skills | Actively champion food services as a career of choice | Partner with stakeholders to nurture students | Collaborate with companies to bridge skill gaps |
| Remain open-minded and support employers in implementing work process improvements. Employees should also practice conscious collaboration among front and back-of-house work functions. | Look out for opportunities to be upskilled on in-demand skillsets (e.g., digital skills, customer experience skills and green skills) to keep pace with the sector demands. | Education institutions can forge early awareness of food services through experiential programmes. Interest in the courses can be sparked through social media and meet-and-greet events with renowned sector professionals. | Education institutions can collaborate with the industry to align internship objectives and structure for maximised learning. Students can be given opportunities to gain industry insight through job shadowing activities or overseas attachments. | Offer alternative training methods (e.g., micro-learning systems) for companies facing difficulties in sending employees for training. Institutions should also review and update their training curriculum to meet skill demands in the sector. |

5 Application of Recommendations in the Sector

This section highlights three case studies that serve as examples for companies that are seeking to reimagine their operating model, improve operational efficiency, and foster employee passion and growth at work.



Reimagining traditional F&B ways of working with a redesigned operating model

The company revitalised their restaurants using a scalable and profitable approach by:

- Integrating **e-commerce solutions** to track sales in real time, allowing for faster and more informed decision making
- Establishing a **central kitchen** to reduce food preparation required at the BOH, reducing manpower needed and freeing staff to focus on other areas
- Launching an **accelerator programme** to mentor aspiring chefs and build an employee-centric culture



Technology-enabled service standards deployed at scale

Leveraging on technology, McDonald's maintained customer service standards and efficiency across its many outlets by:

- Deploying **self-ordering kiosks** to reduce order wait time
- Introducing **mobile ordering** to allow customers to order remotely and flexibly, easing long queues and reducing pressure on employees
- Providing **trainings** for employees to familiarize themselves with the solutions and with their redesigned roles which have changed in terms of tasks and processes



Charting personal career and professional development as an employee

Celina Kuninaka, an employee at Jigger & Pony sought to upskill herself by:

- **Leveraging on growth opportunities** such as her company's cross training initiative
- **Enrolling in additional courses** to deepen her expertise in her job role
- Taking the initiative to engage in **conversations on continuous improvement** with colleagues, improving customer satisfaction and bolstering team unity

2

Singapore's Food Services sector today

This section outlines the trends and challenges today that will impact and shape the sector in the future. Two archetypes are introduced to offer different perspectives to the subsequent impact analysis.



Megatrends impacting Singapore's Food Services sector

The food services sector is a vital sector that plays an important role in the economy and our daily lives. Constructing the sector's future state requires understanding of the trends and challenges shaping the sector today, and potential actions for companies to navigate and thrive in the ever-changing landscape.

1 Shift in consumer preferences



Growing demand for personalised services, and convenience have placed greater pressure on businesses for improved service standards. Consumers today are also increasingly concerned with their environmental footprint, which is reflected in their consumption choices. With these shifts, there are also challenges such as:

- **Meeting customer demand and managing expectations:** High service standards and convenience incur additional operating and training costs.
- **Slow buy-in to case for sustainability:** Many food services companies in Singapore have not embraced the sustainability business case and lack knowledge on how to integrate sustainability into their operations.

Potential Area for Growth

Companies should develop a competitive advantage through differentiated services and integrate sustainability into their products and/or operations to remain relevant.

2 Increased technology adoption



Technological solutions are increasingly adopted to augment tasks and lighten employees' manual workload. This allows employees to focus on value-added tasks that require human discretion. With technology, there are also challenges such as:

- **Obtaining employee buy-in:** Shifts in job requirements due to technology adoption may require new skillsets from employees. Additional support for mature workers may be needed to guide them through the change.
- **Customisation and maintenance of technology solutions:** Customised solutions can require high upfront investments and companies may lack the internal capability to sustain, further develop and/or integrate solutions to work processes.

Potential Area for Growth

Companies should upskill and reskill employees to effectively manage technological tools and systems, and adapt their work along with the implemented solutions.

3 Workforce challenges



Singapore's food services sector is tight on manpower and reliant on an aging workforce. To fill operational gaps and stay competitive, the sector has to sustain a pipeline of local workers and utilise alternative labour options such as part-time workers (e.g. students and the gig workforce). Attracting and retaining workers come with challenges:

- **Perceived appeal of the sector:** Work in the food services sector is perceived to involve longer working hours and be physically demanding.
- **Mismatch of expectations:** Younger workers that expect accelerated progression in the sector may find that senior roles in the sector require skills and experience that take time to build.

Potential Area for Growth

Companies may need to explore creative means such as job redesign or adapt their staffing model to meet labour demand.

Main archetypes in the sector

Outlining the full-service and quick-service archetypes

To facilitate a deeper understanding of the food services sector, it is important to acknowledge its diverse nature. Companies vary in size, product and service offerings to suit various customer segments. In this study, companies have been classified under two main archetypes: Full-service and Quick-service.

The two archetypes primarily differ in their service focus, which leads to variances in terms of product and workforce characteristics, and skill domain focus as below. These potentially impact other aspects such as technology use cases and potential for job redesign, which will be covered in other sections of the report.



Service focus

Companies in the full-service archetype typically focus on providing customers with a complete service and dining experience, paying close attention to the quality and presentation of food and beverages served.

Companies in the quick-service archetype typically focus on fast delivery of food with minimal staff interaction. Such companies typically have lean processes, serve many customers, and have a high table turnover rate.

Product and workforce characteristics

- Delivers quality food and beverages
- Curates a distinct dining experience and atmosphere
- Provides high service standards through higher staffing ratios
- Has a well-trained crew with a larger focus on delivering quality service

- Serves convenient, easy-to-eat food
- Able to serve a higher volume of food by having a smaller menu
- Minimal service and quick ordering process, often requiring customers to pick up their own food and return plates and trays

Skill domains of focus¹

Workers have to be well-trained to provide personalised services and attend to customers' needs and preferences. Skilled labour in this archetype should have strong Customer Experience skills.

Workers have to be familiar with digital solutions implemented to improve efficiency when preparing food orders. Workers in this archetype should acquire relevant Digital and Innovation skills.

Subsectors within

Cafés and Coffeehouses
Food Catering
Pubs and Bars
Restaurants (Mid-scale)
Restaurants (Specialty and Fine Dining)

Fast Food
Food Courts/ Coffeeshops
Snack Bars and Food Kiosks
Restaurants (Casual Dining)

¹Skills domains listed in this section are areas of emphasis for companies in the respective archetype. Skills in-demand can repeat for jobs across archetypes – refer to [Section 3](#) for more details.

3

The Future of Jobs and Skills in Food Services

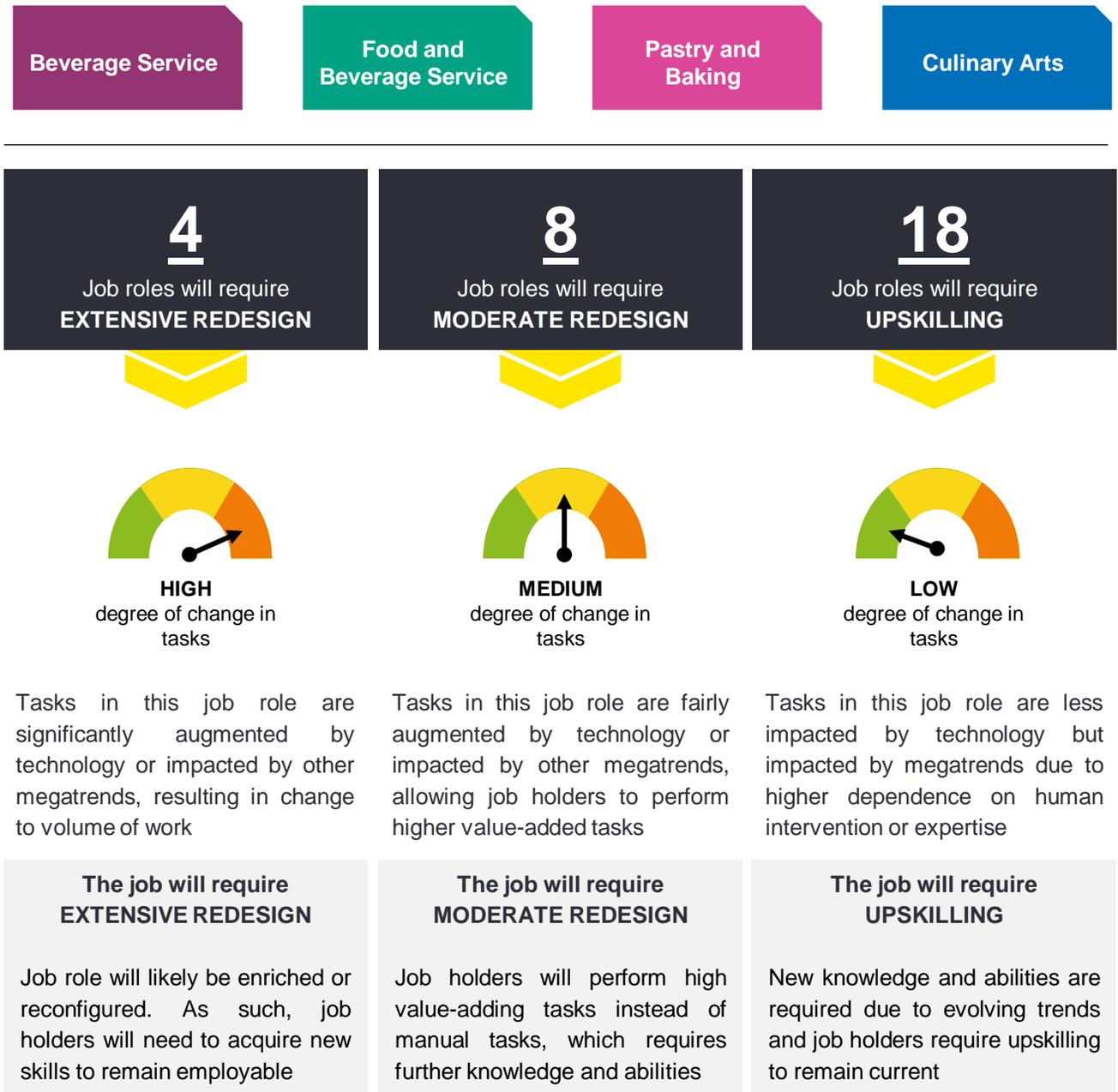
This section delves into the impact of trends and technologies on jobs and skills. It explores potential job redesign within the sector, emerging areas of work and identifies skills required to build a future-proof workforce.



Impact of trends and technologies on jobs in food services

This study examined the impact of trends and technologies on a total of **4 functional tracks** and **30 job roles** based on the **Skills Framework (SFw) for Food Services**.

The study uncovered tasks that would be significantly augmented by technology, fairly augmented by technology or remain unchanged. Accordingly, each role was assessed to experience high, medium, or low impact, resulting in extensive job redesign, moderate job redesign, or upskilling respectively.

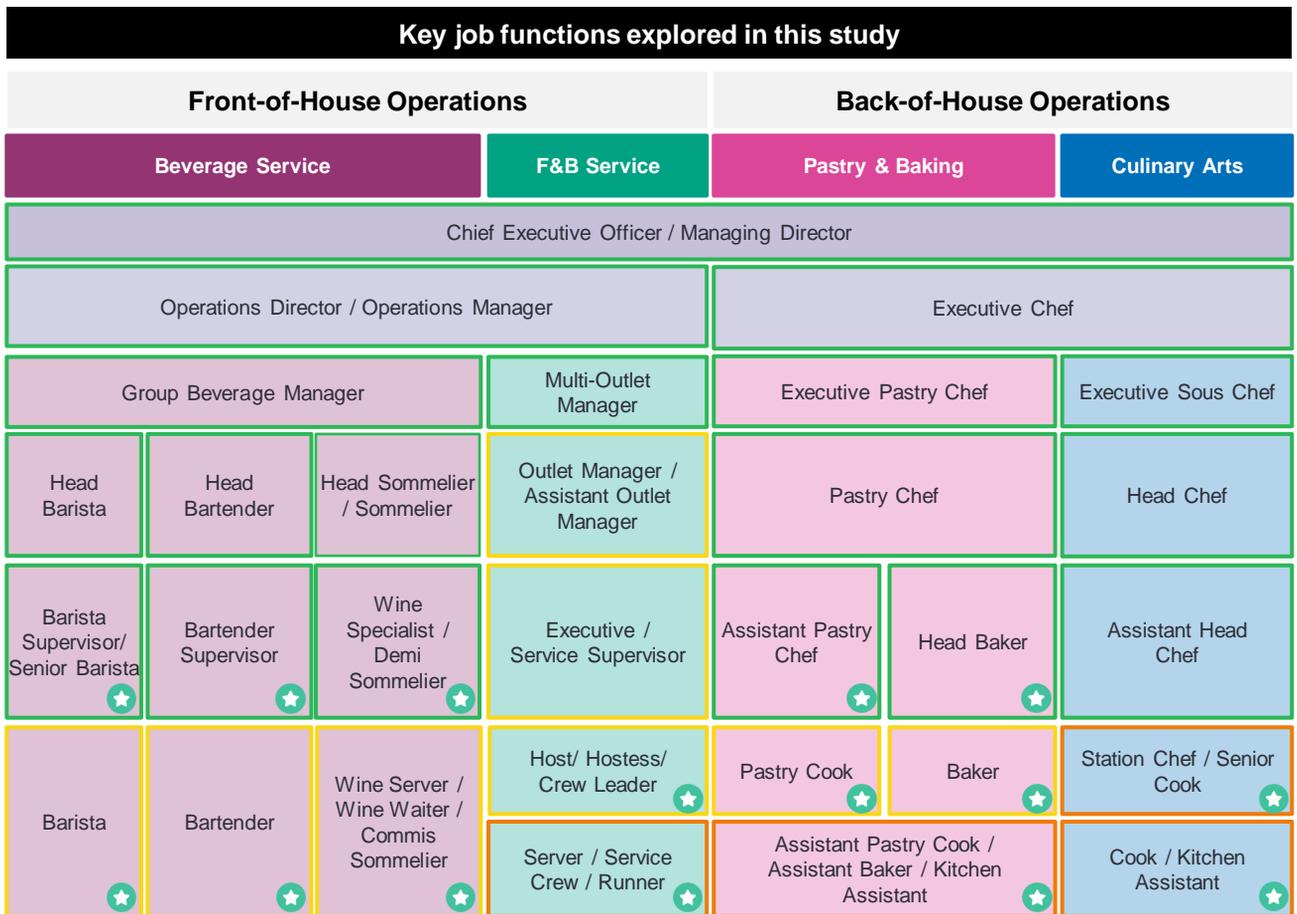


Please refer to the [career map](#) on the next page for more details on the assessment to individual job roles in each function.

Career opportunities for workers in the food services sector

The chart below illustrates the jobs available across the sector’s four functional tracks. These jobs are expected to undergo disruption in the near-future due to the impact of trends and technology, and require either extensive redesign, moderate redesign or upskilling.

Jobs that require redesign can undergo job stacking, and the roles with potential for job stacking have been highlighted below. Further information on stacking permutations and skills to be acquired as a result can be found in the subsequent pages.



LOW Impact: Tasks in this job role are less impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed; Upskilling required



MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in greater knowledge and abilities needed; Moderate job redesign required



HIGH Impact: Tasks in this job role are significantly augmented by technology or impacted by other megatrends, resulting in significant change to volume of work; Extensive job redesign required



Potential for stacking: Jobs can undergo stacking as part of redesign; Potential stacking opportunities to be explored on the subsequent pages

Redesigned jobs in the sector today

Commonly observed job stacking

As **40% of job roles require moderate to extensive job redesign in the near-future**, companies should take direction from forward-looking companies that are currently implementing job redesign today. The roles below have been identified as the more commonly observed examples of job stacking.

Job stacking is a solution that improves staff agility which is important in response to pressures such as shifting operating models and tight manpower supply. Existing workers in the sector require a moderate level of reskilling to take on these stacked roles, as job holders will have to undergo on-the-job training and continuous education.



Barista

Bartender

Wine Server / Wine
Waiter / Commis
Sommelier

+

Host / Hostess /
Crew LeaderSenior Cook /
Station Chef

+

Cook / Kitchen
Assistant

The individual is responsible for handling and basic maintenance of technology tools, coordinating central kitchen operations, and supporting FOH operations when required.

The individual is responsible for the handling and basic maintenance of technology tools, coordinating central kitchen operations, and supporting FOH operations when required.

Server / Service
Crew / Runner

+

Host / Hostess /
Crew LeaderServer / Service
Crew / Runner

+

Cook / Kitchen
Assistant

The individual is responsible for the handling and basic maintenance of technology tools, coordinating FOH operations and ensuring great guest experiences.

The individual is responsible for fulfilling basic tasks across the front and back-of-house and should be comfortable operating technology related to these tasks.



Note: For a fuller elaboration of the above job reconfigurations and its prevalence in each archetype, please refer to [Section 5.3](#) on job dashboards within the appendices.

Potential job redesign opportunities

Vertical and horizontal stacking in the sector

To address the impact from megatrends and technology, companies can reimagine ways of working and explore other permutations of job redesign, especially through vertical and horizontal stacking.

Vertical stacking

Stacking of roles with roles at a higher level within the same function

Vertical stacking creates a leaner organisation and allows employees to assume leadership roles and improves the organisation's ability to attract, retain, and develop talent.

Employers will have to provide guidance and support to employees in these roles to ensure their success in handling new responsibilities.

Horizontal stacking

Stacking of roles at the same level, either within the same function or across functions

Horizontal stacking supports the creation of a leaner organisation and improves staffing agility as job holders are equipped to assume a variety of cross-functional responsibilities.

Employers should calibrate the scope of 'hybrid' roles and ensure that they align effectively with the company's operations and processes.

| Possible roles for vertical stacking | | | Possible roles for horizontal stacking | | | | | | |
|--------------------------------------|---|---|--|--|---|---|---|--|--|
| Barista Supervisor / Senior Barista | + | Barista | Barista & Latte Artist / Specialist | Barista | + | Bartender | + | Wine Server / Wine Waiter / Commis Sommelier | Beverage Specialist |
| Bartender Supervisor | + | Bartender | Bartender Specialist | Barista | + | Host / Hostess / Crew Leader | | | Food and Beverage Associate |
| Wine Specialist / Demi Sommelier | + | Wine Server / Wine Waiter / Commis Sommelier | Wine Specialist | Bartender | + | Host / Hostess / Crew Leader | | | Food and Beverage Associate |
| Host / Hostess / Crew Leader | + | Server / Service Crew / Runner | Service Ambassador | Wine Server / Wine Waiter / Commis Sommelier | + | Host / Hostess / Crew Leader | | | Food and Beverage Associate |
| Baker | + | Assistant Pastry Cook / Assistant Baker / Kitchen Assistant | Baking Specialist | Server / Service Crew / Runner | + | Cook / Kitchen Assistant | | | Food and Beverage Operations Associate |
| Pastry Cook | + | Assistant Pastry Cook / Assistant Baker / Kitchen Assistant | Pastry Specialist | Pastry Cook | + | Baker | | | Pastry and Baking Specialist |
| Senior Cook / Station Chef | + | Cook / Kitchen Assistant | Specialist Cook / Chef | Assistant Pastry Chef | + | Head Baker | | | Pastry and Baking Assistant Chef |
| | | | | Cook / Kitchen Assistant | + | Assistant Pastry Cook / Assistant Baker / Kitchen Assistant | | | Kitchen Operations Associate |
| | | | | Senior Cook / Station Chef | + | Pastry Cook | | | Kitchen Operations Specialist |
| | | | | Senior Cook / Station Chef | + | Baker | | | Kitchen Operations Specialist |

| Function | |
|---|--|
| Leadership | Food & Beverage Service |
| Beverage Service | Culinary Arts |
| Pastry & Baking | |

Note: As organisations explore different job permutations, leaders should also ensure that salaries are adjusted to be commensurate with enlarged responsibilities.

Emerging areas of work

Potential emergence of new job roles

In addition to job stacking, megatrends and technology adoption have also spurred the emergence of **new job roles** in the sector. A significant level of reskilling is required for existing job roles in the sector to take up the following emerging job roles, where specific diplomas/degrees or further studies may be necessary. Companies might also need to hire talent from outside of the sector to fill these roles.



Revenue Manager

Job Description

Enable data-driven decisions in all aspects, including product pricing, menu optimisation and service enhancement.

Key Responsibilities

- Consult leadership and stakeholders to align strategic goals with business priorities.
- Integrate data from different data sources (e.g., POS and CRM) to generate insights on menu pricing, inventory, customer feedback/satisfaction, and service delivery gaps.
- Collaborate with FOH / BOH to recommend productivity and revenue solutions and enforce improvements.



Customer Retention Specialist

Job Description

Execute and improve engagement, retention, and loyalty marketing campaigns or projects to attract and retain customers, boost brand loyalty, and enhance revenue.

Key Responsibilities

- Liaise with and gather data across departments (and platforms) to understand and analyse various customer segments.
- Collaborate with FOH to implement retention strategies and gather feedback proactively to measure effectiveness.
- Build and optimise customer journey to drive business outcomes across all stages.



Restaurant Designer

Job Description

A multi-faceted role that is responsible for designing and developing the overall look, design, and concept to support smooth workflows in the establishment.

Key Responsibilities

- Translate company's value proposition into a coherent set of design guidelines and implement changes in workflows and operational efficiency.
- Configure redesigned work processes around existing and future outlet layouts to optimise space and enhance connectivity between the FOH and BOH.
- Collaborate with internal stakeholders and third-party service providers to ideate and develop novel outlet concepts to appeal to existing and future customers.



Sustainability Specialist

Job Description

Drive organisation's sustainability agenda and is the expert regarding all sustainability related market trends and information.

Key Responsibilities

- Propose and evaluate effectiveness of sustainability initiatives, considering factors such as cost-effectiveness, technical feasibility, and acceptance.
- Collaborate with functional heads to ideate and propose sustainable food production initiatives such as food waste management and the sourcing of sustainable suppliers.
- Partner with vendors, suppliers, and like-minded businesses that are committed to green initiatives.

In-demand Skills and Competencies

Workforce capability areas to leverage for the future

As companies redesign jobs and explore emerging areas of work, they may need to anticipate future skills and equip their workforce with the right capabilities to thrive. The following skill categories have been identified to be in-demand for the near future of the food services sector.



Business Management Skills

Given the diverse nature of food services entrants, some may lack the necessary business management training and company-wide perspective required for managerial positions. Managers should be familiar with managing sales across both digital (e.g., online food deliveries) and offline platforms to drive profitability.

Examples:

- *Business Process Re-engineering*
- *Business Performance Management*
- *E-commerce Management*



Digital Skills

Technological solutions have transformed traditional ways of working in the sector. With increasing adoption of emerging technologies, it is crucial for employees to possess the required level of digital literacy. Employees should be adept in assessing the feasibility of incorporating new technologies and ensuring their compatibility with existing systems.

Examples:

- *Emerging Technology Scanning*
- *Technology Application and Implementation*
- *Technology Strategy Design*



Green Skills

As consumers become more conscious of sustainability, food service companies embracing sustainability and engaging customers in eco-friendly initiatives can improve branding and customer loyalty. Employees should possess the essential knowledge and skills to support their organisation's sustainability goals, such as reducing food waste.

Examples:

- *Environmental Sustainability Management*
- *Food Waste Disposal and Reduction*
- *Sustainable Food Production Design*



Customer Experience Skills

With technology augmenting tasks, FOH employees can focus on enhancing customer service delivery while BOH employees assume cross-functional responsibilities and acquire customer experience skills. To stay competitive and relevant in the sector, employees should be familiar in customer data analysis to anticipate and cater to evolving customer needs and preferences.

Examples:

- *Customer Service Excellence*
- *Customer Data Analysis*
- *Service Innovation Management*



Innovation Skills

As companies outsource basic food preparation and automate manual and repetitive tasks, employees have more time to focus on higher-value tasks requiring technical skills such as developing recipes and innovating products in line with market trends. Employees should also assess the effectiveness of work processes and suggest enhancements to boost productivity.

Examples:

- *Food and Beverage Recipe Formulation*
- *System and Work Process Improvement*

4

Recommendations for the Way Forward

This section presents recommendations for key stakeholders, namely employers, employees and education institutions to address the impact on jobs and skills and thrive in the evolving food services sector.



4

Recommendations for the Way Forward

4.1

Recommendations for Employers

4.2

Recommendations for Employees

4.3

Recommendations for Education Institutions

Roadmap for Employers

Near-to-medium term and long-term view of recommendations

To navigate and thrive in the ever-changing food services landscape, companies should firstly redesign their operating model to ensure it meets future strategic goals. Thereafter, companies can align their operations with the redesigned operating model, through streamlining of processes, optimising manpower model, recasting human capital practices and adopting an overall sustainable approach.

The table below shows the actionable steps companies can take in the near-to-medium term and long-term to implement these recommendations. Companies can reference this table when conducting their business, operations or manpower planning.



Near-to-medium term ~ In 3 to 5 years

Long-term ~ In 5 to 10 years

Design a future-fit operating model

- Examine existing operating model and assess if it can support evolving business models and priorities
- Redesign operating model in line with future-ready design principles
- Track success of the redesigned operating model in achieving goals
- Branch into new concepts that are deliberately lean and efficient, while still capturing the unique selling point of the core brand

Optimise and streamline operational processes

- Analyse workflows and processes to identify bottlenecks
- Employ technology and data analytics solutions to derive insights and achieve greater efficiency
- Build an in-house development team that takes ownership of the company's processes and systems
- Collaborate with technology vendors to develop fit-for-purpose solutions

Adapt manpower model and staffing requirements

- Optimise manpower through job stacking or outsourcing of tasks to external vendors
- Monitor employee productivity to identify areas for staff reduction
- Explore full automation lines at both the outlet level and central kitchen as an alternative to traditional operations

Recast human capital practices

- Adjust policies to provide some flexibility in work timing or location
- Foster a healthy work environment by encouraging positive customer interactions and improving the workspace
- Discover employees' passion and offer opportunities for them to develop
- Review employee compensation and benefits for redesigned roles
- Develop a core HR team that drives employee morale, attraction and retention initiatives, talent and succession planning
- Shift consumer mindsets to embrace technology adoption
- Share success stories from employees who pursued their passions within the sector

Integrate environmental sustainability

- Adopt sustainable practices e.g. food reduction and eco-friendly packaging
- Engage customers in the company's environmental journey
- Explore collaborations, spin-off brands or concept stores, championing environmentally-friendly practices to represent the company's sustainability commitment

Recommendations for Employers

01

Design a future-fit operating model

In the evolving food services sector, companies are encouraged to reassess and redesign their operating model to move faster, change direction more easily, create different partnerships, make smart use of data, and deploy their capabilities and talent to improve performance.

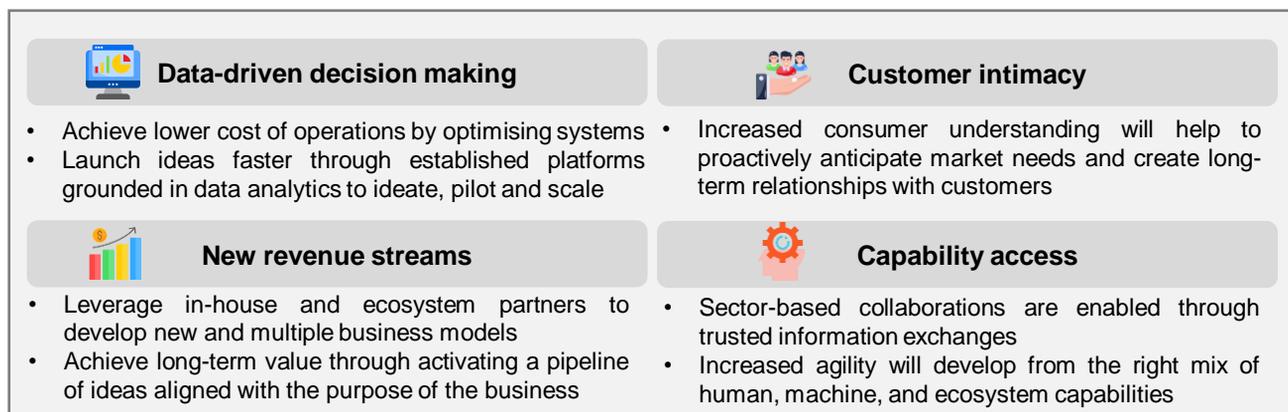
Companies in the food services sector are encouraged to relook at their operating models

An **operating model** translates strategy into operational capabilities and serves as the foundation for execution, to guide management and operational teams.

Companies typically focus transformation on functional areas of the business through an operational approach. However, this could result in a myopic focus on the present, causing them to overlook future opportunities. Furthermore, constant operational restructuring can be slow and costly. Companies should approach transformation by reexamining if their operating model supports evolving business models and priorities.



Benefits of a redesigned operating model



Source: Adapted from EY analysis on 'Operating Models – Delivering on strategy and optimising processes'



Observed in the sector – AC Concepts Group *(Full case study in [Section 5.1](#))*

AC Concepts is a multi-concept restaurant group in Singapore. The company sought for an operating model which prioritised data-driven decision making, customer intimacy and network with its ecosystem stakeholders. They introduced a live data dashboard to track business metrics and customer insights, and to inform decisions (e.g., on resourcing). In addition, the company looks to launch an accelerator programme to mentor aspiring chefs and incubate innovative ideas. Through such initiatives the company aspires to create avenues that integrate various stakeholders including customers, partner companies and employees, to facilitate synergies for value creation.

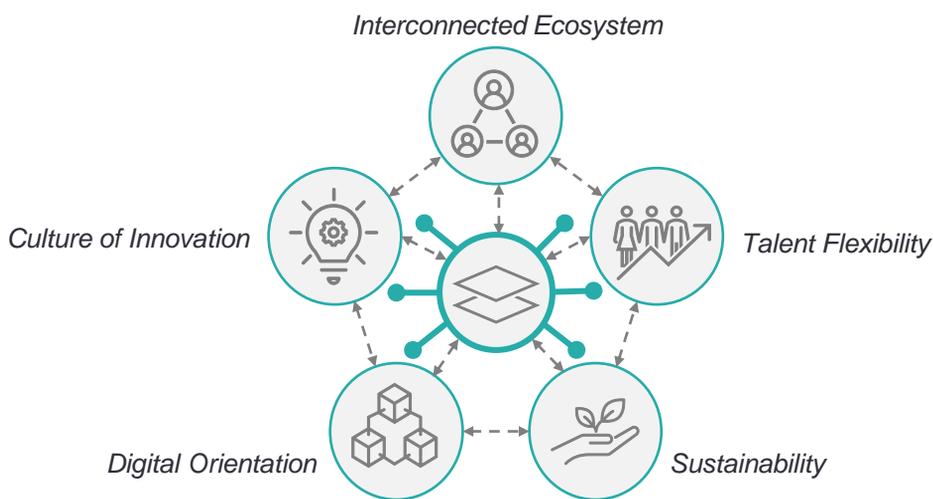
Recommendations for Employers

01

Design a future-fit operating model

Companies can build their operating model in alignment to five future-ready design principles

Below are **five interdependent design principles** for food services businesses that promote profitable agility, scalable innovations, real-time decision-making and sustainability. By integrating these five principles, an operating model can support diverse business models for sustained success.



Digital Orientation

- A listening organisation that identifies cost savings, growth opportunities, and enables real-time decision making through technology and analytics

Innovative Culture

- A culture of experimentation and continuous improvement that cascades throughout the business, enabled by a systematic approach to delivering innovation at scale

Interconnected Ecosystem

- An interdependent network that integrates customers, suppliers, partners, competitors, data research companies, start-ups, etc. into a single engine of value creation by delivering synergies and shared benefits to all

Talent Flexibility

- An adaptive workforce and culture augmented by automation and new ways of working that leverages creative, skills-based resourcing to meet the fast-evolving business needs

Sustainability

- An organisation with sustainability embedded into the culture and decision-making process to deliver long-term value

Source: Adapted from EY analysis on 'Operating Model Transformation'

Recommendations for Employers

01

Design a future-fit operating model

Companies in the sector can take a systematic approach to implement their operating model

Developing or redesigning operating models can seem daunting for companies. However, a well-designed operating model future-proofs the company against potential challenges downstream. To make it more manageable, food services companies can kickstart their transformation by taking a **systematic approach to design and implement** their operation model.

| Critical Steps | Actions to develop and implement a future-fit operating model |
|--|---|
| <p>1 Conduct opportunity assessment</p> <p><i>Ask: What value can a revised operating model add?</i></p> | <ul style="list-style-type: none"> Identify and interview key stakeholders across operations with a standard set of questions to capture opportunities and pain points If the assessment unearths opportunities to tap into or pain points that will get in the way of achieving strategic goals, then a strong case for change, including benefits of changing and consequences of not changing, should be developed and communicated |
| <p>2 Assemble the right team for change</p> <p><i>Ask: Whose viewpoints are required to build the future state?</i></p> | <ul style="list-style-type: none"> Creating the right working teams and steering committee can bring additional diversity of thoughts and aid with buy-in Involve the right people to expedite decisions, with representation from across business units and functions |
| <p>3 Define the design principles</p> <p><i>Ask: How can the organisation achieve its goals?</i></p> | <ul style="list-style-type: none"> As a team, define design principles for the operating model i.e. key statements that establish guidelines for the future state Design principles are based on the organisation's strategic priorities and opportunity assessment |
| <p>4 Shape your future state</p> <p><i>Ask: What critical elements need to be included in the operating model?</i></p> | <ul style="list-style-type: none"> Determine key elements (e.g., culture and values, service delivery, organisational design and structure etc.) to include as part of the operating model and focus on those that are crucial to operations Conduct workshops that focus on each element of the operating model and guide attendees to understand the purpose, rationale for change, and definition of the element before diving into facilitated discussions to define the future state of that element |
| <p>5 Implement it</p> <p><i>Ask: How to practically make the operating model come to life?</i></p> | <ul style="list-style-type: none"> Strong implementation includes identifying initiatives to achieve new goals, assigning accountability to them, planning and executing those plans Dedicated change management is required to ensure employees are aware of changes, and are fully committed in making those changes Companies should regularly examine how to manage risk and protect value |

Recommendations for Employers

02

Optimise and streamline operational processes

Streamlining business processes helps eliminate redundancies and ensure optimal resource utilisation. Food services companies can stand to benefit in various ways when work processes are streamlined – including cost efficiency, better management of labour resources, and an overall increase in workforce productivity. With the ever-changing food services landscape, companies are encouraged to continuously review and refine their work processes to stay competitive.

