



Service Operation Management

Midterm Report

Service Analysis of HoHoHo's Business Proposal

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SERVICE OPERATION DESIGN FOR HOHOHO THERAPY CLUB

1. About the Business Plan

1.1 The Business Concept

The basic business concept is that of a theme café (Appendix 1). It would combine a typical café (food and beverage provider) with stress and anger management as the theme. The food served would be a range of light meals and healthy snacks. Beverages served would be various kinds of coffee, tea, and juice. The stress and anger management theme would be applied on every aspect of the café's environment, service people, décor, and menu. The competitive advantage of the business is that they provide stimulating games, events, and extra services for stress and anger management. Details about the products and services are discussed more intensively in the following sections.

A group of NCKU students wants to help society by providing a new service called "The Healthy Heart Healing Club." (HoHoHo) The name HoHoHo was chosen as an expression of cheerfulness, happiness, and openness in an effort to make life become much brighter, lighter, and simpler. HoHoHo believes that a deep understanding of people is the key to success in today's marketplace. It is a ground-breaking and creative company to provide an innovative service for a stressful society.

A feasibility study has been carried out and currently is still in the evaluation and refining phase.

1.2 The Background/Opportunities

Stress is often portrayed through anger. Anger, when expressed healthily, can be a productive way of release and control of negative emotions. Anger release and management have proven psychologically therapeutic benefits (Nickel, 2005). Despite the positive benefits associated with anger expression, it is discouraged in modern society and seen as immature or uncivilized (Rime, 1995).

By society dissuading the healthy release of anger, it essentially prohibits psychological harmony in regards to internal feelings and external behavior and thus causes cognitive trauma. It is evident that individuals require a socially acceptable environment to healthily express anger. However, with the negative social perception of anger expression, increasingly busy schedules, and a lack of outlets to express anger, finding a safe medium proves difficult. The HoHoHo group recognized this lack of a safe emotional expression environment and sees opportunity for a market that is crucial in mental health and also occupied only by hired professionals in respect to psychotherapy.

Taiwan possesses the highest stress levels out of any country in the world (Thornton, 2006) and it has no existing environment to provide the expression of individual anger in a fun and healthy way. To test the market potential, HoHoHo has carried out online quantitative research. The result can be seen in Appendix 2.



1.3 The Business

HoHoHo's objective is to provide a unique service to individuals with high stress. It will provide a positive experience through games and social activities that are fun and promote a healthy body and mind.


HoHoHo's mission consists of social, product and economic aspects:

The social mission is to establish a place that provides an environment in which the demanding needs and expectations of our core customers are fulfilled and satisfied.

The product mission is to provide an enjoyable, cool, comforting, and safe environment to provide healthy and high quality services and goods. HoHoHo will also strive to promote business practices that encourage humane and natural treatments.

The economic mission is to operate the business on the basis of sustainable and profitable growth, increase the value and assets, and explore development opportunities through self-generative business practices. The company will also work to assure a positive working environment for its employees.

2. Purpose of study

The purpose of this study is to design a service that can provide a safe and fun environment to express anger. This type of service is clearly  necessary in an anger repressive society and will benefit in the existing untapped market.

In order to design this service, our group employed Lovelock's Flower of Service to assess a productive and systematic approach to the core product - a place to relax and release stress - and the facilitating and enhancing factors. A blue print was subsequently designed because this service is unique in the café environment that was chosen. By creating a script with front and backstage elements, the purpose of our blueprint is to control all factors regarding the customer's experience and interaction with the service. Furthermore, a superior service can be attained through enhancing weaker aspects while scrutinizing possible failure and wait points.

3. Method of study


HoHoHo is currently working on a business plan for a café focusing on stress release. The company requested our assistance in mapping out their service offering and recommending suggestions for improvements and solutions to weaknesses. It should be stated that this group has already completed extensive work with regards to their business plan, including consultation with existing business owners, market research and a mock business simulation (see section 3.3).



3.1 Observation


Similar businesses were observed, including Masa Café and 85°C. Layout, service structure, customer behavior and interaction and service offerings were noted. Strengths and weaknesses within the existing service were also noted allowing the service proposal to be calibrated and enhanced while aiding the service flow and blueprint creation.

3.2 Consultation

Consultation with existing service providers was conducted by  HoHo. These interviews revealed in-depth confirmation or changes to the original observations.

3.3 Participation in Simulation

A simulation of the business was orchestrated to do a focus study on customers' behavior, product and service testing and implementation of service concept. The simulation involved:

- Immersion: HoHoHo creators enlisted themselves as service operators and providers in the simulation.
- Active participation: Participants were enlisted to take part in the service simulation and experience food and beverage, games and activities and ultimately, service.
- Interviews: Interviews were conducted on participants' thoughts concerning stress, expected service and the service they  experienced in the simulation. Service providers within the simulation were also interviewed to assess productivity (efficiency and effectiveness) of service operation. Successes and suggestions for improvement were noted.
- Observation: Participant behavior was focused on within the simulation. Customer and Service provider interactions were noted for potential failure points. Different situations were assessed for congruent behavior and possible successes.

4. Basic Service Package

Since this cafe will be based on the concept of an anger and stress management theme café, a basic service package will be offered to customers to satisfy their needs as well as make business profitable. The basic service package, which is also called the Flower of Service, includes three main parts:

Core service

Facilitating services

Enhancing services

The relationship among those parts can be illustrated in Figure 1. Each part will be discussed in details below.

4.1 Core Service

The café's core service is to provide a place to relax and release stress. The customers will be served healthy food and beverages such as coffee, tea, and juice. The stress/anger management theme will be applied to every aspect of the café's environment, employees, décor, and the menu. The environment is designed to help customers relax. They can also release their anger or stress by playing the stimulating games, taking part in surprising events and using many extra fun services.

