

THE FUTURE OF FOOD SERVICES

1

TRENDS SHAPING THE FOOD SERVICES SECTOR IN SINGAPORE

Shift in Consumer Preferences

- 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

- 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

- 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

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BUILDING A FUTURE-READY WORKFORCE THROUGH UPSKILLING

Upskilling in in-demand technical skills and critical core skills will allow sector professionals to remain competitive in the sector

IN-DEMAND TECHNICAL SKILLS



Business Management Skills

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



Customer Experience Skills

Customer Service Excellence, Customer Data Analytics, Service Innovation Management



Green Skills

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



Innovation Skills

Food and Beverage Recipe Formulation, System and Work Process Improvement



Digital Skills

Technology Application and Implementation, Technology Strategy Design, Emerging Technology Scanning

IN-DEMAND CRITICAL CORE SKILLS

Digital Fluency

Communication

Adaptability

Problem Solving

Collaboration

Customer Orientation

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IMPACT TO CURRENT JOBS IN THE FOOD SERVICES SECTOR

With trends and technologies impacting the sector, job tasks and scopes are expected to change. Companies must redesign their jobs for optimal operational efficiency. See below the most impacted job roles that require redesign:



ASSISTANT PASTRY COOK/ ASSISTANT BAKER/ KITCHEN ASSISTANT

Increased focus on recipe development and creation of innovative desserts



STATION CHEF/ SENIOR COOK

Increased focus on overseeing the cooking process and on enhancing food presentation



SERVER/SERVICE CREW/ RUNNER

Operate technological solutions for service enhancements and potentially support Back-of-House operations



COOK/ KITCHEN ASSISTANT

Operate technological solutions for food preparation and potentially support Front-of-House operations

The following jobs also require job redesign and details on how they can be stacked can be found in the report:

Barista

Executive / Service
Supervisor

Bartender

Outlet Manager / Assistant
Outlet ManagerWine Server / Wine Waiter
/ Commis Sommelier

Pastry Cook

Host / Hostess /
Crew Leader

Baker

"40% of current job roles in the sector will require job redesign and the remaining 60% of job roles require upskilling"

EMERGING AREAS OF WORK

Trends and technologies have spurred the emergence of areas of work in the food services sector. Reskilling is required for existing job roles in the sector to take up the following job areas:

1

Revenue Manager

Enable data-driven decisions in areas like product pricing, menu optimisation and service enhancement

2

Customer Retention Specialist

Execute and improve customer engagement, retention, and loyalty marketing campaigns and projects

3

Restaurant Designer

Design and develop the overall look, design, and concept of an establishment to support smooth workflows

4

Sustainability Specialist

Drive the organisation's sustainability agenda and serve as the subject matter expert



STRATEGIES MOVING FORWARD

1 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 which allow for access to talent and 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

- Better attract and retain workers by improving employee social and physical work environment, offering flexible working arrangements, and supporting employee passion through learning and developmental opportunities

Integrate environmental responsibility into organisational long-term strategy

- Incorporate sustainability practices such as food waste reduction, sustainable food packaging and the engagement of stakeholders on sustainability efforts



2 EMPLOYEES

Embrace change and continuous improvement

- Being adept in cross-functional roles (e.g., Front-of-House and Back-of-House) can support employees in their career progression

Upskill on new and emerging skills

- 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



FUTURE-PROOFING THE FOOD SERVICES WORKFORCE

Government Initiatives are available for:

- Deepening technical and digital expertise
- Transitioning to associated roles through upskilling
- Explore new and emerging roles

Refer to selected programmes and grants to support companies in job redesign

1

Career Conversion Programme (CCP) for Employers

- CCP helps companies to reskill 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
- There are several programmes available:
 - CCP for Food Services Industry
 - CCP for Sustainability Professionals
 - CCP for Human Capital Professionals
 - CCP for Internationalisation Professionals
- Click [here](#) for more information on CCP

2

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
- Click [here](#) for more information on PSG-JR