Streamlining of operational processes should be an iterative process

1

Streamline food preparation processes for efficiency

Optimise food preparation efficiency

- Adopt a streamlined menu to help reduce the amount of labour needed to prepare and serve food
- Develop a set of standard procedures to save time in the kitchen by reducing the need for constant decision making
- Explore efficient methods such as batch cooking which saves time by reducing the need to prepare the same dish multiple times

Observed in the sector

To streamline food preparation, a full-service restaurant group adopted a streamlined menu and made recipe adjustments to improve efficiency. By centralising as much preparation to the central kitchen as possible, outlet BOH operations are kept lean and focused on a reduced set of tasks. This also streamlined the training process and allowed the menu to be more agile.



2

Design outlet layout to optimise workflow and remove potential bottlenecks impacting service delivery

Improving efficiency through optimal workflow

- Analyse current workflow and identify bottlenecks or areas where efficiency can be improved
- Companies can do so by reorganising the outlet layout or implementing a more efficient system in both FOH and BOH

Observed in the sector

To optimise workflow, a full-service restaurant group adopted an open restaurant concept, allowing staff to have a full view of the dining area wherever they are stationed, minimising movement on the restaurant floor while ensuring high service standards. The restaurant group also streamlined the BOH operations by adjusting the kitchen usage according to demand. By reducing kitchen usage during lull periods, this reduced the BOH manpower requirements during off-peak hours.



Recommendations for Employers

02

Optimise and streamline operational processes

3

Leverage technology adoption and data analytics

Digital solutions are transforming the way business is conducted across the food services sector – companies that keep abreast of these solutions and leverage innovative technologies to transform their operations and service delivery can gain a competitive edge in the market.

Technology adoption use cases by operational processes

| Types of operational processes | Benefits of utilising technology ¹ |
|---|--|
|  <p>Inventory Management <i>Optimise inventory levels and reduce waste through proper food portion and control</i></p> | <ul style="list-style-type: none"> A robust inventory management software system allows employees to receive real-time updates that highlight peak and non-peak periods throughout the day at the outlet Such software generates insights from customer data and allows employees to identify sales and consumption trends. This helps to optimise ingredient procurement to reduce food waste and save energy by powering down machineries during off-peak periods |
|  <p>Menu Planning <i>Leverage on customer data insights to optimise menu offerings to boost profit margin</i></p> | <ul style="list-style-type: none"> POS systems enable employees to identify high- and low-performing menu items and make informed decisions to upsell high-performing items to customers, thereby boosting sales Companies can reduce operating costs while increasing profits from higher-margin menu items by reducing the inventory required for low-performing dishes |
|  <p>Customer Insights <i>Understand consumer preferences and behaviour to tailor dining experiences</i></p> | <ul style="list-style-type: none"> Customer data can be analysed through an integrated POS system or CRM system. Based on the insights, FOH employees can be informed on their customers' palate and can tailor food recommendations to address their preferences. This thereby creates unique dining experiences to retain customers and attract prospective diners |
|  <p>Food Distribution <i>Utilise data to optimise delivery efficiency to uphold quality of delivered food and beverages</i></p> | <ul style="list-style-type: none"> Integrated enterprise solutions that connect both FOH and BOH systems and automate information distribution allow employees to coordinate food order preparation in the kitchen with delivery drivers The system can also optimise delivery routes for drivers, ensuring seamless delivery from the outlet to the customer's doorstep while maintaining food quality |
|  <p>Labour Management <i>Centralise labour information to gain greater visibility and better manage manpower</i></p> | <ul style="list-style-type: none"> A smart rostering software system can generate optimal work arrangements based on the work shifts chosen by employees. This makes it possible to better manage rostering schedules across multiple outlets efficiently This also boosts staff punctuality, enables real-time shift changes and assignment to available employees, leading to enhanced operational efficiency and reduced labor expenses |

¹The benefits listed have been observed from food services companies that have utilised technology to improve their operational processes

Recommendations for Employers

02

Optimise and streamline operational processes

Technology adoption use cases for both full-service and quick-service archetypes¹

| Technology use cases | Technology adoption under full-services archetypes | Technology adoption in quick-services archetypes |
|--|---|---|
|  <p>Artificial Intelligence & Data Analytics <i>Generate insights on consumer behaviours and food preferences</i></p> | <ul style="list-style-type: none"> Data insights enable companies to provide personalised menu suggestions based on their order history AI-powered service bots could also be utilised to offer recommendations, answer customers queries, and upsell selected dishes | <ul style="list-style-type: none"> AI-powered self-service kiosks help to boost sales by recommending menu pairings based on the food items that customers have selected |
|  <p>Robotics and Automation <i>Replace manual tasks and simplify work processes</i></p> | <ul style="list-style-type: none"> Deploying service robots in the FOH helps to relieve the physical demands on service staff and provided service efficiency | <ul style="list-style-type: none"> Autonomous cooking assistants help to automate repetitive tasks such as the cooking of fries to improve efficiency and consistency in food preparation |
|  <p>Customer Relationship Management (CRM) <i>Facilitate customer information gathering, allowing companies to tailor food and service</i></p> | <ul style="list-style-type: none"> A robust CRM software allows companies to tailor their services based on their customers' needs The system captures information such as dietary preferences and restrictions, and triggers an update to the host if the customer indicated an allergy from the previous visit | <ul style="list-style-type: none"> A CRM software tracks customer purchasing patterns, allowing companies to enhance their marketing efforts and disseminate materials such as email newsletters and social media promotions that were personalised |
|  <p>Integrated Point-of-Sale (POS) Systems <i>Facilitate customer information gathering, allowing companies to tailor food and service</i></p> | <ul style="list-style-type: none"> A cloud-based POS system provides live updates on the business' sales performance and inventory management This allows outlet managers to strategically allocate resources in accordance with sales volume and improve efficiency | <ul style="list-style-type: none"> An integrated POS System consolidates orders from third-party delivery platforms, physical transactions, and mobile ordering This allows employees to oversee sales performance from a single platform and respond quickly to changes in sales demand |

¹The technology use cases adopted under full-service and quick-service archetypes have been observed from food services companies that have utilised technology to streamline their operational processes and enhance service delivery.

Recommendations for Employers

02

Optimise and streamline operational processes

Consider the life cycle of technology adoption

Food services companies that seek to improve operations and adopt technology should be mindful of each phase in the technology adoption life cycle. More often than not, companies have attributed their reason for fall out in adopting technology being the lack of attention to one of the following phases or the factors within. It may be beneficial for companies to look into the following factors of considerations for successful adoption.

| Phase | Factors of consideration | | | |
|---|--------------------------------------|-------------------------------|------------------------------------|-----------------------|
| 1. Research  | Technology cost and availability | Ease of use | Scalability | Customer needs |
| 2. Planning  | System compatibility and integration | Existing infrastructure | Vendor selection | |
| 3. Implementation  | Pilot testing | Data migration | Change management | Training |
| 4. Maintenance  | Available support and resources | Maintenance schedule | Potential for updates and upgrades | Cost of maintenance |
| 5. Evaluation  | Track key performance indicators | Gather feedback on technology | Monitor adoption and usage | Review financial data |

Observed in the sector – McDonald's Singapore (Full case study in [Section 5.1](#))

McDonald's leveraged on technological solutions to optimise their customer ordering process. The company introduced self-ordering kiosks (SOKs) and mobile ordering to meet their customers' need for convenience and expedient service. McDonald's managed the change by conducting hands-on training sessions to familiarise employees with the technology solutions and to train them in assisting customers in navigating the technology. McDonald's found that with technology augmenting manual processes, employees can focus on hospitality and service at the FOH and support food preparation at the BOH during peak hours. The initiative has improved service levels and helped implement efficient processes at McDonald's outlets.

Recommendations for Employers

03

Adapt manpower model and staffing requirements to sustain transformation efforts

Food services companies should adapt their manpower model and staffing requirements to stay agile in the face of disruptions. Job redesign, which seeks to find a more optimal combination of tasks in a job role to enhance efficiency and productivity, has become a key consideration for food services companies to maintain long-term competitiveness and capture new gains in a new business environment.

1

Redesign jobs to optimise manpower

Food services companies are encouraged to explore creative means of job redesign in accordance with their business strategy and operating models. This should be carried out in tandem with process and work improvements.

Considerations to be made when embarking on job redesign

Tasks and responsibilities

- Clearly define the tasks and responsibilities that the redesigned job will entail, including any specific skills or qualifications that will be required

Working conditions

- Consider working conditions of the redesigned job such as the physical demands, the hours of work, and the location of the job

Level of skill and expertise required

- The level of skill required for a redesigned job will often depend on the tasks and responsibilities involved. It is important to consider the level of expertise required for a job and whether training will be necessary
- Companies can facilitate learning by putting up posters of standard work processes and procedures at the relevant workstations to help enhance information recall and smooth performance of tasks

Compensation and benefits

- Consider the compensation and benefits that will be offered to the redesigned job in line with redesigned tasks and skills required

Potential for advancement

- Consider the opportunities for advancement for the redesigned job and whether the job will provide employees with the skills and experience necessary to progress in their careers

Observed in the sector

A full-service Chinese chain restaurant tapped on Workforce Singapore's programme for job redesign to cross train their FOH and BOH employees to take on tasks across both FOH and BOH functions, allowing employees to be deployed wherever required for optimal productivity.

To ensure that employees have the skills and expertise required to perform tasks across functions, employees were put through a six-month training following a structured OJT developed by the company. After the training, when support was needed in the BOH, the company could deploy their FOH employees to take on the role of a junior level kitchen assistant and support operational tasks such as packing food products for online delivery and takeaways. The understanding of requirements across functions has led to tighter collaboration and enhanced operational efficiency.

With enhanced skillsets and broader expertise, employees benefit from having more roads for career advancement. The company also benefits from having quality prospects for succession of key roles.



Recommendations for Employers

03

Adapt manpower model and staffing requirements to sustain transformation efforts

What can job redesign look like?

Job redesign can be achieved through job enrichment, job reconfiguration, job simplification or job sharing. Each form of job redesign is elaborated on below.

JOB ENRICHMENT



Job enrichment involves **introducing a value-added component at a higher job level** on top of the employee's original job scope, elevating responsibility and allowing for upskilling.

Job enrichment may be applicable to the **Server / Service Crew / Runner** within the Food and Beverage Service functional track. Contactless technologies such as QR Code Ordering Systems and mobile ordering applications enable diners to conveniently order from their tables and potentially frees up the Server / Service Crew / Runner for higher value-added tasks through high-impact customer touchpoints such as gathering customer feedback and performing service recovery.

JOB RECONFIGURATION



Job reconfiguration involves adjusting an employee's job scope by **reshaping priorities and tasks to achieve new outcomes**.

Job reconfiguration may be applicable to the **Barista** role within the Beverage Service functional track. Technologies such as automated coffee machines are becoming commonplace and increasingly adopted, thereby the Barista may be reconfigured to shift focus to understanding customer preferences, developing new drinks recipes and presentation of the drinks instead of the preparation of the drinks.

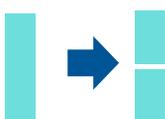
JOB SIMPLIFICATION



Job simplification involves **removing redundant or duplicated tasks** conducted by an employee to streamline the job role and reduce unproductive activities, allowing for greater focus in achieving objectives.

Job simplification may be applicable to the **Cook / Kitchen Assistant** role within the Culinary Arts functional track. With kitchen robotics, the role may find labour-intensive tasks increasingly automated or outsourced. This simplifies the job and provides possibilities for companies to tap on contingent workers and alternative workers such as PWDs for the role. Additionally, companies should also evaluate the assignment of tasks and provide adequate guidance and training to ensure that workers are able to perform their tasks well.

JOB SHARING



Job sharing involves **dividing the responsibilities and workload** of a full-time job position amongst two or more employees.

Job sharing may be applicable to the **Server / Service Crew / Runner** role where part-time shift work is common. This work arrangement caters to alternative workers such as elderly workers and stay-at-home parents, which are common groups in the sector workforce. Job sharing allows them to remain gainfully employed while also giving them balance and time-off for their personal commitments.

Recommendations for Employers

03

Adapt manpower model and staffing requirements to sustain transformation efforts

2

Identify manpower savings by implementing process improvements

Through various means of reducing manual labour, food services companies can improve productivity, ensure consistency in the quality of their food and services, save on labour costs and serve their customers more quickly.

Outsource tasks for efficiency

- Engaging third-party vendors for specialised tasks can help reduce the need for in-house staff
- Companies can outsource their food preparation to achieve a leaner BOH. To safeguard their signature or IP protected dishes, companies may choose to engage OEM food providers for only basic food preparation instead of the entire food preparation process. Companies who are OEM providers should also develop their IP protection policies to provide greater assurance



Observed in the sector

Companies should consider outsourcing repetitive and time-consuming tasks and focus on hiring and training employees for core tasks and/or jobs. A full-service restaurant group has outsourced the process of ingredient preparation to third-party providers, allowing them to reduce the number of Kitchen Assistants they need to hire. Another full-service restaurant group chose to outsource its cleaning function to third-party vendors so that their employees can focus on their core scope of work.

Monitor employee productivity

- Regularly monitor employee productivity can help companies identify areas where they are able to reduce staff levels without negatively impacting the product quality and services.



Observed in the sector

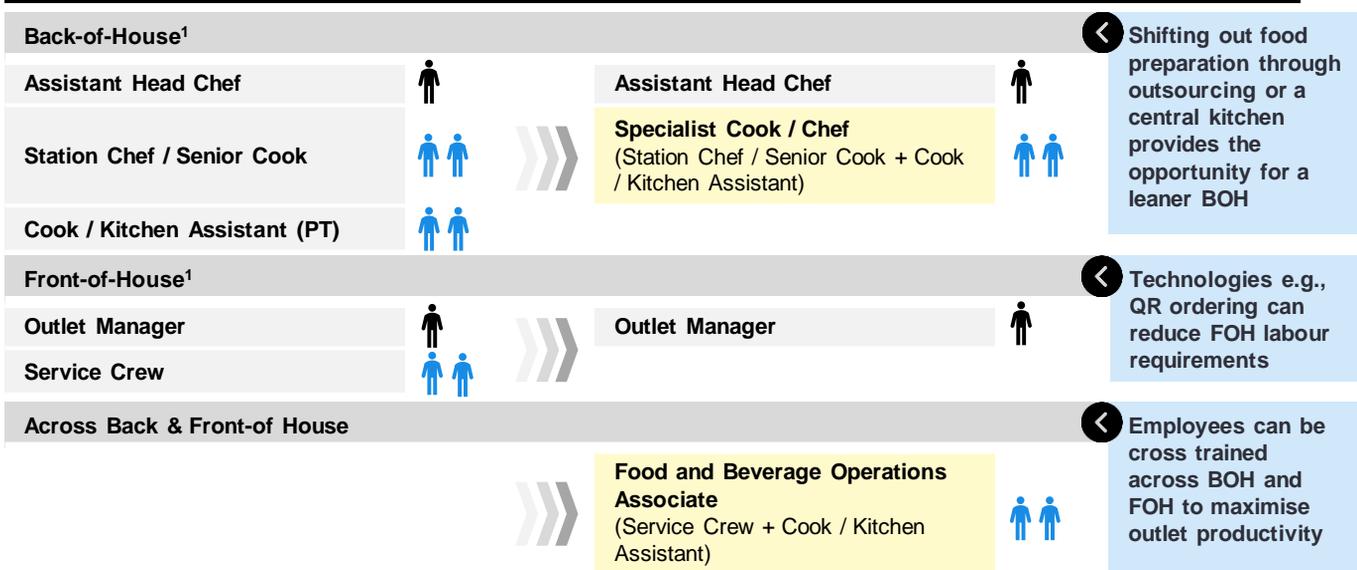
A full-service Chinese chain restaurant tracked the number of customers served by their service staff. This was done through an analysis of data on sales transaction by time of the day via a CRM software to identify the busiest and slowest periods of operation. With this information, the organisation planned for shift handovers during the slower periods of the day and had their FOH staff perform tasks in other areas of the business such as ingredient preparation in the kitchen instead of customer service to maintain productivity. This allowed the organisation to optimise staffing levels and utilisation of their staff.

Recommendations for Employers

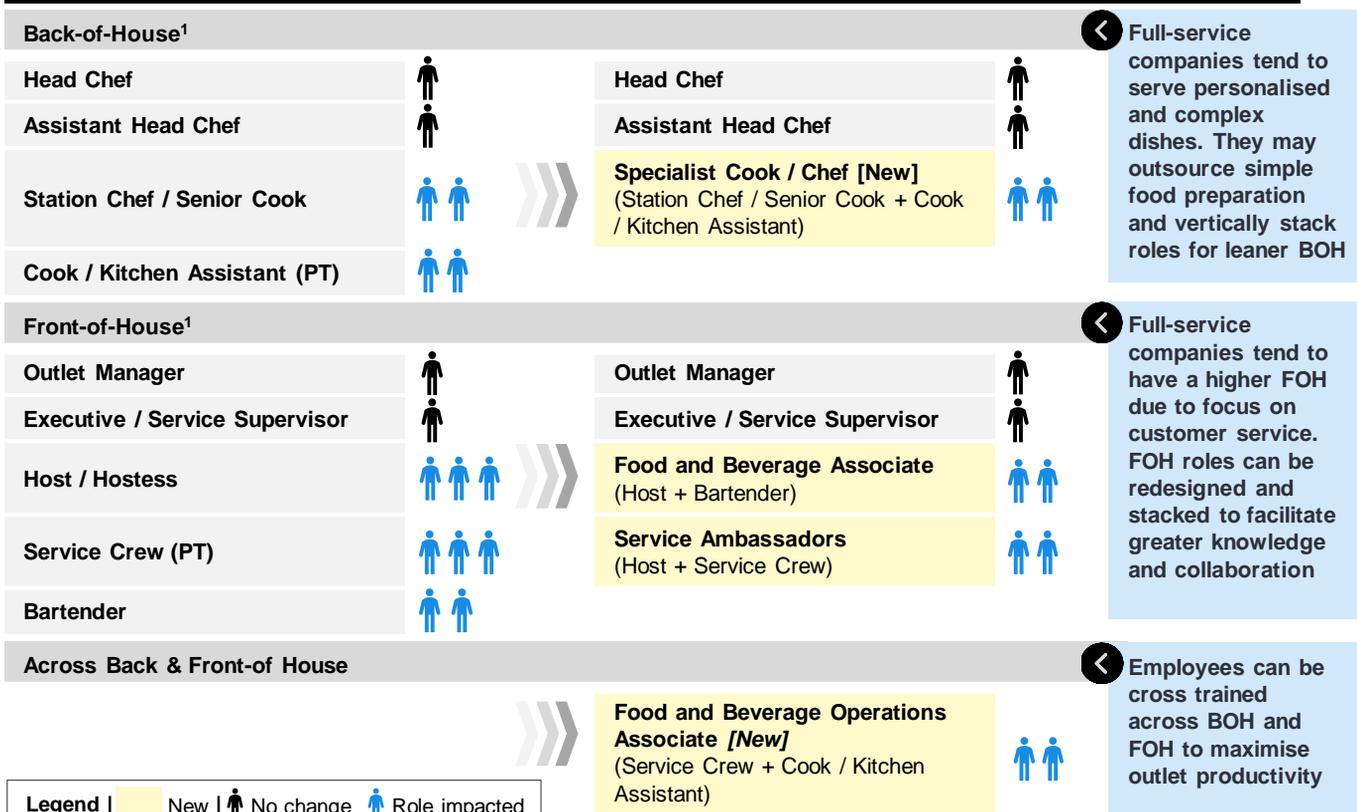
03

Adapt manpower model and staffing requirements to sustain transformation efforts

Illustrative restructuring of manpower in a Quick-service archetype outlet



Illustrative restructuring of manpower in a Full-service archetype outlet



Legend | New | No change | Role impacted

¹Illustration reflects existing BOH to FOH ratio for companies in the quick-service archetype (~60% BOH and 40% FOH) and full-service archetype (~40% BOH and 60% FOH) gathered from industry engagements

Recommendations for Employers

04

Recast human capital practices for sustainable, long-term employment in the sector

The food services sector faces a unique set of challenges – from pressure for wage increases amid inflation, talent shortages, the rise of absenteeism and attrition, to the need for more flexible labour scheduling. How food services companies equip, support and empower their employees will determine their success in attracting and retaining talent in a labour scarce environment.

To sustain transformation efforts, companies can recast their human capital approach in tackling sector-unique issues:



Offer flexible work arrangements

Employees in the sector have also expressed that flexible work arrangements are a contributing factor in improving their job satisfaction. By offering flexible work arrangements, employers can improve job satisfaction for employees and uplift conditions for sustainable, long-term employment. Flexible work include flexible scheduling and flexi-place arrangements.

Flexible Time

- **Flex scheduling:** Offering part-time or full-time schedules, as well as the ability for employees to swap shifts or choose their own schedule within certain parameters
- **Flex working hours:** This can involve allowing employees to start and end their workday at different times, if they meet set productivity or attendance requirements
- **Compressed workweeks:** This involves employees working longer hours on fewer days to have additional days off

Flexible working environment

- **Choice for location:** Larger companies with multiple outlets accommodate employees' desired choice of outlet to work at
- **Remote work:** Depending on the nature of the task, it may be possible for some employees to work remotely on administrative tasks by providing the required access to system and data

Observed in the sector

A multi-concept food and beverage group introduced flexible work arrangements for their employees to customise their working hours and schedule. Employees could opt to work four 10-hour days in a week instead of five 8-hour days. The group also experimented with shorter work weeks such as a four-day work week every fortnightly.

Flexibility in work environment can be illustrated through another example, where a food kiosk chain allowed employees to indicate their outlet of choice for each shift based on personal preference. By catering for greater flexibility for employees to work from a location of their choice in accordance with their schedule, the organisation observed an increase in productivity levels and employee morale. This improved talent retention and helped to better attract prospective employees.



Recommendations for Employers

04

Recast human capital practices for sustainable, long-term employment in the sector

2

Support employees in their passion

Employees commonly cite a passion for food and/ or serving as a reason for choosing a career in the sector. Companies can nurture and leverage employee passion for long-term employment.

Provide opportunities for employees to pursue their passion

- Understand employee passion and goals and engage them on passion projects in line with company goals and strategy
- Offer opportunities for employees to specialise in a particular area (e.g., the pastry station or the grill station). By allowing employees to pursue their passions and specialize within the company, companies can help them develop expertise and at the same time, enhance the overall quality of food and services

Observed in the sector

A full-service restaurant group involved their high potential employees in the establishment of new branches within and beyond Singapore. Additionally, the company held internal competitions to identify employees who will work alongside management to make crucial business decisions. They would be involved in the end-to-end process from brainstorming of the products and services to be sold, to the conceptualisation of the restaurant theme to actualisation of the outlets. This benefits employers as it allows them to groom and develop high potentials, equipping them with the skills and know-how to pursue their interests, in this case cultivating their entrepreneurial spirit and opening branches in and beyond Singapore.



Foster an innovative environment where employees can experiment with ideas and develop passion for sector

- Set a vision for innovation at the management level and implement initiatives that encourage employees to work together to generate new ideas and try out new recipes and techniques in the kitchen
- Assign accountability to employees for discovering new and improved methods of operation. This can inspire a sense of ownership and motivate them to develop expertise and passion for food and/or services in their job

Observed in the sector

A local food kiosk chain fostered innovation by encouraging their employees to be creative and experiment with new products and recipes. The company provided incentives such as rewards and recognition for employees that produced innovative ideas. This fostered a culture of innovation and encouraged employees to bring their passion for food to their work. Another multi-concept food and beverage group fostered innovation by encouraging their employees to find new ways to improve productivity in work processes through an "innovation fund". The fund enabled employees to create proof-of-concepts and purchase equipment that would improve productivity. As a result, employees implemented automated solutions such as juice bottle fillers and egg peelers to make tasks more efficient.



Recommendations for Employers

04

Recast human capital practices for sustainable, long-term employment in the sector

3

Improve work environment for food services roles

Customer interactions play an integral part in contributing to the employee's working environment, therefore impacting the attractiveness of jobs in food services. Companies can play a part to improve the work environment for food services workers, by managing customer expectations and improving the physical work conditions.

Manage customer behaviour and expectations

- Encourage, enable and incentivise customers to share positive feedback both directly with the service staff in-person and via digital means
- Help customers to create realistic expectations of service levels through non-verbal signaling. Customers can be guided to understand that certain concepts that are focused on speed and efficiency may not allow for product customisation

Observed in the sector

A full-service Chinese restaurant chain utilised digital feedback collection. Through an integrated POS and CRM system, feedback from customers were tagged to the employees who served them. Encouragement from customers at work helps to build a positive environment and foster a sense of pride and ownership amongst employees.

To manage customer expectations, a global fast-food chain funneled customer orders through e-ordering systems where orders are standardised by default. Customers with special requests are provided with information regarding the estimated waiting time and/or adjusted price. This ensures that they are well-informed and manages their expectations.



Providing a conducive physical work environment

- Creating a comfortable working environment, such as ensuring proper ventilation and using cooling devices, can improve employee morale and productivity
- More breaks can be given to employees to reduce exhaustion from physical activity or prolonged exposure to heat
- Safety measures are critical to protect employees from accidents and injuries. This can include providing protective gear and ensuring that equipment is properly maintained

Observed in the sector

Various food services companies have taken measures to improve the working conditions for their employees. A beverage kiosk implemented safety measures and evaluated the safety level of machinery before adoption. After assessing that a particular machine posed a risk to employees' safety if not handled well, the management decided against adopting the machine and instead reinvented the formulation of the beverage such that a similar outcome could be achieved without posing a risk to employees. Other restaurants have also swapped to induction cooking and installed air conditioning at their BOH to reduce heat.



Recommendations for Employers

04

Recast human capital practices for sustainable, long-term employment in the sector

4

Find feasible means to upskill employees

Food services companies struggle to send employees for training as it would hinder business operations. However, learning opportunities and career progression are important to them. Thus, employers can consider alternative training means for employees to upskill themselves.

Microlearning

- Offer shorter, more focused training sessions that cover specific topics or skills. This can help employees learn new things at their pace without taking up too much of their time

Use online resources

- Encourage employees to utilise online resources, such as video tutorials, webinars, and e-learning courses, that can help employees learn new skills at their own pace

On-the-job training and team learning

- Appoint experienced employees to mentor junior employees on the job where employees can learn while performing their duties
- Encourage team members to share their knowledge through informal learning sessions or by setting aside dedicated time for skill-sharing

Observed in the sector

As food services companies generally struggle to send employees for training due to manpower constraints, a multi-concept food and beverage group built a microlearning system, where employees are offered bite-sized e-modules to learn on-the-go.

Apart from microlearning, a full-service Chinese restaurant chain placed new employees at a 'model outlet' for on-the-job training. Skill and knowledge evaluations were also created to assess the employee's promotion readiness. The restaurant chain observed that this training model helped to upskill employees and enhance their skills for career progression.



5

Provide sustainable remuneration for jobs

With changes to job roles and responsibilities, remuneration should be evaluated for impacted employees. Doing so will help to ensure that employees are being compensated in accordance with their new scope and required skill level of the redesigned role.

Review employee compensation and benefits

- With changes in job size, companies should engage in market benchmarking to ensure that they are providing competitive pay
- New market benchmarks may have to be adopted for redesigned roles so that the organisation can attract and retain the right talent
- Companies can also provide bonuses, performance incentives or enhance their benefit policies and programmes

Observed in the sector

A food and beverage company specialising in soybean products acknowledged the need to conduct regular salary reviews and had recently adjusted their employee's wages to stay competitive. In addition to the pay adjustment, the company also offered monetary incentives along with long service awards for employees who have stayed past various tenure periods.



Recommendations for Employers

05

Integrate environmental sustainability into the organisation's long-term values and strategy

Consumers are increasingly invested in business driven by sustainability. By demonstrating commitment to environmental issues, companies in the food services sector can gain a competitive advantage over their peers in the long term due to increased customer loyalty, cost savings and improved employee engagement.

Food services companies can incorporate sustainability into its business and build trust amongst stakeholders

For sustainability to gain traction in the sector, food services companies can begin by incorporating sustainability in their food management practices, choice of materials and stakeholder engagement.

Improve sustainability through food management

- Source ingredients produced sustainably to reduce environmental impact of the business and products
- Reduce food waste through better inventory management systems and implementing programs to donate excess food
- Incorporate plant-based menu options for lower environmental impact and review demand for menu items to reduce food waste

Manage sustainability through materials and equipment used

- Use eco-friendly packaging options (e.g., biodegradable or compostable materials)
- Implementing a recycling program to reduce business's waste generated and environmental impact
- Using energy-efficient equipment (e.g., LED lighting and low-flow faucets) to reduce carbon footprint

Engage with stakeholders on sustainability

- Engage with stakeholders, such as customers, employees, and suppliers, can provide valuable insights into the effectiveness of a business' social and environmental practices
- Gather feedback through surveys, focus groups, or other methods to gain a better understanding of how practices are perceived and received

Observed in the sector

A full-service seafood restaurant in Singapore branded its business with a focus on sustainability and responsible sourcing. The restaurant analysed data on customer preferences and ingredient availability to plan menus that reduce waste and support sustainable sourcing practices. The company also implemented a "catch and release" program for certain types of fish, which helped to ensure that the restaurant's seafood sourcing practices are sustainable and do not contribute to overfishing.

In terms of stakeholder engagement on sustainability, an international fast-food chain added a sustainability impact tracker to their digital applications to provide transparency to consumers about their sustainable practices. The tracker compares the sustainability metrics of ingredients used in menu items to conventional counterparts, allowing consumers to see the positive impact of their purchases on the company's sustainability efforts.



4

Recommendations for the Way Forward

4.1

Recommendations for Employers

4.2

Recommendations for Employees

4.3

Recommendations for Education Institutions

Roadmap for Employees

Near-to-medium term and long-term view of recommendations

To enhance employability and play a part in moving the sector forward, employees may refer to the table below for actionable steps in the near-to-medium term and long-term.



Near-to-medium term ~ In 3 to 5 years

Embrace change and contribute to driving continuous improvement

- Embrace change in ways of working and provide feedback to employer on how to improve existing workflows and processes
- Collaborate with colleagues across functions to facilitate knowledge sharing and improve service excellence
- Develop cross-functional skills to enhance career progression opportunities

Upskill on sector new and emerging skills

- Keep abreast of the sector's new and emerging skills and seek out courses and certifications to acquire relevant expertise and enhance employability
- Set career goals and identify actionable steps to achieve the goals
- Schedule shadowing shifts where possible to observe and learn from role models
- Seek guidance from mentors or experienced colleagues to garner feedback and gain career guidance

Long-term ~ In 5 to 10 years

- Hone digital skills and apply data-driven methodologies to identify areas of improvement, optimise processes and enhance performance
- Practice integration of sustainability practices into daily operations
- Form collaborative learning communities at the workplace where innovative insights and resources can be exchanged

- Discover personal areas of passion and align professional development with these interests
- Mentor junior colleagues and become an advocate for the sector by sharing valuable insights and tips for excelling in the industry
- Contribute to sector-wide studies or initiatives on identifying new and emerging skills

Note: The roadmap above is a general guide on actions employees are encouraged to take based on the near-and-medium term and long-term time horizons. Employees may customise the roadmap based on their priorities and goals – some long-term actions may be shifted to the short-term and vice versa.

Recommendations for Employees

01

Embrace change and contribute to driving continuous improvement

Employees in food services companies play a part in helping their organisation achieve success in transformation and growth. With business transformation efforts being formulated with consideration of employees, employees can empathise with the need for change and partner with their organisation to support the transition to more efficient ways of working and actively contribute to improvement and innovation.

To support improvement and innovation, food services employees are encouraged to play a greater role in continuous improvement

By functioning as change champions at the workplace, employees provide strong support to their employers in implementing work process transitions. They also contribute to continuous improvement through active collaboration with other work functions.

Embrace change and support employers who are navigating change

- **Embrace new ways of working:** Keep an open mind and focus on the benefits of change in helping to improve work productivity and the opportunity to enhance other skillsets. For example, introducing an automated beverage machines for espresso-based beverages can benefit baristas by freeing their time for customer interaction, while maintaining consistency in product quality
- **Seek continuous improvement in own work:** Initiate and implement practical steps to improve work processes and share success stories amongst leaders and peers
- **Communicate with employers on change:** Give employers feedback and useful suggestions to improve policies and procedures to facilitate a smoother transition between the old and new ways of working

Active collaboration between functions

- **Tighter collaboration:** Active collaboration across functions for example between the FOH and BOH can improve operations and deliver a more seamless customer experience. For example, BOH employees can involve FOH employees when updating the menu to ensure that customer feedback is considered in the decision-making process

Observed in the sector

As the impact of COVID-19 led to a surge in online food orders, employees working at a full-service restaurant group took the initiative to improve online customer engagement. For instance, they modified their call scripts to sound more welcoming to customers over the phone. Employees also tightened collaboration between the FOH and BOH when preparing online food orders to ensure that orders were prepared in time for delivery riders to pick up, as well as anticipating potential delays in food delivery due to road congestions on rainy days. These measures helped the company to ensure the consistency of food quality served to both dine-in and online customers.



Recommendations for Employees

02

Upskill on sector new and emerging skills

To build a fulfilling long-term career in the food services sector, employees should upskill on sector new and emerging skills. Employees may do so by adopting a lifelong learning mindsets, taking initiative in acquiring in-demand skillsets to boost employability, and taking ownership in their career journeys through forward-planning and sourcing for growth opportunities. Additionally, employees are encouraged to seek out role models to learn by example or search for mentors that can provide advice and opportunities for growth.

To enhance employability and thrive in the food services sector, employees should:

1

Adopt a lifelong learning mindset and take ownership in acquiring new skills

Employees should recognise that they can actively shape their own career pathways by understanding sector new and emerging skills and seeking opportunities to reskill according to maintain and enhance employability.