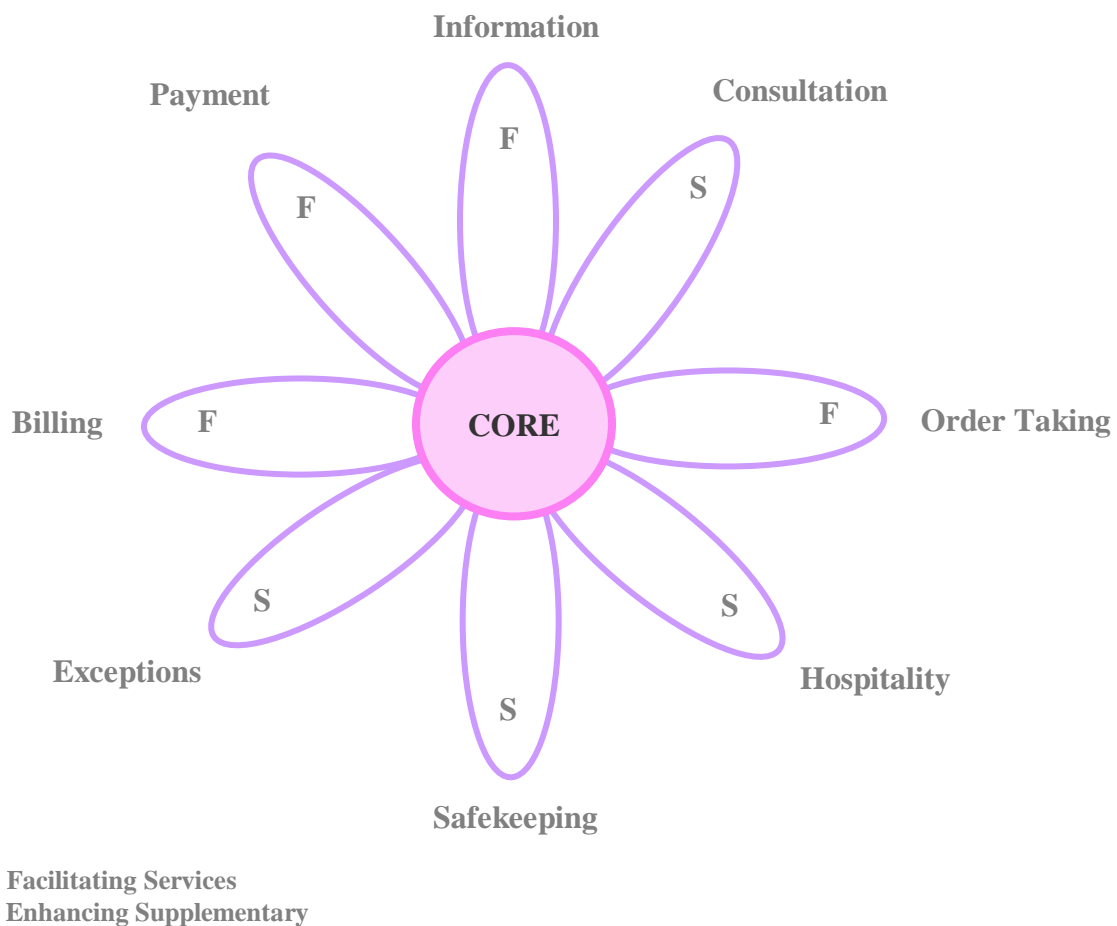


Figure 1 The Flower of Service

The games and services provided by the café will be physical, fun, and stress releasing:

- **Boxing:** The boxing game will allow customers to release their anger by providing a target to hit. This game will not need a separate room, so it will part of the decoration.



:: SERVICE OPERATION DESIGN ::

The café will provide a bag and gloves, and the customers can use anything appropriate to hit the bag (see Appendix 3).

- Throw-all room: This will be a special closed room with soft objects (can not cause injury) that the customer can throw around. Throwing and smashing soft objects will also allow them to release their anger and feel better.
- Stupid gift gallery: The café will provide a place where people can give away objects that connects them to traumatic or hurtful events. The previous owners and other customers can feel free to write down their comments about the objects.
- Carving board: This will be part of the decoration of the café. Customers will be able to carve or write on it to express their negative emotions.
- Special events: They will be held every one or two months, planned for one and a half months, and promoted for two weeks before the event is held. Psychologists can be invited to discuss hot topics in the field of stress/anger management. Also, a non-aggressive shooting game could be held. The staff could act as fun targets running around and dancing on the stage. The 'weapon' of choice could be a water gun or a soft toy (see Appendix 4). The winner will be given a gift.
- Aromatherapy shock: Customers will engage in a competition where they have to match an aroma with something that has been sprayed with it. It will offer a fun and amusing (objects will be sprayed) distraction, and the winners will be given a gift.

4.2 Facilitating Services

4.2.1 Information

To help the customer to be well-informed about the service, we propose the following steps.

- Advertising. Several methods could be used. For example: Using public figures and experts as icons, word of mouth, holding charity events, cooperating with other related organizations, such as local radio stations, posting online (BBS), and distributing flyers and DM (direct marketing).
- Put numerous outdoor promotional posters outside of the café to deliver information about the café, its services and regulations to customers. On the entrance doors it is best to put signs informing about the café's service hours- from 11:00 am to 10:00 pm, "no food or beverage from outside", and upcoming events.
- Use indoor signs to better accommodate customers. There should be a big layout board (see Appendix 5) displayed near the entrance to help customers locate all sections. The menu can be printed in a large size (see Appendix 6). The name of the food and beverages should come in two versions: the anger management concept and the real names (in both Chinese and English). The menu will also show the details, prices and pictures of the food and beverages; it will be placed on the table under the



:: SERVICE OPERATION DESIGN ::

glass to keep it clean. The warnings and instructions to play games should be displayed next to each game/service section.

4.2.2 Order Taking

On-site order execution should be used to take orders. The customer can be seated at one table indefinitely during the service process and all purchases will be associated with their table number. All the orders will be inputted into the computer system. Games and extra services should be provided and free for the customers to use. Customers can contact the staff members who operate the games and extra services before using the equipment.

4.2.3 Billing and Payment

There should only be one check-out point located next to the entrance door. The billing system should be computerized and under the same system as order taking. It will display the amount due to customers. The table number the customer receives upon arrival plays an important part in the billing process. Printed invoices will be available for individual transactions. Each bill will clearly state the amount due, the received amount, and change. All payments will be in cash. Credit cards will not be accepted.



4.3 Enhancing Services

4.3.1 Consultation

Since the concept is different from usual cafes, there might be a lot of situations where customers need consultations. The staff will play an important consultation role.

- In food and beverage selection. Customers might ask for the staff's recommendations.
- In using the menu to order. Since the menu has a theme, the names of the food and beverage are different from usual cafés. This may lead to confusion and misunderstanding. Thus consultation is crucial here.
- In using games and services. Although complete instructions and cautions signs are provided in the game, customers might still need direct instructions, guidance, or personal tutoring on how to use the games and services.
- In information about the place. The servers have to be ready and willing to help whenever customers have any questions.



4.3.2 Hospitality

To set up the stress releasing atmosphere at the café, customers' comfort is a crucial point.

- Staff has to be friendly and helpful to customers. The staff chosen for this position should be able to create a hospitable atmosphere by having a friendly and helpful attitude. They have to greet them at the entrance door and assist them during the



:: SERVICE OPERATION DESIGN ::

service process through a helpful and non-intimidating way. Their ability to speak foreign languages will also help in facilitating international customers.

- To reduce the discomfort during waiting time, the café must provide some space and extra services to entertain the customers. The tea/coffee bar should provide seats for people who are waiting. There will also be a waiting area called “the Hall” where there will be anger/stress release services, such as a carving board, writing wall, and display museum (see Appendix 7) and also a comfortable sofa (referred to as “Sofa King”).
- Provide facilities for customers. Separate washrooms are located near the waiting area to make it easier to access for customers. Cleanliness is a serious issue. Central air-conditioning should be used to keep a cool temperature. Music can be played at a moderate volume. Aromatherapy and lighting can be specially designed to make sure customers have a positive and uplifting experience.

4.3.3 Safekeeping

- The first element of safekeeping is caring for the customers’ possessions. The cafe should arrange legal sidewalk parking for customers’ vehicles. While customers are playing the games they should feel secure that their belongings will be kept safely in the lockers beside the game sections.
- The second element is caring for the food and beverage purchased by customers as well as the games. Ingredients should be fresh, and the preparation and delivery process should meet hygienic standards. Continual maintenance, repairs, renovation and upgrading will be needed for the equipment.

4.3.4 Exceptions

Normally, the cafe does not have a reservation service; however, reservation for big parties can be an exception. There can be special customized requests for food and beverage as long as they are not beyond the café’s capacity.

In any service business, complaints, complements, and suggestions given by customers are unavoidable. Staff should be aware of these situations and prepare possible solutions. A comment and suggestion should be provided for customers.

