



User Research Report

The purpose of this document is to detail the context, methodologies and plannings made of the affiliated target groups within project Obero.

Table of Contents

Background Context	3
Project Obero	3
Target Groups	3
Restaurant Organization Structure	5
Methodology & Procedure	7
I. — Online Survey	7
II. — Expert Interview	8
III. — Field Study	9
Results & Analysis	10
I. — Survey Results	10
II. — Survey Analysis	15
III. — Expert Interview Results	16
IV. — Expert Interview Analysis	17
V. — Field Study Observation Results	19
Conclusion & Recommendation	21
Bibliography	23

Background Context

Project Obero

Project Obero involves the observation and evaluation of existing POS Management Systems and how it is utilized for in-store operations. These observations also entail the many different users that are involved within the operational usage. The purpose of this user research is to identify the kinds of user clusters (also known as target groups) that are present within the operations, to target and take note of possible pain points and opportunities related to their user experience.

Target Groups

The target groups that are in-focus have inter-related connections within Obero's new partner model. The main target groups are:

A. Vendors

Persons who are in-charge of handling/managing several restaurant owners of different businesses, usually those who own and sell management solutions to restaurateurs for better management handling.

B. Restaurateurs

Individuals who are affiliated with ownership and management of restaurants and businesses alike within the foodservice industry. When explored deeper, there are two sub-categories of restaurateurs that will be explored:

- Restaurant Owners
- Employees

C. Consumers

Also known as customers, they are the main reasons why restaurants are delivering high quality goods and services, so that customers may have a positive experience and will eventually decide the powerdrive of the restaurant's business.

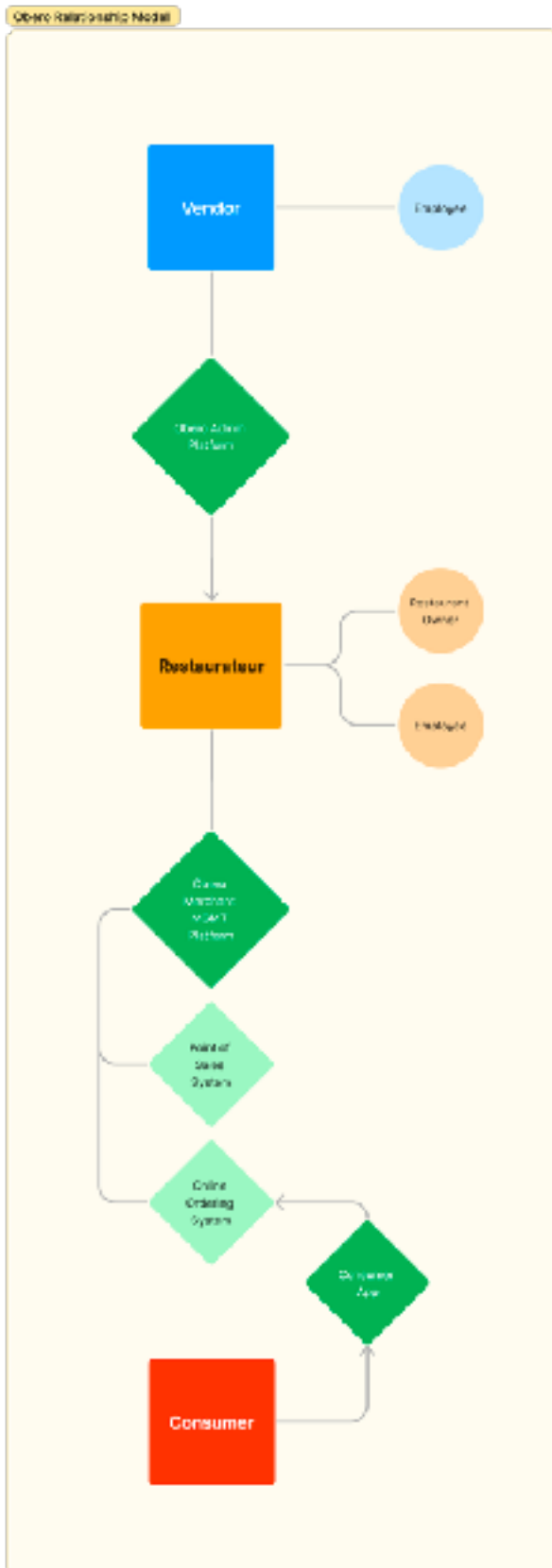


Diagram of Obero's New Relationship Model

On the left is Obero's new relationship model, if the two platforms are ready to be deployed. The vendors (whom are resellers of the Obero solution) will be the lead manager responsible of delivering Obero to restaurateurs, who will then utilize the platform themselves to manage their in-store operations. With it also includes a consumer ordering system, which consumers of the restaurants can use to make their orders. This model is the result of a stakeholder discussion that can be summarized within these sentences:

*"If the restaurateur can manage their store easily, then the vendors can also manage the restaurateur's store easily..." **

*"Easy management means less support, meaning the vendor needs less functionality; basically the main functionality that the vendor needs is an overview, and maybe if there's a question from the customer [restaurateur] meaning that they can easily find the customer..." **

**Taken from input session with stakeholders.*

Restaurant Organization Structure

Organization structure helps align jobs with necessary tasks for the restaurant's success. There are 2 types of restaurants:

a. *Full-service*

Full dining experience given from the restaurant, with emphasis on 'experience' deriving from host/hostess services, interval servings from waitstaff, and eventual delivery of food and beverages to consumers.

b. *Fast-food/fast-casual*

Quicker dining services with the core purpose of efficient customer handling and food delivery. Waitstaffs often act as maintenance/reservoir personnel, handling customer requests only when needed. Customers seldom only want the goods for the sake of consuming; shutting off any particular interactions coming from other surroundings.

Within a restaurant, there are generally management staffs available with operational responsibilities. In order to ensure cohesive and flawless operations, roles are present to declare responsibilities. These roles could then be visualized under a chain-of-command diagram:



*General Diagram of Roles within Restaurants
(Vonfintel, S., & Tanner, A. 2022)*

To undergo each and every aspect of the involved users, a brief description tree has been created, which can be seen below. The purpose of identifying these roles is to further refine, and specify necessities which is needed for every aspect of management that is available within a 'restaurateur' target group.

One key to cohesiveness is creating something that is 'full' and yet 'simple' at the same time; allowing multiple users from various hierarchical lines to be able to utilize without any necessary complications. As listed within the diagram, the description of these titles are:

- ***Restaurant owner***

Main financier and overall management of restaurant

▸ ***Bookkeeper***

Ensures finances and accounting

▸ ***General Manager***

Leads overall function of restaurant

* ***Assistant Manager (Host/Hostess)***

Ensures proper welcome of guests by the front-door and manages bookings within restaurant

◆ ***Host/Hostess***

Employees who are responsible in welcoming guests to the restaurant

* ***Assistant Manager (Front-of-house)***

Ensures management of dining room and bar staff, ensuring guests the positive dining experience

◆ ***Waitstaff (Waiter/Waitress)***

Responsible for taking and serving orders, and interacting with customers to ensure satisfaction

◆ ***Bartender***

Ensures drinks are created and served to customers by the bar

* ***Kitchen Manager (Kitchen)***

Ensures kitchen's line of production and staff affiliates are working in order and proper

◆ ***Chef***

Responsible for menu creation and overview of kitchen staff to ensure highest quality of standards

◆ ***Line cook***

Ensures preparation and cooking of food according to the menu

◆ ***Dishwasher***

Responsible for cleaning and sanitizing dishes and kitchen utensils

* ***Maintenance Manager (Maintenance)***

Ensures restaurant's hygiene and well-maintained, including restocking supplies

◆ ***Maintenance Staff***

Ensures restaurant is well-maintained

Methodology & Procedure

I. — Online Survey

An online survey is conducted to gather user data on two particular target groups: restaurateurs and consumers. Restaurateurs will be asked questions regarding in-store operations and knowledge of service tools that are used within their field. Years of experience are also asked, alongside basic demographics (gender, age) to further justify the data legibility according to their preferences.

The procedure for this method is as follows:

1. User is asked of their age*
2. User is asked of their gender*
3. User is asked whether they have/have not been within the foodservice industry:*
- A. User has worked (Yes)
 1. Expertise — duration of work*
 2. Experience — Management/Subordinate*
 3. Knowledge of in-store management systems*
 4. Familiarity with any digital tools within the industry*
 5. User opinion on provided prompts regarding restaurant management*
 6. User opinion on in-store priorities*
- B. User has never worked (No)
 1. Frequency of eating/dining outside*
 2. User opinion on in-store priorities*
 3. User opinion on provided prompts regarding restaurant/dining experience*

II. – Expert Interview

An expert interview is conducted to gather insights into what makes a management platform unique and/or stood out from other competitors. For this matter, vendors/ resellers affiliated with Obero and other sectors of business will be asked to participate in a one-on-one interview, in which the questions will gather qualitative expertise on general expectations made for management platforms. This session will also tackle the versatility of the management systems for the restaurateurs to use, gathering possible insights on what makes a good management platform.