Understand the sector's current future skill demands

- Participate in trade shows and industry events such as FHA-Food & Beverage Fair to keep abreast of sector trends and in-demand skills and assess if current repertoire of skills are relevant to meet current and future sector demands

Tap on available resources and courses online to gain additional knowledge and skillsets¹

- Work with employers on dedicated training opportunities for specific skillsets required by employees for career progression
- Focus on emerging digital and green skill domains (i.e., Technology Application and Management and Environmental and Sustainability Management) and in-demand CCSs to strengthen career versatility
- Leverage massive open online courses such as Udemy to acquire in-demand knowledge and skillsets

Develop ground-up initiatives that support skills development

- Build a community of peers where personal learnings, work stories and successes can be shared to encourage knowledge and skill transfer

Observed in the sector – Jigger & Pony Group ([Full case study in Section 5.1](#))

Celina Kuninaka, an Assistant Hospitality Manager at Jigger & Pony Group, is a self-motivated individual who has steered her own career trajectory in the food services sector. Throughout her work experiences, she has reflected on her areas of interest and strengths and has sought the guidance of mentors who served as role models for her career. She took ownership of her learning by attending classes outside of her job scope to gain a deeper understanding of her colleagues' roles, allowing for enhanced cross-functional collaboration. In addition, she spearheaded initiatives such as service trainings for colleagues from other departments. The combination of her proactive approach to learning and career development, as well as the support of dedicated mentors, facilitated her professional growth in the food services sector.



Recommendations for Employees

02

Upskill on sector new and emerging skills

2

Take the initiative in charting out personal career growth

Mapping out career goals can help an employee to understand their current position and envision their desired future career trajectory.

Map out desired vision, mission and goals in terms of career

- Develop a forward-looking mindset to envision long-term and short-term career goals
- Identify the current mission in line with these goals and identify actionable steps to move ahead in the mission. For example, a cook aspiring to become an executive chef can enhance their competency in menu design and restaurant management by shadowing managerial roles and attend relevant upskilling courses

Understand personal qualities and strengths

- Identify personal strengths and areas for improvement and prioritise growth areas to attain attributes for future role

Look for growth opportunities

- Tap on resources and programs in the company such as training or mentorship opportunities to build up personal skillsets and capabilities to reach goals

3

Seek out role models and learn from experienced colleagues

Identifying role models who embody aspirational qualities can help employees to learn and achieve by example. Mentors are also valuable in providing advice and opportunities for growth.

Seek guidance from role models, mentors and/or experienced colleagues

- Garner professional feedback and career guidance from role models, experienced colleagues and/or mentors and integrate mission and goals into daily work
- Shadow experienced colleagues during lull periods of operations to understand and learn expected performance

Practice peer-to-peer recognition, acknowledgement and encouragement

- Recognise good performance of peers who have exceeded service delivery standards. This can help contribute to a positive and engaging working environment
- Encourage and motivate fellow employees to persevere during tough periods by sharing success stories, lessons and advice from employees who have progressed in their careers within the sector

¹Please refer to [Section 5.3](#) for the comprehensive list of in-demand skills required in the future for the respective functions in the sector.

4

Recommendations for the Way Forward

4.1

Recommendations for Employers

4.2

Recommendations for Employees

4.3

Recommendations for Education Institutions

Roadmap for Education Institutions

Near-to-medium term and long-term view of recommendations

To support the sector's transformation, education institutions can refer to the table below for actionable steps to implement in the near-to-medium term and long-term.



Near-to-medium term ~ In 3 to 5 years

Actively market and champion the food services as a career of choice

- Engage in marketing efforts using social media or meet and greet events with famous sector professionals to drive interest in the sector
- Liaise with secondary schools to conduct experiential educational programmes and acquaint students with food services from an early age
- Promote food services upskilling courses to mid-careerists and offer students from other disciplines the opportunity to take up food services modules as electives

Partner with sector stakeholders to nurture students and deepen their understanding of the sector

- Review internship structures and align with companies on learning objectives for students
- Organise case competitions for tertiary students to ideate solutions to tackle common pain points
- Provide job shadowing or overseas attachment opportunities for students
- Connect sector veterans to aspiring entrants for coaching and mentorship

Collaborate with companies to bridge skill gaps

- Develop micro-learning training systems based off bite-sized e-learning modules for on-the-go learning
- Expand course offerings to equip students in in- demand skill areas

Long-term ~ In 5 to 10 years

- Track year on year enrolment rates and survey students on which avenues inspired them to join food sector related courses
- Introduce simplified experiential programmes to primary schools to spark interest at an even younger age

- Develop immersive learning experiences such as virtual reality (VR) or augmented reality (AR) site visits and trainings
- Establish career development centres or resources to provide students with continuous career support in navigating the sector

- Offer cross-functional courses and allow students to specialise in more than one function to develop cross functional skills and expand their career opportunities upon entering the workforce

Note: The roadmap above is a general guide on actions education institutions can take based on the near-and-medium term and long-term time horizons. Education institutions can customise the roadmap based on priorities and goals – some long-term actions may be shifted to the short-term and vice versa.

Recommendations for Education Institutions

01

Actively market and champion the Food Services sector as a sector and career of choice

Changing consumer preferences and demand for personalised food services have led to a need for skilled and knowledgeable professionals in the sector. By actively promoting the food services sector as a career of choice, education institutions can address the demand by attracting students and mid-careerists to pursue education opportunities in food services for a rewarding and fulfilling career in the sector.

To uplift the sector image and promote it as a career of choice to aspiring workers, education institutions should:

1

Conduct experiential educational programmes

Engaging students at an early stage of education creates awareness of career and progression opportunities in the food services sector. Programmes such as work attachments provide firsthand experience working in the sector and may potentially kindle interest for the sector, correct sector misperceptions, and uplift the professional image of a career in food services.

Collaborate with secondary schools to conduct experiential programmes

- Work with schools to conduct mandatory student work attachment programmes in food services companies during academic breaks
- Rotate students in both kitchen operations and customer-facing roles, allowing them to observe how different functions operate
- Assign mini-pilot process improvement projects for students to undertake during their attachment

Observed in the sector

A local polytechnic offered a 3-day applied learning programme for secondary school students. One of the modules offered provides hands-on learning experience in areas such as food safety and sanitation, food-tasting activities, pasta and dessert cookery, and basic dining practices. This provides students with an early exposure to careers in the food services sector, possibly encouraging students to discover their passions.



2

Offer food services related modules as electives to students from other disciplines

Offering food services modules as electives can provide exposure and foster interest in the sector for students of other disciplines, potentially inspire them to pursue a career in the sector.

Offer food services related modules as electives

- Design food services elective modules to highlight sector work and required skillsets. This will foster appreciation for the complexity of the sector and bring awareness of the career paths available
- Foster collaboration between students from different disciplines, to demonstrate the value of transdisciplinary solutioning

Observed in the sector

An overseas university provided students with the opportunity to enroll in free elective courses outside their disciplines. Courses such as 'Breakfast & Lunch Café' introduced students to basic cooking skills, recipe development and portion costing, while exploring issues related to food waste, sustainability, and culinary science.



Recommendations for Education Institutions

01

Actively market and champion the Food Services sector as a sector and career of choice

3

Engage in marketing efforts to drive interest for courses of study in food services

To further champion the food services sector as a career of choice, education institutions can leverage both online and offline mediums to generate public interest in the sector, and in pursuing food and beverage related courses.

Use social media to promote courses of study in food services

- Establish student-led media team for online content creation
- Leverage social media platforms (e.g., Instagram and TikTok) to showcase collaborative work of students in food services related courses with companies

Host events to promote the sector and courses of study in food services

- Host events (e.g., meet-and-greet sessions) with renowned sector professionals for students and the public
- Invite alumni participants of prominent competitions (e.g., MasterChef Singapore) to share positive experiences to increase event attractiveness for the public

Observed in the sector

A local culinary institute has been creating and posting short-format videos that showcase the various lessons and experiences potential students can expect upon joining the institute, for instance the behind-the-scenes of kitchen operations and upcycling of food waste. These efforts help to generate public interest and awareness of the food services sector and reshape public perception of the sector.



4

Promote upskilling courses targeted at mid-careerists

Education institutions can help promote food services courses to mid-careerists, another important source of labour in the sector. Undergoing these courses will help upskill mid-careerists and ease their transition into the sector.

Encourage mid-careerists to upskill and join the sector

- Include Mid-Career Support Package information with promotional material for CET courses in event door gifts
- Highlight the benefits companies stand to gain by sending mid-careerists for Continuing Education and Training (CET) courses for in-demand skills, such as subsidised fee rate on upskilling programs and salary support from hiring mid-careerists

Observed in the sector

A local private college collaborated with a food services company to showcase the benefits of Workforce Singapore's Career Conversion Programme for mid-career candidates through a short-format video. As a result, there was smoother hiring processes for companies and a smoother career conversion process for individuals switching into the food services sector.



Recommendations for Education Institutions

02

Partner with sector stakeholders to nurture students and deepen their understanding of the sector

Education institutions can combat graduates' misalignment of expectations by helping them make informed choices about their future career paths, providing them with knowledge relevant to future employment, and preparing them for the working world.

To prepare and engage students for careers in the food services sector, education institutions should have the right training in place to help students nurture and grow in in-demand and future skill areas.

To nurture interest yet provide a realistic view of the food services sector for students, education institutions should consider:

1

Create better internship structures

Internships are often a student's first glimpse into the sector, establishing a proper internship structure is vital in ensuring that students have a meaningful and valuable experience, preparing them for future employment in the sector.

Align on a common internship objective amongst education institutions

- Collaborate with other education institutions and relevant stakeholders to align on internship structure, requirements (e.g., tenure, learning points of the internship, etc.), and how learning objectives are established, delivered, and tracked (i.e., standardized internship log)
- Ensure interns have a positive internship experience and are exposed to the breadth of opportunities and tasks in the sector

Observed in other sectors

Germany's Vocational Education and Training system (VET system) combines on-the-job training in the company and theoretical education in vocational schools. Training regulations and standards are regularly updated through a standardised procedure aligned among companies, schools and relevant stakeholders. A similar approach can be adapted locally where internship learning objectives and company training regulations can be aligned amongst educational institutions to ensure a fruitful experience for all students.



2

Set up mentorship opportunities for young food services professionals

Providing mentorship opportunities

- Collaborate with sector veterans to provide mentorship and coaching for aspiring food services workers
- Host regular networking sessions to pair mentors and aspiring food service professionals with shared interests

Observed in other sectors

A local university holds annual networking events to match engineering and biotechnology students with sector professionals based on their mutual interests and areas of expertise. Mentees will receive guidance and support from their mentors in this one-year mentorship program, some even securing internships or job offers through their mentor's network. Mentorship and guidance in the early stages of a budding professional's career can help establish a strong foundation for a long-term career in their respective industries.



Recommendations for Education Institutions

02

Partner with sector stakeholders to nurture students and deepen their understanding of the sector

3

Provide supplementary opportunities for students to observe sector practices

Other than internships, education institutions can provide other supplementary programmes and opportunities for their students to engage with food services companies and expand their knowledge of the sector's ways of working, whether locally or internationally.

Provide job shadowing opportunities

- Partner with selected food services companies to hold regular job shadowing opportunities for students or mid-careerists interested in the sector regardless of their area of study or expertise

Offer overseas attachment opportunities

- Collaborate with leading global companies to stay abreast best practices (e.g., leveraging data to improve their work processes)
- Organise study trips or student exchange programmes for local students to visit these companies and learn from the global best practices in the food services sector

Observed in the sector

A local university provided students in the Food Business Management track with an opportunity for a 3-week immersion programme in Northern California. The program exposed them to food, wine, and agriculture elements by visiting wineries, food processing plants, and specialty restaurants. It deepened their knowledge of Western culinary culture and provided practical experience for their future careers.



4

Encourage students to ideate solutions on common pain points identified in the sector

Host case competitions

- Hold case competitions for tertiary students to ideate solutions on common pain points identified by the sector (e.g., labour crunch and technologies to streamline operations)
- This provides students a realistic glimpse into the food services sector, and potentially sparks interest towards the sector while providing unique ideas to improve the sector

Observed in other sectors

The local food manufacturing sector held a case competition for students in universities and tertiary education institutions to ideate on solutions in three domains: Branding, Innovation, and Sustainability. During the competition, participants were offered the opportunity to visit food manufacturing factories and interact with senior leadership of participating companies. Such events expose students to real world experiences, encourages them to take ownership of their learning, and prepares students for their future employment in the respective sector.



Recommendations for Education Institutions

02

Partner with sector stakeholders to nurture students and deepen their understanding of the sector

5

Support graduating food services students in their transition to reduce talent leakage

Graduating students may have different plans after finishing their course of study. Education institutions can play a part in contributing to students' interest in the sector and contribute to their retention in the sector by extending support based on students' needs.

Offer support for students entering the food services workforce

- Create networking opportunities that bring students and employers in the food services sector together, helping graduating students meet potential employers, learn about job opportunities, and develop relationships that can benefit their careers
- Provide ongoing mentorship and career counselling for graduates as they transition into the workforce (e.g., mentorship programs, career coaching, and alumni networks)

Maintain connections with students who intend to pursue further studies

- Encourage continued communications between companies and previous interns through online platforms (e.g., LinkedIn). Online groups that allow companies and students to share updates, job opportunities, and other relevant information can be an effective way for students to showcase their skills and experience while staying connected with former colleagues and mentors.
- Encourage companies to provide scholarships for students intending to further their studies. These scholarships can help attract and retain talent, potentially through bond periods that ensure students will contribute back to the company after further studies.

Observed in the sector

A local culinary institution offered a Talent Match programme that provided students career guidance, job matching services, and access to industry events and job fairs. Employers could also post job openings on Talent Match and attend the school's annual open house event to network with students and graduates. Such initiatives connect students with alumni and professionals in the sector while providing resources to learn more about the sector and career pathways available.



Recommendations for Education Institutions

03

Collaborate with companies to bridge skill gaps

Employees in the food services sector face challenges in keeping their knowledge and skillsets up-to-date as it is often difficult for companies to send them for training due to manpower constraints. Education institutions will continue to work closely with food services companies to equip the current and future workforce with the skills required by the market as these are evolving at a rapid pace. In addition, continuous upskilling and reskilling will be crucial in enabling employees to remain competitive and relevant, and develop a meaningful career in the food services sector.

To upskill employees, education institutions should consider:



Explore alternative means of training delivery

Food services companies generally struggle to send employees for training due to operational demands and manpower constraints. Thus, IHLs/PEIs can consider creating alternative means of training to circumvent this issue.

Develop a micro-learning system

- Build a training system where a course is broken down into targeted and short e-learning modules for workers to learn on-the-go, minimising potential disruptions to service delivery

Observed in the sector

To reduce the number of man-hours lost while rolling out trainings across all their branch locations, a multi-concept food services group partnered with a mobile learning platform to enable nano-learning where targeted and tailored bite-sized modules were delivered to employees on-demand through mobile devices. Delivering training in this format was shown to greatly improved the company's employees' training completion and learning outcomes.



Grant nominated trainers within companies the ability to train and certify skills

- Collaborate with selected companies to grant nominated trainers the ability to award an accredited certification for employees when certain learning objectives have been achieved. Selected companies should possess the benefit of scale and have leading practices in their function of expertise
- Enable a pilot programme to allow a team of experienced BOH professionals to conduct the Basic Food Hygiene Certificate programme in-house. This allows employees to streamline the certification process of aspiring food services workers

Observed in the sector

A local education institution endorses organisations with the capability to conduct training according to their curriculum to become Approved Training Centres (ATC). As an ATC, in-house trainers will be able to conduct training for employees based on the school's curriculum requirements and award accredited certifications upon completion. A local seafood restaurant was endorsed as an ATC by the education institution and was able to customise trainings to meet their company's standard operating procedures (SOP). This helped to strengthen its in-house training capabilities and improved employee morale.



Recommendations for Education Institutions

03

Collaborate with companies to bridge skill gaps

2

Review and update course curriculum to stay relevant

Companies in the food services sector are continuously adapting to new growth opportunities. As such, education institutions are encouraged to review and expand their course offerings to ensure students and alumni are well-equipped with future-ready skillsets to succeed.

Update course curriculum and pedagogy

- Work closely with sector partners to ensure course curriculum aligns with sector needs and standards, potentially incorporating more explanatory methods in addition to systematic learning
- Gather feedback from students to understand strengths and potential gaps in the course curriculum

Expand course offerings

- Conduct routine market research in partnership with other education institutions to identify new skills necessary observed in similar international markets (e.g., Hong Kong and London)
- Conduct routine consultations with food services companies and relevant local statutory boards and associations to identify common skill gaps and in-demand/new skills required of employees
- Incorporate identified new skills to existing course offerings to better prepare workers to take on higher-level roles and ensure the relevancy and productivity of workers

Observed in the sector

A local polytechnic incorporated in-demand skills (i.e., Food and Beverage Productivity, Revenue Management and Adopting Technology and Automation) into their accredited course offerings, enabling employees to better utilise food and beverage technology, upskilling themselves for higher-level roles.



Note: Education Institutions can refer to the [list of in-demand skill domains, Section 3](#) for consideration of potential expansion of course offerings.

5

Appendices

5.1

Company Application of Recommendations

This section presents three case studies from the sector and offers insight into their strategies, challenges, and successes. These case studies serve as examples for companies that are seeking to reimagine their operating model, improve operational efficiency and productivity, and foster employee passion and growth at work.

5.2

Support Mechanisms and Programmes

5.3

Job Dashboards

5.4

Acknowledgements

Application of Recommendations



CASE STUDY: AC CONCEPTS

How AC Concepts reimagined their operating model to drive long-term value and growth in a labour-scarce market



Photo: Chef Jose Alonso (right) with his business partner Alex Chua (left)

The food services sector is a highly competitive and fast-paced market, with continuous advancements in technology, workplace trends and customer preferences. Thus, in order to navigate and remain abreast of these changes, companies need to be able to be agile in reinventing themselves to remain successful and competitive.

One such successful company is **AC Concepts**, a restaurant group led by **Chef Jose Alonso**. Chef Jose, a sector veteran with over 15 years of experience as a Chef, and his business partner Alex Chua founded AC Concepts in 2020, united by their passion for food and Spanish cuisine. Their restaurants operate in the central area of Singapore, allowing them to best target the mid-tier dining segment (~\$60 per cover).

The woes of Singapore's Food Services landscape

Having been in the food services sector for over a decade, Chef Jose had noted the changing landscape and woes faced by the industry. The first being the high turnover rate which the food services industry is notoriously known for. Chef Jose elaborated on two types of workers in the food services sector, which he termed as “transactional workers” and “aspirational workers” and shared that they contribute to the high turnover rate in different ways. Transactional workers seek a comfortable living regardless of sector and thus have little loyalty and sense of belonging to companies. The low barriers of entry and exit of the food services sector then allow for them to move easily from one company to another in search of higher wages and better benefits. On the other hand, aspirational workers tend to leave due to their own career aspirations with the aim of possibly setting up their own restaurant or company someday. However, regardless of the type of worker, the result is the same for companies - increased costs due to the time and effort wasted in training these individuals.

Furthermore, recruitment is also a challenge due to the demanding working conditions and perception of the sector as a low-skilled one. This is exacerbated by the increasing emphasis on work-life balance amongst workers, making it hard to attract potential workers.

Another issue he highlighted was employees' resistance to change, especially when it comes to chefs. Chefs tend to view cooking as an art-form and often prefer to handle food preparation from scratch, rather than relying on technology and a central kitchen to streamline their tasks. However, this often comes at the expense of the company's bottom line. He stressed that the conflicting priorities between management and operations teams will need to be balanced in order to ensure the success of the company.

To be continued on the next page

Application of Recommendations



CASE STUDY: AC CONCEPTS

How AC Concepts reimaged their operating model to drive long-term value and growth in a labour-scarce market

Looking in relation to AC Concepts, he believed that if these challenges remained unaddressed by the company, it would hinder their strategic goals of maintaining high efficiency and quality control to ultimately increase profits. This then provided them a strong case for change for them to reimagine their operating model for long-term value and growth in a labour-scarce market.

Navigating the way forward in a challenging landscape

Chef Jose and Alex with their extensive experience then aimed to revitalise their restaurants through a scalable and profitable approach and dedicated their efforts improving efficiency. This meant making key changes to the business' operating model, processes and restaurant design.

One big issue that they had to tackle was the talent retention issue they faced. As a business owner, Chef Jose understood employees' desire for career growth and aspirations to open their own restaurants. However, it raised concerns from a business perspective. While a common solution in the food services sector is to seek out foreigners to fill up the manpower gap, strict regulations from the Dependency Ratio Ceiling (DRC) and levy requirements have caused businesses to struggle to find a sustainable supply of manpower to run and operate the restaurants. They were of the view that more sustainable and long-term solutions would be required to safeguard the longevity of the business.

Hence, AC Concepts focused on incorporating an employee-centric culture within their operating model. This included establishing a robust infrastructure to mentor and train its employees, and hone their skillsets (e.g., business acumen) to take on challenging tasks. With supply chain disruptors and rising inflation of ingredients, employees will be required to not only modify menu offerings, but also apply analytical knowledge to address operational and cost concerns. Aspirational workers with the hope of starting up their own business will also be supported by AC Concepts through the company's willingness to provide funding and support. This is because Chef Jose believes strongly that giving their employees a sense of ownership would allow employees to feel valued and encourage their growth.



Photo: An employee at AC Concepts using technology to look into operational concerns

Furthermore, Chef Jose shared that at AC Concepts, an employee's willingness and positive attitude is almost always valued over their base competencies. To stay abreast sector standards, AC Concepts emphasizes on upskilling and preparing employees for the changing nature of job roles. For example, Chef Jose shared that the General Manager role may see a change in job scope in the future, where responsibilities will be focused more on upstream operations (e.g., strategic thinking of restaurant operation).

To improve employees' work-life balance, flexible working arrangements were also rolled out whereby employees can opt for different work schedules to fulfill their 44 hours work week. The company is also in the midst of experimenting the feasibility of having a four-day work week twice a month.

Application of Recommendations



CASE STUDY: AC CONCEPTS

How AC Concepts reimaged their operating model to drive long-term value and growth in a labour-scarce market



Photo: A view of the dining area at Kulto, one of AC Concepts' restaurants

Besides people-focused strategies, AC Concepts also looked into more functional ones to improve processes for greater efficiency while dealing with the manpower constraints. Thus, a central kitchen for all their restaurants was established to reduce the amount of cooking and food preparation required in each outlet. As most of the cooking will be done in the central kitchen, BOH staff in the restaurants will only need to perform the final 20% of food preparation before serving it to customers. This reduces the manpower needed at the various outlets and frees up time for staff to contribute strategically to the business operations instead, such as exploring ways to improve the profit margin of food items and customer experience as dishes can now be served more efficiently without compromising on quality.

They have also invested and incorporated technology that has allowed both the management and operation teams to keep in mind the bigger business goal through tracked business metrics and customer insights. With a basic dashboard, AC Concepts is able to display live operations and financial data from their POS systems. This enables employees to strategically allocate resources according to the real-time needs of the restaurant. Better resourcing also meant a lesser workload during peak hours. Beyond assisting resourcing, the dashboard would also allow for data-driven decisions for greater efficiency.

In terms of restaurant design, AC Concepts looked into the layout of its FOH and BOH areas. To optimise the efficiency and productivity of the workers at the restaurant, AC Concepts designed the layout of their restaurants to remove blind spots and corners, ensuring that the FOH workers can have a full view of customers dining in the restaurants. This helped to reduce the manpower required to attend to customers since each server has a wider field of vision and minimises the number of steps taken by the FOH staff to reach their customers. The introduction of open concept kitchens across all restaurants also removed unnecessary barriers (e.g., doors) between BOH and FOH, thereby increasing efficiency for the FOH workers when serving food from the kitchen to dining table.

Application of Recommendations



CASE STUDY: AC CONCEPTS

How AC Concepts reimaged their operating model to drive long-term value and growth in a labour-scarce market

A deeper look into AC Concepts' future-fit operating model

Taking a deeper look into the changes that Chef Jose and Alex had implemented, various design principles, underpinned by their current state assessment and strategic priorities, can be observed.

As AC Concepts is a relatively larger company with a more complex archetype due to its multi-concept restaurants with a wide variety of food products, a more detailed operating model was required to cater to their customers. Armed with this knowledge, they incorporated the following future-ready principles into their operating model:

| Future-ready Principles | Application by AC Concepts |
|---------------------------------|--|
| Digital Orientation | AC Concepts leveraged on data and analytics by integrating e-commerce solutions, such as Oddle and SevenRooms, with their existing enterprise systems. Information from the integrated point-of-sale (POS) systems can be tracked live and are updated every morning. This allows for AC Concepts to make real-time resource allocation decisions based on the needs and demands of the restaurants. For instance, when the POS system reflects slow sales on a particular day, restaurant managers can immediately react and push out promotions to boost sales for that day. |
| Innovative Culture | AC Concepts is looking into launching an accelerator programme to mentor aspiring chefs and incubate innovative ideas. Aspiring chefs will receive mentorship from professionals and be allowed to carry out research and development and inventory cost management in a test kitchen to brainstorm new ways of creating quality food while maintaining affordability. They are also looking into partnering up with a media company to film and broadcast the programme to help raise awareness for the food services sector. |
| Interconnected Ecosystem | AC Concepts has created platforms and avenues that allow for integration of various stakeholders, such as customers, partners and employees, to facilitate synergies for value creation. For instance, the accelerator programme creates a network of aspiring chefs, experienced professionals, suppliers, partner restaurants and potential customers. Industry stakeholders will be able to interact with each other and realise synergies through dialogues and conversations, creating a dynamic ecosystem in the process. |

Application of Recommendations



CASE STUDY: AC CONCEPTS

How AC Concepts reimaged their operating model to drive long-term value and growth in a labour-scarce market

| Future-ready Principles | Application by AC Concepts (Cont'd) |
|---------------------------|---|
| Talent Flexibility | <p>To meet business needs in a labour-scarce market, AC Concepts has adopted new ways of working such as flexible working arrangements. For example, workers can opt to work full day for 3 days and shift work for 2 days instead of the usual 44 hours a week.</p> <p>They are also open to hiring people from all social backgrounds so long as they possess the desire to learn and have the passion for food services. Their hiring process emphasizes on hiring people with the right attitude rather than culinary knowledge and skillsets, to ensure that these individuals will excel in the sector. Skillsets such as problem solving, and analytical skills are increasingly becoming more important in order to overcome challenges in the job.</p> |
| Sustainability | <p>AC Concepts is mindful of sustainability in their operations and adjusts their kitchen energy usage based on demand. By activating machinery during peak periods of heavy cooking and powering them down during off-peak periods, energy savings are achieved, which also lead to reduced operational costs.</p> |

Realising long-term value and benefits of a future-fit operating model

Through AC Concepts' changes to their operating model, they were able to improve employee experience and engagement, keeping employees invested in the company and turnover rates low. As a result, many employees reported high levels of career satisfaction and felt adequately supported in their endeavours for career progression opportunities. The optimising of their current processes and enterprise systems also allowed for data-driven decision-making, including increased consumer understanding and intimacy from the customer data insights obtained, helping to achieve lower cost of operations and increased profits despite the challenges faced by the sector.

The above factors, together with the central kitchen and changes made to the restaurants' layouts, helped the company to differentiate itself in a highly competitive and saturated market, branding AC Concepts as the employer of choice. Chef Jose also noted that these innovative operating models have also seen success in overseas markets, citing the Ismaya Group from Indonesia as an example.

Today, AC Concepts remains poised for continued success with their upcoming sector-based collaborations, such as the accelerator programme and partnership with Restaurant Association of Singapore (RAS), increasing their capability access and overall agility through the facilitation of trusted information exchanges.

Application of Recommendations



CASE STUDY: MCDONALD'S

How McDonald's leveraged on technological solutions to drive positive customer experience and improve operational and job efficiency



Photo: Patimah Binte Hassan, a Guest Experience Leader at McDonald's

McDonald's, one of the world's largest leading brands, is committed to enhancing customer experience by implementing and integrating digital solutions into its operations. Alike many food services companies in Singapore today, McDonald's find themselves faced with a limited supply for manpower. To tackle this, the company sought out technology that would help to augment manual tasks so that they may operate with more efficient processes to complement the human touch and hospitality provided by their crew and managers. Along their digital journey, the company also leveraged changing processes and tasks to create new and better jobs that suit different employee demographics and meet the unique needs and career aspirations of their employee population.

Patimah Binte Hassan is one individual who has witnessed the McDonald's digital journey since joining as a crew member in 2008. Along the years, she has observed the company implement technology, evaluate the solutions and amend their digital strategy accordingly to position the company for success. Today, she is currently a **Guest Experience Leader** who interacts with customers across all touchpoints, providing hospitality including assistance on navigation of the outlets' self-service kiosks or the mobile application.

Optimising the ordering process by leveraging on technology to enhance customer convenience

McDonald's is constantly transforming the way that they operate to improve efficiency for customers and employees. For example, the Self-Ordering Kiosks (SOKs) were introduced in 2017 to address the issue of long waiting lines. The SOKs provided an efficient ordering system for customers while easing the burden of order-taking from employees. With the SOKs, service crew like Patimah were able to use their time more productively by focusing on food preparation in the kitchen during peak hours.

However, while the SOKs reduced ordering lines, customers expected faster service and greater convenience. This led to the introduction of Table Service, where customers who were dining in can choose to have their meals served directly to their tables with the help of table tents that indicate to restaurant crew where the customer was seated.

Application of Recommendations



CASE STUDY: MCDONALD'S

How McDonald's leveraged on technological solutions to drive positive customer experience and improve operational and job efficiency

In 2022, the launch of a mobile ordering system further introduced ordering and payment via customers' phones through a mobile application – the My McDonald's App. The mobile ordering system allowed customers the flexibility to order remotely and choose to have it served to their tables when dining in or to pick up for takeaway. This eased the long queues at the outlets and alleviated pressure from employees, contributing to a more productive environment.

Overall, the system facilitated a seamless and streamlined ordering process with shorter waiting times for customers. The mobile ordering option has also allowed the outlets to cut back on the number of self-ordering kiosks and free up space for to increase seating capacity.

Redesigning work by examining the impact of technology on job tasks and roles



Photo: Patimah guiding customers on the use of McDonald's Self-Ordering Kiosks

With technological solutions such as the self-service kiosks or mobile ordering system helping employees with order-taking, fewer employees were required at the Front-of-House. Employees' job scopes were redesigned such that they specialise to either take on more kitchen duties or remain at the Front-of-House but focus on interaction with the customers and providing them a memorable dining experience.

Extending from the latter, the company introduced the role of the Guest Experience Leader, whose focus is to provide hospitality by interacting personally with customers and provide assistance should they have questions.

With adoption of new technology and function, customers will naturally have questions on digital ordering, so the Guest Experience Leaders also take on the role as Digital Champions to be well-versed with navigation of the self-service kiosk and mobile application.

In 2018, Patimah who was then a service crew, stepped into the new role of a Guest Experience Leader. From the trainings provided by the company, together with her prior knowledge and experience as a service crew, Patimah found that she was able to empathise with and provide support for the customers, from addressing customer queries on the navigation of new digital features to providing information on food ingredients and preparation. This built her confidence in taking on a more customer facing role that is less transactional and more value-adding.

Application of Recommendations



CASE STUDY: MCDONALD'S

How McDonald's leveraged on technological solutions to drive positive customer experience and improve operational and job efficiency

Sustaining change through learning and developmental initiatives

With changes to processes and tasks because of technology, McDonald's knew the importance of equipping employees to fully optimise solutions and productivity. The company provided hands-on training sessions to get employees familiarised with the new solutions so that they are equipped to promote the relevant features to customers and answer customer queries. If employees require further help in understanding the digital system, they will approach the Guest Experience Leader at their respective restaurants, who are tasked to support and coach them on the digital front.

Trainings were also provided for the employees who sought to enter roles of greater responsibilities or a change in role. To name a few, leadership and business management courses were also delivered as part of the Continuous Lifelong Learning Programme (CLLP) to aid employees' development.

Through job redesign, McDonald's was able to keep their employees engaged and valued, which boosted productivity, morale and retention. Along with many others, McDonald's continues to be Patimah's employer of choice, as it offers her the opportunities to grow in her career, equips her with the necessary skills and knowledge to realise her potential and constantly creates new areas for growth and learning through the company's innovation journey as well as their various concept offerings (e.g., McCafé and Drive-Thru).

McDonald's was able to succeed on their digital journey as they recognised the need to evaluate existing technology and pivot accordingly to maximise productivity. Other success factors include prioritising customer needs, in this case efficiency and convenience, and keeping an open dialogue with employees and supporting them throughout the implementation process. Even though the time spent in a quick service restaurant may be brief, with optimal technologies and jobs in place, customers can enjoy a satisfying visit which encourages repeated visits and establishes McDonald's as a trusted place in the community.

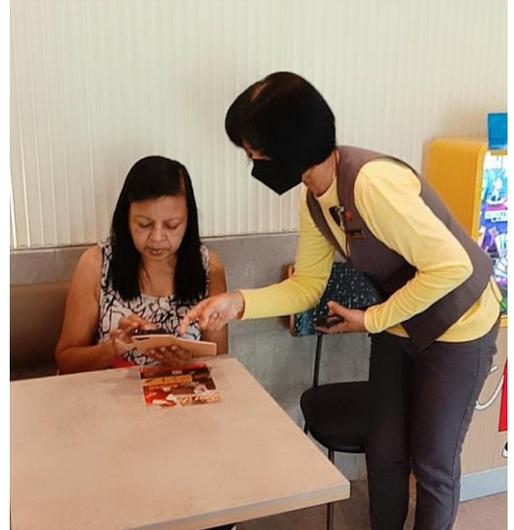


Photo: Patimah guiding customers on the use of McDonald's mobile application

Application of Recommendations



CASE STUDY: JIGGER & PONY GROUP

Celina Kuninaka, an individual who pursued her passion in the Food Services sector and drove her own pathway for career growth



Photo: Celina Kuninaka, an Assistant Hospitality Manager at Jigger & Pony

Celina Kuninaka is an **Assistant Hospitality Manager** at **Jigger & Pony Group's** flagship outlet which has been on the World's 50 Best Bars list since 2019 and named the top Asian bar on the 2022 list. Prior to working at Jigger & Pony, she held a variety of roles from within the food services sector to other sectors such as telecommunications and hotels & accommodation. Overall, she shares her journey on how she has discovered her interest, developed her interest into a passion and navigated her career in food services to reach a place of fit between passion and competency.

Discovering and developing a passion for Food Services

Celina shared that her keen interest in food services was sparked at a young age when she part-timed at her father's restaurant. From that time, she found joy serving and watching customers' expressions from being served good food.

