

Summary

OPPORTUNITY

- Streamline guest ordering process in F&B outlet using mobile solution
- Meet manpower needs required by a large lounge area by streamlining and automating workflow

ACTION

- Integrated F&B workflow using customised OneGuest software and leverage mobile devices to:
 - Allow customers to place orders through an electronic menu on iPads
 - Enable employees to track orders and manage tables through iPhones
 - Facilitate data collection and analysis
- Quick facts:
 - ✓ Customised solution in 6 months (1 month for employee training)
 - ✓ Estimated project of S\$10,000

RESULTS

- Streamlined processes reduced overall manpower reliance while enhancing the overall service
- 33% ↓ in total service time
- 3 less servers required per shift
- Less ordering errors; positive guest feedback

OPPORTUNITY

SEEKING HIGH-QUALITY GUEST SERVICE WITH A LEAN TEAM

The Atrium Lounge at Marina Mandarin Singapore is a casual, quick-service dining outlet located on the hotel's fourth floor — a popular option for guests seeking light refreshments or bar bites. Situated right next to the reception area, guests checking in also like to patronise the lounge. It serves an average of 35-60 guests at one time, which demanded 10 servers per shift previously.

In 2012, with the manpower crunch in the hotel industry, the hotel found it timely to **seek ways to adjust to leaner manpower, without compromising the high-quality guest experience or burning out its staff and affecting morale.** This is particularly key for the Atrium Lounge, as F&B is typically manpower-intensive due to the high level of guest interaction.

Thus, Marina Mandarin Singapore sought an opportunity to harness mobile technology in streamlining operations to enhance service quality as well as improve productivity.

*“Providing premium customer experiences has been the cornerstone of Marina Mandarin’s Asian Hospitality Credo, and taking care of our staff is the foundation of our core values. As a result, **we want to make sure we don’t lose sight of them, even in challenging times.**”*

-- Kurt Otto Wehinger
General Manager
Marina Mandarin Singapore

The hotel tapped on SPRING Singapore’s Customer-Centric Initiative (CCI) for funding. Working with SPRING, OneGuest Mobile Solutions emerged as a suitable solution integrating front- and back-of-house F&B processes. The hotel developed an integrated mobile solution with three aims:

1. Streamline staff communication, reducing errors and distractions
2. Improve existing workflows and reduce manpower demands
3. Reduce paper wastage to further the hotel’s commitment to the “go-green” movement

Key Steps

- **Partnering Zimerick to customise and integrate solution:** The hotel worked with solution provider Zimerick – a management consultancy and technological services firm – for 6 months in 2012 to customise three key applications: OneGuest Menu, OneGuest Manage and OneGuest Admin. They also integrated the hotel’s point-of-sale (POS) and back-end systems with the new solution.
- **Customising 3 applications (OneGuest Menu/Manage/Admin) to integrate key steps in ordering and service delivery:**

OneGuest Menu	OneGuest Manage (2 systems to manage guests and tables)	OneGuest Admin
<p>An ordering system for guests to order items off a digital menu (8 iPads purchased for this); guests can put in special requests themselves.</p> <p>Orders are configured to be sent to POS real-time, replacing the process where orders were manually keyed in.</p> <p>Functionality for real-time guest feedback built in—allowing staff to immediately respond and perform service recovery as needed.</p>	<p><u>Managing guests:</u> An ordering functionality built into iPhones. Staff can key in or modify orders and alert colleagues of guest requests and check order status</p> <p>This – along with the call function that notifies staff of a guest requiring service – eliminates the need for staff to check through POS terminals and reduces idle time by alerting staff to outstanding tasks.</p> <p><u>Managing tables:</u> A functionality allowing staff to monitor tables through iPhones by assigning an iPad to each table (the system links the iPhone and iPad). This allows staff to see at a glance from their iPhones which tables are occupied, avoiding the situation where staff accidentally assign new guests to already occupied tables.</p>	<p>A cloud-based content management system designed to cover product availability, pricing and demands, while enabling review of performance of lounge.</p> <p>Serves as a revenue-boosting tool; captures important data such as top-sellers, low-performers, and guest purchase patterns, providing real-time reports to track sales and inventory.</p> <p>Linked to the customer-interface, this allows easy and instantaneous changes or updates to the menu.</p>

Key Steps (cont'd)

- **Tailoring product for employees and guests:** The hotel and Zimmerick collaborated on several fronts early on to design an intuitive solution for employees and guests alike. The hotel ensured food items were well-presented and organised on the mobile interface (*Photos 1, 2*). To this day, Zimmerick remains involved in the process, helping to fine-tune the solution as needed.
- **Training employees to ensure uptake on-ground:** The hotel and Zimmerick spent about 1 month training staff so they know how to maximise the solution for their own use and guide guests on using the iPads. For the training, the hotel focused on F&B operations, including how to present the iPad and facilitate customer interaction, while Zimmerick covered how to use the software and analytics.