The procedure is as follows:

1. Acquaintance

- What do you do?
- What [kind of products] do you sell?
- How long have you been doing this?

2. Identifying Unique Selling Points

- What do people see in [CRM platforms / management] in the products you sell?
- Do you happen to know any main features of these products?

3. Marketing Strategy / Feature Prioritizing

- How do people market these products to the general audience?

4. Personal Remarks / Motivation

- How do you personally feel about these platforms you help to sell?
- Are they of any help?
- What is your main motivation in selling these products?

Each interview should take somewhere between 15-20 minutes, not taking too much of time. After these results have been gathered, audio will be recorded and asked for permission beforehand whether the participant is comfortable (names will remain anonymous) to proceed. Results will then be gathered and evaluated, with a possible co-reflection session alongside stakeholders to evaluate and re-prioritize (if necessary) features available.

A questionnaire has also been prepared as a mitigation plan, if the participant is unable to conduct a proper recorded interview. The questions that are asked also resemble the same context and for the same purpose.

III. – Field Study

A field study is conducted on one of Obero's customers as an exemplary of Obero's merchant management platform and its applications in real-life scenarios. The study will consist of:

a. *Participant observation*


Observing restaurateurs and consumers' interactions within real-life scenarios; how they dependent on one another; how one corresponds to another's actions.

b. *Restaurateur interview*

Interview with in-store owner; getting acquainted with their job profile; addressing wants and needs; compare with current existing system and evaluate effectiveness of said system.

c. *Co-reflection*

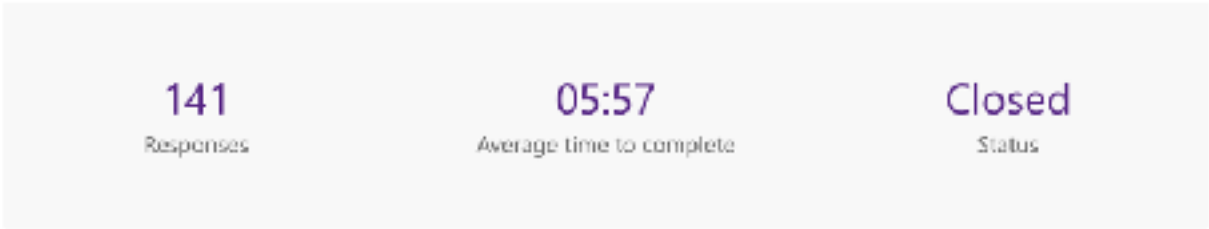
Numerous tweaking sessions where we showcase the current progress and development of the new Obero designs with the restaurant owners; gather feedback and inputs to tailor-suit their needs.

Store Information		
Name	Remix	
Website	https://remixcocktailbar.nl/	
Address	Stratumseind 57a 5611EP Eindhoven	
Contact Info	info@remixcocktailbar.com	
Opening Hours	Di – Do : 19:00 – 1:00 Vr – Za : 19:00 – 4:00 Zo : 19:00 – 1:00	

Results & Analysis

I. – Survey Results

Obero: Survey Form



The online survey managed to acquire a total of 141 responses, as was shared throughout social media and numerous ‘snowballing’ to affiliated audiences. The average time to complete is 5 minutes and 57 seconds.

1. How old are you?

[More Details](#)

18-25 yrs	53
26-39 yrs	27
40-59 yrs	56
60-65 yrs	19
66+ yrs	5



2. What is your gender?

[More Details](#)

Male	66
Female	73
Non-binary	0
Prefer not to say	2



Demographics

The surveys were taken by 141 candidates, which are:

- 52% Male
- 47% Female
- 1% Undefined

- 40% by the age of 40-54 years
- 23% by the age of 18-25 years
- 19% by the age of 26-39 years
- 13% by the age of 55-65 years
- 4% by the age of 66+ years

- 35% (50 people) have worked in the foodservice industry
- 65% (91 people) have not worked in the foodservice industry

A — Foodservice Workers

Out of 50 people:

Experience

- 38% Post-junior level (1-3 years)
- 26% Junior level (0-1 years)
- 18% Mid-level (3-5 years)
- 18% Senior level (5+ years)

Position

- 54% Subordinate
- 46% Managerial

Technical Jargon

- 88% are familiar with (order based on familiarity):
 1. Point of Sales (POS) — 29%
 2. Online ordering System (OOS) — 27%
 3. Customer Relations Management (CRM) — 19%
 4. Customer Facing Display (CFD) — 13%

- 60% mentioned custom digital tools used to run in-store operations:
 1. Kitchen MGMT
 2. Cashier MGMT
 3. QR Solutions (Scanner, Ordering)
 4. Inventory MGMT
 5. Roster MGMT

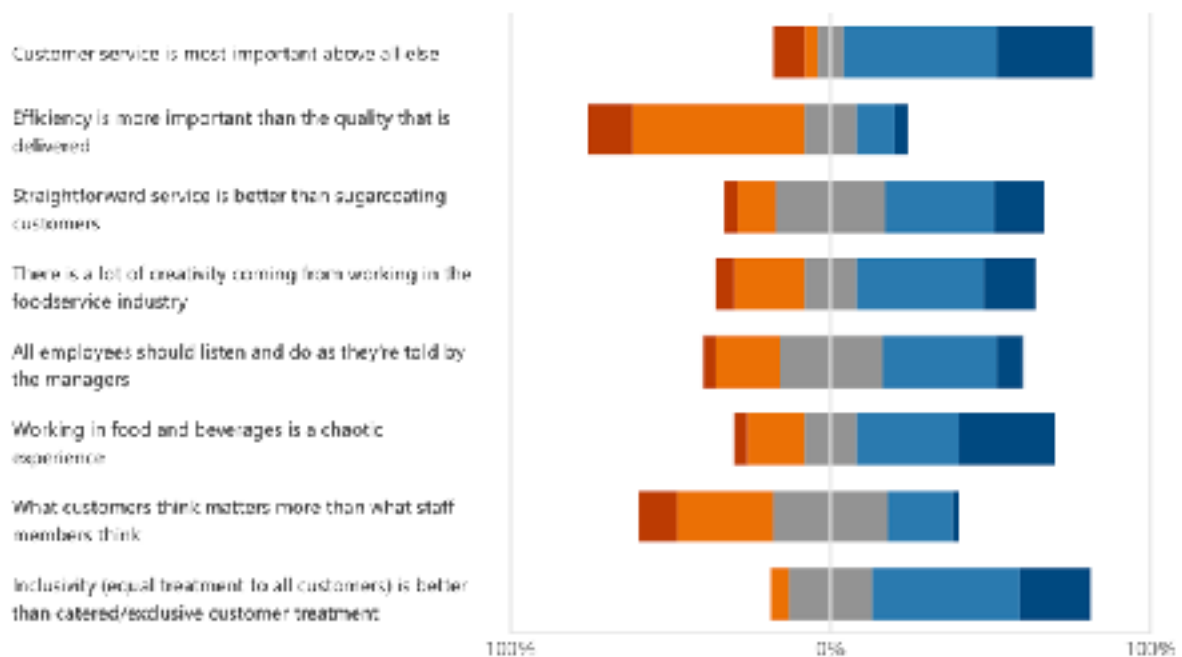
6. Delivery MGMT
7. Ticketing MGMT
8. Sales
9. Integration

Statement Prompts

9. Based on these statements, please indicate according to your level of opinion
(Strongly Agree - Strongly Disagree)

[More Details](#)

Strongly Disagree Disagree Neutral Agree Strongly Agree



Dine-in Level of Importance for Customers

10. What do you think matters most for customers when dining in restaurants? Please rank them based on your level of importance

[More Details](#)



B — Non-foodservice workers (dine-in customers)

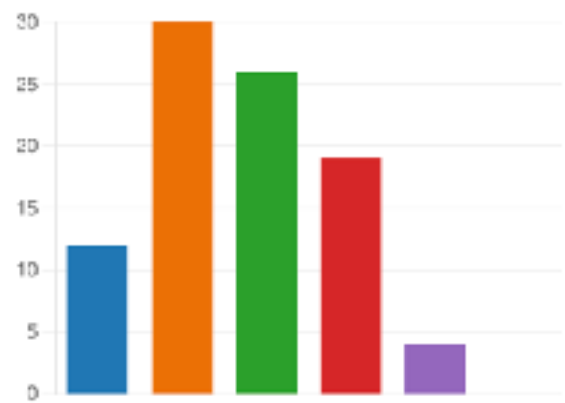
Out of 91 people:

Dine-in Frequency

11. How often do you eat outside?

[More Details](#)

● Almost every day	12
● Frequently (several times a week)	30
● Regularly (once a week)	26
● Occasionally (a few times a month)	19
● Rarely (once a month or less)	4
● Never	0

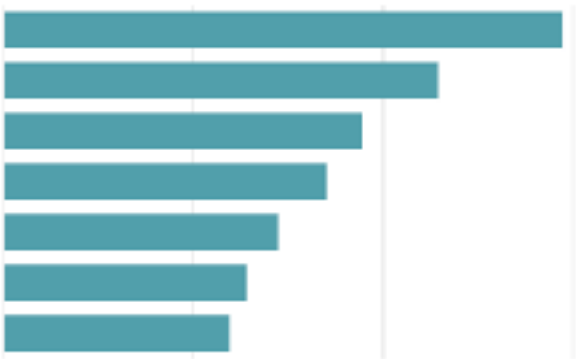


Dine-in Level of Importance

12. What do you think matters most when dining in restaurants? Please rank them based on your level of importance

[More Details](#)

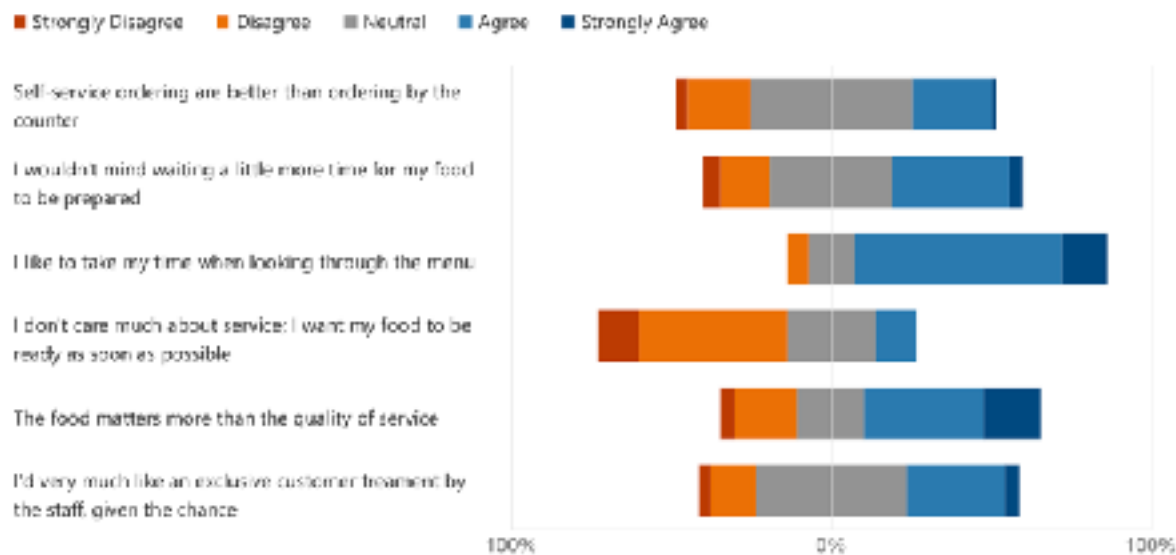
1	Quality of Food/Beverages
2	Value for Money
3	Friendly Staff Behavior
4	Location Preference (near your ...)
5	Quick Service Time
6	Interior & Environment Aesthetics
7	Unique Menu Selection



Statement Prompts

13. Based on these statements, please indicate according to your level of opinion
(Strongly Agree - Strongly Disagree)

[More Details](#)



II. – Survey Analysis

Based on the survey results, some interesting remarks can be made:

- a. Both restaurateurs and consumers value the **quality of food** as their number one priority, with the following list describing their priorities:

- 1. Quality of food**

- When it comes to dining in, or eating out to restaurant in general, obviously consumers' core demand would be of the food.

- 2. Value for money & Friendly staff behavior**

- Second priority are placed between money value and staff behavior: with the food, comes the price to decide whether the quality was equally worth the price. And with the price, comes also the services that restaurant staff are providing. In summary, the price will decide whether the services and the quality of the food are on-par.