As she grew older, she realised that both factors food and service come into play in creating a positive customer experience. Reflecting on her personal experience even as a customer, she noted that there were places she visited with great food but unpleasant service, which deterred a repeated visit. Hence, she believes in providing customers with the hospitality they deserve to make their visit memorable.

Before eventually joining her current workplace, Jigger & Pony, as a full-time employee, Celina explored various jobs which included providing customer service in the telecommunications sector and becoming a concierge in a renowned hotel to learn more about formal customer service. Each job added to her appreciation for service – at the telecommunications sector she learnt that customer service can be delivered through voice, while at the hotels sector where she grew a deep appreciation for attention to detail in service.

She served in the hotels industry when the COVID-19 pandemic struck, and the company had to reduce manpower. This resulted in her being seconded to a local supermarket for three months. Though she enjoyed her job there, she was uncertain when it would end, and it prompted her to reconsider her career path. At this point, she looked back at her work experience and saw that the reason she was drawn to these jobs was because of the commonality that they had in relation to service. Her true passion, however, still lied within the food services sector, where she had been working at part-time for seven years alongside her day jobs. Having understood her personal strength in customer service and having realised her passion for the food services sector, she reached out to the owners of Jigger & Pony to request for a conversion from a part-time to a full-time position.

Application of Recommendations



CASE STUDY: JIGGER & PONY GROUP

Celina Kuninaka, an individual who pursued her passion in the Food Services sector and drove her own pathway for career growth

Taking the initiative to acquire skills and promote continuous improvement

Since starting out in the Jigger & Pony team as a hospitality associate, Celina strived to provide guests with care and attention in her role and saw it as a personal responsibility that to ensure that customer visits are memorable. From the time she joined the company full-time, she has grown in skillsets not just in her main hospitality role but also in bartending. In Jigger & Pony, hospitality staff and bartenders are encouraged to be cross trained to perform both functions so that customers entering the bar where be comfortable in approaching any employee as they would be knowledgeable across functions.

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Celina leveraged on the company's cross training initiative and actively volunteered to take on shifts as a bartender to learn on the job. Above these rotation opportunities, she also enrolled herself in bartender courses and assessments and develop her knowledge of bar operations. As a bartender, Celina was able to apply her hospitality expertise to improve customer experience at the bar and provide personalised recommendations. She also takes the initiative to engage in conversations on continuous improvement on both ends and is always willing to share her hospitality knowledge with the bar staff. Her efforts were noted to have improved communication within the team and created a shared goal of ensuring that all customers are well served and attended to during their experience at Jigger & Pony, bolstering team unity.

Beyond developing her personal skills, Celina also believes that a strong working team is essential in improving work processes. To achieve this, she has taken the lead in facilitating continuous skills development by leading hospitality training sessions and mentoring colleagues. These sessions helped improve the team's hospitality skills through practicing scenarios, sharing standard operating procedures, discussing customer feedback, and improving communication of menu items. Celina's ground-up initiatives do not go unnoticed as Jigger & Pony cultivates a culture of peer-to-peer recognition by providing employees with the opportunity to nominate colleagues who embody the company's values through an anonymous survey. Through this program, role models like Celina are rewarded for their contributions, and identified as standards for exemplifying the company's values and expectations for fellow colleagues.

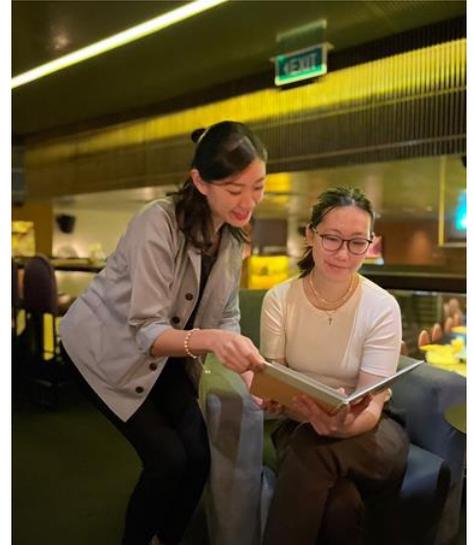


Photo: Celina providing recommendations to customers

Application of Recommendations



CASE STUDY: JIGGER & PONY GROUP

Celina Kuninaka, an individual who pursued her passion in the Food Services sector and drove her own pathway for career growth

How her employers have played a part in fueling her passion and development

Even from her time as a part-timer in Jigger & Pony, Celina had noticed that the owners were invested in grooming the staff to deliver great service and achieve a fulfilling career within the company. In her own words: “The owners harnessed their prior professional experiences and came up with a structured way to teach employees the art of excellent customer service, from understanding the customer’s facial expression, body language, behaviour, to anticipating their needs without being too intrusive. It has been two and a half years since I joined the company as a full-time staff, and yet I still feel that I am growing and learning with the company each day.”

Furthermore, Jigger & Pony supports employees in their personal career development. The company conducts semiannual performance reviews, and during this time employees are given the opportunity to reflect on their achievements, milestones, and next steps. For Celina, these reviews encouraged her to chart her personal growth and identify the strengths and areas of improvement to achieve career progression. The company also gives due recognition of employees where in the two and a half years with Jigger and Pony, Celina has been promoted twice and recognised for her contributions and performance. This keeps her going as she sees that her passion is in line with her competency.

To attract and retain employees who share the same passion for food services, Jigger & Pony Group intentionally fosters a culture of innovation and service excellence. Industry recognitions and awards received over the years have a shared objective amongst the employees, as they work to uphold the company’s stellar reputation. Employees are also given the space to provide continuous improvement ideas and start up ground initiatives that help to enhance food and service excellence.

Sharing her motivation to stay in the sector

In her time at Jigger & Pony, Celina gained great satisfaction from her job as her work is in line with her passion for providing excellent food service. The company’s recognition of effort and performance has also given her greater confidence in her work and motivates her to further develop her skillsets in the sector. Lastly, the satisfaction from seeing customers enjoy their food and dining experience, especially when guests show appreciation for the service fuels her and keeps her going. She shared that though there may be bad days working in this sector, she hopes to inspire aspiring and existing food services professionals to pursue their passion, pave their own careers in food services and receive the reward and satisfaction from doing so.

5

Appendices

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Company Application of Recommendations

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Support Mechanisms and Programmes

This section provides a list of government grants and initiatives that support companies in pursuing digital transformation, redesigning jobs, enhancing human capital practices and upskilling employees.

5.3

Job Dashboards

5.4

Acknowledgements

Support mechanisms and programmes

Digital transformation support initiatives

Available initiatives to support digital agenda and technology transformation in the food services sector

For more information on the programmes listed, you may visit the relevant websites linked to the programme titles:

✓ [Advanced Digital Solutions \(ADS\)](#)

- ADS aims to help enterprises deepen their digital capabilities and supports the adoption of advanced technologies and integrated solutions.

✓ [Chief Technology Officer-as-a-service \(CTOaaS\)](#)

- CTO-as-a-service functions as a one-stop self-help platform to aid businesses in their digital transformation journey. It allows companies to measure to understand their digital readiness, find solutions tailored to their needs, and browse and compare solutions. Additionally, it compiles resources available to companies such as avenues for technology consultancy services and training resources within one platform.

✓ [Enterprise Development Grant \(EDG\) – Innovation and Productivity](#)

- EDG encourages companies to adopt customised solutions to upgrade, innovate and grow their businesses through the provision of co-funding for third-party consultancy fees, software and equipment.

✓ [Enterprise Leadership for Transformation \(ELT\)](#)

- ELT supports promising SMEs by helping them develop business strategies and strengthen their business leaders' capabilities.

✓ [Productivity Solutions Grant \(PSG\)](#)

- PSG helps companies improve their productivity and automate existing processes by implementing IT solutions and equipment. Companies can receive co-funding for pre-scoped solutions and equipment (including Job Redesign consultancy).

✓ [Start Digital](#)

- Start Digital is an initiative to support Small-and-Medium Enterprises (SMEs) in adopting foundational technological solutions covering areas from sales generation to general business efficiency (e.g., F&B invoice management, cost tracking, purchase order management platform and cybersecurity).

Support mechanisms and programmes

Job redesign support initiatives

Available initiatives to support food service companies' job redesign efforts

For more information on the programmes listed, you may visit the relevant websites linked to the programme titles:

- ✓ [Career Conversion Programme \(CCP\) for Employers](#)
 - CCP helps companies meet their manpower needs by reskilling existing or mid-career new hires to develop new capabilities that will allow them to take on jobs in growth areas or redesigned job roles.
- ✓ [Jobs Development Partner Programme \(JDPP\)](#)
 - JDPP provides companies with complimentary in-depth advisory services from an industry expert (Industry Transformation Advisor) regarding enterprise and manpower transformation while creating and redesigning jobs in the process.
- ✓ [Job Redesign Guide for the Food Services Sector](#)
 - The guide advises food services companies on how to improve the job scope of roles found in both the front-of-house and back-of-house. This is done through the reviewing of various job responsibilities and the re-allocation of workers to meet business needs, resulting in increased productivity and job satisfaction.
- ✓ [SkillsFuture Enterprise Credit \(SFEC\)](#)
 - SFEC encourages employers to invest in enterprise transformation and the capabilities of their employees. Eligible employers will receive a one-off S\$10,000 credit to cover up to 90% of out-of-pocket expenses on qualifying costs for supportable initiatives, over and above the support levels of existing schemes.
- ✓ [Support for Job Redesign under Productivity Solutions Grant \(PSG-JR\)](#)
 - PSG-JR allows companies to work with pre-approved job redesign consultants to redesign work processes and enhance overall workforce performance.

Support mechanisms and programmes

Skill acquisition support initiatives

Available initiatives to support food services companies' reskilling and upskilling efforts

For more information on the programmes listed, you may visit the relevant websites linked to the programme titles:

- ✓ [Capability Transfer Programme \(CTP\)](#)
 - CTP helps companies to acquire and transfer global capabilities from foreign specialists to your local workforce.
- ✓ [Enhanced Training Support for SMEs \(ETSS\)](#)
 - ETSS provides additional support for companies to enhance funding available for SMEs to send their employees for training.
- ✓ [Funding for Employer Sponsored Training](#)
 - Funding is available to employers who sponsor their employees for training.
- ✓ [National Centre of Excellence for Workplace Learning \(NACE\)](#)
 - NACE helps companies build and develop workplace learning capabilities, solutions and systems in the organisation through training and consultancy projects offered through NACE centres.
- ✓ [Workplace Skills Recognition Programme \(WPSR\)](#)
 - WPSR provides formal recognition and accreditation for the skills and knowledge acquired by employees through work experience.

Available initiatives to support employees' acquisition of in-demand skills

For more information on the programmes listed, you may visit the relevant websites linked to the programme titles:

- ✓ [Jobs-Skills Insights](#)
 - The Jobs-Skills Insights by SkillsFuture Singapore contains resources for individuals to understand sector needs and guide their skills development journeys.
- ✓ [Skills Demand for the Future Economy Report](#)
 - The report is an annual publication that highlights the priority skills and jobs in selected high-growth areas to help citizens understand the value of skills to their jobs and their future career opportunities.
- ✓ [SkillsFuture Credit](#)
 - The SkillsFuture credit aims to encourage individuals to take ownership of their skills development and lifelong learning.
- ✓ [SkillsFuture Series](#)
 - The SkillsFuture Series is a curated list of industry-relevant training programmes that focus on future skills in the digital, care, and green economies (Future skills: [SSG | Jobs-Skills Insights \(skillsfuture.gov.sg\)](#)), that are offered by IHLs and CET Centres. Some relevant courses include WSQ Ultimate Creative Bakes, Food Safety Course Level 1 and Tea Diffusion and Coffee Brewing.

Support mechanisms and programmes

Human capital support initiatives

Available initiatives to support companies in recasting human capital practices

For more information on the programmes listed, you may visit the relevant websites linked to the programme titles:

✓ [**Company Training Committee \(CTC\)**](#)

- CTC aids companies with reskilling and upskilling employees with necessary core competencies as well as providing digital training programmes that helps employees to leverage technological tools to improve productivity and efficiencies in work processes.

✓ [**Human Capital Diagnostic Tool**](#)

- The assessment tool describes the state of a company's leadership and mindset towards human capital practices and helps identify gaps for improvement across 11 functional HR areas.

✓ [**IHRP Playbook for Food Services**](#)

- The guide helps employers to identify key business themes and workforce challenges in the sector and recommends a series of human resource strategies on how you can address them.

✓ [**Service Industry Transformation Programme \(SITP\)**](#)

- SITP helps enterprises in the lifestyle sectors become more productive and manpower-efficient through a combination of classroom and on-site training.

✓ [**SkillsFuture Employer Awards**](#)

- The SkillsFuture Employer Award is a tripartite initiative that recognises employers who have made significant efforts in investing in their employees' skills development and are strong advocates for SkillsFuture and building a lifelong learning culture in their workplaces.

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Job Dashboards

This section serves as a guide for individuals and companies to understand how each job role's tasks and skills are expected to change in the near-term, in the face of trends and technologies. The job dashboards also help identify job redesign opportunities for the job roles.

5.4

Acknowledgements

A guide on how to read the job dashboards

Components within the job dashboards

Food & Beverage Service

Server / Service Crew / Runner (1/4)

Impact Assessment

Today



HIGH
degree of change in tasks

The job will require **EXTENSIVE JOB REDESIGN**

Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability

The **Server / Service Crew / Runner** is responsible for delivering service and operations excellence. The job holder sets the tables, takes orders, and delivers the correct food to the corresponding tables. He/she is able to operate Point of Sale (POS) systems when managing orders. He/she follows hygiene, safety and other standards, and carries out food and beverage operational tasks. The job holder may also suggest areas for continuous improvement within own work area.

Responsibilities of the role in the future

Technologies will automate routine tasks such as food ordering and the monitoring of inventory supply, enabling the job holder to undertake higher value-added tasks such as **customer interactions**. Following the adoption and use of digital tools such as Point-of-Sale (POS) and Customer Relationship Systems, focus should be on upskilling on the **handling and application of technology tools**. With decreasing need for manual intervention, it is likely that this role will converge with the Host / Hostess / Crew Leader.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------|--|---|---|--|
| Deliver customer experience | Suggest food and beverages to customers | <ul style="list-style-type: none"> Point-of-sale (POS) and Customer Relationship Management (CRM) systems help to analyse customer's buying habits and food and beverages preferences, allowing the job holder to better recommend menu items to customers. | <ul style="list-style-type: none"> Customer data collation on POS & CRM systems Identification of target customers' preferences Operation of technological solutions | <ul style="list-style-type: none"> Enterprise systems Increasing demand for personalised services |
| | Address customers' queries on food and beverages | <ul style="list-style-type: none"> AI-enabled chatbots and mobile apps may be used to clarify simple customer queries on menu items and provide recommendations to customers. However, the job holder is still required to provide personalised services and clarify complex customer queries to ensure customer satisfaction. | <ul style="list-style-type: none"> Idea generation for service improvement Operation of technological solutions Positive customer engagement | <ul style="list-style-type: none"> AI solutions, Mobile technologies Increasing demand for personalised services |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job to the in-demand SFw Technical Skills and Competencies for the role. They can be mapped

1 | This document is confidential and not for further distribution



Impact Assessment

- Provides a consolidated view of level of impact on the identified job role and the pace of change in the future.
- The 3 levels of impact, Low, Medium, and High, are colour-coded Green, Yellow, Orange respectively

Responsibilities of the Role in the Future

- Details important changes in the job role's responsibilities and the relevant technologies and skills

Impact at Task-level/Future View of Job Tasks

- Details how tasks within each of the Critical Work Function performed by the identified job role will change in the future
- Critical work functions are colour-coded Green, Yellow or Orange, indicating the level of impact on each critical work function

Impact of Trends / Technologies

- Details the relevant trends or technologies affecting the various critical work functions of the job role

Future View of Skills

- Details the relevant skill required in response to the changes in job tasks
- Icons used for each Future View of Skill can be mapped to an TSC under 'In-demand Technical Skills and Competencies (TSCs) Required'

A guide on how to read the job dashboards

Components within the job dashboards

Food & Beverage Service

Server / Service Crew / Runner (4/4)

In-demand Technical Skills and Competencies (TSCs) Required

| | | | |
|---|---|---------------------------------|--|
| Customer Acquisition and Relationship Management* | Customer Data Analysis | Customer Experience Management* | |
| Service Innovation Management* | Technology Application and Implementation | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Problem Solving | Self Management | |

• Skills denoted by an asterisk (*) are available in the SFw for Food Services but are not currently tagged to this job role.
 • Skills that are not marked are currently tagged to this job role in the SFw for Food Services but are rising in-demand.

Redesign Possibilities

| | |
|----------------------------|--|
| Vertical Stacking | Consolidated with <i>Host / Hostess / Crew Leader</i> and enlarged to become Service Ambassador . |
| Horizontal Stacking | Consolidated with <i>Cook / Kitchen Assistant</i> and enlarged to become Food and Beverage Operations Associate . |

Possible Archetype Differences for Job Redesign

| | |
|--------------------------------|---|
| Full-Service Archetype | <ul style="list-style-type: none"> Companies within the Full-Service archetype prioritise service quality including meeting demand for personalised services. A Server / Service Crew / Runner role in this archetype is hence more likely to undergo vertical stacking with the <i>Host / Hostess / Crew Leader</i> role to be a Service Ambassador who contributes to greater customer experience. The redesigned role will not only require the job holder to be well-versed in delivering excellent service, but also in operating enterprise systems such as CRM systems to analyse customer satisfaction levels, understand customer needs, and propose suitable service recovery strategies. |
| Quick-Service Archetype | <ul style="list-style-type: none"> Companies within the Quick-Service archetype place more emphasis on meeting demands for speed and convenience. As such, much of the FOH processes such as order taking and serving are digitalised, and manpower in the FOH is lean relative to the BOH. There is hence greater opportunity for the Server / Service Crew / Runner role in this archetype is to undergo horizontal stacking with a BOH role such as the Cook / Kitchen Assistant to become Food and Beverage Operations Associate. The redesigned role will require the job holder to not only serve customers food, but to also be proficient in the basic food preparation and take on BOH duties when required. |

In-demand TSCs and CCSs Required

- TSCs and CCSs needed by the identified job role moving forward

Redesign Possibilities

- Details the various job redesign possibilities the identified job role can undergo

Possible Archetype Differences for Job Redesign

- Compares the possible differences for job redesign between the Quick-Service and Full-Service Archetype.

Glossary of terms for impact of trends/technology



Changes to Operating Models

Local food services companies have begun relooking at their operating models and optimise their current operations and work processes to adapt and thrive amidst the trends and challenges faced.

➤ Outsourcing of food preparation process

➤ Shifting operating concepts



Shift in consumer preferences

The rising demand for personalised services, convenience, and sustainability have placed greater pressure on businesses while presenting opportunities for creating competitive advantages through exceptional service.

➤ High service standards

➤ Increasing demand for personalised services

➤ Increasing demand for seamless service

➤ Rising sustainability awareness



Technology Adoption

Advancements in technology and systems have augmented FOH and BOH operations, lightening the manual load of employees and frees them up to focus on value-added tasks that require expertise or human discretion.

➤ AI solutions

➤ Automated machineries

➤ Data analytical tools

➤ Emerging technologies

➤ Enterprise systems

➤ Mobile technologies



Workforce Challenges

The ageing population, changing aspirations of young talent, and the limitations on foreign manpower present pressing concerns to food services companies, especially filling in operational roles in the short and long term.

➤ Lean workforce

➤ Manpower optimisation

In-demand Technical Skills and Competencies

According to insights from industry engagements, these **28 Technical Skills and Competencies (TSCs)**¹ have been identified to be in-demand by the respective functions. [Click here](#) for more details on the TSCs.

| | | Leadership | Beverage Service | Food & Beverage Service | Pastry and Baking | Culinary Arts |
|--|---|------------|------------------|-------------------------|-------------------|---------------|
| In-demand Technical Skills and Competencies (TSCs) | | | | | | |
| Business Continuity Planning* |  | √ | | | | |
| Business Needs Analysis^ |  | √ | √ | √ | √ | √ |
| Business Opportunities Development |  | | √ | √ | √ | √ |
| Business Performance Management* |  | | | | √ | √ |
| Business Process Re-engineering^ |  | √ | √ | √ | √ | √ |
| Change Management |  | √ | | | | |
| Cost Control and Management |  | | √ | √ | √ | √ |
| Customer Acquisition and Relationship Management* |  | | √ | √ | | |
| Customer Data Analysis* |  | | √ | √ | √ | √ |
| Customer Loyalty and Retention Strategy Design |  | √ | √ | √ | √ | √ |
| Customer Service Excellence |  | | √ | √ | √ | √ |
| E-commerce Management |  | | | √ | | |
| Emerging Technology Scanning |  | √ | √ | √ | √ | √ |
| Environmental Sustainability Management^ |  | √ | √ | √ | √ | √ |
| Food and Beverage Production Management |  | √ | | | √ | √ |
| Food and Beverage Recipe Formulation* |  | | | | √ | √ |
| Food and Beverage Service* |  | | √ | √ | | √ |
| Food Waste Disposal and Reduction* |  | √ | √ | √ | √ | √ |
| Learning and Development |  | √ | √ | √ | √ | √ |
| People Management |  | √ | √ | √ | √ | √ |
| Quality Assurance Management |  | | √ | | √ | √ |
| Sales Management |  | √ | √ | √ | √ | √ |
| Service Innovation Management* |  | | √ | √ | | |
| Stakeholder Management |  | √ | | | | |
| Sustainable Food Production Design |  | √ | √ | √ | √ | √ |
| System and Work Process Improvement |  | | √ | √ | √ | √ |
| Technology Application and Implementation |  | | √ | √ | √ | √ |
| Technology Strategy Design |  | √ | √ | √ | √ | √ |

¹ Nomenclature of Technical Skills and Competencies are derived from SkillsFuture Singapore's Skills Frameworks (SFws).

² Skills that are not marked are in-demand existing skills from the SFw for Food Services that are expected to grow in intensity.

³ Skills denoted by an asterisk (*) are in-demand new skills that exist in SFw for Food Services but are to be tagged to new job roles that previously did not have the skill.

⁴ Skills denoted as (^) are in-demand new skills that are currently not in SFw for Food Services and are to be added from other SFws.

In-demand Critical Core Skills

According to insights from industry engagements, these **12 Critical Core Skills (CCS)**¹ have been identified to be in-demand by the respective functions. [Click here](#) for more details on the CCS.

| | Leadership | Beverage Service | Food & Beverage Service | Pastry and Baking | Culinary Arts |
|---------------------------------------|------------|------------------|-------------------------|-------------------|---------------|
| In-demand Critical Core Skills (CCSs) | | | | | |
| Adaptability* | | √ | √ | √ | √ |
| Collaboration | | √ | √ | √ | √ |
| Communication | √ | √ | √ | √ | √ |
| Customer Orientation | | √ | √ | | √ |
| Creative Thinking* | √ | | | | |
| Decision Making | √ | | | √ | √ |
| Developing People | √ | √ | √ | √ | √ |
| Digital Fluency* | | √ | √ | √ | √ |
| Learning Agility* | | √ | √ | √ | √ |
| Problem Solving | | √ | √ | | |
| Self Management* | | √ | √ | √ | √ |
| Sense Making | | | √ | | |

¹Nomenclature of Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw).

²Skills that are not marked are tagged to existing in-scope job roles in the study and available in the SFw for Food Services but are rising in-demand.

³Skills that are denoted with an asterisk (*) are in-demand new skills that were previously not tagged to any in-scope food services job roles.

Impact Assessment

Today



HIGH
degree of change in tasks

The job will require **EXTENSIVE JOB REDESIGN**

Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability

The **Server / Service Crew / Runner** is responsible for delivering service and operations excellence. The job holder sets the tables, takes orders, and delivers the correct food to the corresponding tables. He/She is able to operate Point of Sales (POS) systems when managing orders. He/She follows hygiene, safety and other standards, and carries out food and beverage operational tasks. The job holder may also suggest areas for continuous improvement within own work area.

Responsibilities of the role in the future

Technologies will **automate routine tasks** such as **food ordering** and the **monitoring of inventory supply**, enabling the job holder to undertake **higher value-added tasks** such as **customer interactions**. Following the adoption and use of digital tools such as Point-of-Sale (POS) and Customer Relationship Systems, focus should be on upskilling on the **handling** and **application of technology tools**. With decreasing need for manual intervention, it is likely that this role will converge with the **Host / Hostess / Crew Leader**.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------|--|--|--|--|
| Deliver customer experience | Suggest food and beverages to customers | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) systems help to analyse customer's buying habits and food and beverages preferences, allowing the job holder to better recommend menu items to customers. | <ul style="list-style-type: none"> Identification of target customers' preferences Customer data collation on POS & CRM systems Operation of technological solution | <ul style="list-style-type: none"> Increasing demand for personalised services Enterprise systems |
| | Address customers' queries on food and beverages | <ul style="list-style-type: none"> AI-enabled chatbots and mobile apps may be used to clarify simple customer queries on menu items and provide recommendations to customers. However, the job holder is still required to provide personalised services and clarify complex customer queries to ensure customer satisfaction. | <ul style="list-style-type: none"> Positive customer engagement Operation of technological solutions | <ul style="list-style-type: none"> Increasing demand for personalised services AI solutions, Mobile technologies |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|---|---|--|
| <p>Deliver customer experience</p> | <p>M</p> <p>Provide customers with estimated waiting time by monitoring the guest waiting list</p> | <ul style="list-style-type: none"> • Table Management Systems integrated with Reservation Systems assign customers to an empty table once available. Service robots may also assist customers to their allocated, reserved or available seats based on information gathered from the system. However, the job holder may still be required to serve VIP guests and provide high standards of service. The job holder is also required to manage customer expectations during long waiting time. | <p>Customisation of service to meet customer needs </p> <p>Idea generation for service improvement </p> <p>Operation of technological solutions </p> | <p>High service standards </p> <p>AI solutions, Enterprise systems </p> |
| | <p>Escalate customers' feedback</p> | <ul style="list-style-type: none"> • Customer Relationship Management (CRM) Systems collect customer feedback from various channels and pass on important feedback to the department or team in-charge. The job holder is still required to handle complex customer feedback and ensure customer satisfaction. | <p>Positive customer service </p> <p>Operation of technological solutions </p> | <p>Increasing demand for personalised services </p> <p>Enterprise systems </p> |
| <p>Perform food and beverage services</p> | <p>H</p> <p>Serve food and beverages and ensure dishes served are matched to the order tickets at the tables</p> | <ul style="list-style-type: none"> • A combination of Smart Central Kitchen Management Systems and Point-of-Sale (POS) Systems track and monitor real-time food orders. The job holder is still required to oversee customer service and ensure that dishes are served to the right tables, either manually or with the help of service robots. | <p>Operation of technological solutions </p> | <p>Enterprise systems </p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|---|---|
| Perform food and beverage services | <p>H</p> <p>Operate Point of Sales (POS) Systems when managing beverage orders</p> | <ul style="list-style-type: none"> • Mobile apps and QR Code Ordering Systems simplify the ordering process, allowing customers to access digital menus and place food and beverage orders directly from their mobile devices instead of going through the job holder. The job holder will focus on customer interactions and assist customers in navigating the mobile ordering system. | <p> Operation of technological solutions</p> | <p> Enterprise systems</p> |
| Support food and beverage operations | <p>H</p> <p>Replenish inventory at service stations</p> | <ul style="list-style-type: none"> • A combination of Smart Inventory Management Systems and RFID sensors track and monitor inventory and supply levels in real-time and automatically place stock orders through the e-Procurement System when supplies are low. • The job holder will still be required to monitor these digital systems and adjust inventory levels in response to emergency scenarios (e.g. supply disruptions) or inaccurate stock ordering. | <p> Operation of technological solutions</p> | <p> Enterprise systems</p> |
| Contribute to continuous improvement | <p>L</p> <p>Escalate feedback on current work processes and procedure</p> | <ul style="list-style-type: none"> • The job holder will continue to suggest and implement continuous improvement activities within workstation, contribute ideas for new recipes and operate emerging technology and tools to improve work productivity. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|-------------------------------|
| Maintain hygiene, safety and standards | L Monitor team's adherence with the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> The job holder is still required to follow the organisation's food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and follow legislative requirements relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|---|---|-----------------------------|---|
| Customer Acquisition and Relationship Management* |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Service Innovation Management* |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Problem Solving | Self Management | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

Vertical Stacking

- Consolidated with *Host / Hostess / Crew Leader* and enlarged to become **Service Ambassador**.

Horizontal Stacking

- Consolidated with *Cook / Kitchen Assistant* and enlarged to become **Food and Beverage Operations Associate**.

Possible Archetype Differences for Job Redesign

Full-Service Archetype

- Companies within the Full-Service archetype prioritise service quality including meeting demand for personalised services.
- A Server / Service Crew / Runner role in this archetype is hence more likely to undergo **vertical stacking** with the **Host / Hostess / Crew Leader** role to be a **Service Ambassador** who contributes to greater customer experience.
- The redesigned role will not only require the job holder to be well-versed in delivering excellent service, but also in operating enterprise systems such as CRM systems to analyse customer satisfaction levels, understand customer needs, and propose suitable service recovery strategies.

Quick-Service Archetype

- Companies within the Quick-Service archetype place more emphasis on meeting demands for speed and convenience. As such, much of the FOH processes such as order taking and serving are digitalised, and manpower in the FOH is lean relative to the BOH.
- There is hence greater opportunity for the Server / Service Crew / Runner role in this archetype is to undergo **horizontal stacking** with a BOH role such as the **Cook / Kitchen Assistant** to become **Food and Beverage Operations Associate**.
- The redesigned role will require the job holder to not only serve customers food, but to also be proficient in the basic food preparation and take on BOH duties when required.

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Host / Hostess / Crew Leader** is responsible for supervising staff working the floor, assigning workstations, resolving escalated customer-related issues, and managing reservations. The job holder also needs to manage multiple tasks and perform food and beverage operations. He/She may suggest areas for continuous improvement. He/She is also capable of providing excellent customer services, with a focus on crisis response and service recovery activities in accordance with business continuity policies.

Responsibilities of the role in the future

Technologies will increasingly augment front-of-house operations, enabling the job holder to prioritise higher value-adding tasks such as customer interactions. However, **human judgement and expertise** is still required to **handle complex queries, special requests, and special food preparation**. Following the adoption and use of digital tools such as AI-enabled chatbots and mobile apps, the job holder will need to be **adept in the handling and application of technologies** to improve work performance. Additionally, **customer orientation and interpersonal skills** remain crucial in this role to ensure guest satisfaction.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------|---|--|---|--|
| Deliver customer experience | M Address customers' queries on food and beverages | <ul style="list-style-type: none"> AI-enabled chatbots and mobile apps may be used to answer simple customer queries on menu items, capture guest dietary preferences and provide recommendations to customers. However, the job holder is still required to handle tasks that cannot be automated (e.g. complex queries, special requests and special food preparation) |  Positive customer engagement  Idea generation for service improvement  Operation of technological solutions |  Increasing demand for personalised services  AI solutions, Mobile technologies |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|--|---|--|---|
| Deliver customer experience | Monitor the guest waiting list from time to time to manage customers' waiting time | <ul style="list-style-type: none"> • Table Management Systems integrated with Reservation Systems may be used to assign guests to empty tables once available. However, the job holder is still required to manage customer expectations during long waiting periods and make changes to the seating assignments for exceptional cases. | <ul style="list-style-type: none">  Customisation of service to meet customer needs  Idea generation for service improvement  Operation of technological solutions | <ul style="list-style-type: none">  High service standards  AI solutions, Enterprise systems |
| | Recommend food and beverages to customers | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer purchasing patterns, allowing the job holder to customize their menu recommendations to the customer's preferences. These systems can also analyse customer satisfaction levels and pinpoint areas of service improvement, allowing the job holder to better address customers' feedback and propose strategies to enhance the customer experience. | <ul style="list-style-type: none">  Identification of target customers' preferences  Customer data collation on POS & CRM systems  Operation of technological solution | <ul style="list-style-type: none">  Increasing demand for personalised services  Enterprise systems |
| Perform food and beverage services | Serve food and beverages to ensure all dishes match the order ticket to the corresponding tables | <ul style="list-style-type: none"> • Smart Central Kitchen Management Systems and Point-of-Sale (POS) Systems may be used to track and monitor real-time food orders. The job holder is still required to oversee customer service and ensure that dishes are served to the right tables, either through manual means or by service robots. | <ul style="list-style-type: none">  Operation of technological solutions | <ul style="list-style-type: none">  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|--|---|---|
| Support food and beverage operations | H Maintain records of inventory replenishing at service stations | <ul style="list-style-type: none"> • Smart Inventory Management and e-Procurement Systems may be used to track and keep records of inventory replenishment at service stations, freeing up the job holder to prioritise other tasks such as customer interactions. |  <p>Operation of technological solutions</p> |  <p>Enterprise systems</p> |
| Contribute to continuous improvement | L Execute continuous improvement activities within work area | <ul style="list-style-type: none"> • The job holder will continue to suggest and carry out continuous improvement activities within their workstation. The job holder should continue contributing ideas for new recipes and operate emerging technology/ tools to improve work productivity. | Current skills remain as impact at task-level is low | N/A |
| Maintain hygiene, safety and standards | L Support staff's compliance with the organisation's personal, food and beverage hygiene standards | <ul style="list-style-type: none"> • The job holder should support staff's compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|---|---|-----------------------------|---|
| Customer Acquisition and Relationship Management* |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Service Innovation Management* |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|------------------|-------------------|-----------------|
| Adaptability | Developing People | Digital Fluency |
| Learning Agility | Problem Solving | Self Management |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

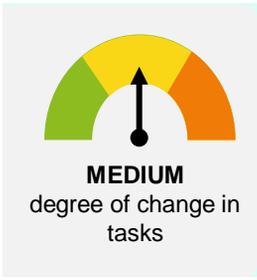
| | |
|-----------------------------------|--|
| <p>Vertical Stacking</p> | <ul style="list-style-type: none"> Consolidated with <i>Server / Service Crew / Runner</i> and enlarged to become Service Ambassador. |
| <p>Horizontal Stacking</p> | <ul style="list-style-type: none"> Consolidated with <i>Barista</i> and enlarged to become Food and Beverage Associate. |
| | <ul style="list-style-type: none"> Consolidated with <i>Bartender</i> and enlarged to become Food and Beverage Associate. |
| | <ul style="list-style-type: none"> Consolidated with <i>Wine Server / Wine Waiter / Commis Sommelier</i> and enlarged to become Food and Beverage Associate. |

Possible Archetype Differences for Job Redesign

| | |
|-----------------------------|--|
| <p>Full-Service</p> | <ul style="list-style-type: none"> Companies within the Full-Service archetype prioritise meeting demands for service quality and personalised services. There is opportunity for the role expand their knowledge and expertise through vertical and horizontal stacking to provide better services for their customers. The Host / Hostess / Crew Leader in this archetype may undergo vertical stacking with the Server / Service Crew / Runner to become Service Ambassador. The Service ambassador will be well-versed in providing excellent customer service and be proficient in the use of enterprise systems such as CRM systems to analyse customer satisfaction levels, understand customer needs, and propose service improvement strategies. The Host / Hostess / Crew Leader may also undergo horizontal stacking with roles in the beverage service function such as the Barista, Bartender or Wine Server / Wine Waiter / Commis Sommelier to become a Food and Beverage Associate. The redesigned role will require the job holder to not only manage customers but also learn the craft of various beverages and make personalised recommendations. |
| <p>Quick-Service</p> | <ul style="list-style-type: none"> Companies within the Quick-Service archetype can explore job stacking for the Host / Hostess / Crew Leader role to achieve better process and manpower efficiency. As in the full-service archetype, the Host / Hostess / Crew leader in the quick service archetype may undergo vertical stacking with the Server / Service Crew / Runner to become a Service Ambassador. The Host / Hostess / Crew leader may also undergo horizontal stacking with the Barista to become a Food and Beverage associate. The stacking of the Host / Hostess / Crew leader role with the Bartender and Wine Server / Wine Waiter / Commis Sommelier roles are however not likely as companies in the quick-service archetype typically do not provide wine offerings or bartending services. |

Impact Assessment

Today



The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Executive / Service Supervisor** leads the compliance of service, food hygiene, safety and other standards amongst the team. The job holder assists in managing front-of-house operations and customer services to optimise outlet performance. He/She guides the staff in management of customers' queries, and plans staff scheduling based on operational needs. He/She monitors food and beverage services to ensure excellence customer service, and suggest areas for continuous improvement within the team.