5. Blueprinting HoHoHo theme café

The café is a high-contact, people processing service. In order to make the service process more visible and detailed, we employed the blueprinting approach. This approach can clarify the interactions between customers and employees and how service flow is processed. It also provides the opportunity to identify and correct potential failure points (F) in the process. Standards can be developed for execution of each activity, including times for completion of task, maximum wait time (W) between tasks, and scripts to guide interactions between staff members and customers (Lovelock, 2005)¹

Reading from the top to bottom, the blueprint consists of nine components:



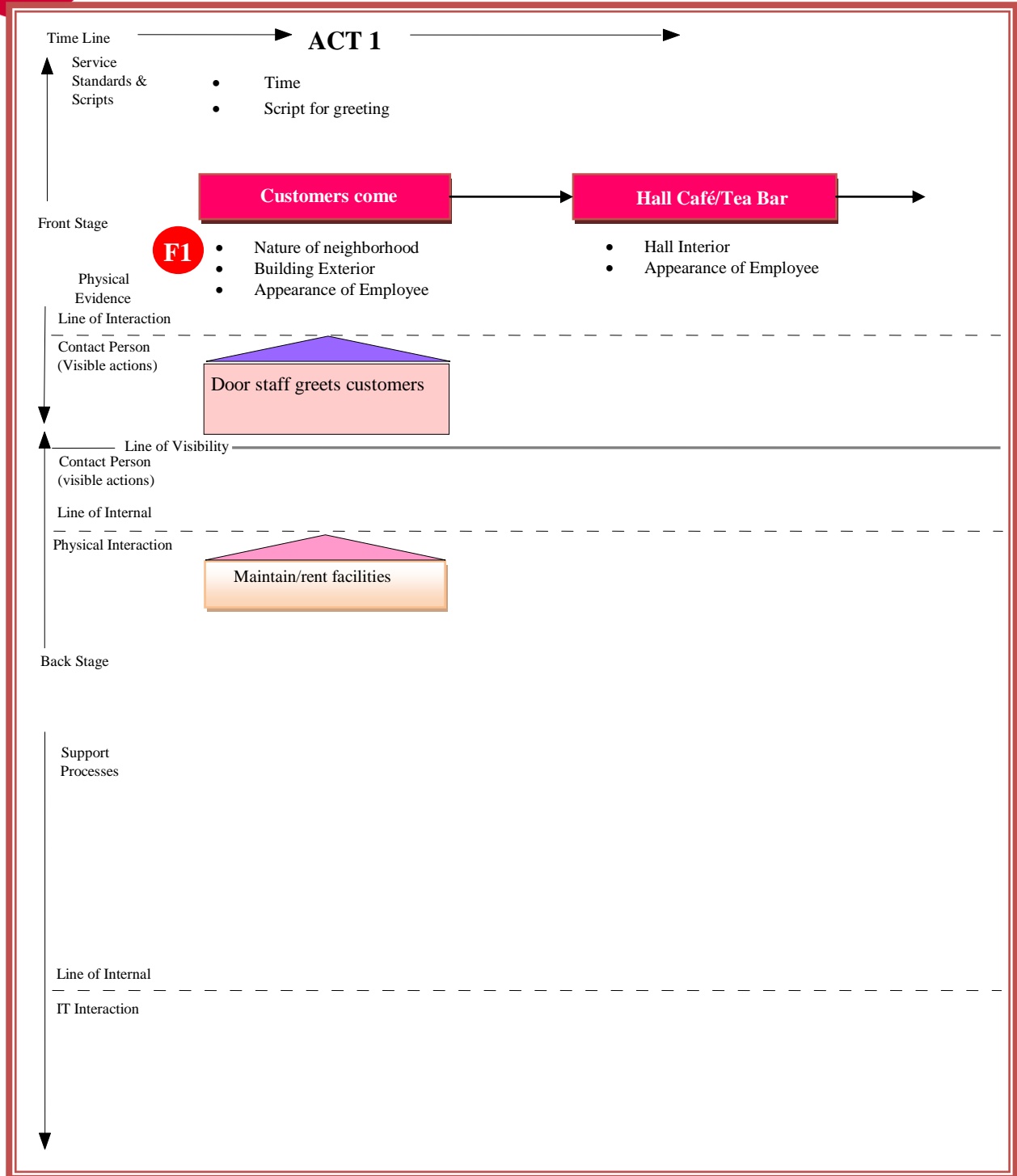
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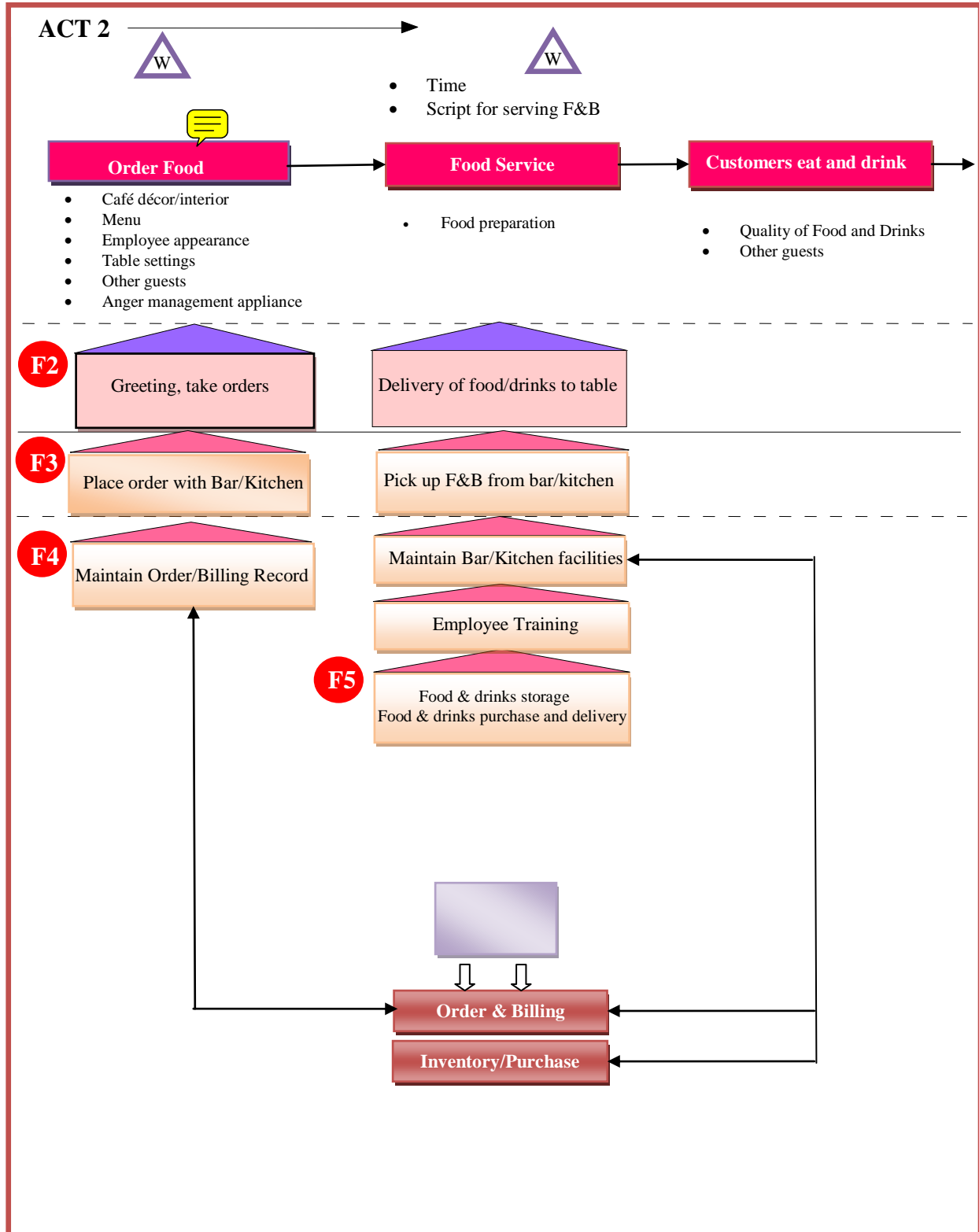
- Definition of standards for each front-stage activity. Provide scripts for some front-stage activities
- Physical evidence of front-stage activities: all of the physical exposures to customers
- Principal customer actions
- Line of interaction
- Front-stage action by customer contact personnel
- Line of visibility: distinguish between what customers experience (front stage) and the activities of employees and support process (back stage) which customers cannot see. (Lovelock, 2005)
- Backstage actions by customer contact personnel
- Support process involving other service personnel
- Support process involving information technology
- Reading from left to right, the blueprint describes the sequence of service actions over time. We use pictures to illustrate nine principal steps experienced by our customers, beginning with entering the café and ending with customer departure. The service process can be divided into three acts:
 - Activities before the core service is encountered,
 - Core product delivery (food and beverage consumption and game participation)
 - Subsequent activities after the core products are encountered.

