



## Summary Report of KFC Hong Kong

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## **1. Introduction**

This report is based on our observation in KFC as well as an online survey designed by our group. We have visited the Festival Walk branch during breakfast, lunch, tea and dinner times for observation. For the survey, 64 people have completed the questionnaire online. Please find the bilingual questionnaire in the Appendix.

Our observation and survey result are provided in this report including menu items, clerk-manager interaction, staff-customer interaction, housekeeping activities, restaurant attractiveness, customer profile and behaviour, restaurant efficiency, facilities, and advertising strategy of KFC in Hong Kong.

## **2. Menu**

KFC(HK) serves its breakfast menu from 7am to 11am. Customers can choose among the 19 sets of breakfast. Currently, customers can choose to substitute the original plain scramble egg in the breakfast set with scramble egg with chopped onion and bacon. All breakfast items are only served in sets but this does not apply for drinks. During breakfast hours, the most popular food is macaroni and the majority of customers order hot milk tea with their breakfast. Free refill of tea and lemon are provided, but customers need to serve themselves for refill.

As for lunch and dinner, traditional chicken sets remain the most popular food items but it is notable that more than a quarter of the customers purchase Japanese style Teriyaki chicken filet set and the zinger filet with mushroom sauce set.

D'Lite menu with low fat and vegetarian food is provided after the breakfast hour from 11 am. However, there is no children menu in all service hours. Granulated sugar, sweetener and butter are provided free of charge but upon customer's request.

Almost 60% of our respondents of the questionnaire think that the restaurant offer varied food items but there is also a notable 42% of respondents disagree with the statement. In fact, most of the recommendations on KFC(HK) we gauge from the final open-ended question of our questionnaire is about enhancing the variety of food offered.

### **3. Staff-customer Interaction**

From our observation, the customer service in KFC(HK) is very much standardized and consistent. In most cases, KFC(HK) staff adopts a uniformed approach when interacting with customers. Examples include greeting customers when they come in to the restaurant, want to purchase, after payment has been made at the cashier or when they leave the restaurant. In most situations, the staff follow a scripted speech to communicate with customers, especially when recommending customers to purchase more food items after they have ordered their food. For example, a staff asked a customer if he would like to try an egg tart apart from his order. Generally all staff wear a smile on their faces. Staff also take the initiative to help customers. In our field study, a customer could not get a straw from the straw box; a staff noticed it and immediately ran to the customer and helped her without being requested. Moreover, in order not to disturb the customers, trays are only collected on request or after customers have left their tables. As we observed, most customers leave the store without clearing up their trays.

According to our survey, 80% of the interviewees agree that they were served promptly at KFC. 93 % of them agree that the staff are friendly and courteous. Over 80% of them agree that the table was cleared up promptly when a customer leaves. The survey result shows that the majority of customers are satisfied with the service and courtesy of staff. In the survey, we also asked if the customers will be willing to clear up their own trays after eating. 61% of the interviewees say that they are willing to do so while the remaining 39% says they are not so willing to do so. Though most of the interviewees are willing to clear up their trays, we think that it is not so easy to change the habit of Hong Kong people, which is being served after meals.

### **4. Clerk-manager Interaction**

KFC(HK) has created a friendly atmosphere to promote harmonious employee-manager relations. Managers call their co-workers by their first names. In our field visit, we see managers hold a brief meeting with the staff at around 2 pm, during the non-peak time of the restaurant. Managers are trained to solicit ideas and feedback from everyone, to coach and support each other. Good teamwork is observed especially during peak hours, even manager will take the order and collects money in peak hours. Employees working in front of the register know exactly the customer expected to be served promptly.

## **5. Housekeeping Activities**

We have observed the housekeeping activities of KFC(HK) in terms of number of staff hired for cleaning, cleaning practice and frequency of cleaning.

KFC(HK) hires two to three staff for cleaning in the restaurant. During non-busy time (before 11:30 am, after 7 pm), one staff is responsible for tray cleaning and one staff is responsible for floor and washroom cleaning. One more tray cleaning staff stands by during busy time (12 nn to 2 pm).