Responsibilities of the role in the future

Trends and technology will increasingly impact the way day-to-day work is performed. While the job holder will still be responsible for managing front-of-house operations, some technology may be utilised to **automate routine tasks** such as the **reconciliation of sales**, freeing up the job holder to **provide personalised services**. Additionally, the job holder will be required to keep abreast of emerging technologies and contribute to process improvements by supporting the evaluation, implementation, maintenance, and scaling of emerging technologies across the establishment. Upskilling and strengthening capabilities in **digital fluency** and **interpersonal skills** may be required to enhance the customer experience.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|--|--|--|
| Execute food and beverage operations | M Monitor inventory at service stations | <ul style="list-style-type: none"> Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels in real-time and will alert the job holder when inventory levels are low at service stations. This improves the accuracy of inventory tracking and frees up the job holder to perform other activities (e.g. monitoring food and beverage wastage, serving customers and coaching team members) |  Procurement optimisation |  Enterprise systems |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|--|--|--|
| Execute food and beverage operations | Plan staff scheduling based on operational needs | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). |  Team scheduling and operations support |  Enterprise systems  Lean workforce |
| | Implement strategies to achieve sales targets | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to gather insights about customer profiles, preferences and spending patterns. With these tools, the job holder can make better informed decisions when planning sales strategies, leading to better sales outcomes. |  Identification of target customer preferences  Customer insights generation from enterprise data |  Enterprise systems |
| | Conduct daily reconciliation of sales | <ul style="list-style-type: none"> • An integrated Point-of-Sale (POS) Systems may be used to perform the daily reconciliation of sales automatically. However, the job holder is still required to perform checks and ensure the accuracy of such system-generated reports. |  Verification of sales reconciliation |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|--|--|---|
| Contribute to continuous improvement | <p>Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures</p> | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. | <p> Customer insights data visualisation</p> <p> Implementation and evaluation on new technology</p> | <p> Data analytical tools</p> |
| | <p>Guide staff in the usage of emerging technology and tools to improve work productivity</p> | <ul style="list-style-type: none"> The job holder may be required to contribute to process improvements by supporting the evaluation, implementation, maintenance, and scaling of emerging technology/tools across the organisation. | <p> Research on emerging technologies</p> <p> Communication of work improvement processes</p> | <p> Enterprise systems</p> |
| Monitor food and beverage services | <p>Monitor the serving of food and beverages to ensure all dishes match the order ticket to the corresponding tables</p> | <ul style="list-style-type: none"> Smart Central Kitchen Management Systems and Point-of-Sale (POS) Systems may be used by the job holder to monitor of food orders in real time and ensure that dishes match the orders at the tables. | <p> Verification of order details</p> | <p> Enterprise systems</p> |
| Maintain customer experience | <p>Check in with customers to assess customers' satisfaction levels for customer experience improvement</p> | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to assess customer satisfaction levels and the effectiveness of customer loyalty strategies. The job holder may still be required to interact with customers on the ground to better understand the customer experience. | <p> Customer insights generation from enterprise data</p> | <p> High service standards</p> <p> Enterprise systems</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|---|--|---|
| Maintain customer experience | M Manage reservations and allocation of customers to seats | <ul style="list-style-type: none"> Table Management Systems integrated with Reservation Systems may be used to assign guests to empty tables once available. However, the job holder is still required to manage the customer's experience, manage waiting times and provide recommendations on the restaurant's dining offerings. |  Addressing customer needs  Idea generation for service improvement |  Increasing demand for personalised services  Enterprise systems |
| | M Analyse customers' feedback to ascertain customer service delivery gaps | <ul style="list-style-type: none"> The job holder may be required to analyse and consolidate customers' feedback across various sources (e.g. direct, indirect, online) to understand customer service delivery gaps. Data analytics and visualisation tools may be used to support the analysis of customers' feedback, allowing the job holder to better identify trends and areas for improvement. |  Customer insights generation with visualisation |  Data analytical tools |
| Maintain hygiene, safety and standards | L Perform audit on staff adherence with the organisation's personal, food and beverage hygiene standards | <ul style="list-style-type: none"> The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|--|---|-------------------------------------|---|
| Cost Control and Management |  | Customer Acquisition and Relationship Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Emerging Technology Scanning |  | Food and Beverage Service |  |
| People Management |  | Service Innovation Management |  | System and Work Process Improvement |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
| Problem Solving | | |

- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Outlet Manager / Assistant Outlet Manager** bears the overall responsibility for the profitability of the chain restaurant outlet. The job holder performs outlet-level support functions and is in charge of the recruitment, training and motivation of staff, maintains quality control, hygiene, and health and safety standards in the dining area.

Responsibilities of the role in the future

Trends and technology will increasingly impact day-to-day work. While the job holder still needs to manage the outlet's overall profitability, technology may be increasingly utilised **to augment job tasks such as decision-making** through **analysing operational and customer data**. Moreover, the job holder will be required to keep abreast of emerging technologies and drive the evaluation, implementation, maintenance, and scaling of emerging technologies across the establishment. Additionally, the job holder should keep abreast of sustainability trends and support the implementation of sustainability initiatives. Overall, due to the **strategic nature of this role, human judgement, expertise and business acumen** are still required.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|----------------------------|---|---|--|---|
| Manage customer experience | Analyse current customers' profiles and preferences to provide targeted recommendations | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and food preferences, allowing the job holder to propose personalised recommendations to customers. | Consolidation of customer insights | Increasing demand for personalised services Enterprise systems |
| | Recommend initiatives to minimise customer service performance gaps | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer satisfaction levels and areas of service improvement, allowing the job holder to better address customers' feedback and propose suitable solutions to address service challenges. | Consolidation of customer insights Identification of service gaps Evaluation of service innovation ideas | High service standards Enterprise systems |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|---|---|---|
| Manage customer experience | M Implement customer loyalty strategies | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse past / current customer loyalty strategies, allowing the job holder develop targeted recommendations for future strategies. |  Management of customer loyalty programmes |  Increasing demand for personalised services  Enterprise systems |
| Manage food and beverage operations | M Translate team members' skill requirements into learning and development plans | <ul style="list-style-type: none"> • HR Management Systems (HRMS) may be used to track workforce capabilities, staff performance and learning needs, enabling the job holder to areas of improvement in workforce. Using HRMS, the job holder can enhance staff work performance through data-based learning and development plans. |  Analysis of workplace learning techniques  Team coaching and guidance |  Enterprise systems  Manpower optimisation |
| | M Analyse inventory levels to propose purchases for the outlet | <ul style="list-style-type: none"> • Smart Inventory Management Systems and e-Procurement Systems may be used to analyse inventory levels and to propose purchases for the outlet. However, the job holder may still be required to prioritise or adjust purchases according to operational needs. |  Procurement optimisation |  Enterprise systems |
| | Plan operational budgets for the outlet | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance data, enabling the job holder to better strategise and plan operational budgets for the team. |  Suggest potential areas of opportunities  Review cost management outcomes |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|---|--|---|
| Manage food and beverage operations | Develop strategies to achieve sales targets according to customers' profiles | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to provide job holders with insights on customer profiles. Job holders are now better equipped to develop targeted strategies to achieve sales goals (e.g. venturing into the e-commerce space). • However, the job holder is still required to stay updated on trends in customer preferences and apply professional judgement and technical expertise when developing these targeted sales strategies. | <ul style="list-style-type: none">  Consolidation of customer insights  Insights generation for new target segments  Monitoring effectiveness of e-commerce activities | <ul style="list-style-type: none">  Increasing demand for seamless service delivery  Enterprise systems |
| | Review staff roster to ensure adequate manpower for each outlet | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing the roster, managing possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest sustainable and creative solutions during emergency scenarios (e.g. manpower shortages). | <ul style="list-style-type: none">  Team resource management | <ul style="list-style-type: none">  Enterprise systems  Lean workforce |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|---|--|--|
| <p>Guide continuous improvement activities</p> | <p>Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and utilisation of emerging technology</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used to analyse and assess workplace processes and procedures. The job holder is still required to use their professional and technical judgement to identify opportunities for innovation, better work practices and the utilisation of emerging technology. | <p> Consolidation of customer insights</p> <p> Development of technology optimisation plans</p> | <p> Data analytical tools</p> |
| | <p>Plan continuous improvement activities within the outlet</p> | <ul style="list-style-type: none"> • The job holder may be required to contribute to process improvements by driving the evaluation, implementation, maintenance, and scaling of emerging technologies across the establishment | <p> Assessment of emerging technologies</p> <p> Communication of work improvement processes</p> | <p> Emerging technologies</p> |
| <p>Monitor hygiene, safety and standards</p> | <p>Monitor team's adherence with the organisation's Workplace Safety and Health (WSH) policies and procedures</p> | <ul style="list-style-type: none"> • The job holder should monitor the team's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards and compliance with legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|--|---------------------------------|
| Manage Sustainability (NEW) | Contribute to organisation's sustainability-related initiatives by executing sustainable practices that are aligned to organisation guidelines in day-to-day operational activities | <ul style="list-style-type: none"> The job holder is required to contribute to the organisation's sustainability-related initiatives by carrying out sustainable practices in daily operational activities. | <p>Production optimisation to reduce food wastage</p> <p>Collation and measurement of green data</p> | Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|--|--|--|--|--|
| Business Opportunities Development | | Cost Control and Management | | Customer Acquisition and Relationship Management | |
| Customer Data Analysis | | Customer Loyalty and Retention Strategy Design | | Customer Service Excellence | |
| E-Commerce Management | | Emerging Technology Scanning | | Food Waste Disposal and Reduction | |
| Learning and Development | | People Management | | Service Innovation Management | |
| Sustainable Food Production Design | | System and Work Process Improvement | | Technology Application and Implementation | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|------------------|-----------------|--|
| Learning Agility | Problem Solving | |
|------------------|-----------------|--|

- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Multi-Outlet Manager** contributes to strategic business planning and operations for the outlets under his/her purview, ensuring smooth and profitable operations through a combination of sound financial, people and resource management. He/She is expected to evaluate emerging technology trends that can be leveraged for continuous improvement, and outline organisation's standard operating procedures (SOPs) to ensure compliance to service, food hygiene, safety and other standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to manage food and beverage operations across outlets. Some technology may be utilised to inform insights from **sales and business performance data**, enabling the job holder to **better identify areas for improvement in driving revenue**. This job role will continue to require **human judgement, stakeholder management skills** and **business acumen** to make strategic decisions. In addition, the job holder should **keep abreast of leading sustainability practices** and **emerging technologies** in this area of work and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|---|--|---|
| Manage food and beverage operations | Review the proposed purchases across outlets | <ul style="list-style-type: none"> Enterprise Resource Planning (ERP) solutions and data analytics and visualisation tools may be used to support the tracking and analysis of food costs, recipe costs, and table sales, allowing the job holder to better review and determine proposed purchases across outlets. | Refine cost management strategies | Enterprise systems, Data analytical tools |
| | Review strategies to achieve sales targets across outlets | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to provide insights on past/ current sales strategies. This allows the job holder improve future strategies to achieve sales targets across outlets. | Formulation of sales plans and targets Identification of business opportunities Manage e-commerce activities | Enterprise systems |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|--|--|
| <p>Manage food and beverage operations</p> | <p>Review operational budgets across outlets</p> | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance data, enabling the job holder to identify areas for improvement in driving revenue. POS Systems also supports staff scheduling, making it quicker for the job holder to review the roster and manage possible manpower shortages. | <p>Presentation of business solution options</p>  | <p>Enterprise systems</p> <p>Lean workforce</p>   |
| | <p>Review multi-outlets' learning and career development initiatives to align organisation's learning agenda</p> | <ul style="list-style-type: none"> HR Management Systems (HRMS) may be used to track staff performance against Key Performance Indicators (KPIs), allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. In addition, the job holder is also required to engage in succession planning by identifying and retaining top talents. | <p>Facilitation of staff learning and growth</p> <p>Employee performance management</p>   | <p>Enterprise systems</p>  |
| <p>Review continuous improvement activities</p> | <p>Review proposed initiatives for continuous improvement across outlets</p> | <ul style="list-style-type: none"> The job holder should use their professional and technical experience to suggest improvements to workplace productivity within the organisation. Additionally, the job holder is required to analyse emerging technology trends and utilise this knowledge to review the effectiveness of proposed initiatives for continuous improvement. | <p>Enhancement of business workflows</p> <p>Evaluation of emerging technologies</p> <p>Development of overall technology plans</p>    | <p>Optimising restaurant layout and menu design</p> <p>Emerging technologies</p>   |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|--|
| <p>Monitor customer experience standards</p> | <p>Evaluate impact of customer loyalty strategies to ascertain its effectiveness across outlets</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used by the job holder to analyse the sales performance and effectiveness of customer loyalty strategies, allowing the job holder to identify areas for improvement. | <p> Integration of key customer insights</p> <p> Evaluation of customer loyalty strategy</p> | <p> Data analytical tools</p> |
| | <p>Evaluate the effectiveness of service recovery strategies to improve customer service delivery across outlets</p> | <ul style="list-style-type: none"> • Data analytics or visualisation tools may be used by the job holder to evaluate the effectiveness of service recovery strategies, allowing the job holder to improve customer service delivery across outlets. | <p> Evaluation of service framework</p> | <p> Data analytical tools</p> |
| <p>Manage hygiene, safety and standards</p> | <p>Outline organisation's food waste management Standard Operating Procedures (SOPs) across teams</p> | <ul style="list-style-type: none"> • The job holder should outline the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs) across teams. The job holder should also recommend the best practices on the compliance with legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|---|--|--|
| <p>Manage Sustainability (NEW)</p> | <p>Implement sustainability practices into existing work processes across the company to ensure overall adherence to the organisation's sustainability guidelines. The job holder will drive reduction of food waste, engage in sustainable procurement, and adopt eco-friendly packaging and energy-efficient equipment.</p> | <ul style="list-style-type: none"> The job holder is required to make existing work processes across the company more sustainable to comply with the organisation's sustainability guidelines. The job holder should drive the reduction of food waste, engage in sustainable procurement and adopt eco-friendly packaging/ energy-efficient equipment in the workplace. | <p>Implementation of sustainability practices</p> <p>Food waste reduction</p> <p>Sustainable food production</p> | <p>Rising sustainability awareness</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|--------------------------------------|---|------------------------------------|---|--|---|
| Business Needs Analysis (NEW) |  | Business Opportunities Development |  | Business Process Re-engineering (NEW) |  |
| Cost Control and Management |  | Customer Data Analysis |  | Customer Loyalty and Retention Strategy Design |  |
| Customer Service Excellence |  | E-Commerce Management |  | Environmental Sustainability Management (NEW) |  |
| Food Waste Disposal and Reduction |  | Learning and Development |  | People Management |  |
| Sales Management |  | Sustainable Food Production Design |  | Technology Application and Implementation |  |
| Technology Strategy Design |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|------------------|--|
| Digital Fluency | Learning Agility | |
|-----------------|------------------|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but available in other SFws.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



HIGH
degree of change in
tasks

The job will require **EXTENSIVE JOB REDESIGN**

Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability

The **Cook / Kitchen Assistant** is responsible for supporting the activities of the back-of-house kitchen. The job holder prepares the ingredients and cooking equipment, cleans utensils and work areas, and performs other day-to-day operations in the kitchen. He/She is expected to follow customer service standards as well as contribute ideas in new recipes for continuous improvement. He/She also takes initiatives to maintain, food hygiene, health and safety standards.

Responsibilities of the role in the future

Technologies will **automate labour-intensive tasks** such as the preparation of food and inventory management. Following the adoption and use of digital tools and technology such as kitchen robotics and autonomous cooking machineries, focus should be on upskilling on the **handling and basic maintenance of technology tools**. With decreasing need for manual intervention, it is likely that this role will converge with **Senior Cook / Station Chef**.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------|--|---|--|--|
| Prepare food | Prepare mise en place | <ul style="list-style-type: none"> The preparation of food ingredients is increasingly performed via emerging technologies such as kitchen robotics and autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. This allows the job holder to focus more on conducting quality checks on ingredients, reducing food spoilage and wastage due to disposal. |  Food quality assurance  Food waste reduction |  Automated machineries  Outsourcing of food preparation |
| | Clean utensils and work areas at the start and end of work shift | <ul style="list-style-type: none"> With automated dishwashers helping to clean utensils and dishes, the job holder has more time to focus on other daily operational tasks such as general cleaning and the maintenance of work areas. |  Operation of technological solutions |  Automated machineries |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|--|--|---|
| Support food and beverage operations | Perform day-to-day operations in the kitchen | <ul style="list-style-type: none"> Besides daily operational tasks in the back-of-house, the job holder will be expected to assist with the front-of-house operations and procedures. |  Support of FOH operations  Positive customer service |  Manpower optimisation |
| | Exercise portion and waste control by correctly using ingredients and equipment to minimise loss and wastage | <ul style="list-style-type: none"> Artificial Intelligence (AI)-enabled, or Internet of Things (IoT)-enabled food waste digestors may be used to track food waste. With real time-time information available, job holders can make quick adjustments to current processes, allowing job holders to efficiently use portion and waste control to minimize loss and wastage. |  Food waste reduction  Operation of technological solutions |  AI solutions |
| | Assist in the record of inventory and supplies | <ul style="list-style-type: none"> Smart Inventory Management and e-Procurement Systems may be used to track and keep records of inventory and supplies, freeing up the job holder to focus on other operational tasks. |  Operation of technological solutions |  Enterprise systems |
| Maintain hygiene, safety and standards | Follow the organisation's food waste management Standard Operating Procedures (SOPs) | <ul style="list-style-type: none"> The job holder is still required to follow the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|---|--|--|
| Deliver customer experience | M Escalate feedback on service challenges through proper escalation channels | <ul style="list-style-type: none"> Customer Relationship Management (CRM) Systems may be used to collect customer feedback from various sources and pass on important feedback to the department or team in-charge. However, the job holder is still required to handle complex customer feedback and ensure customer satisfaction. |  Customer data collation on CRM systems  Operation of technological solutions |  High service standards  Enterprise systems |
| Contribute to continuous improvement | L Operate emerging technology and tools to improve work productivity | <ul style="list-style-type: none"> The job holder will continue to suggest and carry out continuous improvement activities within their workstation. The job holder should continue contributing ideas for new recipes and operate emerging technology/ tools to improve work productivity. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|-----------------------------------|---|------------------------------|---|---|---|
| Customer Data Analysis* |  | Customer Service Excellence |  | Food and Beverage Service* |  |
| Food Waste Disposal and Reduction |  | Quality Assurance Management |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Self Management | | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

Vertical Stacking

- Consolidated with *Senior Cook / Station Chef* and enlarged to become **Specialist Cook / Chef**.

Horizontal Stacking

- Consolidated with *Server / Service Crew / Runner* and enlarged to become **Food and Beverage Operations Associate**.
- Consolidated with *Assistant Pastry Cook / Assistant Baker / Kitchen Assistant* and enlarged to become **Kitchen Operations Associate**.

Possible Archetype Differences for Job Redesign

Full-Service Archetype

- Companies within the Full-Service archetype are likely to prioritise meeting the demands for better and personalised services.
- Cooks / Kitchen Assistants in the Full-Service archetype are hence more likely to undergo **horizontal stacking** with the **Server / Service Crew / Runner** role that interacts with the customers to become a **Food and Beverage Operations Associate**.
- The redesigned role will not only be well-versed in preparation of food, but also in understanding of customer needs and operating enterprise systems to facilitate a personalised and seamless customer experience.

Quick Service Archetype

- Companies within the Quick-Service archetype focus on convenience and efficiency and have tend to have digitalised FOH processes. As the FOH is leaner, there is greater opportunity for job stacking in the BOH.
- The Cooks / Kitchen Assistant could undergo **vertical stacking** with the Senior Cook / Station Chef to become a **Specialist Cook / Chef**. This requires the job holder to deepen expertise in the culinary arts function to handle more complex recipes.
- The Cooks / Kitchen Assistant could also undergo **horizontal stacking** with the Assistant Pastry Cook / Assistant Baker / Kitchen Assistant to become a **Kitchen Operations Associate**. This will not only require the job holder to be well-versed in preparation of general food, but also pastry and baked goods.

Impact Assessment

Today



HIGH
degree of change in tasks

The job will require **EXTENSIVE JOB REDESIGN**

Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability

The **Senior Cook / Station Chef** directs the preparation of a variety of food items at a workstation, which includes preparing, cooking and plating dishes. The job holder guides a section of the kitchen's operations and suggest areas for continuous improvement within a workstation. He/She adheres to customer service standards and supports initiatives to maintain food hygiene, health and safety standards.

Responsibilities of the role in the future

Technologies will **automate labour-intensive tasks** such as the preparation of food and inventory management. Following the adoption and use of digital tools and technology such as kitchen robotics and autonomous cooking machineries, focus should be on upskilling on the **handling and basic maintenance of technology tools**. The job holder may need to undergo reskilling to be able to take on additional responsibilities outside of his/her job scope such as **the coordination of central kitchen operations** and **supporting front-of-house operations** when required.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|---|---|--|
| Prepare food | H Prepare a variety of food items required for the workstation | <ul style="list-style-type: none"> The preparation of food ingredients is increasingly performed via emerging technologies such as autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. However, the job holder is still required to oversee the performance of these tools, handle complex dishes, conduct quality assurance checks of the food items prepared and ensure the reduction of food spoilage or wastage. | <ul style="list-style-type: none"> Operation of technological solutions Food quality assurance Food waste reduction | <ul style="list-style-type: none"> Automated machineries Outsourcing of food preparation |
| Support food and beverage operations | M Execute daily operational tasks according to staff roster | <ul style="list-style-type: none"> Besides daily operational tasks in the back-of-house, the job holder will be expected to assist with the front-of-house operations and procedures. | <ul style="list-style-type: none"> Support of FOH operations Positive customer service | <ul style="list-style-type: none"> Manpower optimisation |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|--|
| Support food and beverage operations | M Maintain records of inventory and supplies | <ul style="list-style-type: none"> Smart Inventory Management and e-Procurement Systems may be used to track and keep records of inventory and supplies, freeing up the job holder to focus on other operational tasks. |  Operation of technological solutions |  Enterprise systems |
| Maintain hygiene, safety and standards | L Ensure staff's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> The job holder should ensure his/her team's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task-level is low | N/A |
| Deliver customer experience | M Escalate feedback on service challenges through proper escalation channels | <ul style="list-style-type: none"> Customer Relationship Management (CRM) Systems may be used to collect customer feedback from various sources and pass on important feedback to the department or team in-charge. However, the job holder is still required to handle complex customer feedback and ensure customer satisfaction. |  Customer data collation on CRM systems  Operation of technological solutions |  High service standards  Enterprise systems |
| Contribute to continuous improvement | L Provide recommendations in the development of new recipes to renew menus based on suggestions given | <ul style="list-style-type: none"> The job holder will continue to suggest and carry out continuous improvement activities within their workstation. The job holder should continue contributing ideas for new recipes and operate emerging technology/ tools to improve work productivity. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|-----------------------------------|---|------------------------------|---|---|---|
| Customer Data Analysis |  | Customer Service Excellence |  | Food and Beverage Service* |  |
| Food Waste Disposal and Reduction |  | Quality Assurance Management |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Self Management | | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

| | |
|----------------------------|---|
| Vertical Stacking | <ul style="list-style-type: none"> • Consolidated with <i>Cook / Kitchen Assistant</i> and enlarged to become Specialist Cook / Chef. |
| Horizontal Stacking | <ul style="list-style-type: none"> • Consolidated with <i>Pastry Cook</i> and enlarged to become Kitchen Operations Specialist. |
| | <ul style="list-style-type: none"> • Consolidated with <i>Baker</i> and enlarged to become Kitchen Operations Specialist. |

Possible Archetype Differences for Job Redesign

| | |
|----------------------|---|
| Full-Service | <ul style="list-style-type: none"> • As companies within the Full-Service archetype seek to streamline their food preparation processes, there will be opportunity for vertical stacking of roles. • The Senior Cook / Station Chef can undergo vertical stacking with the Cook / Kitchen Assistant to become a Specialist Cook / Chef. This will require the job holder to take on a greater volume of current job tasks and output, but with the help of tools and solutions. • As companies within the Full-Service archetype such as mid-scale and fine-dining restaurants are more likely to possess an in-house pastry and baking functions, there is opportunity for the role to undergo horizontal stacking. • The Senior Cook / Station Chef could undergo horizontal stacking with the Pastry Cook or Baker to become a Kitchen Operations Associate. This will not only require the job holder to be proficient in the preparation and handling of certain complex recipes of cooked food, but for pastry and baked goods too. |
| Quick-Service | <ul style="list-style-type: none"> • Companies within the Quick-Service archetype focus on efficiency and seek to adopt technological solutions to replace manual and repetitive work. • With technology augmenting simpler tasks, the Senior Cook / Station Chef can undergo vertical stacking with the Cook / Kitchen assistant below to take on the role of a Specialist Cook / Chef which will be potentially responsible for a greater scope of tasks and output. • The redesigned role will require the job holder to utilise and manage tools and solutions to achieve higher productivity. |

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Assistant Head Chef** directs all sections of the kitchen's operations to guide preparation of food across all workstations. The job holder guides all sections of the kitchen's operations and implements continuous improvement across all workstations. He/She performs audits on adherence of customer service standards and leads the compliance of service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to direct and guide the preparation of food across workstations. Some technology will be used to **improve operational efficiency and inform process improvement activities**. However, technology has a **limited impact** on this role as it is **skill-intensive**. **People management, teamwork and interpersonal skills** are still required to improve the team's performance and uphold service standards of the restaurant.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|--|--|
| Execute food and beverage operations | Direct all sections of the kitchen's operations | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Smart Central Kitchen Management Systems may be used to support the management of kitchen operations by tracking orders, optimising kitchen workflows and managing staff performance. • However, the job holder is still required to manage potential bottlenecks in service delivery. |  Planning of kitchen operations  Identification of areas for work process improvement |  Enterprise systems |
| | Assist to plan staff schedules based on operational needs | <ul style="list-style-type: none"> • An integrated Point-of-Sale (POS) System may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). |  Team scheduling and operations support |  Lean workforce  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|---|--|
| Execute food and beverage operations | <p>M</p> <p>Perform audits on portion and waste control practices to minimise loss and wastage</p> | <ul style="list-style-type: none"> • Artificial Intelligence (AI)-enabled, or Internet of Things (IoT)-enabled food waste trackers may be used to monitor and track food waste. The job holder can use this data to review current kitchen processes and minimise food wastage. • The job holder will still need to be updated on leading practices in sustainability and food waste management and include these practices into existing work processes. | <p> Food waste reduction</p> | <p> AI Solutions</p> <p> Rising sustainability awareness</p> |
| | <p>H</p> <p>Monitor inventory level to ensure sufficient inventory for kitchen operations</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels and alert the job holder when inventory levels are low. This improves the accuracy of inventory tracking and frees up the job holder to perform other activities (e.g. maintaining customer experience and assessing implemented technologies on work operations and processes). | <p> Procurement optimisation</p> | <p> Enterprise systems</p> |
| Guide food preparation | <p>L</p> <p>Guide the plating of food items across the workstations</p> | <ul style="list-style-type: none"> • The job holder is still required to guide staff on the preparation and plating of food items across workstations. | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|---|--|
| Maintain hygiene, safety and standards | L Perform audits on staff's adherence to the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |
| Maintain customer experience | M Analyse service challenges to ascertain customer service delivery gaps | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse customer feedback and identify improvements to service delivery. The job holder may be required to consolidate data across various sources to better understand service challenges. |  Customer data visualisation and insights generation  Addressing service challenges |  Data analytical tools  High service standards |
| Contribute to continuous improvement | M Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. |  Identification of areas for work process improvement  Implementation and evaluation of new technology |  Data analytical tools |
| | M Provide recommendations for the development of new recipes to renew menus based on suggestions given | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and food preferences, allowing the job holder to propose targeted recommendations when developing new recipes. |  Customer insights generation from enterprise data  Generation of ideas for new recipes |  Enterprise systems |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|--------------------------------------|---|---|---|
| Cost Control and Management |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Food and Beverage Production Management |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| People Management |  | System and Work Process Improvement |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
|-------------------|-----------------|------------------|

- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Head Chef** is the overall in-charge for the kitchen's daily operations to guide preparation of food across all workstations. The job holder supervises day-to-day operations of the kitchen and creates new recipes and menus to ensure continuous improvement. He/She implements customer service standards to enhance customer experience and leads the compliance of service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to guide food preparation across all workstations. Some technology may be utilised to **support the analysis of operational data to better understand the performance of work processes and procedures**. The job holder is still required to **exercise professional judgement and technical expertise in identifying opportunities for innovation, improved work practices and utilisation of emerging technology**. In addition, the job holder should **keep abreast of leading sustainability practices and related emerging technologies** and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|--|--|--|
| | Monitor profitability and costs for the operations of kitchen | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems may be used to analyse profitability and costs, allowing the job holder to have a better understanding of the culinary arts operation's business performance. | <ul style="list-style-type: none"> Evaluation of business performance Review of cost outcomes Sales performance review | <ul style="list-style-type: none"> Enterprise systems |
| Manage food and beverage operations | <p>M</p> <p>Plan staff roster to ensure adequate manpower</p> | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). | <ul style="list-style-type: none"> Team resource management | <ul style="list-style-type: none"> Enterprise systems Lean workforce |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|---|--|--|
| Manage food and beverage operations | Translate team members' skill requirements into learning and development plans | <ul style="list-style-type: none"> • HR Management Systems (HRMS) may be used to track workforce capabilities, staff performance and learning needs, enabling the job holder to identify areas of improvement in workforce. Using HRMS, the job holder can enhance staff work performance through data-based learning and development plans. | <p> Analysis of workplace learning techniques</p> <p> Team coaching and guidance</p> | <p> Enterprise systems</p> <p> Manpower optimisation</p> |
| | Monitor portion and waste control to minimise loss and wastage | <ul style="list-style-type: none"> • Artificial Intelligence (AI)-enabled food waste trackers may be used to track food waste. With this data, the job holder can implement better solutions to reduce waste (e.g. adjusting food portions). • The job holder is still required to analyse waste information and exercise professional judgement and technical expertise when changing kitchen practices. In addition, the job holder must be updated on leading practices in sustainability and food waste management and include these practices into existing work processes. | <p> Evaluation of food production and stocking levels to reduce waste</p> <p> Execution of work process improvements</p> | <p> AI solutions</p> <p> Rising sustainability awareness</p> |
| | Implement organisational stock control procedures and systems | <ul style="list-style-type: none"> • Smart Central Kitchen Management Systems and Point-of-Sale (POS) Systems may be used to track and monitor inventory and supply levels in real-time. The data can be analysed, helping the job holder implement better informed stock control strategies and systems. | <p> Procurement optimisation</p> | <p> Enterprise systems</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---------------------------------------|---|---|--|--|
| Monitor food preparation | <p>L</p> <p>Monitor the preparation of food across workstations based on speed and rhythm of service</p> | <ul style="list-style-type: none"> The job holder will still be expected to monitor the preparation and plating of food across workstations as well as the preparation of workstations before the start of each service. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| Monitor hygiene, safety and standards | <p>L</p> <p>Assist to monitor team's compliance with the organisation's personal, food and beverage hygiene standards</p> | <ul style="list-style-type: none"> The job holder should assist to monitor his/her team's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| Manage Customer Experience | <p>M</p> <p>Implement customer loyalty strategies</p> | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' responses to past and existing customer loyalty strategies. This allows the job holder to evaluate the effectiveness of these strategies for future implementation. | <p>Evaluation of customer loyalty programmes</p>  | <p>Enterprise systems</p>  |
| | <p>Recommend initiatives to address service challenges to minimise customer service performance gaps</p> | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer satisfaction levels, allowing the job holder to better propose strategies that minimise customer service performance gaps and enhance service delivery. | <p>Consolidation of customer insights</p>  <p>Identification of service gaps</p>  | <p>Enterprise systems</p>  <p>High service standards</p>  |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|---|--|
| <p>Guide continuous improvement activities</p> | <p>M</p> <p>Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and utilisation of emerging technology</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used to analyse and assess workplace processes and procedures. The job holder is still required to use their professional technical judgement to identify opportunities for innovation, better work practices and utilisation of emerging technology. | <p> Identification of potential opportunities</p> <p> Feasibility assessment of emerging technologies</p> <p> Socialisation of new technologies</p> | <p> Data analytical tools</p> |
| <p>Manage Sustainability (NEW)</p> | <p>L</p> <p>Contribute to organisation's sustainability-related initiatives by executing sustainable practices that are aligned to organisation guidelines in day-to-day operational activities</p> | <ul style="list-style-type: none"> • The job holder is required to contribute to the organisation's sustainability-related initiatives by carrying out sustainable practices in daily operational activities. This may include sustainability considerations in recipe development and food sourcing. | <p> Evaluation of food waste management strategies</p> <p> Collation and measurement of green data</p> <p> Refinement of recipes to suit market trends</p> | <p> Rising sustainability awareness</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|---|--|---|---|---|
| Business Opportunities Development |  | Business Performance Management* |  | Cost Control and Management |  |
| Customer Data Analysis |  | Customer Loyalty and Retention Strategy Design |  | Customer Service Excellence |  |
| Emerging Technology Scanning |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Sales Management |  |
| Sustainable Food Production Design |  | System and Work Process Improvement |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
|-------------------|-----------------|------------------|