- 3. Location preference & Quick service time**

- The third priority are categorized according to time and of convenience: if the location is suitable for the individual (e.g. closer to home, not many people, empty parking spaces, etc), the individual may opt for such place. Quick service time is decided whether it is worth waiting for the quality of food that is presented — if waiting time is long and quality is bad, then consumers are having a bad experience.

- 4. Interior & environment aesthetics & Unique menu selections**

- The fourth priori-categoria involves the environmental aspects of the restaurant and its menu selections. The menu selections may contribute to the time a consumer may take in selecting their menu items, while environmental ambience serve more as small nuances that each restaurants distinctively have, whether it is intentionally thought of or accidentally constructed.

- b. There is inherently no preferences between self-service and by-the-counter ordering; consumers just want to take their order without disturbance and without any distractions.
 - c. Food-oriented motivation — staff services are overlooked if the food quality is outstanding.
 - d. Customer service and food quality are the main driving factors for restaurateurs when preparing orders.
 - e. Restaurateurs care about equal customer treatment to all customers.
 - f. Restaurateurs strongly agree that daily in-store operations are a chaotic experience.

III. — Expert Interview Results

A total of 4 interviews have been conducted with vendors (resellers) with various portfolios of sales from different sectors; mostly are affiliated with technology. Names have been kept anonymous, and abbreviations are used. The participants are:

1. Participant A — OF
2. Participant B — MS
3. Participant C — EL
4. Participant D — NG

The interviews were conducted either online via audio call, or an on-site interview. Some interviews were conducted with multiple persons engaging in a conversation, and some were conducted as a one-on-one focus.

The interviews took an average duration of 12-20 minutes, detailing acquisition of background context, selling points and strategies, as well as some pain points/frustrations.