KFC(HK) sets up a standard cleaning practice for staff to follow. The restaurant divides the cleaning cloth into three types and staff pick up the cleaning cloth from three different trays: one tray placing the cloth for cleaning the food tray, one for cleaning the table and one for cleaning the floor. This practice prevents staff from using the floor cloth to clean the table or food tray. For floor cleaning staff, they are required to put the warning sign, “Caution: wet floor.” at the cleaning spot before they sweep the floor.

Washroom cleaning staff follows the “washroom cleaning check-list”. They are required to finish 8 tasks in the check-list, for instance cleaning the hand-wash tub, refilling the hand soap and refilling the dry hand paper etc.

One major cleaning activity is recorded during the non-busy time and no major cleaning activity is recorded during busy time. A floor cleaning staff sweeps the floor once before the lunch hour. The staff clean the washroom every half an hour during non-busy time and every 15 minutes during high traffic time.

## **6. Restaurant Attractiveness**

We have observed the restaurant attractiveness of KFC(HK) in terms of the furniture, decoration, lighting, temperature and staff uniform.

The theme colors in decoration are red and blue. Dining tables and chairs are movable, which allows customers to move and arrange their seats. In addition to regular rectangular tables, some branches have round coffee tables and sofa seats, which offers a more relaxed and comfortable atmosphere. The wall is painted with KFC(HK) advertising slogans like “So real”. There are also some posters with young people laughing and enjoying KFC(HK) meals happily. Besides, there are

mirrors on the walls of KFC(HK), which gives a spacious and bright environment. KFC(HK) uses yellow lights, which constitutes to a warm feeling.

The air-conditioning in KFC(HK) is set at a proper temperature. However, since it uses central air-conditioning system, the temperature cannot be adjusted to cater for every customer's need. There is a thermometer in every branch. The air-conditioning was set at 23 degree Celsius during our observation. Only English songs or western music are played in KFC(HK), but no Cantonese songs or Chinese music is played. The staff uniform of KFC(HK) is neat and tidy. The uniform of junior staff consists of a red shirt, blue trousers and a blue cap. Managers have a different uniform, which is more formal with a white shirt and blue trousers or skirt. Every staff has a name tag on their shirts.

According to our survey, 81% of our interviewees agree that the restaurant setting is comfortable. All of them agree that the lighting is good, and about 90% of them agree that the air condition is set at a proper temperature. The survey shows that most of the customers are satisfied with the restaurant setting in KFC(HK). To conclude, the overall restaurant setting of KFC(HK) is modern, smart, neat and comfortable.

## **7. Customer Profile & Behaviour**

In our observation, we have discovered that during different periods, there is a slight change in the type of customer visiting KFC(HK).

For breakfast and lunch period, the average age of customers is about 25 to 40 and most of them are local white-collars. No children and elderly visit during that time, while after 10 o'clock in the morning there are more Filipinos and Indonesian workers visiting KFC(HK). During tea and dinner periods there is a change the profile of customers. Most of the customers are either secondary school students or the middle class. There are also some children with their parents or guardians, as well as a few elderly customers visiting KFC(HK). However, one thing in common between different periods is that customers usually visit KFC(HK) with a friend or even in a small group of four, few of them visit alone.

Place where customers usually occupy is the sofa area. Customers mainly dine in KFC(HK) and some of them may discuss homework or even business there. For those who are solely dining, their lingering time is comparatively shorter than the

one lingering in McDonald's about the same time. Customers usually finish all of their food and then leave at once without staying any longer. In addition, customers generally will order single meal set and only a few of them will order take-away.

When comparing our observation findings with the survey findings, similar results are obtained particularly in terms of age group and occupations. From the survey, majority of the customers are of the age group 16 to 30 years old. Most of them are students and working class and only some of them are retired and unemployed. The majority of the customers will visit KFC(HK) once a month and some of them will visit once a few months. The most favorable period for the customer to visit KFC(HK) is during the lunch time, while tea time comes next and is followed by dinner time and breakfast time. Customers usually visit KFC(HK) together with friends and their average spending every time they visit is around HKD\$ 20 to HKD\$ 50 per person.

## **8. Restaurant Efficiency**

We have observed the restaurant efficiency of KFC(HK) in terms of the time customers needed to wait for getting tables and food.