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Executive Sous Chef** is responsible for managing kitchen operations by running the pass and informing cooks of the orders, monitoring speed and rhythm of coursing and overseeing plating of dishes throughout. The job holder reviews proposed initiatives for continuous improvement and monitors the adherence to customer services standards. He/She outlines the organisation's service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will be required to manage kitchen operations in adherence to customer services standards. Some technologies may be utilised to **augment decision-making** in driving profitability for the outlet. Upskilling and strengthening capabilities in **stakeholder** and **people management** may be required to foster collaborations between internal and external stakeholders to drive the alignment of business objectives and priorities. In addition, the job holder should keep abreast of **leading sustainability practices** and **emerging technologies** in this area of work and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|--|------------------------------------|--|
| Manage food and beverage operations | Approve staff rosters to ensure adequate manpower | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing and approving staff rosters). However, the job holder may still need to suggest sustainable and creative solutions during emergency scenarios (e.g. manpower shortages). | Manpower planning | Enterprise systems Lean workforce |
| | Coordinate all sections in the kitchen | <ul style="list-style-type: none"> Smart Central Kitchen Management Systems may be used to enable better coordination of central kitchen operations. The job holder should also assess effectiveness of kitchen operations and redesign processes for operational efficiency. | Redesign of work processes | Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---------------------------------------|---|--|--|--|
| Manage food and beverage operations | Review profitability and costs for the culinary arts operations | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to analyse profitability and costs, allowing the job holder to have a better understanding of the culinary arts operation's business performance. |  Evaluation of business performance  Review of cost optimisation strategy  Sales performance review |  Enterprise systems |
| | Review learning and development needs of team members | <ul style="list-style-type: none"> HR Management Systems (HRMS) may be used to track staff performance against Key Performance Indicators (KPIs), allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. Additionally, the job holder is also required to engage in succession planning by identifying and retaining top talents. |  Employee performance management  Facilitation of staff learning and growth |  Enterprise systems |
| Manage food preparation | Inspect food quality and portions to ensure required standards are met | <ul style="list-style-type: none"> The job holder will still be required to inspect food quality, portion size and plating to ensure that required standards are met. | Current skills remain as impact at task-level is low | N/A |
| Monitor hygiene, safety and standards | Monitor team's adherence to the organisation's food waste management Standard Operating Procedures (SOPs) | <ul style="list-style-type: none"> The job holder should monitor his/her team's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|--|---|---|
| Monitor customer experience standards | Evaluate the effectiveness of service recovery strategies to improve customer service delivery | <ul style="list-style-type: none"> The job holder may be required to consolidate and evaluate customers' feedback across various sources (e.g. direct, indirect, online) to understand customer service delivery gaps. Data analytics and visualisation tools may be used to support the analysis of customers' feedback, allowing the job holder to better identify trends and areas for improvement. | <ul style="list-style-type: none">  Integration of key customer insights  Evaluation of service framework | <ul style="list-style-type: none">  Data analytical tools  High service standards |
| | Evaluate impact of customer loyalty strategies to ascertain its effectiveness | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used by the job holder to analyse the sales performance and effectiveness of customer loyalty strategies, allowing the job holder to identify areas of opportunity. | <ul style="list-style-type: none">  Evaluation of customer loyalty strategy  Identification of business opportunities | <ul style="list-style-type: none">  Data analytical tools |
| Review continuous improvement activities | Review proposed initiatives for continuous improvement | <ul style="list-style-type: none"> The job holder should use their professional and technical experience to suggest improvements to workplace productivity within the organisation. Additionally, the job holder is required to evaluate emerging technology trends and utilise this knowledge to review the effectiveness of proposed continuous improvement initiatives and new recipes for inclusion in new menus. | <ul style="list-style-type: none">  Enhancement of business workflows  Evaluation of emerging technologies  Presentation of business solutions  Development of new menu items | <ul style="list-style-type: none">  Emerging technologies |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------|--|--|---|---|
| Manage Sustainability (NEW) | Implement sustainability practices into existing work processes across the company to ensure overall adherence to the organisation's sustainability guidelines. The job holder will drive reduction of food waste, engage in sustainable procurement, and adopt eco-friendly packaging and energy-efficient equipment. | <ul style="list-style-type: none"> The job holder is required to make existing work processes across the company more sustainable to comply with the organisation's sustainability guidelines. The job holder should drive the reduction of food waste, engage in sustainable procurement, incorporate sustainability in sourcing and recipe development and adopt eco-friendly packaging/energy-efficient equipment in the workplace. |  Implementation of sustainability practices  Food waste reduction  Sustainable food production |  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|--|---|------------------------------------|---|---|---|
| Business Needs Analysis (NEW) |  | Business Opportunities Development |  | Business Performance Management |  |
| Business Process Re-engineering (NEW) |  | Cost Control and Management |  | Customer Data Analysis |  |
| Customer Loyalty and Retention Strategy Design |  | Customer Service Excellence |  | Environmental Sustainability Management (NEW) |  |
| Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  | Learning and Development |  |
| People Management |  | Sales Management |  | Sustainable Food Production Design |  |
| System and Work Process Improvement |  | Technology Strategy Design |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|------------------|--|
| Digital Fluency | Learning Agility | |
|-----------------|------------------|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but available in other SFws.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Barista** is responsible for preparing beverages according to organisation's recipes and procedures. The job holder prepares and promotes menu-based standard beverages. He/She adheres to high standards for customer experience by continuously building rapport with customers. He/She carries out daily operational tasks according to the staff roster and suggests areas for continuous improvement. The job holder also takes initiatives to maintain, food hygiene, health and safety standards.

Responsibilities of the role in the future

Technologies will automate **routine tasks** such as the **preparation of coffee-based beverages and teas** and facilitate the **replenishment of inventory supplies**, enabling the job holder to **prioritise higher value-adding tasks** such as **customer interactions**. Some human intervention is still required to handle complex customer queries, perform service recovery and ensure customer satisfaction. Following the adoption and use of digital tools such as automated coffee machines, focus should be on upskilling on **digital fluency** and **interpersonal skills** to build and maintain relationships with customers.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------|--|--|--|--|
| Prepare beverages | M Prepare a variety of coffee-based beverages and teas | <ul style="list-style-type: none"> Mobile apps and QR Code Ordering Systems may be used to simplify the ordering process, allowing customers to access digital menus and place orders directly from their mobile devices. Automated coffee machines may be used to assist with preparing a variety of coffee-based beverages and teas. However, the job holder is still required to conduct quality checks on prepared beverages before serving it to guests to reduce beverage wastage. | <ul style="list-style-type: none"> Identification of quality assurance parameters Food waste reduction Operation of technological solutions | Mobile technologies, Automated machineries |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|---|--|
| <p>Deliver customer experience</p> | <p>Address customers' feedback</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer' buying habits and beverage preferences, allowing the job holder to customise their beverage recommendations to the customer's preferences. • These systems can also analyse customer satisfaction levels and identify areas of service improvement, allowing the job holder to better address customers' feedback and propose strategies to enhance the customer experience. | <p> Customer analysis to anticipate demand</p> <p> Customer data collation on POS & CRM systems</p> <p> Operation of technological solutions</p> | <p> Increasing demand for personalised services</p> <p> Enterprise systems</p> |
| | <p>Address customers' queries on different types of beverages</p> | <ul style="list-style-type: none"> • AI-enabled chatbots and mobile apps may be used to answer simple customer queries on menu items and provide recommendations to customers. However, the job holder is still required to provide personalised services and clarify complex customer queries to ensure customer satisfaction. | <p> Positive customer engagement</p> <p> Idea generation for service improvement</p> <p> Operation of technological solutions</p> | <p> AI solutions, Mobile technologies</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|---|---|---|
| Support food and beverage operations | <p>H</p> <p>Replenish inventory when supplies run low</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to track inventory levels in real-time and automatically place stock orders through the e-Procurement System when supplies are low. • The job holder will still be required to monitor these digital systems and adjust inventory levels in response to emergency scenarios (e.g. supply disruptions) or inaccurate stock ordering. |  <p>Operation of technological solutions</p> |  <p>Enterprise systems</p> |
| Contribute to continuous improvement | <p>L</p> <p>Execute continuous improvement activities within work area</p> | <ul style="list-style-type: none"> • The job holder will continue to suggest and carry out continuous improvement activities within their workstations. The job holder should continue to contribute ideas for new recipes and operate emerging technology/ tools to improve work productivity. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| Maintain hygiene, safety and standards | <p>L</p> <p>Follow the organisation's food waste management Standard Operating Procedures (SOPs)</p> | <ul style="list-style-type: none"> • The job holder is still required to follow the organisation's food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards and the organisation's Workplace Safety and Health (WSH) policies and procedures. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|------------------------------|---|--------------------------------|---|
| Customer Acquisition and Relationship Management* |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Food Waste Disposal and Reduction |  | Quality Assurance Management |  | Service Innovation Management* |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Problem Solving | Self Management | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

| | |
|----------------------------|--|
| Vertical Stacking | <ul style="list-style-type: none"> Consolidated with <i>Barista Supervisor / Senior Barista</i> and enlarged to become Barista & Latte Artist / Specialist. |
| Horizontal Stacking | <ul style="list-style-type: none"> Consolidated with <i>Bartender and Wine Server / Wine Waiter / Commis Sommelier</i> and enlarged to become Beverage Specialist. |
| | <ul style="list-style-type: none"> Consolidated with <i>Host / Hostess / Crew Leader</i> and enlarged to become Food and Beverage Associate. |

Possible Archetype Differences for Job Redesign

| | |
|----------------------|--|
| Full-Service | <ul style="list-style-type: none"> Companies within the Full-Service archetype such as cafes and coffeehouses as well as mid-scale restaurants tend to focus on customer experience and are more likely to have Baristas to craft quality coffee-based beverages and tea. The Barista could also undergo vertical stacking with the Barista Supervisor / Senior Barista to become a Barista & Latte Artist / Specialist. The redesigned job role requires the job holder to be proficient in using automated beverage machines, as well as the ability to create artistic beverage designs to improve customer dining experience. The Barista could undergo horizontal stacking with the Bartender or Wine Server / Wine Waiter / Commis Sommelier roles in the beverage service function to become a Beverage Specialist. The redesigned job role requires the job holder to acquire additional knowledge to craft and serve alcoholic/non-alcoholic beverages and wine. The Barista could also undergo horizontal stacking with the Host / Hostess / Crew Leader role in the food and beverage service function to become a Food and Beverage Associate. The redesigned job role would require the job to engage with customers to not only find out their beverage preference but also provide recommendations on appropriate food and beverage pairings. |
| Quick-Service | <ul style="list-style-type: none"> Companies within the Quick-Service archetype can explore job stacking for the Barista role to achieve better process and manpower efficiency. As in the full-service archetype, the Barista in the Quick-Service archetype could also undergo vertical stacking with the Barista Supervisor / Senior Barista role to become Barista & Latte Artist / Specialist. The Barista may also undergo horizontal stacking with the Host / Hostess / Crew Leader to become a Food and Beverage Associate. The stacking of the Barista role with the Bartender and Wine Server / Wine Waiter / Commis Sommelier roles are however not likely as companies in the quick-service archetype typically do not provide wine offerings or bartending services. |

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Barista Supervisor** is responsible for guiding the preparation of beverages according to organisation's recipes and procedures. The job holder prepares and recommends customised non-standard beverages. He/She maintains high standards for customer experience by continuously inspecting the adherence of customer service standards. He/She guides staff on daily operational tasks by planning the staff schedule and implements activities for continuous improvement.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed and the job holder will still be required to guide staff in the preparation of a variety of coffee-based beverages and teas. Some technology may be utilised to **automate routine tasks** such as daily sales reconciliation, freeing up the job holder to prioritise higher value-added tasks such as **delivering excellent customer service**. As this role is **skill-intensive**, technology is likely to have a **limited impact**. Upskilling and strengthening capabilities in **digital fluency** and **interpersonal skills** may be required to build and maintain relationships with customers and other key stakeholders.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|--|--|
| Monitor beverage orders and preparation | L Guide staff in the maintenance of drinkware and beverage equipment needed for beverage preparation | <ul style="list-style-type: none"> The job holder is still required to guide staff in the maintenance of drinkware and beverage equipment used in drink preparation, the operation of Point-of-Sale (POS) Systems and the preparation of a variety of coffee-based beverages and teas. | Current skills remain as impact at task-level is low | N/A |
| Execute food and beverage operations | M Plan staff scheduling based on operational needs | <ul style="list-style-type: none"> An integrated Point-of-Sale (POS) System may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). |  Team scheduling and operations support |  Enterprise systems  Lean workforce |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|--|---|--|
| Execute food and beverage operations | <p>Implement strategies to achieve sales targets</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to gather insights on customer profiles, preferences and spending patterns. With these tools, the job holder can make better informed decisions when planning sales strategies, leading to better sales outcomes. | <p>Customer insights generation from enterprise data</p>  | <p>Enterprise systems</p>  |
| | <p>Monitor inventory level to ensure consistent supplies</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels and alert the job holder when inventory levels are low. This improves the accuracy of inventory tracking and frees up the job holder to perform other activities (e.g. monitoring beverage wastage, serving customers and coaching team members). | <p>Procurement optimisation</p>  <p>Administration of food waste disposal activities</p>  | <p>Enterprise systems</p> <p>Rising sustainability awareness</p>  |
| | <p>Conduct daily reconciliation of sales</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems may be used to perform the daily reconciliation of sales automatically. However, the job holder is still required to perform checks and ensure accuracy of such system-generated reports. | <p>Verification of order details</p>  | <p>Enterprise systems</p>  |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|---|---|--|
| <p>Maintain customer experience</p> | <p>Monitor the execution of initiatives under customer loyalty strategies</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse the performance of customer loyalty strategies and target customers' personal preferences and characteristics, allowing the job holder better identify areas for improvement. • The job holder may be required to analyse and consolidate customers' feedback across various sources (e.g. direct, indirect, online) to understand customer service delivery gaps. Data analytics and visualisation tools may be used to support the analysis of customers' feedback, allowing the job holder to better identify trends and areas for improvement. | <p>Identification of target customer preferences </p> <p>Customer insights generation from enterprise data </p> | <p>High service standards </p> <p>Enterprise systems, Data analytical tools </p> |
| | <p>Interact with customers to assess customers' satisfaction levels for customer experience improvement</p> | <ul style="list-style-type: none"> • AI-enabled service robots may be used to interact with customers and assist with simple customer queries such as menu recommendations and food ordering. However, the job holder is still required to clarify complex customer queries and perform service recovery when required. | <p>Addressing customer needs </p> <p>Idea generation for service improvement </p> | <p>AI solutions </p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|---|--|--|
| <p>Contribute to continuous improvement</p> | <p>Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used by the job holder to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. | <p>Identification of areas for work process improvement</p>  <p>Implementation and evaluation of new technology</p>  | <p>Data analytical tools</p>  |
| | <p>Provide recommendations in the development of new recipes to renew menus based on suggestions given</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and beverage preferences, allowing the job holder to propose targeted recommendations when developing new recipes. | <p>Customer insights generation from enterprise data</p>  | <p>Increasing demand for personalised services</p>  <p>Enterprise systems</p>  |
| <p>Maintain hygiene, safety and standards</p> | <p>Perform audit on staff's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures</p> | <ul style="list-style-type: none"> • The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|--|---|-------------------------------------|---|
| Cost Control and Management |  | Customer Acquisition and Relationship Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Food and Beverage Service |  | Food Waste Disposal and Reduction |  |
| People Management |  | Service Innovation Management |  | System and Work Process Improvement |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
| Problem Solving | | |

Redesign Possibilities

| | |
|--------------------------|---|
| Vertical Stacking | <ul style="list-style-type: none"> Consolidated with <i>Barista</i> and enlarged to become Barista & Latte Artist / Specialist. |
|--------------------------|---|

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Head Barista** is responsible for the overall profitability and the end-to-end operations of the outlet. The job holder works closely with the team to monitor preparation of beverages and manage the operational needs of the outlet. He/She recommends initiatives to boost customer experience and plans activities for continuous improvement within the team. He/She also monitors the teams' compliance to service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder remains responsible for the overall profitability and end-to-end operations of the outlet. Some technology may be used to enable better **tracking** and **management of inventory** to **enhance operational efficiency**. Upskilling and strengthening capabilities in **data analytics** and **visualisation** may be required to make sense of the data and **augment decision-making** to build and maintain relationships with customers. In addition, the job holder should **keep abreast of leading sustainability practices** and **emerging technologies** in this area of work and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|---|--|
| Monitor beverage orders and preparation | L Monitor the operations of Point-of-Sale (POS) Systems when managing beverage order | <ul style="list-style-type: none"> The job holder is required to monitor the operation of the Point-of-Sale (POS) System while managing and preparing orders of coffee-based beverages and teas. | Current skills remain as impact at task-level is low | N/A |
| Manage food and beverage operations | M Plan operational budgets for the team | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance data, enabling the job holder to better strategise and plan operational budgets for the team. |  Suggest potential areas of opportunities  Review cost management activities |  Enterprise systems |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|---|---|---|
| Manage food and beverage operations | Analyse inventory levels to propose purchases for the team | <ul style="list-style-type: none"> • Smart Inventory Management Systems and e-Procurement Systems may be used to analyse inventory levels and to propose purchases for the outlet. However, the job holder may still be required to prioritise or adjust purchases according to operational needs. |  Procurement optimisation |  Enterprise systems |
| | Translate team members' skill requirements into learning and development plans | <ul style="list-style-type: none"> • HR Management Systems (HRMS) may be used to track workforce capabilities, staff performance and learning needs, enabling the job holder to identify areas of improvement in workforce. Using HRMS, the job holder can enhance staff work performance through data-based learning and development plans. | Analysis of workplace learning techniques  Team coaching and guidance  |  Enterprise systems  Manpower optimisation |
| | Review staff roster to ensure adequate manpower for the team | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing the roster, managing possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest sustainable and creative solutions during emergency scenarios (e.g. manpower shortages). |  Team resource management |  Enterprise systems  Lean workforce |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|---|--|
| <p>Manage customer experience</p> | <p>M</p> <p>Recommend initiatives to minimise customer service performance gaps</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer profiles, beverage preferences and satisfaction levels, allowing the job holder to better address service gaps and assess effectiveness of implemented service innovation ideas. | <ul style="list-style-type: none">  Consolidation of customer insights  Identification of service gaps  Evaluation of service innovation ideas | <ul style="list-style-type: none">  High service standards  Enterprise systems |
| <p>Guide continuous improvement activities</p> | <p>M</p> <p>Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and utilisation of emerging technology</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used to analyse and assess workplace processes and procedures. The job holder is still required to use their professional and technical judgement to identify opportunities for innovation, better work practices and the utilisation of emerging technology. The job holder is required to create new beverage recipes based on customers' profiles and beverage preferences. | <ul style="list-style-type: none">  Consolidation of customer insights  Research applicable new technologies  Develop technology optimisation plans | <ul style="list-style-type: none">  Data analytical tools |
| <p>Monitor hygiene, safety and standards</p> | <p>L</p> <p>Monitor team's adherence with the organisation's Workplace Safety and Health (WSH) policies and procedures</p> | <ul style="list-style-type: none"> • The job holder should monitor the team's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs), and food and beverage hygiene standards. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|--|---------------------------------|
| Manage Sustainability (NEW) | Contribute to organisation's sustainability-related initiatives by executing sustainable practices that are aligned to organisation guidelines in day-to-day operational activities | <ul style="list-style-type: none"> The job holder is required to contribute to the organisation's sustainability-related initiatives by carrying out sustainable practices in daily operational activities. | <p>Evaluation of production and stocking levels to reduce wastage</p>  <p>Collation and measurement of green data</p>  | Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|---|---|---|-----------------------------------|---|
| Business Opportunities Development |  | Cost Control and Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Emerging Technology Scanning |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Service Innovation Management |  |
| Sustainable Food Production Design |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|------------------|-----------------|
| Digital Fluency | Learning Agility | Problem Solving |
|-----------------|------------------|-----------------|

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Bartender** is responsible for preparing beverages according to organisation's recipes and procedures. The job holder prepares and promotes menu-based standard beverages. He/She adheres to high standards for customer experience by continuously building rapport with customers. He/She carries out daily operational tasks according to the staff roster and suggests areas for continuous improvement. The job holder also takes initiatives to maintain, food hygiene, health and safety standards.

Responsibilities of the role in the future

Technologies will **automate routine tasks** such as the **preparation of conventional alcoholic and non-alcoholic beverages** and **facilitate the replenishment of inventory supplies**, enabling the job holder to **prioritise higher value-adding tasks** such as **customer interactions**. Following the adoption and use of digital tools such as automated cocktail machines, focus should be on upskilling on **digital fluency** and **interpersonal skills** to build and maintain relationships with customers.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------|---|---|--|--|
| Prepare beverages | M Prepare a variety of alcoholic and non-alcoholic beverages | <ul style="list-style-type: none"> Automated cocktail machines may assist with preparing a variety of conventional alcoholic and non-alcoholic beverages. However, the job holder is still required to conduct quality checks on prepared beverages before serving it to guests to reduce beverage wastage. | <ul style="list-style-type: none"> Identification of quality assurance parameters Beverage waste reduction Operation of technological solutions | <ul style="list-style-type: none"> Automated machineries |
| Deliver customer experience | M Address customers' queries on different types of beverages | <ul style="list-style-type: none"> AI-enabled chatbots and mobile apps may be used to answer simple customer queries on menu items and provide recommendations to customers. However, the job holder is still required to provide personalised services and clarify complex customer queries to ensure customer satisfaction. | <ul style="list-style-type: none"> Positive customer engagement Idea generation for service improvement Operation of technological solutions | <ul style="list-style-type: none"> Increasing demand for personalised services AI solutions, Mobile technologies |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|--|--|
| <p>Deliver customer experience</p> | <p>M</p> <p>Recommend alcoholic and non-alcoholic beverages and food pairings to customers</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and beverage preferences, allowing the job holder to better recommend alcoholic beverages and food pairings to customers. • These systems can also analyse customer satisfaction levels and pinpoint areas of service improvement, allowing the job holder to better address customers' feedback and propose strategies to enhance the customer experience. | <p> Customer analysis to anticipate demand</p> <p> Customer data collation on POS & CRM systems</p> <p> Operation of technological solution</p> | <p> Increasing demand for personalised services</p> <p> Enterprise systems</p> |
| <p>Support food and beverage operations</p> | <p>H</p> <p>Replenish inventory when supplies run low</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to track inventory levels in real-time and automatically place stock orders through the e-Procurement System when supplies are low. • The job holder will still be required to monitor these digital systems and adjust inventory levels in response to emergency scenarios (e.g. supply disruptions) or inaccurate stock ordering. | <p> Operation of technological solutions</p> | <p> Enterprise systems</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|--|--|-------------------------------|
| Contribute to continuous improvement | L Execute continuous improvement activities within work area | <ul style="list-style-type: none"> The job holder will continue to suggest and execute continuous improvement activities within their workstations. The job holder should continue to contribute ideas for new recipes and operate emerging technology/ tools to improve work productivity. | Current skills remain as impact at task-level is low | N/A |
| Maintain hygiene, safety and standards | L Follow the organisation's food waste management Standard Operating Procedures (SOPs) | <ul style="list-style-type: none"> The job holder is still required to follow the organisation's food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards and the organisation's Workplace Safety and Health (WSH) policies and procedures. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|------------------------------|---|--------------------------------|---|
| Customer Acquisition and Relationship Management* |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Food Waste Disposal and Reduction |  | Quality Assurance Management |  | Service Innovation Management* |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Problem Solving | Self Management | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Job redesign possibilities for the role can be found on the next page.

| Redesign Possibilities | |
|------------------------|---|
| Vertical Stacking | <ul style="list-style-type: none"> Consolidated with <i>Bartender Supervisor</i> and enlarged to become Bartender Specialist. |
| Horizontal Stacking | <ul style="list-style-type: none"> Consolidated with <i>Barista</i> and <i>Wine Server / Wine Waiter / Commis Sommelier</i> and enlarged to become Beverage Specialist. |
| | <ul style="list-style-type: none"> Consolidated with <i>Host / Hostess / Crew Leader</i> and enlarged to become Food and Beverage Associate. |

| Possible Archetype Differences for Job Redesign | |
|---|--|
| Full-Service | <ul style="list-style-type: none"> Companies within the Full-Service archetype such as pubs and bars and fine-dining restaurants are more likely to have crafted alcoholic and non-alcoholic beverages in their menu, and hence the role of a Bartender. The Bartender may undergo vertical stacking with the Bartender Supervisor to become a Bartender Specialist. This would require the job holder to not only craft beverages, but also promote a service innovation culture that strives to better provide recommendations based on customer preferences. The Bartender may also undergo horizontal stacking with the Barista or Wine Server / Wine Waiter / Commis Sommelier roles in the beverage service function to become Beverage Specialist. This would require the job holder to acquire additional knowledge on crafting and serving of caffeinated beverages or wine. The Bartender may also undergo horizontal stacking with the Host / Hostess / Crew Leader role in the food and beverage service function to become a Food and Beverage Associate. This requires the job holder to not only craft a variety of alcoholic and non-alcoholic beverages, but also handle queries and enhance customer experience by recommending the appropriate food and beverage pairings. |
| Quick-Service | <ul style="list-style-type: none"> Job redesign possibilities for the Bartender may be less prominent as Quick-Service companies are unlikely to possess the job role. |

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Bartender Supervisor** is responsible for guiding the preparation of beverages according to organisation’s recipes and procedures. The job holder prepares and recommends customised non-standard beverages. He/She maintains high standards for customer experience by continuously inspecting the adherence of customer service standards. He/She guides staff on daily operational tasks by planning the staff schedule and implements activities for continuous improvement.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder continues to be responsible for guiding the preparation of beverages at the restaurant. Some technologies may be utilised to monitor inventory levels, freeing up the job holder to **prioritise higher value-added tasks** such as the **coaching of team members**. Upskilling and strengthening capabilities in **people management** and **digital fluency skills** may be required.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|--|--|
| Monitor beverage orders and preparation | L Guide staff in the maintenance of drinkware and beverage equipment needed for beverage preparation | <ul style="list-style-type: none"> The job holder is required to guide staff in the maintenance of drinkware and beverage equipment used in drink preparation, the operation of Point-of-Sale (POS) Systems and the preparation of alcoholic and non-alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |
| Execute food and beverage operations | M Plan staff scheduling based on operational needs | <ul style="list-style-type: none"> An integrated Point-of-Sale (POS) System may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). | <p>Team scheduling and operations management</p> | Enterprise systems Lean workforce |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|--|---|
| Execute food and beverage operations | Implement strategies to achieve sales targets | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to gather insights on customer profiles, preferences and spending patterns. With these tools, the job holder can make better informed decisions when planning sales strategies, leading to better sales outcomes. |  Customer insights generation from enterprise data |  Enterprise systems |
| | Monitor inventory level to ensure consistent supplies | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels and alert the job holder when inventory levels are low. This improves the accuracy of inventory tracking and frees up the job holder to perform other activities (e.g. monitoring beverage wastage, serving customers and coaching team members). |  Procurement optimisation  Beverage waste reduction |  Enterprise systems  Rising sustainability awareness |
| | Conduct daily reconciliation of sales | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems may be used to perform the daily reconciliation of sales automatically. However, the job holder is still required to perform checks and ensure accuracy of such system-generated reports. |  Verification of order details |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|---|---|--|
| <p>Maintain customer experience</p> | <p>M Monitor the execution of initiatives under customer loyalty strategies</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse the performance of customer loyalty strategies and target customers' personal preferences and characteristics, allowing the job holder better identify areas for improvement. • The job holder may be required to analyse and consolidate customer feedback across various sources (e.g. direct, indirect, online) to understand customer service delivery gaps. Data analytics and visualisation tools may be used to support the analysis of customers' feedback, allowing the job holder to better identify trends and areas for improvement. | <p>Identification of target customers' preferences </p> <p>Customer insights generation from enterprise data </p> | <p>High service standards </p> <p>Enterprise systems, Data analytical tools </p> |
| <p>Maintain customer experience</p> | <p>M Interact with customers to assess customers' satisfaction levels for customer experience improvement</p> | <ul style="list-style-type: none"> • AI-enabled service robots may be used to interact with customers and assist with simple customer queries such as menu recommendations and food ordering. However, the job holder is still required to clarify complex customer queries and perform service recovery when required. | <p>Addressing customer needs </p> <p>Idea generation for service improvement </p> | <p>AI solutions </p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|---|---|
| Maintain customer experience | M Guide staff in management of customers' queries | <ul style="list-style-type: none"> The job holder is still required to guide staff in managing customer queries while ensuring that customer service standards are being met. | Current skills remain as impact at task-level is low | N/A |
| Contribute to continuous improvement | M Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. |  Identification of areas for work process improvement  Implementation and evaluation of new technology |  Data analytical tools |
| Maintain hygiene, safety and standards | L Perform audit on staff's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|--|---|-------------------------------------|---|
| Cost Control and Management |  | Customer Acquisition and Relationship Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Food and Beverage Service |  | Food Waste Disposal and Reduction |  |
| People Management |  | Service Innovation Management |  | System and Work Process Improvement |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
| Problem Solving | | |

Redesign Possibilities

| | |
|--------------------------|--|
| Vertical Stacking | <ul style="list-style-type: none"> Consolidated with <i>Bartender</i> and enlarged to become Bartender Specialist. |
|--------------------------|--|

- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Head Bartender** is responsible for the overall profitability and the end-to-end operations of the outlet. The job holder works closely with the team to monitor preparation of beverages and manage the operational needs of the outlet. He/She recommends initiatives to boost customer experience and plans activities for continuous improvement within the team. He/She also monitors the teams' compliance to service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder remains responsible for the overall profitability and end-to-end operations of the outlet. Some technologies may be used to enable **better tracking** and **management of inventory** to **enhance operational efficiency**. Upskilling and strengthening capabilities in **data analytics** and **visualisation** may be required to make sense of the data and **augment decision-making** to build and maintain relationships with customers. The job holder should keep abreast of industry trends, customer preferences as well as leading sustainability practices and tailor outlet's service offerings accordingly to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|---|--|
| Monitor beverage orders and preparation | L Monitor the operations of Point-of-Sale (POS) Systems when managing beverage order | <ul style="list-style-type: none"> The job holder is required to monitor the operation of the Point-of-Sale (POS) System while managing and preparing orders of alcoholic and non-alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |
| Manage food and beverage operations | M Plan operational budgets for the team | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance data, enabling the job holder to better strategise and plan operational budgets for the team. |  Suggest potential areas of opportunities  Review cost management outcomes |  Enterprise systems |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|---|--|---|
| Manage food and beverage operations | Analyse inventory levels to propose purchases for the team | <ul style="list-style-type: none"> • Smart Inventory Management Systems and e-Procurement Systems may be used to analyse inventory levels and to propose purchases for the outlet. However, the job holder may still be required to prioritise or adjust purchases according to operational needs. |  Procurement optimisation |  Enterprise systems |
| | Translate team members' skill requirements into learning and development plans | <ul style="list-style-type: none"> • HR Management Systems (HRMS) may be used to track workforce capabilities, staff performance and learning needs, enabling the job holder to identify areas of improvement in workforce. Using HRMS, the job holder can enhance staff work performance through data-based learning and development plans. | Analysis of workplace learning techniques   Team coaching and guidance |  Enterprise systems  Manpower optimisation |
| | Review staff roster to ensure adequate manpower for the team | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing the roster, managing possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest sustainable and creative solutions during emergency scenarios (e.g. manpower shortages). |  Team resource management |  Enterprise systems  Lean workforce |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|---|---|--|
| Manage customer experience | M Recommend initiatives to minimise customer service performance gaps | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer profiles, beverage preferences and satisfaction levels, allowing the job holder to better address service gaps and assess effectiveness of implemented service innovation ideas. |  Consolidation of customer insights  Identification of service gaps  Evaluation of service innovation ideas |  High service standards  Enterprise systems |
| Guide continuous improvement activities | M Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and utilisation of emerging technology | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used to analyse and assess workplace processes and procedures. The job holder is still required to use their professional and technical judgement to identify opportunities for innovation, better work practices and the utilisation of emerging technology. The job holder is required to create new alcoholic beverage recipes based on customers' profiles and beverage preferences. |  Consolidation of customer insights  Research applicable new technologies  Develop technology optimisation plans |  Data analytical tools |
| Monitor hygiene, safety and standards | L Monitor team's adherence with the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> • The job holder should monitor the team's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards and compliance with legislative rules relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|--|---------------------------------|
| Manage Sustainability (NEW) | Contribute to organisation's sustainability-related initiatives by executing sustainable practices that are aligned to organisation guidelines in day-to-day operational activities | <ul style="list-style-type: none"> The job holder is required to contribute to the organisation's sustainability-related initiatives by carrying out sustainable practices in daily operational activities. | <p>Evaluation of production and stocking levels to reduce wastage</p>  <p>Collation and measurement of green data</p>  | Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|---|---|---|-----------------------------------|---|
| Business Opportunities Development |  | Cost Control and Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Emerging Technology Scanning |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Service Innovation Management |  |
| Sustainable Food Production Design |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|------------------|-----------------|
| Digital Fluency | Learning Agility | Problem Solving |
|-----------------|------------------|-----------------|

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Wine Server / Wine Waiter / Commis Sommelier** is responsible for serving wine and guiding customers on ordering wine beverages according to organisation's recipes and procedures. The job holder adheres to high standards for customer experience by continuously building rapport with customers. He/She carries out daily operational tasks according to the staff roster and suggests areas for continuous improvement. He/She also takes initiatives to maintain, food hygiene, health and safety standards.