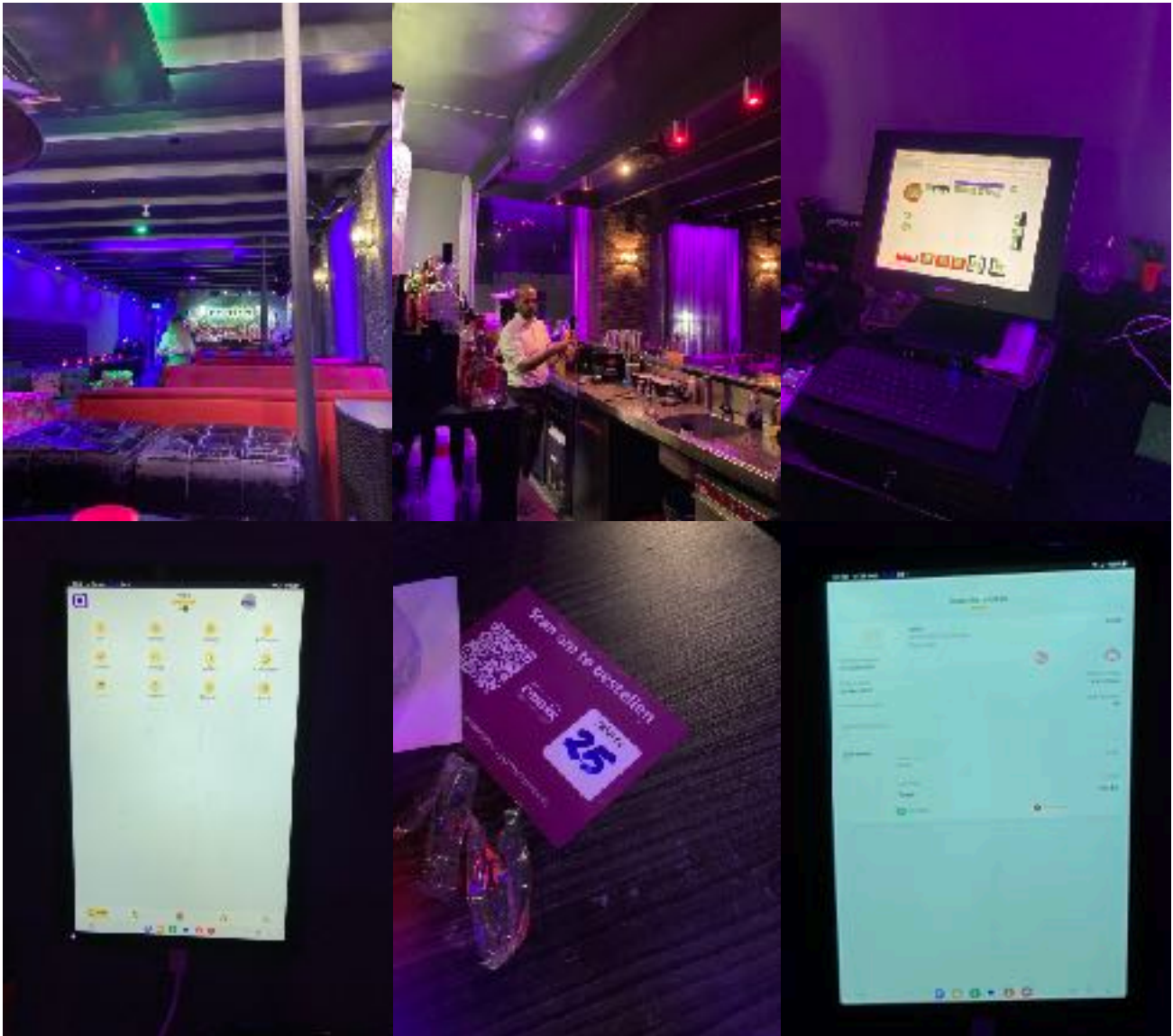
IV. — Expert Interview Analysis

Participant A — OF	
Sales Specialization	IT Services
Experience	3 years
Client Needs	<ul style="list-style-type: none"> - Added value of the product - How will the product impact their business & people in the business
Marketing Strategy	Informal, Snowballing, Demand-based
Personal Motivation	<ul style="list-style-type: none"> - Passionate, invested on products and solutions that should be sustainable and helpful for businesses. - Consistent maintenance
Pain Points	<ul style="list-style-type: none"> - Handling client's maintenance - Product does not work properly - No available resources from supplier of product
Participant B — MS	
Sales Specialization	Tech products for B2B
Experience	4 years
Client Needs	<ul style="list-style-type: none"> - Tailored products to fit specific use case
Marketing Strategy	Snowballing, Demand-based
Personal Motivation	<ul style="list-style-type: none"> - Started off as a hobby - Time is limited, but its fun to set up small scale operations - Learning how to setup a business and fail them - Specific-tailoring for clients
Pain Points	Labour intensive, back-and-forth reconfiguring
Participant C — EL	
Sales Specialization	Software and Telecom
Experience	11 years
Client Needs	<ul style="list-style-type: none"> - Products that benefit businesses - Products that 'help' the clients
Marketing Strategy	Online Advertising, Snowballing
Personal Motivation	<ul style="list-style-type: none"> - Profits - Generating revenue - Working solution for satisfied customers
Pain Points	Long waiting times, arduous back and forths with 'leads' (potential clients)

Participant D – NG	
Sales Specialization	Ventilation, POS System
Experience	4 years
Client Needs	<ul style="list-style-type: none"> - Ensuring quality control and assurance - Aftersales treatment
Marketing Strategy	Online Advertising, SEO, Cold Calling, Email campaigns
Personal Motivation	<ul style="list-style-type: none"> - Utmost belief in product's help to the people and environment - Grow with the product and its causes - Great knowledge of future prospects on the products sold - Need to want to help people
Pain Points	<ul style="list-style-type: none"> - Maintenance costs are valuable when dealing with larger orders (time-value are wasted) - One-week maintenance fixes on average - Quotation delays within the CRM system; not in sync with customer's ticketing issues (software-side) - Sales onboarding is a big deal when a company is selling a lot of different products

V. – Field Study Observation Results

Main Areas	
Cocktail Bar	Order Receipt Printer
Main Order Counter	Table Management (using external POS) Order Receipt Printer Obero Merchant Management App
Customer Tables	QR code scan (with table number)



i. Merchant Management Platform

- a. Order Management
 - Order List
 - Accept/Decline Order
- b. Printer
 - Printing Receipt
- c. Table Management (External POS)