The stage here includes both the exterior and interior of the café. The front stage occupies the major environment, where the use of furnishing, décor, facilities, uniforms, lighting, and music are consistent in the efforts of creating a themed environment that meets the needs of the customer.



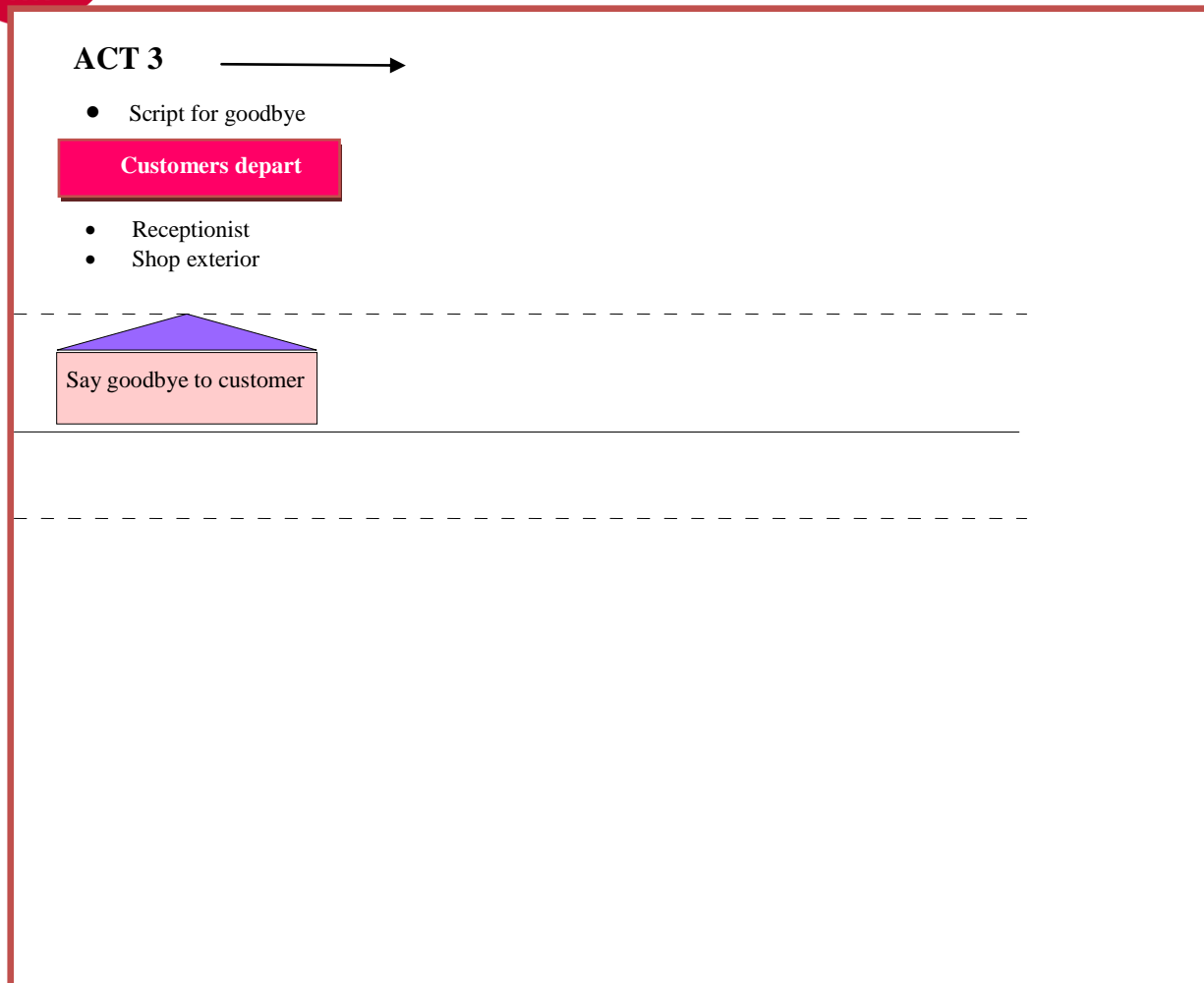
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1. Customer arrives.

- Customers are greeted at the front door by door staff. Staff says, "Welcome to the HoHoHo Café. How many people are in your party?"
- A staff member checks for vacancy and directs the customer to the table. If all tables are occupied, the customers will be given a queuing number and directed to the Hall (waiting area) or Tea Bar depending on availability. As an alternative, the customer's name and cell phone number could be written down so they can be contacted when tables are available.
- Customers are informed of safety lockers where they can keep their belongings.
- Customers put their belongings into the locker, take the key and go into the café.
- In these very first steps, all the physical evidence such as nature of the neighborhood, the café exterior, or appearance of the staff have an impact on customer satisfaction.



:: SERVICE OPERATION DESIGN ::

2. Waiting customers go to the Hall or go to the Tea Bar.

- Customers go to the Hall:
 - Customers can enjoy the funny mirrors on the ceiling of the Hall, watch some entertaining displays or try the carving wall.
- Customers go the Tea Bar and are served beverage while waiting for their table
 - Customers will be escorted to the main area of the Café by staff to wait for their table.

3. Customers order food and beverages.

- Customers review the menu placed on the table.
- After approximately 3 minutes, a server comes, greets the customer and asks, “Are you ready to order?”
- Customers may ask the server to explain the menu. The server then explains and waits for customers to place their orders.
- After customers decide, the server writes down orders in a notebook.
- The server asks, “Would you like to order anything else?”
- After the order is complete, the server thanks the customers and asks them to wait approximately 5 minutes for the beverages and 10 minutes for the food.
- The server leaves the table and brings the order to the kitchen/bar.
- At this step, all the physical exposure inside the café including: café décor, menu, appearance of staff, table setting, other guests, and anger management facilities, are very important to the comfort level of the customers.
- Also, at the back-stage, it is important to ensure order and billing records are maintained precisely.

4. Food service.

- While waiting for the food, customers may be served beverage first.
- The server picks up the food from the kitchen and brings it to the table.
- The server places the food on the table and arranges the beverage for convenience of customers.
- The server says, “Enjoy your meal.”
- This step requires cooperation and communication between servers and kitchen/bar staff.
- At the back-stage, the café needs to maintain bar/kitchen facilities to ensure food and beverage storage, purchase, and delivery efficiency.

5. Eat meal.

- Customers enjoy food and beverage.



6. Games and anger management service.

- Customers go to the game area.
- Customers enter game room.
- Customers use game equipment.
- Customers finish and leave the area.
- The physical evidence in this step is the anger management facilities, appliances and appearance of the inside operator. Also, other customers play an important role in the physical environment of the café.
- At the back-stage, the staff has to maintain game equipment, ensure game inventory and manage the purchase and delivery of game facilities .

7. Use restroom.

- Customers go to the rest room and follow directions posted by the café.
- Customers may ask a server how to go to the restroom. The server then shows them the location of the restroom.
- Customers use the restroom.
- One of the most important criteria here is the cleanliness and appearance of the restroom. The restroom design, light and music are utilized as tools with the aim of customer relaxation and stress release.
- In order to avoid failure in customer usage, our staff should inspect the restroom frequently to ensure supply storage, purchase, and delivery efficiency.

8. Bill presentation.

- Customers go to the cashier counter.
- A waiting cashier greets customers.
- The cashier checks the billing system and prints out the bill.
- The cashier delivers the bill and waits for customer payment.
- The cashier receives customer payment by cash and says thank you to the customers.
- The cashier returns customers change if needed and hands out the café's business card.
- In this step, the café pays attention to all of the physical evidence such as: bill, cashier counter, and staff. They are all designed to transmit the café's spirit.

9. Customers depart.

- Customers go to the safety locker to take their belongings.
- Customers go to the exit.
- Customers leave the Café and door staff says, "Thank you for coming. Please come again soon."