Responsibilities of the role in the future

Technologies will **automate routine tasks** such as **menu ordering** and the **monitoring of inventory supply levels**, enabling the job holder prioritise customer interactions and deliver personalised services. Some human intervention may still be required to address complex queries and perform service recovery to ensure customer satisfaction. Following the adoption and use of digital tools such as Point-of-Sale and Customer Relationship Management Systems, focus should be on upskilling in the **use of technology tools** and **basic data analytical capabilities** to propose areas for improvement.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------|--|--|--|---|
| Prepare beverages | M Operate Point-of-Sale (POS) Systems when managing beverage order | <ul style="list-style-type: none"> Mobile apps and QR Code Ordering Systems may be used to streamline the ordering process, allowing customers to access digital menus and place orders directly from their mobile devices. The job holder has more time to enhance the customer experience by focusing on customer interactions and personalising beverage recommendations (e.g. recommending wine options that are based on the customer's preferences). The job holder should also be mindful of beverage wastage and reduce disposal whenever possible. | <ul style="list-style-type: none"> Identification of quality assurance parameters Beverage waste reduction Operation of technological solutions | <ul style="list-style-type: none"> Mobile technologies Increasing demand for seamless service |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|--|---|
| | <p>Recommend wine and food pairings to customers</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and beverage preferences, allowing the job holder to better recommend wine and food pairings to customers. • These systems can also analyse customer satisfaction levels and pinpoint areas of service improvement, allowing the job holder to better address customers' feedback and propose strategies to enhance the customer experience. | <p>Identification of target customer preferences </p> <p>Customer data collation on POS & CRM systems </p> <p>Operation of technological solutions </p> | <p>Increasing demand for personalised services </p> <p>Enterprise systems </p> |
| <p>Deliver customer experience</p> | <p>M Address customers' queries on different types of beverages</p> | <ul style="list-style-type: none"> • AI-enabled chatbots and mobile apps may be used to answer simple customer queries on menu items and provide recommendations to customers. • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to assess customer satisfaction levels and areas of service improvement, allowing the job holder to better address customers' feedback and propose suitable service recovery strategies. However, the job holder is still required to handle complex queries and provide personalised services to customers to ensure customer satisfaction. | <p>Positive customer engagement </p> <p>Idea generation for service improvement </p> <p>Operation of technological solutions </p> | <p>Increasing demand for personalised services </p> <p>AI solutions, Mobile technologies, Enterprise systems </p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|--|---|---|
| Support food and beverage operations | <p>H</p> <p>Replenish inventory when supplies run low</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to track inventory levels in real-time and automatically place stock orders through the e-Procurement System when supplies are low. • The job holder will still be required to monitor these digital systems and adjust inventory levels in response to emergency scenarios (e.g. supply disruptions) or inaccurate stock ordering. |  <p>Operation of technological solutions</p> |  <p>Enterprise systems</p> |
| Contribute to continuous improvement | <p>L</p> <p>Execute continuous improvement activities within work area</p> | <ul style="list-style-type: none"> • The job holder will continue to suggest and execute continuous improvement activities within their workstations. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| Maintain hygiene, safety and standards | <p>L</p> <p>Follow the organisation's food waste management Standard Operating Procedures (SOPs)</p> | <ul style="list-style-type: none"> • The job holder is still required to follow the organisation's food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards and the organisation's Workplace Safety and Health (WSH) policies and procedures. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|------------------------------|---|--------------------------------|---|
| Customer Acquisition and Relationship Management* |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Food Waste Disposal and Reduction |  | Quality Assurance Management |  | Service Innovation Management* |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Problem Solving | Self Management | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

| Redesign Possibilities | |
|----------------------------|--|
| Vertical Stacking | <ul style="list-style-type: none"> Consolidated with <i>Wine Specialist / Demi Sommelier</i> and enlarged to become Wine Specialist. |
| Horizontal Stacking | <ul style="list-style-type: none"> Consolidated with <i>Barista</i> and <i>Bartender</i> and enlarged to become Beverage Specialist. |
| | <ul style="list-style-type: none"> Consolidated with <i>Host / Hostess / Crew Leader</i> and enlarged to become Food and Beverage Associate. |

| Possible Archetype Differences for Job Redesign | |
|---|---|
| Full-Service | <ul style="list-style-type: none"> Companies within the Full-Service archetype such as mid-scale, fine-dining restaurants, as well as pubs and bars are more likely to have wine offerings and the role of the Wine Server / Wine Waiter / Commis Sommelier. The Wine Server / Wine Waiter / Commis Sommelier could undergo vertical stacking with the Wine Specialist / Demi Sommelier to become a Wine Specialist. This will the job holder to not only recommend customers wine, but also assess their preferences and pair wine options with food dishes. The Wine Server / Wine Waiter / Commis Sommelier may also undergo horizontal stacking with other roles in the function such as the Barista and Bartender to become a Beverage Specialist. This would then require the job holder to have knowledge on preparing a wider range of beverages, such as coffee and cocktails, and recommend drinks based on customer preferences. As the Wine Server / Wine Waiter / Commis Sommelier is a service role, it may also undergo horizontal stacking with the Host / Hostess / Crew Lead role from the food and beverage service function to become a Food and Beverage Associate. The redesigned role will only offer recommendations, but also handle complex queries and manage customer experience. |
| Quick-Service | <ul style="list-style-type: none"> Job redesign for the Wine Server / Wine Waiter / Commis Sommelier role will be less prominent for companies in Quick-Service archetype as these companies typically do not provide wine offerings. |

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Wine Specialist / Demi Sommelier** is responsible for guiding wine service according to organisation’s standards and procedures. The job holder serves and recommends wine beverages and maintains high standards for customer experience by continuously inspecting the adherence of customer service standards. He/She guides staff on daily operational tasks by planning the staff schedule and implements activities for continuous improvement.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to guide wine service in the restaurant. Technologies will **automate routine tasks** such as the **monitoring of inventory levels**, freeing up the job holder to **prioritise higher value-added tasks** such as **tailoring wine recommendations** based on customer’s taste preferences. Upskilling and strengthening capabilities in **people management** and **developing people skills** may be required to **better coach team members**.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|---|--|-------------------------------|
| Monitor beverage orders and preparation | L Guide staff in the maintenance of drinkware and beverage equipment needed for beverage preparation | <ul style="list-style-type: none"> The job holder is still required to guide staff in the maintenance of drinkware and beverage equipment used in drink preparation and monitor the operation of Point-of-Sale (POS) Systems while managing and preparing beverage orders. The job holder will still be required to provide clarifications to customers about the different wine categories and monitor wine-handling with various techniques of presenting, opening, decanting and serving. | Current skills remain as impact at task-level is low | N/A |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|--|---|
| Execute food and beverage operations | Plan staff scheduling based on operational needs | <ul style="list-style-type: none"> An integrated Point-of-Sale (POS) System may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). |  Team scheduling and operations management |  Enterprise systems  Lean workforce |
| | Implement strategies to achieve sales targets | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to gather insights on customer profiles, preferences and spending patterns. With these tools, the job holder can make better informed decisions when planning sales strategies, leading to better sales outcomes. |  Customer insights generation from enterprise data |  Enterprise systems |
| | Monitor inventory level to ensure consistent supplies | <ul style="list-style-type: none"> Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels and alert the job holder when inventory levels are low. This improves the accuracy of inventory tracking and frees up the job holder to perform other activities (e.g. monitoring beverage wastage, serving customers and coaching team members). |  Procurement optimisation  Beverage waste reduction |  Enterprise systems  Rising sustainability awareness |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|---|--|---|
| Execute food and beverage operations | M Conduct daily reconciliation of sales | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems may be used to perform the daily reconciliation of sales automatically. However, the job holder is still required to perform checks and ensure accuracy of such system-generated reports. |  Verification of order details |  Enterprise systems |
| Maintain customer experience | M Monitor the execution of initiatives under customer loyalty strategies | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse the performance of customer loyalty strategies and target customers' personal preferences and characteristics, allowing the job holder to better identify areas for improvement. |  Identification of target customers' preferences  Customer insights generation from enterprise data |  Increased demand for personalised services  Enterprise systems |
| | M Analyse customers' feedback to ascertain customer service delivery gaps | <ul style="list-style-type: none"> • The job holder may be required to analyse and consolidate customers' feedback across various sources (e.g. direct, indirect, online) to understand customer service delivery gaps. Data analytics and visualisation tools may be used to support the analysis of customers' feedback, allowing the job holder to better identify trends and areas for improvement. |  Customer insights data visualisation |  Increased demand for personalised services  Data analytical tools |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|--|
| Maintain customer experience | <p>M</p> <p>Interact with customers to assess customers' satisfaction levels for customer experience improvement</p> | <ul style="list-style-type: none"> • AI-enabled service robots may be used to interact with customers and assist with simple customer queries such as menu recommendations and food ordering. However, the job holder is still required to clarify complex customer queries and perform service recovery when required. | <p> Addressing customer needs</p> <p> Idea generation for service improvement</p> | <p> Automated machineries</p> |
| Contribute to continuous improvement | <p>M</p> <p>Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. | <p> Identification of work process improvement</p> <p> Implementation and evaluation of new technology</p> | <p> Data analytical tools</p> |
| Maintain hygiene, safety and standards | <p>L</p> <p>Perform audit on staff adherence with the organisation's personal, food and beverage hygiene standards</p> | <ul style="list-style-type: none"> • The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|--|---|-------------------------------------|---|
| Cost Control and Management |  | Customer Acquisition and Relationship Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Food and Beverage Service |  | Food Waste Disposal and Reduction |  |
| People Management |  | Service Innovation Management |  | System and Work Process Improvement |  |
| Technology Application and Implementation |  | | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|------------------|-----------------|
| Developing People | Learning Agility | Problem Solving |
|-------------------|------------------|-----------------|

Redesign Possibilities

Vertical Stacking

- Consolidated with *Wine Server / Wine Waiter / Commis Sommelier* and enlarged to become **Wine Specialist**.

- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Head Sommelier / Sommelier** is responsible for the overall profitability and the end-to-end operations of the outlet. The job holder works closely with the team to ensure customer needs are fulfilled while managing the operational needs of the outlet. He/She recommends initiatives to boost customer experience and plans activities for continuous improvement within the team. He/She also monitors the teams' compliance to service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still responsible for ensuring the overall profitability and end-to-end operations of the outlet. Some technology may be utilised to **analyse customer profiles**, allowing the job holder to **tailor beverage recommendations** to address customer preferences. Upskilling and strengthening capabilities in **data analytics** and **visualisation** may be required to make sense of the data and **augment decision-making**. In addition, the job holder should **keep abreast of leading sustainability practices** and **emerging technologies** in this area of work and support the implementation of sustainability initiatives.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|---|-------------------------------|
| Monitor beverage orders and preparation | L Monitor the operations of Point-of-Sale (POS) Systems when managing beverage order | <ul style="list-style-type: none"> The job holder is required to monitor the operation of the Point-of-Sale (POS) System while managing and preparing beverage orders. The job holder will still be required to provide clarifications to customers about the different wine categories and monitor wine-handling with various techniques of presenting, opening, decanting and serving. | Current skills remain as impact at task-level is low | N/A |
| Manage food and beverage operations | M Plan operational budgets for the team | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance data, enabling the job holder to better strategise and plan operational budgets for the team. | Suggest potential areas of opportunities Review cost management outcomes | Enterprise systems |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|---|--|---|
| Manage food and beverage operations | Analyse inventory levels to propose purchases for the team | <ul style="list-style-type: none"> • Smart Inventory Management Systems and e-Procurement Systems may be used to analyse inventory levels and to propose purchases for the outlet. However, the job holder may still be required to prioritise or adjust purchases according to operational needs. |  Procurement optimisation |  Enterprise systems |
| | Translate team members' skill requirements into learning and development plans | <ul style="list-style-type: none"> • HR Management Systems (HRMS) may be used to track workforce capabilities, staff performance and learning needs, enabling the job holder to identify areas of improvement in workforce. Using HRMS, the job holder can enhance staff work performance through data-based learning and development plans. | Analysis of work[place learning techniques  Team coaching and guidance  |  Enterprise systems  Manpower optimisation |
| | Review staff roster to ensure adequate manpower for the team | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing the roster, managing possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest sustainable and creative solutions during emergency scenarios (e.g. manpower shortages). |  Team resource management |  Enterprise systems  Lean workforce |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|---|---|--|
| Manage customer experience | <p>M</p> <p>Recommend initiatives to minimise customer service performance gaps</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer profiles, beverage preferences and satisfaction levels, allowing the job holder to better address service gaps and assess effectiveness of implemented service innovation ideas. | <ul style="list-style-type: none">  Consolidation of customer insights  Identification of service gaps  Evaluation of service innovation ideas | <ul style="list-style-type: none">  High service standards  Enterprise systems |
| Guide continuous improvement activities | <p>M</p> <p>Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and utilisation of emerging technology</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used to analyse and assess workplace processes and procedures. The job holder is still required to use their professional and technical judgement to identify opportunities for innovation, better work practices and the utilisation of emerging technology. | <ul style="list-style-type: none">  Consolidation of customer insights  Research applicable new technologies  Develop technology optimisation plans | <ul style="list-style-type: none">  Data analytical tools |
| Monitor hygiene, safety and standards | <p>L</p> <p>Monitor team's adherence with the organisation's Workplace Safety and Health (WSH) policies and procedures</p> | <ul style="list-style-type: none"> • The job holder should monitor the team's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs), food and beverage hygiene standards and compliance with legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|---|---|
| Manage Sustainability (NEW) | Contribute to organisation's sustainability-related initiatives by executing sustainable practices that are aligned to organisation guidelines in day-to-day operational activities | <ul style="list-style-type: none"> The job holder is required to contribute to the organisation's sustainability-related initiatives by carrying out sustainable practices in daily operational activities. |  Evaluation of production and stocking levels to reduce wastage  Collation and measurement of green data |  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|---|---|---|-----------------------------------|---|
| Business Opportunities Development |  | Cost Control and Management |  | Customer Data Analysis |  |
| Customer Service Excellence |  | Emerging Technology Scanning |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Service Innovation Management |  |
| Sustainable Food Production Design |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|------------------|-----------------|
| Digital Fluency | Learning Agility | Problem Solving |
|-----------------|------------------|-----------------|

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Group Beverage Manager** is responsible for connecting the beverage team with other front-of-house operations and oversees operations of all outlets. The job holder needs to ensure smooth and profitable operations by constantly reviewing operational budgets and modifying work processes in accordance with continuous improvement objectives. He/She monitors the adherence of customer services standards and outlines the organisation's service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still need to oversee operations of all outlets and synergise beverage operations with front-of-house operations. As this role is largely strategic in nature, **technical expertise, strategic thinking, and business acumen** remain critical for making **sound strategy decisions** based on business and customer needs. Strengthening capabilities in **customer data analysis** may be required to **support customer analysis** and inform business strategies. Additionally, the job holder will need to **incorporate leading sustainability practices** and **emerging technologies** into existing operations to ensure the department's continued success.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|--|--|--|
| Manage food and beverage operations | M Review teams' learning and career development initiatives to align organisation's learning agenda | <ul style="list-style-type: none"> HR Management Systems (HRMS) may be used to track staff performance against Key Performance Indicators (KPIs), allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. In addition, the job holder is also required to engage in succession planning by identifying and retaining top talents. |  Facilitation of staff learning and growth  Employee performance management |  Enterprise systems |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|--|--|--|
| Manage food and beverage operations | Review staff roster to ensure adequate manpower across teams | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing the roster, managing possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest sustainable and creative solutions during emergency scenarios such as manpower shortages. |  Manpower planning |  Enterprise systems  Lean workforce |
| | Review operational budgets across teams | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance data, enabling the job holder to identify areas for improvement in driving revenue. Smart Central Kitchen Management Systems and Point-of-Sale (POS) Systems may be used to support the tracking and analysis of food costs, recipe costs, and table sales, allowing the job holder to better review and determine proposed purchases across outlets. |  Presentation of business solution options  Refine cost management strategies |  Enterprise systems |
| | Review strategies to achieve sales targets across teams | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems and Customer Relationship Management (CRM) Systems may be used to provide insights on past/ current sales strategies. This allows the job holder improve future strategies to achieve sales targets across teams. |  Integration of key customer insights  Formulation of sales plans and targets  Identification of business opportunities |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|--|--|---|
| Monitor customer experience standards | <p>M</p> <p>Evaluate impact of customer loyalty strategies to ascertain its effectiveness</p> | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used by the job holder to analyse the sales performance and effectiveness of customer loyalty strategies, allowing the job holder to identify areas for improvement and development of food and service offerings. | <ul style="list-style-type: none">  Evaluation of customer loyalty strategy  Evaluation of service framework  Development of service offerings | <p> Data analytical tools</p> |
| Manage hygiene, safety and standards | <p>L</p> <p>Outline organisation's food waste management Standard Operating Procedures (SOPs) across teams</p> | <ul style="list-style-type: none"> • The job holder should outline the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures, food waste management Standard Operating Procedures (SOPs) across teams. The job holder should also recommend the best practices on the compliance with legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| Review continuous improvement activities | <p>M</p> <p>Review proposed initiatives for continuous improvement</p> | <ul style="list-style-type: none"> • The job holder should use their professional and technical experience to suggest improvements to workplace productivity within the organisation. • Additionally, the job holder is required to evaluate emerging technology trends and utilise this knowledge to review the effectiveness of proposed continuous improvement initiatives and new beverage recipes for inclusion in new menu. | <ul style="list-style-type: none">  Enhancement of business workflows  Evaluation of emerging technologies | <ul style="list-style-type: none">  Optimising restaurant layout and menu design  Emerging technologies |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|--|---|---|---|
| Manage Sustainability (NEW) | Implement sustainability practices into existing work processes across the company to ensure overall adherence to the organisation's sustainability guidelines. The job holder will drive reduction of food waste, engage in sustainable procurement, and adopt eco-friendly packaging and energy-efficient equipment. | <ul style="list-style-type: none"> The job holder is required to make existing work processes across the company more sustainable to comply with the organisation's sustainability guidelines. The job holder should drive the reduction of food waste, engage in sustainable procurement and adopt eco-friendly packaging/ energy-efficient equipment in the workplace. |  Implementation of sustainability practices  Beverage waste reduction  Sustainable food production |  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs)

| | | | | | |
|--------------------------------------|---|--|---|--|---|
| Business Needs Analysis (NEW) |  | Business Opportunities Development |  | Business Process Re-engineering (NEW) |  |
| Cost Control and Management |  | Customer Data Analysis |  | Customer Loyalty and Retention Strategy Design |  |
| Customer Service Excellence |  | Environmental Sustainability Management (NEW) |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Sales Management |  |
| Service Innovation Management |  | Sustainable Food Production Design |  | Technology Strategy Design |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|--|--|
| Digital Fluency | | |
|-----------------|--|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but are available in other SFw(s).
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



HIGH
degree of change in tasks

The job will require **EXTENSIVE JOB REDESIGN**

Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability

The **Assistant Pastry Cook / Assistant Baker / Kitchen Assistant** is responsible for the production of pastry and baked goods. The job holder prepares the baking equipment and ingredients, and applies finishing touches in post-production of pastries and baked goods. He/She follows hygiene, safety and other standards, and carries out food and beverage operational tasks. He/She may suggest areas for continuous improvement within his own workstation.

Responsibilities of the role in the future

Technologies will **automate labour-intensive tasks** such as the preparation of pastry and baked goods. Following the adoption and use of digital tools and technology such as kitchen robotics and autonomous cooking machineries, focus should be on upskilling on the **handling and basic maintenance of technology tools**. With decreasing need for manual intervention, it is likely that this role will converge with either the **Baker** or **Pastry Cook**.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------|---|---|--|--|
| Prepare pastry and baked goods | H Prepare ingredients needed for daily production of pastries and baked goods | <ul style="list-style-type: none"> The preparation of pastry and baked goods is increasingly performed using kitchen robotics and autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. This allows the job holder to focus more on conducting quality checks on ingredients. |  Food quality assurance |  Automated machineries  Outsourcing of food preparation |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|--|---|
| <p>Prepare pastry and baked goods</p> | <p>H</p> <p>Assist in production of cakes, pastries, garnishes, ice-creams, and baked items</p> | <ul style="list-style-type: none"> The production of cakes, pastries, garnishes, ice-creams, and baked items including the finishing touches can be done using automated machineries in central kitchens, allowing the job holder to focus on other tasks (e.g. assisting with menu development and preparing more complex pastry recipes). However, the job holder will still be required to use his/her technical skills to perform the finishing touches for complex and premium pastry and baked goods, while reducing food spoilage or wastage. | <ul style="list-style-type: none">  Research on food trends for menu design  Food waste reduction | <ul style="list-style-type: none">  Automated machineries |
| <p>Support food and beverage operations</p> | <p>H</p> <p>Assist in the record of inventory and supplies of pastries and baked goods</p> | <ul style="list-style-type: none"> Smart Inventory Management and e-Procurement Systems may be used to track the inventory and supply levels of pastries and baked goods in real-time, freeing up the job holder to focus on other operational tasks. | <ul style="list-style-type: none">  Operation of technological solutions | <ul style="list-style-type: none">  Enterprise systems |
| <p>Deliver customer experience</p> | <p>M</p> <p>Escalate feedback on service challenges through proper escalation channels</p> | <ul style="list-style-type: none"> Customer Relationship Management (CRM) Systems may be used to collect customer feedback from various sources and pass on important feedback to the department or team in-charge. However, the job holder is still required to handle complex customer feedback and ensure customer satisfaction. | <ul style="list-style-type: none">  Customer data collation on CRM systems  Operation of technological solutions | <ul style="list-style-type: none">  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|--|--|-------------------------------|
| Maintain hygiene, safety and standards | L Follow the organisation's food waste management Standard Operating Procedures (SOPs) | <ul style="list-style-type: none"> The job holder is still required to follow the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task level is low | N/A |
| Contribute to continuous improvement | L Provide recommendations for the development of new recipes to renew menus based on suggestions given | <ul style="list-style-type: none"> The job holder will continue to suggest and carry out continuous improvement activities within their workstation. The job holder should continue contributing ideas for new recipes and operate emerging technology/ tools to improve work productivity. | Current skills remain as impact at task level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------|--|---|--|-----------------------------------|--|
| Customer Data Analysis* | | Food and Beverage Recipe Formulation* | | Food Waste Disposal and Reduction | |
| Quality Assurance Management | | Technology Application and Implementation | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Self Management | | |

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

| Redesign Possibilities | |
|----------------------------|--|
| Vertical Stacking | • Consolidated with <i>Baker</i> and enlarged to become Baking Specialist . |
| | • Consolidated with <i>Pastry Cook</i> and enlarged to become Pastry Specialist . |
| Horizontal Stacking | • Consolidated with <i>Cook / Kitchen Assistant</i> and enlarged to become Kitchen Operations Associate . |

| Possible Archetype Differences for Job Redesign | |
|---|--|
| Full-Service | <ul style="list-style-type: none"> • Companies in the Full-Service archetype such as mid-scale and fine-dining restaurants are more likely to possess an in-house pastry and baking function. Due to the availability of the function, it is more likely for there to be horizontal and vertical stacking possibilities for this role in the Full-Service archetype. • The Assistant Pastry Cook / Assistant Baker / Kitchen Assistant could undergo vertical stacking with a Baker to become a Baking Specialist or with a Pastry Cook to become a Pastry Specialist. Such stacking would require the job holder to deepen their expertise in the pastry and baking function and handle more complex pastry and baked goods recipes. • The Assistant Pastry Cook / Assistant Baker / Kitchen Assistant could also undergo horizontal stacking with the Cook / Kitchen Assistant to become a Kitchen Operations Associate. This stacking requires the job holder to not only be proficient in the preparation of pastries and baked goods, but also in general food preparation. |
| Quick-Service | <ul style="list-style-type: none"> • Companies in the Quick-Service archetype are less likely to possess an in-house pastry and baking function as it is usually outsourced. • Thus, the above job redesign possibilities may be less prominent for Quick-Service companies. |

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Pastry Cook** is responsible for preparing a variety of pastry-based confectioneries. The job holder measures ingredients, makes various baked goods, and guides the finishing touches. He/She also supports staff's compliance with hygiene, safety and other standards, and performs food and beverage operational tasks. The job holder is expected to execute continuous improvement activities within his/her workstation, and follow customer service standards to escalate feedback on service challenges through proper escalation channels.

Responsibilities of the role in the future

Technologies will automate **labour-intensive tasks** such as the preparation of pastries and inventory management. **Human expertise** and **technical knowledge** may be still required to oversee the cooking process and handle complex recipes. Following the adoption and use of digital tools such as kitchen robotics and autonomous cooking machineries, focus should be on upskilling on the **handling and basic maintenance of technology tools**. The job holder may need to undergo reskilling to be able to take on additional responsibilities outside of his/her job scope such as the **coordination of central kitchen operations** and **supporting front-of-house operations** when required.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------|--|---|------------------------------------|---------------------------------|
| Prepare pastry and baked goods | M Prepare ingredients needed for daily production of pastries | <ul style="list-style-type: none"> The preparation of pastry and baked goods ingredients is increasingly performed using kitchen robotics and autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. This allows the job holder to focus more on conducting quality checks on ingredients. | Food quality assurance | Outsourcing of food preparation |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|--|
| Prepare pastry and baked goods | M Prepare a variety of pastry-based confectioneries | <ul style="list-style-type: none"> The preparation of pastry and baked goods ingredients is increasingly performed using kitchen robotics and autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. However, the job holder is still required to use their technical knowledge and expertise when overseeing the baking process, suggesting new menu possibilities and reducing food spoilage or wastage. |  Suggestion of pastry product offerings  Food waste reduction |  Automated machineries  Outsourcing of food preparation |
| Support food and beverage operations | H Maintain records of inventory and supplies of pastries | <ul style="list-style-type: none"> Smart Inventory Management and e-Procurement Systems may be used to track the inventory and supply levels of pastries and baked goods in real-time, freeing up the job holder to focus on other operational tasks. |  Operation of technology solutions |  Enterprise systems |
| Maintain hygiene, safety and standards | L Ensure staff's compliance with the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> The job holder should ensure his/her team's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|---|--|--|
| Deliver customer experience | M Escalate feedback on service challenges through proper escalation channels | <ul style="list-style-type: none"> Customer Relationship Management (CRM) Systems may be used to collect customer feedback from various sources and pass on important feedback to the department or team in-charge. However, the job holder is still required to handle complex customer feedback and ensure customer satisfaction. |  Customer data collation on CRM systems  Operation of technological solutions |  Enterprise systems  High service standards |
| Contribute to continuous improvement | L Provide recommendations in the development of new recipes to renew menus based on suggestions given | <ul style="list-style-type: none"> The job holder will continue to suggest and carry out continuous improvement activities within their workstation. The job holder should continue contributing ideas for new recipes and operate emerging technology/tools to improve work productivity. | Current skills remain as impact at task-level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------|---|---|---|-----------------------------------|---|
| Customer Data Analysis |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| Quality Assurance Management |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Self Management | | |

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Job redesign possibilities for the role can be found on the next page.

Redesign Possibilities

Vertical Stacking

- Consolidated with *Assistant Pastry Cook / Assistant Baker / Kitchen Assistant* and enlarged to become **Pastry Specialist**.

Horizontal Stacking

- Consolidated with *Baker* and enlarged to become **Pastry and Baking Specialist**.
- Consolidated with *Senior Cook / Station Chef* and enlarged to become **Kitchen Operations Specialist**.

Possible Archetype Differences for Job Redesign

Full-Service

- Companies within the Full-Service archetype such as mid-scale and fine-dining restaurants are more likely to possess an in-house baking function. The job holder could undergo **horizontal** and **vertical stacking** within the function to maximise manpower efficiency.
- The Pastry Cook could undergo **vertical stacking** with the Assistant Pastry Cook / Assistant Baker / Kitchen Assistant to become a **Pastry Specialist**. This would possibly require the job holder increase output of pastries to be prepared and should leverage on technology where possible.
- The Pastry Cook could also undergo **horizontal stacking** with the Baker to become a **Pastry and Baking Specialist**. This would not only require the job holder to handle complex recipes for pastries, but for baked goods as well.
- The Pastry Cook could also undergo **horizontal stacking** with the Senior Cook / Station Chef in the Culinary arts function to become a **Kitchen Operations Specialist**. This would require the job holder to handle complex recipes for pastries, as well as general cooked food

Quick-Service

- Companies within the Quick-Service archetype are unlikely to possess an in-house pastry function as it is usually outsourced.
- Thus, the above job redesign possibilities may be less prominent for companies of the Quick-Service archetype.

Impact Assessment

Today



MEDIUM
degree of change in tasks

The job will potentially **require MODERATE REDESIGN**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

The **Baker** is responsible for making a wide range of baked goods. The job holder prepares ingredients used in the daily production of baked goods, operates baking equipment during food preparation, and guides finishing touches on products. He/She also supports staff's compliance with hygiene, safety and other standards, and performs food and beverage operational tasks. He/She is expected to execute continuous improvement activities within the workstation and escalate feedback on service challenges.

Responsibilities of the role in the future

Technologies will **automate labour-intensive tasks** such as the preparation of baked goods and inventory management. **Human expertise** and **technical knowledge** may be still required to oversee the cooking process and handle complex recipes. Following the adoption and use of digital tools such as kitchen robotics and autonomous cooking machineries, focus should be on upskilling on the **handling and basic maintenance of technology tools**. The job holder may need to undergo reskilling to be able to take on additional responsibilities outside of his/her job scope such as **the coordination of central kitchen operations** and **supporting front-of-house operations** when required.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------|---|--|------------------------------------|--|
| Prepare pastry and baked goods | M Prepare ingredients needed for daily production of baked goods | <ul style="list-style-type: none"> The preparation of ingredients is increasingly performed using kitchen robotics and autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. This allows the job holder to focus more on conducting quality checks on ingredients. | Food quality assurance | Automated machineries Outsourcing of food preparation |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|---|---|
| <p>Prepare pastry and baked goods</p> | <p>M</p> <p>Prepare a variety of baked goods</p> | <ul style="list-style-type: none"> The preparation of pastry and baked goods is increasingly performed using kitchen robotics and autonomous cooking machineries in central kitchens or outsourced to a third-party vendor. However, the job holder is still required to guide the finishing touches of baked goods for presentation. Job holders should also use their technical knowledge and expertise when overseeing the baking process, suggesting new menu possibilities and reducing food spoilage or wastage. | <p> Suggestion of menu offerings for baked goods</p> <p> Food waste reduction</p> | <p> Automated machineries</p> <p> Outsourcing of food preparation</p> |
| <p>Support food and beverage operations</p> | <p>H</p> <p>Maintain records of inventory and supplies of baked goods</p> | <ul style="list-style-type: none"> Smart Inventory Management and e-Procurement Systems may be used to track the inventory and supply levels of pastries and baked goods in real-time, freeing up the job holder to focus on other operational tasks. | <p> Operation of technological solutions</p> | <p> Enterprise systems</p> |
| <p>Contribute to continuous improvement</p> | <p>L</p> <p>Provide recommendations for the development of new recipes to renew menus based on suggestions given</p> | <ul style="list-style-type: none"> The job holder will continue to suggest and carry out continuous improvement activities within their workstation. The job holder should continue contributing ideas for new recipes and operate emerging technology/ tools to improve work productivity. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|---|--|--|
| Deliver customer experience | M Escalate feedback on service challenges through proper escalation channels | <ul style="list-style-type: none"> Customer Relationship Management (CRM) Systems may be used to collect customer feedback from various sources and pass on important feedback to the department or team in-charge. However, the job holder is still required to handle complex customer feedback and ensure customer satisfaction. |  Customer data collation on CRM systems  Operation of technological solutions |  Enterprise systems  High service standards |
| Maintain hygiene, safety and standards | L Support staff's compliance with the organisation's personal, food and beverage hygiene standards | <ul style="list-style-type: none"> The job holder should support his/her staff's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task level is low | N/A |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------|---|---|---|-----------------------------------|---|
| Customer Data Analysis |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| Quality Assurance Management |  | Technology Application and Implementation |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-----------------|------------------|
| Adaptability | Digital Fluency | Learning Agility |
| Self Management | | |

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

Vertical Stacking

- Consolidated with *Assistant Pastry Cook / Assistant Baker / Kitchen Assistant* and enlarged to become **Baking Specialist**.

Horizontal Stacking

- Consolidated with *Pastry Cook* and enlarged to become **Pastry and Baking Specialist**.
- Consolidated with *Senior Cook / Station Chef* and enlarged to become **Kitchen Operations Specialist**.

Possible Archetype Differences for Job Redesign

Full-Service

- Companies within the Full-Service archetype such as mid-scale and fine-dining restaurants are more likely to possess an in-house baking function. The job holder could undergo **horizontal** and **vertical stacking** within the function to maximise manpower efficiency.
- As such, the Baker could undergo **vertical stacking** of with the Assistant Pastry Cook / Assistant Baker / Kitchen Assistant to become a **Baking Specialist**. This would possibly require the job holder increase output of baked goods to be prepared and should leverage on technology where possible.
- The Baker could also undergo **horizontal stacking** with the Pastry Cook to become a **Pastry and Baking Specialist**. This would not only require the job holder to handle complex recipes for baked goods, but for pastries as well.
- The Baker could also undergo **horizontal stacking** with the Senior Cook / Station Chef in the Culinary arts function to become a **Kitchen Operations Specialist**. This would require the job holder to handle complex recipes for baked goods, as well as general cooked food.