ii. Consumer Application

- a. Menu List
 - Manual Table Number Input
- b. QR Scanner

iii. Interview & Co-reflection with Owner

Name	EL
Background	Finance & Accounting
In-store Role	Co-Owner & Bartender
In-store Experience	8-9 years
Additional Description	<ul style="list-style-type: none">• Day job as financial accountant at Summa College• Does bartending for fun & hobby • Remix opens at 2014• Scale up during 2015• Cocktails become a booming business• Shut down for almost 2 years due to COVID-19 (2020-2022)• Now slowly building back up• Current energy crisis and inflation makes it much more difficult • People drink from home nowadays• Going to bars heavily depend on subjective 'preference' and customer loyalty• Unsure of upcoming years' forecast • Customer traffic along Stratumseind has been low for almost 3 years• Currently low traffic due to Ramadhan
Pain points	Merchant MGMT App <ul style="list-style-type: none">• Viewpoint of table number within orders are too small in the current management app Consumer App <ul style="list-style-type: none">• Annoying inputs of table number in consumer app• Remove manual input of table number Others <ul style="list-style-type: none">• Digitalization of orders are more convenient than printing receipts
App Requirements	<ul style="list-style-type: none">• Automatic table number input (unique QR codes per table)• Keep orders in 'tab' (do not require immediate payment)

Conclusion & Recommendation

I. Consumer's In-Store Preferences

Preference is based on the consumer's motivation and the style of service each restaurant may provide:

- A. If consumers merely dine-in for the sake of acquiring food, anything that is nearby and serves quick will do (which explains the correlation with fast food services and location).
- B. While if the motivation was more lenient towards a special celebration, eating somewhere with culture significance or that provides an intimate dining experience (encapsulating both quality of food and service) may be the better option.
- C. Human error may also be possible, as was prominent within the conducted field study of Remix (e.g. wrong order inputs, wrong table number) when the consumers are tasked to input those systematic information for the restaurateurs. Hence, a solution is to provide as much automated experience as possible for the consumers, leaving more work for the restaurateurs.

II. Restaurateur's In-Store Requirements

Restaurateurs' responsibility lies upon:

- a. *Providing the best experience for consumers*
Ensuring that consumers have what is needed and wanted, as well as maintaining that level of importance would benefit for the quality the store provides.
- b. *Delivering the right orders for consumers*
Consumers want the right orders delivered to them at a reasonable time. Keeping track of each order's duration whilst constantly informing the users of the time will provide user feedback that benefits the expectations and anticipation of the order.
- c. *Management of staff and operating in unison*
Having relevant data that is shared live and knowing each others' responsibilities would improve the efficiency of operations.
- d. *Utilities from external applications*
Having a POS tailor-made for each in-store management staffs would benefit in delivering food and beverages, whilst still maintaining proper work consistency.

III. Vendor's Requirements

Vendors' main motivation points in selling a product lies upon:

a. Knowledge in Product's Cause

Having a strong sense of pride and knowledge of a product's benefits to the user will ensure stronger sales, due to the persuasion that derives from user benefits of using the product. This knowledge can be attained through various onboarding methods of getting to know the product, and also the people who are intended to use the product. Can be done via prototype testing/sample trials. That way, user feedback can be gathered and will establish a sense of personal engagement with the product and the salesperson.

b. Product Sustainability

How well a product is self-sustainable is a factor that is essential for vendors to take note, which translates to the reliability and dependency of the clients who will use the product. The more sustainable the product, the more independent the product will be.

c. Knowledge & Reliable Customer Dependency

If the product has its own customer support and would require less maintenance needs by the consumer, vendors would be more motivated to market these products. Having a determined customer support that is outside of the vendor's responsibility would minimize the vendor's bottlenecks. Knowledge on both parties must also be maintained for customer relevancy and ensures strong reliability.

d. Personalization

Having an easier and shorter duration of tailoring and customization for each customers help in increasing efficiency of sales for vendors, as the product is configurable and applicable to many different use cases.

Bibliography

- Vonfintel, S., & Tanner, A. (2022). *Restaurant Organizational Chart: Hierarchy, Positions & Examples*. Study.com. Retrieved February 22, 2023, from <https://study.com/learn/lesson/restaurant-organizational-chart.html#:~:text=Some%20common%20roles%20in%20a,of%20Dhouse%2C%20and%20management>.
- Rawes, E.M. (n.d). *Organizational Structure of a Hotel*. (2019, February 5). Small Business - Chron.com. Retrieved February 22, 2023, from <https://smallbusiness.chron.com/organizational-structure-hotel-3809.html>
- Times, R. (2022, September 20). *10 Intangible Factors Influencing The Customer Experience And Retention At A Restaurant*. The Restaurant Times. Retrieved February 27, 2023, from <https://www.posist.com/restaurant-times/restro-gyaan/factors-affecting-customer-experience.html>