:: SERVICE OPERATION DESIGN ::

- This is the last time the customers are exposed to the physical evidence. The appearance of the door staff and shop exterior all influence the perceived values of the service.

6. Conclusion

The service operations flow design is considered reasonable and feasible to implement. Through the process of designing the service blueprint, we have identified several possible failure points. Potential solutions to these failure points are offered below.

6.1 Failure Points Solutions






According to Lovelock, “a good blueprint should draw attention to points in service delivery where things are particularly at risk of going wrong” (Lovelock, 2005). Based on the service process described in the blueprint above, there are eight potential failure points that may result in failure to access or enjoy the core product.

One problem that remains with regards to the service flow and blueprint relates to the core service of the café. The anger/stress management games and services are pivotal to the café’s performance, but it is sometimes unclear how they will be integrated into the service flow. The layout of the café must be finalized in order to fully understand and properly design how the games can fit in with the rest of the café’s services. Since it is a unique style of café, new customers must be made to feel comfortable in what will be an unfamiliar environment.

By mapping out the service blueprint we have been able to identify possible service failures and solutions for HoHoHo. We believe that the service flow will be both leaner and smoother if the suggestions are followed and the game area is properly integrated into the café.



:: SERVICE OPERATION DESIGN ::

No.	Failure points 	Recommendations
F1	Door staff gives customers wrong queuing number, or the inside operator calls the wrong number	Improve documentation. Don't take numbers, sort people by the number of people in their party and what table is available.
F2	Server makes mistakes in taking customer's order	Provide a clear and easy-to-mark menu for the server to take the order. Repeat the order with the customer.
F3	Server makes mistakes in delivering customer's order to kitchen/bar	The solution to F2 will help reduce this problem. The order will be inputted into a computer for the chefs to read and know what to make.  Training will be provided on how to use the computer system. Mistakes will be because of human error and should be apologized for.
F4	Back-stage makes mistakes in billing records	Refer to F3
F5	Food or beverage is out of stock	Apologize and  consult on a substitute. Try to make sure that inventory is always checked and maintained. Servers should be informed about what is in stock.
F6	When playing games, customers get hurt, equipment breaks, or customers are disturbed by other customers.	First aid kits are on hand. Encourage employees to learn first aid. Have official procedures to deal with emergencies. Twice a day make  nance and safety checks on games. If game breaks during play, the game should be stopped and fixed when there is time.
F7	Game's facilities are out of stock or broken equipment cannot be repaired or replaced at the right time.	Have replacement parts in inventory to deal with game issues.
F8	Mistakes in delivering bills, amount owed is incorrect or the wrong amount of change is delivered	Wait for the customer  ask for the bill. Incorporate computer system in payment. In case of human error, apologize to the customer.



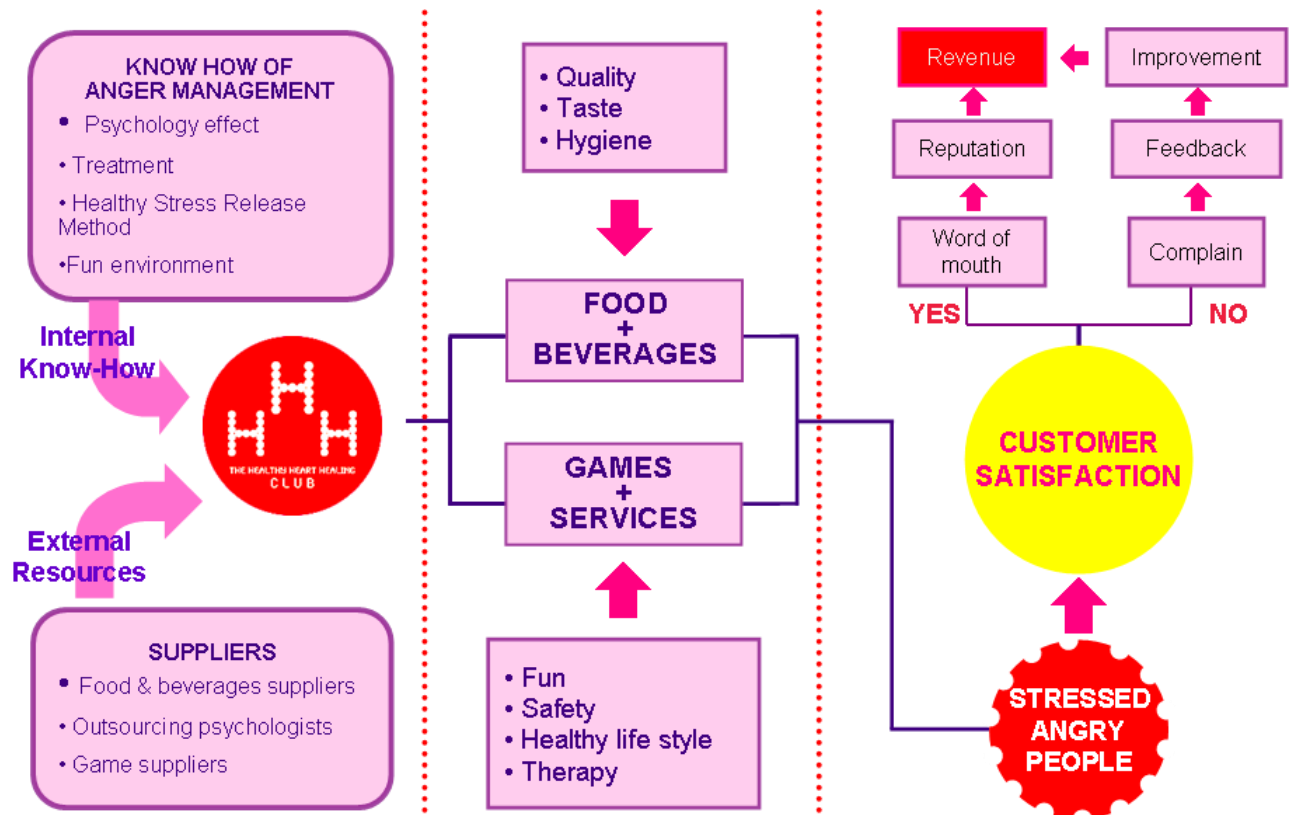
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:: APPENDIX ::

Appendix 1: HoHoHo's Business Concept

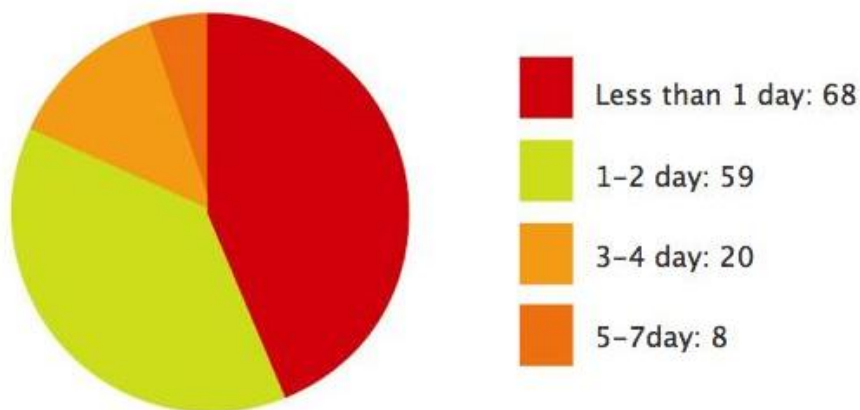


Appendix 2: HoHoHo's Preliminary Feasibility Study

HoHoHo held an online qualitative research questionnaire, and had **155** responses, the result shows that:

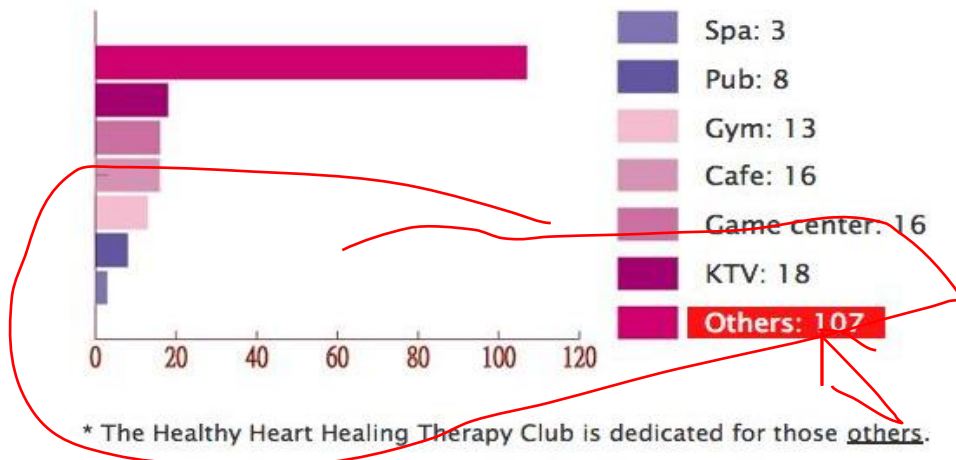
- From the response for frequency of people feeling depressed/stressed per week, it can be seen that most people are stressed almost everyday of the week. The second highest is within 1-2 days.

Frequency of feeling depressed/stressed per week:



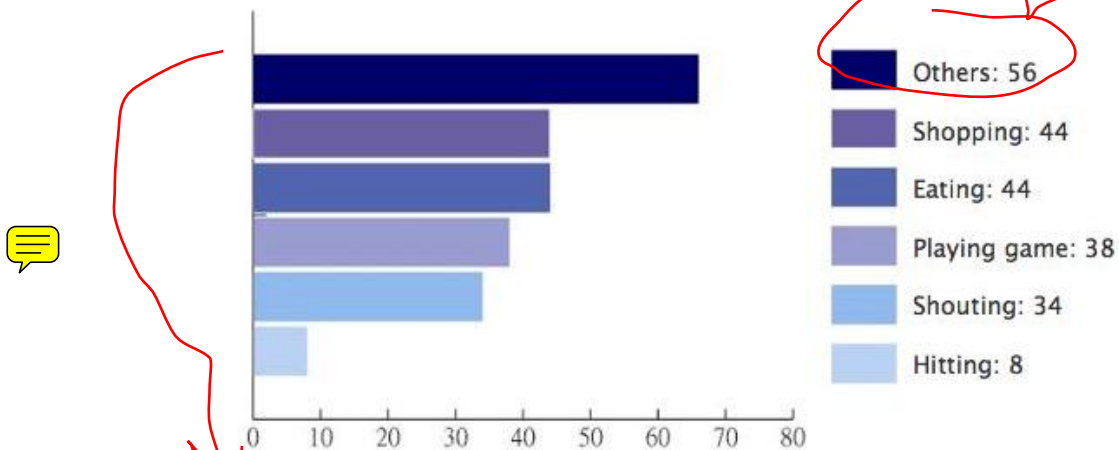
- Outlets for stress releasing: they put other popular recreational places as direct competitors (bar, café, game centre, gym, KTV). Result shows that the existing recreation places (bar, café, game centre, gym, KTV) still cannot satisfy the need for stress release. The majority of people are still seeking for other outlets for stress/anger release.

Outlets for stress releasing:



- Based on the result in the question of what people do to calm themselves, there is still a lot of stress/anger release methods that can be explored.

What will you do to calm yourself down?



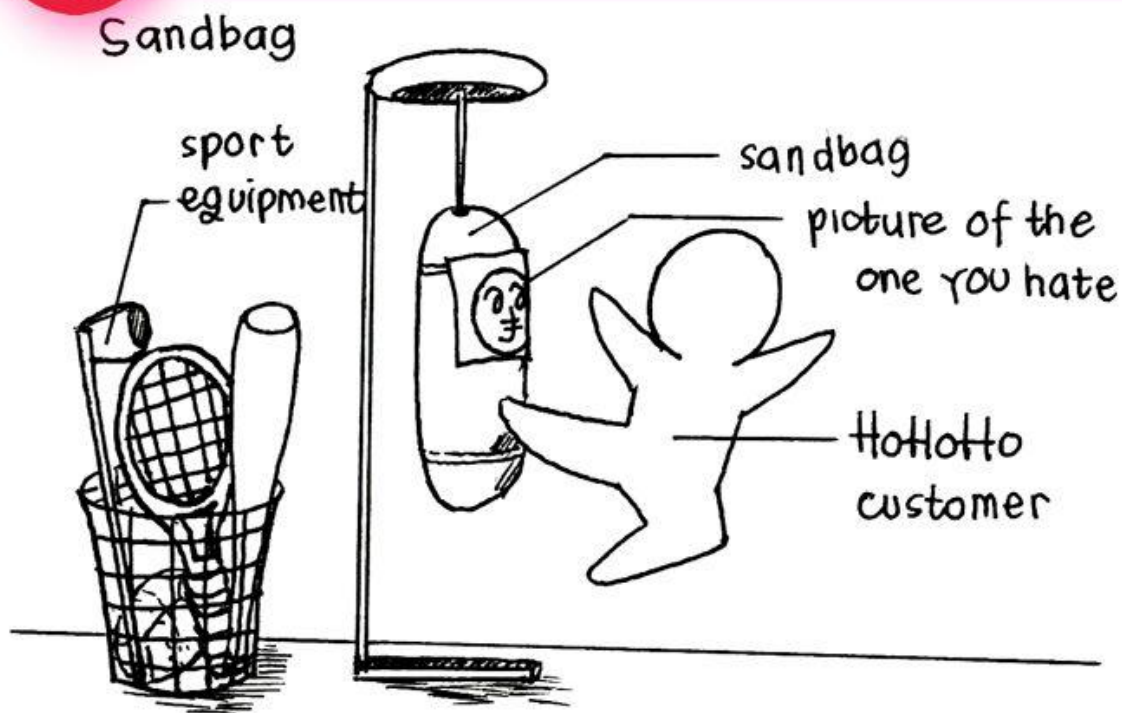
The overall result shows that this business concept has a high opportunity to acquire the potential untapped market. HoHoHo will provide the all-in-one services which other recreational places (competitors) cannot provide. The cafe will explore more innovative methods which will make the business unique from other competitors.