Quick-Service

- Companies within the Quick-Service archetype are unlikely to possess an in-house baking function as it is usually outsourced.
- Thus, the above job redesign possibilities may be less prominent for companies of the Quick-Service archetype.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Assistant Pastry Chef** directs the preparation of a variety of pastry-based confectioneries. The job holder inspects the ingredients used for daily products and the finishing touches of pastries. He/She also performs audits on staff's compliance with hygiene, safety and other standards, and suggests areas for continuous improvement within the team. He/She is expected to provide recommendations in the development of new recipes to renew the menus.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to direct and guide the preparation of pastry-based confectioneries. Some technology may be utilised to support the **analysis of customer purchasing patterns** and **beverage preferences**, allowing the job holder to propose **targeted recommendations** on the **development of new pastry recipes**. As this role is **skill-intensive**, the focus should be on upskilling and strengthening technical skillsets on the job.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|---|---|
| Execute food and beverage operations | M Assist to plan staff schedules based on operational needs | <ul style="list-style-type: none"> An integrated Point-of-Sale (POS) System may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). | <p>Team scheduling and operations support</p> | <p>Enterprise systems</p> <p>Lean workforce</p> |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|---|--|---|
| | <p>Assist in the day-to-day operations of the pastry kitchen</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Smart Central Kitchen Management Systems may be used to support the management of kitchen operations by tracking orders, planning menus and managing kitchen staff. • However, the job holder is still required to oversee kitchen operations and manage potential bottlenecks in service delivery. | <p> Planning of kitchen operations</p> <p> Identification of areas for work process improvements</p> | <p> Enterprise systems</p> |
| <p>Execute food and beverage operations</p> | <p>M</p> <p>Monitor inventory level to ensure sufficient inventory for production of pastries</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels and alert the job holder when inventory levels are low. This improves the accuracy of inventory tracking and helps the job holder ensure sufficient inventory for the production of pastries. • Artificial Intelligence (AI)-enabled, or Internet of Things (IoT)-enabled food waste trackers can also help the job holder to monitor and track food wastage to inform future production and stocking levels. | <p> Procurement optimisation</p> <p> Food waste reduction</p> | <p> Enterprise systems, AI solutions</p> |
| <p>Monitor pastry and baked goods preparation</p> | <p>L</p> <p>Direct preparation of a variety of pastry-based confectioneries</p> | <ul style="list-style-type: none"> • The job holder will still be required to oversee and guide his/her team in the preparation of a variety of pastry-based confectioneries. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|---|
| Maintain hygiene, safety and standards | L Perform audits on staff's adherence to the organisation's Workplace Safety and Health (WSH) policies and procedures | <ul style="list-style-type: none"> The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | Current skills remain as impact at task-level is low | N/A |
| Maintain customer experience | M Analyse service challenges to ascertain customer service delivery gaps | <ul style="list-style-type: none"> The job holder may be required to analyse and consolidate customer feedback across various sources (e.g. direct, indirect, online), as well as feedback from team members, to understand customer service delivery challenges. Data analytics and visualisation tools may be used to support the analysis of data collected, allowing the job holder to better identify trends and areas for improvement for process improvement reviews. |  Customer data visualisation and insights generation  Addressing service challenges |  Data analytical tools  High service standards |
| Contribute to continuous improvement | M Provide recommendations in the development of new recipes to renew menus based on suggestions given | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and pastry and bakery preferences, allowing the job holder to propose targeted recommendations when developing new recipes. |  Customer insights generation from enterprise data  Generation of ideas for new recipes |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|---|--|--|
| Contribute to continuous improvement | M Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. | <p>Identification of areas for work process improvement</p>  <p>Implementation and evaluation of new technology</p>  | <p>Data analytical tools</p>  |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|--|--------------------------------------|--|---|--|
| Cost Control and Management |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Food and Beverage Production Management |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| People Management |  | System and Work Process Improvement |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|-------------------|------------------|
| Digital Fluency | Developing People | Learning Agility |
|-----------------|-------------------|------------------|

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

Horizontal Stacking

- Consolidated with *Head Baker* and enlarged to become **Pastry and Baking Assistant Chef**.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Head Baker** leads the preparation of a variety of baked goods. The job holder inspects the ingredients used for daily products and the finishing touches of baked goods. He/She also performs audits on staff's compliance with hygiene, safety and other standards, and suggests areas for continuous improvement within the team. He/She is expected to provide recommendations in the development of new recipes to renew menus.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to supervise day-to-day operations of baked goods. Some technology may be utilised to support the **analysis of operational data** and better understand the **performance of work processes and procedures**. As this role is **skill-intensive**, the focus should be on upskilling and strengthening of technical skillsets on the job. In addition, there will be more expectation on the job holder for **recommending areas for improvement** to improve operations and processes.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|---|--|---|---|
| Execute food and beverage operations | M Assist to plan staff schedules based on operational needs | <ul style="list-style-type: none"> An integrated Point-of-Sale (POS) System may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). | <p>Team scheduling and operations support</p> | <p>Enterprise systems</p> <p>Lean workforce</p> |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|---|---|
| Execute food and beverage operations | <p>M</p> <p>Monitor inventory level to ensure sufficient inventory for production of baked goods</p> | <ul style="list-style-type: none"> • Smart Inventory Management Systems and RFID sensors may be used to monitor inventory levels and alert the job holder when inventory levels are low. This improves the accuracy of inventory tracking and helps the job holder ensure sufficient inventory for the production of pastries. • Artificial Intelligence (AI)-enabled, or Internet of Things (IoT)-enabled food waste trackers can also help the job holder to monitor and track food wastage to inform future production and stocking levels. | <p> Procurement optimisation</p> <p> Food waste reduction</p> | <p> Enterprise systems, AI solutions</p> |
| | <p>Lead the bakery's operations</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) and Smart Central Kitchen Management Systems may be used to support the management of kitchen operations by tracking orders, planning menus, and managing kitchen staff. • However, the job holder is still required to oversee kitchen operations and manage potential bottlenecks in service delivery. | <p> Management of kitchen operations and production</p> | <p> Enterprise systems</p> |
| Monitor pastry and baked goods preparation | <p>L</p> <p>Direct preparation of a variety of baked goods</p> | <ul style="list-style-type: none"> • The job holder will still be required to oversee and guide his/her team in the preparation of a variety of baked goods. | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|---|--|--|
| Maintain hygiene, safety and standards | <p>L</p> <p>Perform audits on staff's adherence to the organisation's Workplace Safety and Health (WSH) policies and procedures</p> | <ul style="list-style-type: none"> The job holder should perform audits on staff compliance with the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies, food waste management Standard Operating Procedures (SOPs) and legislative rules relating to the handling and consumption of alcoholic beverages. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| Maintain customer experience | <p>M</p> <p>Analyse service challenges to ascertain customer service delivery gaps</p> | <ul style="list-style-type: none"> The job holder may be required to analyse and consolidate customer feedback across various sources (e.g. direct, indirect, online), as well as feedback from team members, to understand customer service delivery challenges. Data analytics and visualisation tools may be used to support the analysis of data collected, allowing the job holder to better identify trends and areas for improvement for process improvement reviews. | <p>Customer data visualisation and insights generation </p> <p>Addressing service challenges </p> | <p>Data analytical tools </p> <p>High service standards </p> |
| Contribute to continuous improvement | <p>M</p> <p>Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures</p> | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse work processes and identify areas of improvement. The job holder may be required to consolidate data across various sources for process improvement reviews. | <p>Identification of areas for work process improvement </p> <p>Implementation and evaluation of technology </p> | <p>Data analytical tools </p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--------------------------------------|--|---|---|--|
| Contribute to continuous improvement | M Provide recommendations for the development of new recipes to renew menus based on suggestions given | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customers' buying habits and pastry and bakery preferences, allowing the job holder to propose targeted recommendations when developing new recipes. | <p>Customer insights generation from enterprise data</p>  <p>Generation of ideas for new recipes</p>  |  Enterprise systems |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|---|---|--------------------------------------|---|---|---|
| Cost Control and Management |  | Customer Data Analysis |  | Customer Service Excellence |  |
| Food and Beverage Production Management |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| People Management |  | System and Work Process Improvement |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
|-------------------|-----------------|------------------|

• Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Redesign Possibilities

| | |
|----------------------------|--|
| Horizontal Stacking | <ul style="list-style-type: none"> Consolidated with <i>Assistant Pastry Chef</i> and enlarged to become Pastry and Baking Assistant Chef. |
|----------------------------|--|

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Pastry Chef** inspects the prepared pastries to ensure that quality standards are met prior to products being served. The job holder creates new recipes to renew menus, and decorates pastries using different icings and toppings. He/She is expected to supervise day-to-day operations of the pastry and baking kitchen, and plan continuous improvement activities within the team. He/She also recommends improvements to address customer service performance gaps.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to supervise day-to-day pastry and baking operations. Some technology may be utilised to support the **analysis of operational data**, allowing the job holder to **better understand the performance of work processes**. As this role is **skill-intensive**, the focus should be on strengthening of **technical skillsets**. Further, there will be increased expectation on the job holder for **recommending areas for improvement** for operations. In addition, the job holder should **keep abreast of leading sustainability practices** and **related emerging technologies** and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|--|---|---|
| Manage food and beverage operations | Monitor profitability and costs for pastry and baking operations | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems may be used to analyse profitability and costs, allowing the job holder to have a better understanding of the pastry and baking operation's business performance. | Evaluation of business performance Review of cost outcomes Sales performance review | Enterprise systems |
| | M Translate team members' skill requirements into learning and development plans | <ul style="list-style-type: none"> HR Management Systems (HRMS) may be used to track workforce capabilities, staff performance and learning needs, allowing the job holder to identify areas of improvement in workforce. Using HRMS, the job holder can enhance staff work performance through data-based learning and development plans. | Analysis of workplace learning techniques Team coaching and guidance | Enterprise systems Manpower optimisation |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|--|---|--|
| Manage food and beverage operations | M Plan staff roster to ensure adequate manpower | <ul style="list-style-type: none"> • Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. manage shift allocations, plan for possible manpower shortages). However, the job holder may still need to adjust resourcing plans and suggest solutions during emergency scenarios (e.g. manpower shortages). |  Team resource management |  Enterprise systems  Lean workforce |
| | Implement organisational stock control procedures and systems | <ul style="list-style-type: none"> • Smart Central Kitchen Management Systems and Point-of-Sale (POS) Systems may be used to track and monitor inventory and supply levels in real-time. The data can be analysed, helping the job holder implement better informed stock control strategies and systems. |  Execution of work process improvements  Procurement optimisation |  Enterprise systems |
| Monitor pastry and baked goods preparation | L Decorate pastries and desserts using different icings and toppings for presentation of finished products | <ul style="list-style-type: none"> • The job holder will continue to decorate pastries and desserts. However, technology such as computer-controlled printers may be used to assist in the decoration of the pastries and desserts (e.g. creating edible images and designs that can be placed on top of cakes and other treats). | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|---|--|
| Monitor hygiene, safety and standards | L Assist to monitor team's compliance with the organisation's personal, food and beverage hygiene standards | <ul style="list-style-type: none"> The job holder should assist to monitor his/her team's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task-level is low | N/A |
| Manage customer experience | M Recommend improvements to address customer service performance gaps | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer satisfaction levels, allowing the job holder to better propose strategies that minimise customer service performance gaps and enhance service delivery. These systems also assist in the evaluation of customer loyalty strategies, helping the job holder develop and implement targeted customer loyalty strategies. |  Consolidation of customer insights  Identification of service gaps  Evaluation of customer loyalty programmes |  Enterprise systems  High service standards |
| Guide continuous improvement activities | M Create new recipes to renew menus based on assessments of proposed recommendations | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer purchasing patterns and pastry and bakery preferences, allowing the job holder to create new recipes and products to meet customer demands. |  Consolidation of customer insights  Creation of new pastries and baked goods |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|---|---|
| Guide continuous improvement activities | M Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and utilisation of emerging technology | <ul style="list-style-type: none"> Data analytics and visualisation tools may be used to analyse and assess workplace processes and procedures. The job holder is still required to use their professional technical judgement to identify opportunities for innovation, better work practices and utilisation of emerging technology. |  Identification of potential opportunities  Feasibility assessment of emerging technologies  Socialisation of new technologies |  Enterprise systems |
| Manage Sustainability (NEW) | L Contribute to organisation's sustainability-related initiatives by executing sustainable practices that are aligned to organisation guidelines in day-to-day operational activities | <ul style="list-style-type: none"> The job holder is required to contribute to the organisation's sustainability-related initiatives by carrying out sustainable practices in daily operational activities. |  Evaluation of food waste management strategies  Collation and measurement of green data |  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|---|--|---|---|---|
| Business Opportunities Development |  | Business Performance Management* |  | Cost Control and Management |  |
| Customer Data Analysis |  | Customer Loyalty and Retention Strategy Design |  | Customer Service Excellence |  |
| Emerging Technology Scanning |  | Food and Beverage Recipe Formulation |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Sales Management |  |
| Sustainable Food Production Design |  | System and Work Process Improvement |  | Technology Application and Implementation |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|-----------------|------------------|
| Developing People | Digital Fluency | Learning Agility |
|-------------------|-----------------|------------------|

- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Executive Pastry Chef** provides direct supervision of the pastry and bakery functions of the kitchens. The job holder oversees menu development and customer satisfaction, while achieving cost-efficiency. He/She also manages food and beverage operations, and monitors the team's compliance with hygiene, safety and other standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder is still required to direct the pastry and baking functions. Some technologies may be utilised to **augment decision-making**, enabling the job holder to **propose appropriate recommendations** to drive **outlet profitability**. Upskilling and strengthening capabilities in **stakeholder** and **people management** may be required to drive the alignment of business objectives and priorities. In addition, the job holder should **keep abreast of leading sustainability practices** and **emerging technologies** in this area of work and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|---|--|-------------------------------|
| Manage food and beverage operations | M Review learning and development needs of team members | <ul style="list-style-type: none"> HR Management Systems (HRMS) may be used to track staff performance against Key Performance Indicators (KPIs), allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. Additionally, the job holder is also required to engage in succession planning by identifying and retaining top talents. | Facilitation of staff learning and growth Employee performance management | Enterprise systems |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|--|--|
| Manage food and beverage operations | Approve staff rosters to ensure adequate manpower | <ul style="list-style-type: none"> Integrated Point-of-Sale (POS) Systems may be used to streamline staff scheduling, allowing the job holder to focus on other tasks (e.g. reviewing and approving staff rosters). However, the job holder may still need to suggest sustainable and creative solutions during emergency scenarios (e.g. manpower shortages). |  Manpower planning |  Enterprise systems  Lean workforce |
| | Review profitability and costs for pastry and baking operations | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems may be used to analyse profitability and costs, allowing the job holder to have a better understanding of the pastry and baking operation's business performance. |  Evaluation of business performance  Review of cost management strategy  Sales performance review |  Enterprise systems |
| Manage pastry and baked goods preparation | Coordinate all pastry preparation and presentation | <ul style="list-style-type: none"> Smart Central Kitchen Management Systems may be used to enable better coordination of all pastry preparation and presentation in the central kitchens, as well as within the bakery. The job holder should also ensure overall compliance to the organisation's food quality standards. |  Redesign of work processes |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---------------------------------------|--|--|---|---|
| Monitor customer experience standards | M Evaluate impact of customer loyalty strategies to ascertain its effectiveness | <ul style="list-style-type: none"> • Data analytics and visualisation tools may be used by the job holder to analyse the sales performance and effectiveness of customer loyalty strategies, allowing the job holder to identify areas for improvement. |  Evaluation of customer loyalty strategy  Identification of business opportunities |  Data analytical tools |
| | M Evaluate effectiveness of service recovery strategies to improve customer service delivery | <ul style="list-style-type: none"> • The job holder may be required to consolidate and evaluate customers' feedback across various sources (e.g. direct, indirect, online) to understand customer service delivery gaps. Data analytics and visualisation tools may be used to support the analysis of customers' feedback, allowing the job holder to better identify trends and areas for improvement. |  Integration of key customer insights  Evaluation of service framework |  Data analytical tools  High service standards |
| Monitor hygiene, safety and standards | L Monitor team's adherence to the organisation's food waste management Standard Operating Procedures (SOPs) | <ul style="list-style-type: none"> • The job holder should monitor his/her team's compliance to the organisation's food and beverage hygiene standards, Workplace Safety and Health (WSH) policies and procedures and food waste management Standard Operating Procedures (SOPs). | Current skills remain as impact at task-level is low | N/A |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|---|--|---|--|
| <p>Review continuous improvement activities</p> | <p>M</p> <p>Review proposed initiatives for continuous improvement</p> | <ul style="list-style-type: none"> The job holder should use their professional and technical experience to suggest improvements to workplace productivity within the organisation. Additionally, the job holder is required to evaluate emerging technology trends and utilise this knowledge to review the effectiveness of proposed continuous improvement initiatives and new recipes for inclusion in new menus. | <ul style="list-style-type: none">  Enhancement of business workflows  Presentation of business solutions  Evaluation of emerging technologies  Development of new menu items | <p> Emerging technologies</p> |
| <p>Manage Sustainability (NEW)</p> | <p>L</p> <p>Implement sustainability practices into existing work processes across the company to ensure overall adherence to the organisation's sustainability guidelines. The job holder will drive reduction of food waste, engage in sustainable procurement, and adopt eco-friendly packaging and energy-efficient equipment.</p> | <ul style="list-style-type: none"> The job holder is required to make existing work processes across the company more sustainable to comply with the organisation's sustainability guidelines. The job holder should drive the reduction of food waste, engage in sustainable procurement and adopt eco-friendly packaging/ energy-efficient equipment in the workplace. | <ul style="list-style-type: none">  Implementation of sustainability practices  Food waste reduction  Sustainable food production | <p> Rising sustainability awareness</p> |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|--|--|------------------------------------|--|--|--|
| Business Needs Analysis (NEW) | | Business Opportunities Development | | Business Performance Management | |
| Business Process Re-engineering (NEW) | | Cost Control and Management | | Customer Data Analysis | |
| Customer Loyalty and Retention Strategy Design | | Customer Service Excellence | | Environmental Sustainability Management (NEW) | |
| Food and Beverage Recipe Formulation | | Food Waste Disposal and Reduction | | Learning and Development | |
| People Management | | Sales Management | | Sustainable Food Production Design | |
| System and Work Process Improvement | | Technology Strategy Design | | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-----------------|------------------|--|
| Digital Fluency | Learning Agility | |
|-----------------|------------------|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but available in other SFws.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Operations Director** is responsible for overall accountability of the organisation's daily operations. Spearheading the operations arm of the organization. The job holder builds relationships with industry players for partnerships. He/She establishes customer service standards for staff to drive organisation's customer experience goal and formulates robust strategies for continuous improvement.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still need to drive continuous improvement, hygiene and safety standards and set customer experience standards. Some technology may be utilised to inform **insights on customer loyalty strategies**, allowing the job holder to **develop targeted recommendations**. Upskilling and strengthening capabilities in **stakeholder management** and **people management skills** may be required for the job holder to lead new recipe development across the organisation to address consumer preferences. The job holder is also required to keep abreast of latest sustainability practices and incorporate them into operations to ensure continued success.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------------|---|--|------------------------------------|-------------------------------|
| Lead food and beverage operations | M Determine sales targets for each outlet | <ul style="list-style-type: none"> Point-of-Sale (POS) Systems may be used to provide visibility on historical and real-time business performance and sales data, enabling the job holder to better strategise and set sales targets for each outlet. The job holder is also required to manage the performance of each outlet to achieve the determined sales target. | Defining overall sales strategy | Enterprise systems |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------------|--|---|---|---|
| Lead food and beverage operations | Establish business continuity and crisis management plans across the operations | <ul style="list-style-type: none"> The job holder will continue to create and drive business continuity and crisis management plans across the pastry and culinary arts functions in response to workforce trends (e.g. lack of manpower, the rise of disruptive emerging technologies that impact normal day-to-day operations) |  Business continuity planning |  Emerging technologies |
| | Drive department's recruitment efforts based on projected manpower requirements and business needs | <ul style="list-style-type: none"> HR Management Systems (HRMS) may be used to track staff performance against Key Performance Indicators, allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. Additionally, the job holder is also required to engage in succession planning by identifying and retaining top talents. The job holder will continue to drive recruitment efforts based on projected manpower requirements and align learning and career development initiatives with the organisation's learning agenda. |  Driving employee development programmes  Management of employee recruitment |  Enterprise systems  Manpower optimisation |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|--|--|--|---|
| <p>Drive hygiene, safety and standards</p> | <p>L</p> <p>Drive organisation's adherence to food and beverage safety Standard Operating Procedures (SOPs)</p> | <ul style="list-style-type: none"> The job holder will continue to drive organisation's adherence to food and beverage safety Standard Operating Procedures (SOPs), compliance with personal, food and beverage hygiene standards and Workplace Safety and Health (WSH) policies and procedures. | <p>Current skills remain as impact at task-level is low</p> | <p>N/A</p> |
| <p>Set customer experience standards</p> | <p>M</p> <p>Develop strategies to improve customer loyalty</p> | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer loyalty strategies, allowing the job holder to develop targeted recommendations to improve customer loyalty. The job holder is still required to stay updated on leading practices in this area of work and apply professional judgement and technical expertise when developing new customer loyalty strategies. | <p>Development of customer loyalty strategies </p> <p>Cultivation of long-term stakeholder relationships </p> | <p> Enterprise systems</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|---|--|--|
| <p>Drive continuous improvement</p> | <p>M</p> <p>Formulate strategies to leverage emerging technologies to improve productivity and innovation</p> | <ul style="list-style-type: none"> The job holder will continue to plan strategies for continuous improvement and review if existing work processes align with process improvement reviews. In addition, the job holder should develop strategies that incorporate emerging technologies to improve workplace productivity and innovation. | <ul style="list-style-type: none">  Analysis of existing business processes  Evaluation of business workflows  Change management  Review of new technologies  Evaluation of technology adoption strategy | <ul style="list-style-type: none">  Emerging technologies  Shifting operating concepts |
| <p>Manage Sustainability (NEW)</p> | <p>L</p> <p>Set corporate sustainability strategies that align with the organisation's purpose, values and business activities. The job holder will be required to introduce frameworks to help evaluate and monitor the effectiveness of the sustainability programmes and initiatives, and provide directions to enable the company to achieve their sustainability targets</p> | <ul style="list-style-type: none"> The job holder is required to set corporate sustainability strategies that align with the organisation's purpose, values and business activities. The job holder is required to introduce frameworks to help assess and monitor the effectiveness of the sustainability programmes, and to provide guidance that enables the company to achieve its sustainability targets. | <ul style="list-style-type: none">  Review of sustainability initiatives  Development of food waste reduction strategies  Evaluation of sustainable food production initiatives | <ul style="list-style-type: none">  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|--|---|--|---|--|---|
| Business Continuity Planning |  | Business Needs Analysis (NEW) |  | Business Process Re-engineering (NEW) |  |
| Change Management |  | Customer Loyalty and Retention Strategy Design |  | Emerging Technology Scanning |  |
| Environmental Sustainability Management (NEW) |  | Food Waste Disposal and Reduction |  | Learning and Development |  |
| People Management |  | Sales Management |  | Stakeholder Management |  |
| Sustainable Food Production Design |  | Technology Strategy Design |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|--|--|
| Creative Thinking | | |
|-------------------|--|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but available in other SFws.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Executive Chef** is responsible for all food production operations across the organisation, including food served at the restaurant, banquet functions, and other outlets. He/She defines food quality and plating concepts of food items and drives continuous improvement by directing the review and development of new recipes and work processes. He also drives the organisation’s compliance to service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to lead food production operations within the organisation. Some technology may be utilised to assist with tasks such as analysing operational profitability for the outlet. However, it is likely to have a limited impact as this role remains largely strategic in nature. Upskilling and strengthening capabilities in **stakeholder management** may be required to foster teamwork with internal stakeholders to achieve revenue targets. The job holder should keep abreast of leading sustainability practices and emerging technologies in this area of work and incorporate them into existing operations to ensure the continued success of the department.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-----------------------------------|--|---|--|---|
| Lead food and beverage operations | M Establish business continuity and crisis management plans across the pastry and culinary arts kitchen | <ul style="list-style-type: none"> The job holder will continue to create and drive business continuity and crisis management plans across the pastry and culinary arts functions in response to upcoming trends (e.g. lack of manpower, the rise of disruptive emerging technologies that impact normal day-to-day operations) |  Business continuity planning |  Emerging technologies |

Note:

¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|--|---|---|--|--|
| | <p>M</p> <p>Assess profitability and costs for overall food production operations</p> | <ul style="list-style-type: none"> • Point-of-Sale (POS) Systems may be used to analyse business performance, allowing the job holder to develop targeted recommendations that drive the overall profitability of operations. The job holder will still be required to manage overall food production operations across the organisation. | <p> Sales performance evaluation</p> <p> Monitoring overall kitchen output levels</p> | <p> Enterprise systems</p> |
| <p>Lead food and beverage operations</p> | <p>M</p> <p>Drive food production's recruitment efforts based on projected manpower requirements and business needs</p> | <ul style="list-style-type: none"> • HR Management Systems (HRMS) track staff performance against Key Performance Indicators, allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. In addition, the job holder is also required to engage in succession planning by identifying and retaining top talents. • The job holder will continue to drive recruitment efforts based on projected manpower requirements and align learning and career development initiatives with the organisation's learning agenda. | <p> Driving employee development programmes</p> <p> Management of team recruitment</p> | <p> Enterprise systems</p> <p> Manpower optimisation</p> |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|--|--|---|--|
| Manage Food Preparation | L Define food quality, portion standards, and food plating concepts of food items across the organisation | <ul style="list-style-type: none"> The job holder is required to stay updated on leading practices and emerging technologies in this area of work, applying professional judgement and technical expertise to integrate this knowledge when developing the organisation's best practices in food quality, portion standards and food plating concepts of food items. | Current skills remain as impact at task-level is low | N/A |
| Drive hygiene, safety and standards | L Drive organisation's adherence to food and beverage safety Standard Operating Procedures (SOPs) | <ul style="list-style-type: none"> The job holder will continue to drive organisation's adherence to food and beverage safety Standard Operating Procedures (SOPs), compliance with personal, food and beverage hygiene standards and Workplace Safety and Health (WSH) policies and procedures. | Current skills remain as impact at task-level is low | N/A |
| Set customer experience standards | M Develop strategies to improve customer loyalty | <ul style="list-style-type: none"> Point-of-Sale (POS) and Customer Relationship Management (CRM) Systems may be used to analyse customer loyalty strategies, allowing the job holder to develop targeted recommendations to improve customer loyalty. The job holder is still required to stay updated on leading practices in this area of work and apply professional judgement and technical expertise when developing new customer loyalty strategies. | <p>Development of customer loyalty strategies </p> <p>Cultivation of long-term stakeholder relationships </p> |  Enterprise systems |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|---|--|--|--|--|
| <p>Drive continuous improvement</p> | <p>M</p> <p>Formulate strategies to leverage emerging technologies to improve productivity and innovation</p> | <ul style="list-style-type: none"> The job holder will continue to plan strategies for continuous improvement and review if existing work processes align with process improvement reviews. In addition, the job holder should develop strategies that use emerging technologies in order to improve productivity and innovation. | <ul style="list-style-type: none">  Analysis of existing business processes  Evaluation of business workflows  Change management  Review of new technologies  Evaluation of technology adoption strategy | <ul style="list-style-type: none">  Emerging technologies  Shifting operating concepts |
| <p>Manage Sustainability (NEW)</p> | <p>L</p> <p>Set corporate sustainability strategies that align with the organisation's purpose, values and business activities. The job holder will be required to introduce frameworks to help evaluate and monitor the effectiveness of the sustainability programmes and initiatives, and provide directions to enable the company to achieve their sustainability targets</p> | <ul style="list-style-type: none"> The job holder is required to set corporate sustainability strategies that align with the organisation's purpose, values and business activities. The job holder will be required to introduce frameworks to help assess and monitor the effectiveness of the sustainability programmes, and to provide guidance that enables the company to achieve its sustainability targets. | <ul style="list-style-type: none">  Review of sustainability initiatives  Development of food waste reduction strategies  Evaluation of sustainable food production initiatives | <ul style="list-style-type: none">  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|--|---|--|---|--|---|
| Business Continuity Planning |  | Business Needs Analysis (NEW) |  | Business Process Re-engineering (NEW) |  |
| Change Management |  | Customer Loyalty and Retention Strategy Design |  | Emerging Technology Scanning |  |
| Environmental Sustainability Management (NEW) |  | Food and Beverage Production Management |  | Food Waste Disposal and Reduction |  |
| Learning and Development |  | People Management |  | Sales Management |  |
| Stakeholder Management |  | Sustainable Food Production Design |  | Technology Strategy Design |  |

In-demand Critical Core Skills (CCSs) Required

| | | |
|-------------------|--|--|
| Creative Thinking | | |
|-------------------|--|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but available in other SFws.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

Impact Assessment

Today



LOW
degree of change in tasks

The job role will require **UPSKILLING**

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current

The **Chief Executive Officer / Managing Director** sets the overall vision and strategic direction for the organisation. As the leader of the organisation, the job holder drives continuous improvement initiatives and directs food and beverage operations within the organisation. He/She maintains the organisation’s financial sustainability and profitability, and is expected to develop business growth strategies. He/She inspires innovation and leads customer service excellence for the organisation to achieve success.

Responsibilities of the role in the future

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still need to direct food and beverage operations, drive continuous improvement and spearhead technology adoption to improve productivity and innovation. Some technology may be utilised to **augment decision-making** and the **proposal of appropriate recommendations** to better improve team performance. Upskilling and strengthening capabilities in **business needs analysis skills** may be required to identify gaps and opportunities that aligns with its business objectives. The job holder also needs to incorporate the latest sustainability practices into business strategy to ensure continued success.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|--|--|-------------------------------|
| Direct food and beverage operations | M Formulate strategies for organisational learning and development to improve organisational performance | <ul style="list-style-type: none"> HR Management Systems (HRMS) track staff performance against Key Performance Indicators, allowing the job holder to efficiently manage the team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. In addition, the job holder is also required to engage in succession planning by identifying and retaining top talents. | Mentoring successors Driving talent management strategy | Enterprise systems |

Note:
¹ This column lists skills that the job holder is expected to utilise to a greater degree to excel at the job. They can be mapped to the in-demand SFw Technical Skills and Competencies for the role.

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|-------------------------------------|---|--|--|---|
| Direct food and beverage operations | <p>M</p> <p>Lead governance and compliance to corporate governance regulations</p> | <ul style="list-style-type: none"> The job holder will continue to lead governance measures and ensure organisational compliance to corporate governance regulations. He/she should lead business continuity and crisis management strategies, policies and guidelines in response to workforce trends. | <p>Driving business continuity strategies</p>  | <p>Lean manpower</p>  |
| Drive continuous improvement | <p>M</p> <p>Set organisation's continuous improvement goals and targets</p> | <ul style="list-style-type: none"> The job holder will continue to set the organisation's continuous improvement goals and targets. Additionally, he/she will identify growth opportunities and lead technology adoption to improve productivity and innovation within the organisation. | <p>Business needs analysis</p>  <p>Prioritisation of processes to change</p>  <p>Establishment of change management strategy</p>  <p>Inspiring adoption of emerging technologies</p>  <p>Articulation of technology strategy</p>  | <p>Shifting operating concepts</p>  <p>Emerging technologies</p>  |

| Critical Work Function | Job Tasks Today | Impact At Task-level / Future View Of Job Tasks | Future View of Skills ¹ | Impact Of Trends / Technology |
|------------------------------------|---|--|--|---|
| Manage Sustainability (NEW) | Set corporate sustainability strategies that align with the organisation's purpose, values and business activities. The job holder will be required to introduce frameworks to help evaluate and monitor the effectiveness of the sustainability programmes and initiatives, and provide directions to enable the company to achieve their sustainability targets | <ul style="list-style-type: none"> The job holder is required to set corporate sustainability strategies that align with the organisation's purpose, values and business activities. The job holder will be required to introduce frameworks to help assess and monitor the effectiveness of the sustainability programmes, and to provide guidance that enables the company to achieve its sustainability targets. |  Integration of sustainability into operations  Development of food waste reduction strategies  Formulation of sustainable food production strategies |  Rising sustainability awareness |

In-demand Technical Skills and Competencies (TSCs) Required

| | | | | | |
|------------------------------------|---|--------------------------------------|---|--|---|
| Business Continuity Planning* |  | Business Needs Analysis (NEW) |  | Business Process Re-engineering (NEW) |  |
| Change Management |  | Emerging Technology Scanning |  | Environmental Sustainability Management (NEW) |  |
| Food Waste Disposal and Reduction* |  | Learning and Development |  | People Management |  |
| Sustainable Food Production Design |  | Technology Strategy Design |  | | |

In-demand Critical Core Skills (CCSs) Required

| | | | | |
|-------------------|--|--|--|--|
| Creative Thinking | | | | |
|-------------------|--|--|--|--|

- Skills denoted as **(NEW)** are not available in SFw for Food Services but available in other SFws.
- Skills denoted by an asterisk (*) are available in SFw for Food Services but are currently not tagged to this job role.
- Skills that are not marked are available in SFw for Food Services and tagged to this job role.

5

Appendices

5.1

Company Application of Recommendations

5.2

Support Mechanisms and Programmes

5.3

Job Dashboards

5.4

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Food services companies

| | | | |
|-----|--------------------------|-----|---------------------------|
| 1. | 1-Group | 18. | Koufu Group |
| 2. | AC Concepts Group | 19. | McDonald's Singapore |
| 3. | Baker & Cook Singapore | 20. | Mr Bean Group |
| 4. | Chang Cheng Group | 21. | NTUC FairPrice Group |
| 5. | Commonwealth Concepts | 22. | Old Chang Kee Singapore |
| 6. | Dian Xiao Er Singapore | 23. | Paradise Group |
| 7. | Domino's Pizza Singapore | 24. | Putien Holdings Singapore |
| 8. | FOC Sentosa | 25. | SF Group |
| 9. | Four Seasons Catering | 26. | Select Group |
| 10. | Grain Singapore | 27. | Soup Restaurant Group |
| 11. | Haidilao International | 28. | Spa Esprit Group |
| 12. | Han's Café & Cake House | 29. | Sushi Express Group |
| 13. | Jigger & Pony Group | 30. | Timbre Group |
| 14. | JP Pepperdine Group | 31. | The Soup Spoon |
| 15. | Kimly Group | 32. | The Lo & Behold Group |
| 16. | Kiosks Collective | 33. | Wok Hey Singapore |
| 17. | KOI Thé Singapore | 34. | Ya Kun Kaya Toast |

Education Institutions

| | |
|----|--|
| 1. | Temasek Culinary Academy – Culinary Institute of America |
| 2. | At-Sunrice GlobalChef Academy |
| 3. | ITE College West – School of Hospitality |
| 4. | SHRM College Singapore |

Associations

| | |
|----|-------------------------------------|
| 1. | Restaurant Association of Singapore |
|----|-------------------------------------|

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