Photo 1: Display of food items on iPad interface

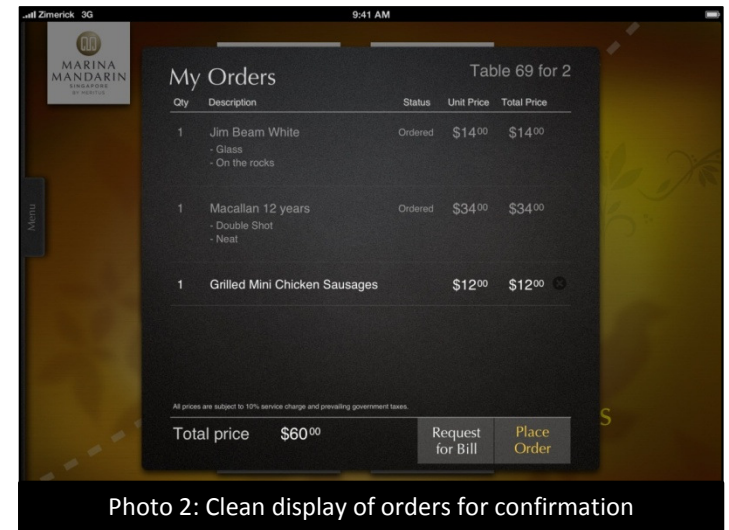


Photo 2: Clean display of orders for confirmation

Key Success Factors

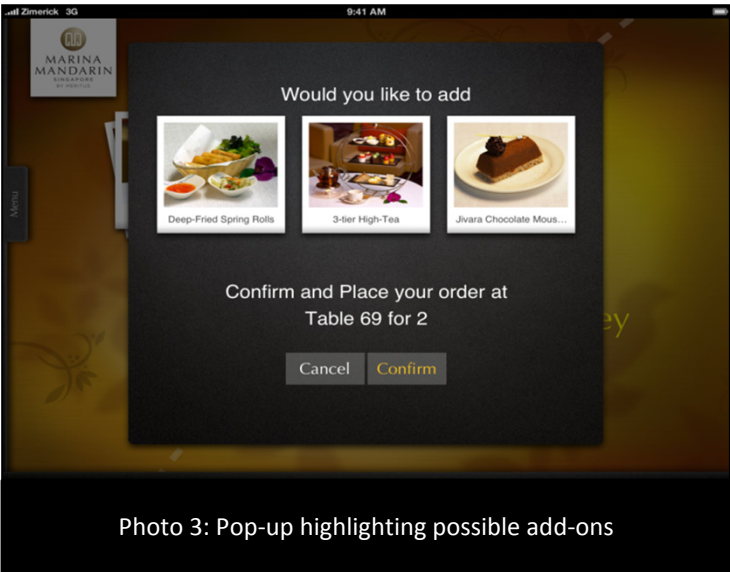
- **Strong management support:** The GM's conviction and strong belief in seeking solutions to improve workflow and guest experience facilitated the investment in the technology, advancing the hotel's competitive edge. Having him champion this initiative enabled the smooth and close coordination of efforts across different groups involved (e.g. F&B, IT, vendor)
- **Integrated systems for seamless data transmission:** OneGuest worked well for the hotel as the ordering process is not only automated but the system goes one step further to also link to other back-end systems to allow true integration of the entire F&B workflow. This has created greater value for the hotel than just automating individual processes without connecting them all together.

Project period: Marina Mandarin collaborated with Zimmerick for **6 months to customise and create** the OneGuest solutions. The pilot programme launched on 7 November 2012, following a **1-month period of employee training**.

Estimated cost: The implementation cost of the OneGuest Mobile Solutions was approximately **S\$10,000**.

Using fully-integrated technology to enhance customer experience, the hotel improved efficiency and service delivery with 3 less servers per shift at the lounge.

Individually, the various components of the solution also led to improvements in customer satisfaction and business operations.

OneGuest Menu	OneGuest Manage	OneGuest Admin
<p>Removes 1/3 of the previous procedure where staff made 3 trips in serving guests:</p> <ol style="list-style-type: none"> 1) Bring guests to table, 2) Pass menus to guests, and 3) Take orders (last trip now eliminated) <p>→ Staff can now interact more with guests, enhancing customer service.</p> <p>The digital menu featuring promotional items also helps further upselling opportunities (Photo 3).</p> <p>Customer experience is enhanced as:</p> <ol style="list-style-type: none"> 1) Hungry customers can place order without waiting for a server 2) Risk of staff placing an incorrect order is lowered 3) Guests can be certain dietary restrictions are accurately captured (as they are keying the requests themselves) <p>Guest satisfaction has improved 15% compared to pre-implementation.</p>	<p>Staff are more responsive; response time shortened due to the use of iPhones to manage guest requests.</p> <p>The call functionality mitigates guest frustration in trying to grab the attention of busy staff → much more effective than the usual practice of managing “floating” staff to keep an eye out for guests seeking assistance.</p> <p>The iPhones make it much easier for staff to have greater visibility on table status (e.g. table is occupied) and order status (e.g. entrees fired), without needing to visit a POS terminal shared by all staff members (the previous practice).</p>  <p>Photo 3: Pop-up highlighting possible add-ons</p>	<p>Informed by real-time data, made possible by the full integration, F&B managers have greater visibility on consumer patterns.</p> <p>The menus are easily updated through a centralised system:</p> <ul style="list-style-type: none"> • Hotel can easily refresh menu and change low-performing items; photos can also be swiftly edited and changed. • This helps the hotel to advance its green efforts by removing the need to replace paper menus – a cumbersome process that creates vast amounts of waste. <p><i>“As a whole, the integrated solution offers a more interactive and visually-enhanced dining experience for guests, and helps staff provide greater customer service and hospitality – a true reflection of Marina Mandarin’s Asian Hospitality Credo.”</i></p> <p>-- Kurt Otto Wehinger General Manager Marina Mandarin Singapore</p>