Appendix 3: Boxing Game



Appendix: HHH's Games & Services



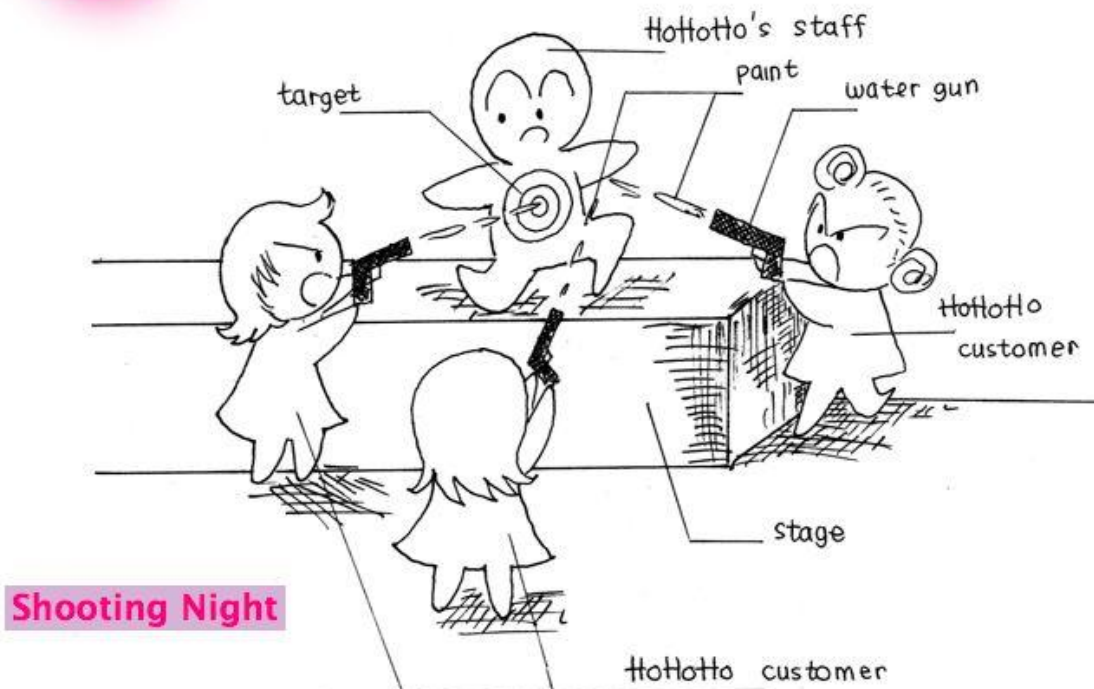


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Appendix 4: Example of Special Events



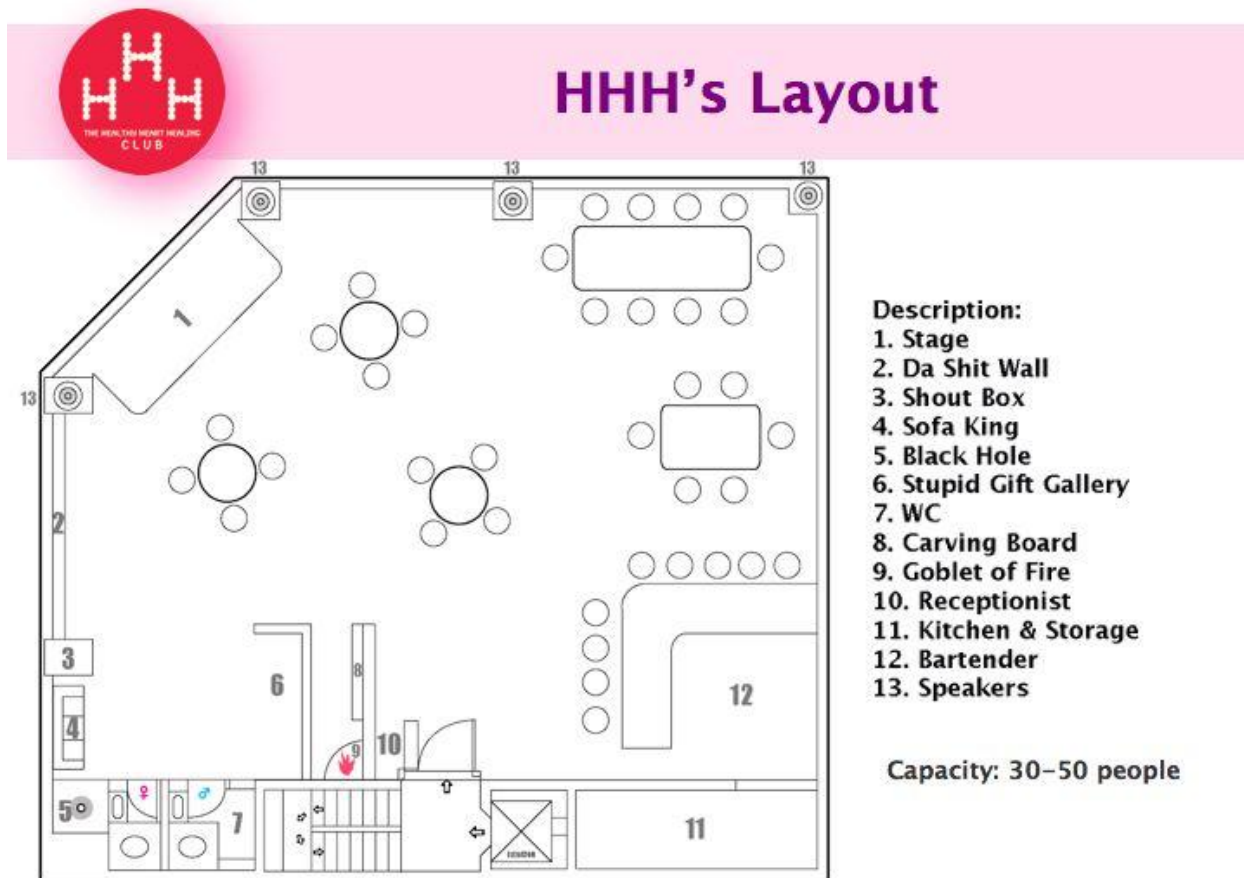
Appendix: HHH's Special Events





:: APPENDIX ::

Appendix 5: Floor Layout





:: APPENDIX ::

Appendix 6: Menu Sample



:: Beverages 飲料 ::	Price	Hot Cold
"I hate you!" 我討厭你! Espresso 美式濃縮咖啡	55	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I don't care!" 我懶得理你啦! Decaffeinated Coffee 低因咖啡	75	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I've had enough!" 我受夠了! Black Coffee 黑咖啡	65	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I'm smart enough!" 我夠聰明呀! Italian Cappuccino 義式卡布奇諾	70	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I deserve better!" 我值得更好的! Latte Coffee 拿鐵咖啡	70	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I don't want you back!" 我不要你了! Mocha Cocoa 摩卡可可	80	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I don't think so!" 我不這麼覺得耶! Milk Tea 奶茶	80	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I'm not that dumb, ok?" 我不是智障, ok? Earl Grey Tea 伯爵茶	60	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I wanna kick your arse" 我真想踢你! Cherry Fruit Tea 櫻桃果茶	65	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I ain't your baby!" 我不是你的寶貝! Apple Tea 蘋果茶	65	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I'll be just fine!" 我還是會過得很好! Fresh Kumquat Tea 鮮桔茶	60	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
"I'm not dead YET!" 我是打不死的鯊魚! Chocolate Frappe 巧克力冰沙	80	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
"I'll find someone else!" 我會找別人! Latte Frappe 拿鐵冰沙	80	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
"I'll kill him/her!" 我真想殺了他! Mocha Frappe 摩卡冰沙	80	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
"I can't take it anymore!" 我真的受不了了! Kumquat Frappe 鮮桔冰沙	85	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
"I'm sick of you!" 我真想吐血! Tomato Juice 鮮番茄汁	85	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
"I ain't your slave!" 我可不是你奴隸! Pineapple Kiwi Juice 鳳梨奇異果汁	85	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
"I never really loved you anyway!" 我根本不愛你! Lemon Raspberry Juice 檸檬覆盆子汁	90	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

* Please let us know your sugar and ice preferences in advance.
請向我們服務員告知您的糖和冰的分量需求。

:: Light Meals 輕食類 ::	Price
"You stupid prick!" 你這腦殘鬼! Cheese Cake 起司蛋糕	65
"You loser!" 你這蠢咖! Black Forest 黑森林蛋糕	70
"You don't deserve me!" 你根本不值得! Pancakes (Chocolate/Strawberry/Caramel) 鬆餅(巧克力/草莓/焦糖)	75
"You sucks!" 你這爛人! Caesar Salad 凱薩沙拉	80
"You go to jail, bad boy!" 你該下地獄的! BBQ Chicken Salad 美式烤雞沙拉	85
"You stupid idiot!" 你這個智障! Smoked Chicken with White Wine Bge 白葡萄酒燻雞	90
"You ain't my dream guy!" 你不是我夢中情人! Japanese Breeze Cold Noodle 日式涼麵	90
"You're a pain in the ass!" 你真的很煩耶! German Sausage Sub Sandwich 德式香腸亞歷堡	95
"You think you're great?" 你以為你很了不起囉? Italian Sausage Sub Sandwich 義式香腸亞歷堡	95

:: Finger Foods 手指食物 ::	Price
"Who do you think you are?" 你是誰呀? Onion Rings 洋蔥圈	50
"Bye, Bye, Bye!" 再見, 掰掰掰! French Fries 法式薯條	50
"Do I know you?" 真抱歉, 我不認識你嗎? Chicken Nuggets (6 pcs.) 雞米花(六塊)	65
"Are you outta your mind?" 你腦子有問題囉? German Sausage (2 pcs.) 德國香腸(兩條)	65
"It's over! Done!" 到此為止! 噫! Hash Brown (3 pcs.) 煎餅(六塊)	60
"He's better than you!" 他比你好一千倍! Fried Spring Rolls (3 pcs.) 炸春卷(三條)	75
"Oh, sh*t!" 歐, 雷特! E04! Crispy Chicken 鹹酥雞	80
"None of your business!" 干你鳥屁事! Mini Bagels (6 pcs.) 迷你貝果(六個)	80

"Openness Simplifies Complexity."

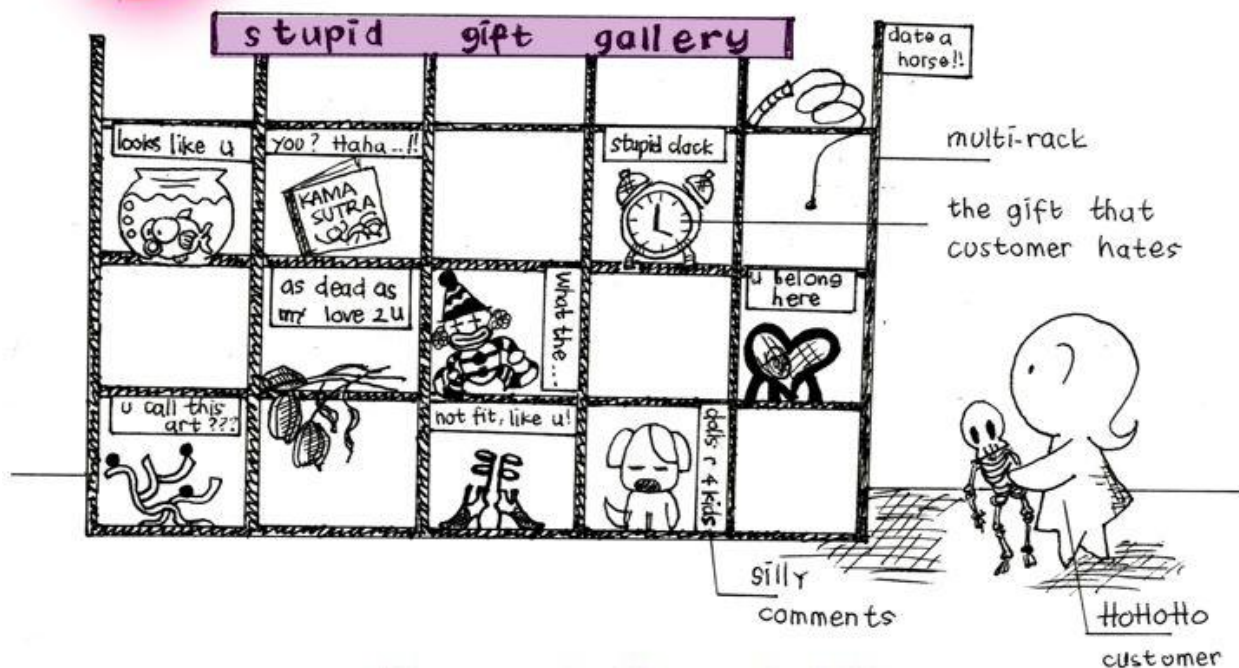




Appendix 7: Example of Extra Services



Appendix: HHH's Games & Services



NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AWKWARD			
YOUR GROUP NAME:			
FRESH			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
35%	25%	20%	10%
Comments (space will expand as you type) Interesting topic and ideas. Lively slides. Excellenct presentation and the drawings are awesome!			
Grade (%) 90%			

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AKWARD			
YOUR GROUP NAME:			
TIGERS			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
5%	5%	5%	5%
Comments (space will expand as you type) - A unique interesting idea - Great outfits - Good flow to the presentation			
Grade (%) 95%			

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AKWARD			
YOUR GROUP NAME:			
NALUWAN			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
30%	25%	20%	10%
Comments (space will expand as you type)			
Grade (%) 85%			

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AWKWARD			
YOUR GROUP NAME:			
MIGHTY MEATY			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
40%	20%	20%	10%
Comments (space will expand as you type) Interesting concept. Might also want to consider a quiet, darkened room where customers can just sit and reflect. Each person has his/her own way of letting stress out and some might just want a quiet place where no one will see or bother them. Good details (well thoughtout) Safety concerns should be emphasized as well as more information about the staff given that this is a high contact service. Very good report and interesting concept for a restaurant.			
Grade (%) 90%			

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AWKWARD			
YOUR GROUP NAME:			
DE-TERMINATORS			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
40%	25%	15%	10%
Well, it was unexpected. Overall very entertaining. The whole presentation could have been much more succinct. Also the methodology part outline seems to be about another project interesting but there were no service failures in the Banyan Tree project or misunderstood about how it helped improvement of the service. Good work up for a proposed business and good way to try to assess a service failure that has not occurred yet so before it occurs.			
Grade (%) 90%			

PROJECT FEEDBACK	
GROUP:	AKWARD

<i>Adrian</i>	<i>Graeme</i>	<i>Otto</i>	<i>Ngoc</i>	<i>Bach</i>	
<u>Good</u>	<u>Good</u>	<u>Good</u>	<u>Good</u>	<u>Good</u>	<u>Weak</u>

Comments on the presentation

- The font is hard to see from the back
- Eustress is positive – distress generally considered negative
- Smooth set of slides / builds
- Specific example are helpful – earlier part kind of repeats / hints at this – try to avoid this overlap.
- Greek – wedding with the breaking of plates might fit to the theme.
- Show aromatherapy – looks more like a sexy-game?
- Feedback from customer – written feedback often only leads to a very low level of returns. Front line staff can be used to good effect here. They could develop a routine survey / table survey to get an *average* level of satisfaction.
- If they are angry... and customers are disturbed by others... ‘anger management’ might be to ‘release’ onto the others? – Note others mentioning this issue. Staff may be needed to manage this.
- Graeme – a classic “they are fun guns”
- QU – who is the target segment for this cafe .
- QU – games / interaction – when different cultural groups are playing what are their rational for doing it?
- QU – how do Chinese v. Western people express anger?
- QU - Wait time for food – 10 mins –what is that called?

Other comments

- .

Comments on the report

- A comprehensive and interesting report that compliments the presentation well. See a few details in terms of presentation of the ideas. Engages the reader well and integrates theory effectively.

Grade: 94%

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AWKWARD			
YOUR GROUP NAME:			
THE ESSAYS			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
40%	30%	20%	10%
Comments (space will expand as you type) Topic interesting, well prepared, some time failure but still complete to understand			
Grade (%) 100%			

NCKU, IMBA - FEEDBACK, CLASS PRESENTATIONS

THE GROUP YOU ARE ASSESSING:		Save your file. Use this format: group being assessed your group.doc So an example would be TIV Voltes5.doc – where TIV is the group being assessed and Voltes5 is your group.	
AWKWARD			
YOUR GROUP NAME:			
SHOWBIZ			
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
40%	30%	20%	10%
<p>Comments (space will expand as you type)</p> <p>This was a great presentation! It is a great idea, as it is extremely innovative, interesting and contains high potential for success. The group provided a clear, concise, and well planned presentation. For the service aspects, the group clearly examined and analyzed the service offerings that are necessary. GREAT JOB!!!!</p>			
Grade (%) 100%			