Staff of KFC(HK) use less than one minute to pack the food to customers. The queues in the restaurants are usually short, with the most three people in each queue. There are enough staff, so they can clean up the tables immediately when customers leave. This enables customers to find seats easily.

KFC(HK) provides the served its customers quickly. Staff of all the positions work efficiently. As staff need only less than one minute to pack the food, customers can almost get their food immediately without waiting. For the same reason, the queues in the restaurants are short and are moving quickly. Customers need not spending much time for queuing up.

Customers can also get their seats in KFC(HK) without long wait. Though in peak hours, there are many people in the restaurant and the number of seats might not meet the demand perfectly, customers can still find seats easily in short time. It is because the cleaning staff clean up the table immediately when customers leave.

## **9. Facilities**

Hand washtub is provided in KFC(HK) for customers' use. There is also a LCD monitor to display the price at each cashier counter.

KFC(HK) sets a hand washtub in its restaurants. It allows customers to wash their hands after finishing their meals. Customers then can save time from going to the toilet to do the same thing. KFC(HK) provides a way for the convenience of its customers besides just giving them the wet tissues.

Each cashier counter in KFC(HK) has a LCD monitor to show customers the price. The LCD monitors are big and clear enough for the customers to read clearly. They can then prepare their money when the staff is packing the food. It is much faster than having the customers to wait till the staff to tell them the amount orally after packing the food. Both the two facilities contribute to a better fast food service of KFC(HK).

## **10. Advertising Strategy**

In terms of advertising strategy, we focus on observing how KFC(HK) advertises themselves inside their stores and the souvenirs exchanging offers available upon purchasing food in the fast food restaurant.

KFC(HK) has put up a new image by implementing a new advertising campaign with the theme "KFC(HK) So Real". The advertisements are placed on the walls inside the fast food restaurant and are the television commercial are broadcasted continuously on the LCD monitors installed at the cashier. This "KFC(HK) So Real" campaign is a regional promotion specifically designed for the Hong Kong market. It has localised elements that reflect on the feature of the territory as seen in the use of young Chinese female and male, a group of friends dining in the restaurant and the choice of the advertising slogan "so real!". It is notable that KFC(HK) has not established any celebrity endorsers so far. The company adopts typical-celebrity endorsers, that is to show non-celebrity in their advertisements. Usually, its advertisements include multiple people rather than a single individual, e.g. in the "KFC(HK) So Real" campaign, the advertisement features a group of young Chinese of both genders.



Regarding souvenirs exchanging offers, the restaurant is now offering small stuffed toys in the shape of cobette, egg tart and chicken bucket for exchange at \$6 upon purchase of set meals. These soft toys are practical accessories for mobile phones, for example, the cobette toy can be used to wipe off the oil and dust of the screen of cellular phones.

## **11. Conclusion**

KFC(HK) has been trying its best to incorporate new items in its menu. Vegetarian food is also available, however unlike McDonalds, it does not have Happy Meals especially catered for children. The staff of KFC(HK) are also cheerful and enthusiastic in dealing with customers and colleagues. Good teamwork is fully demonstrated in peak hours and the manager can coach and support other employees and motivate them to work. The restaurant is also acclaimed of its cleaning work to ensure good hygiene. The environment of the restaurant also allows customers to dine comfortably.

It is also obvious that the type of customers dining in KFC(HK) varies with different time-period. However, one thing in common between different periods is that customers usually visit KFC(HK) with a friend or even in a small group of four. Usually, the customers can get the food in one minute.

Hand washtub is provided in KFC(HK) for customers' use. A LCD monitor is also installed at each cashier counter to display the price. The new advertising campaign with the theme "So Real!" is constantly played on the LCD monitors at the cashier. During promotional periods, customers can pay extra money for souvenirs like toys in the shape of cobette.

## **12. Recommendations**

KFC(HK) can consider having more variety of food in the menu that reflect like Chinese cuisine including soya sauce chicken, noodles. Most of our interviewees agree that the restaurant staff are courteous and good team work spirit. To maintain this good impression, KFC(HK) can try reward their staff to recognise their contribution, for example launching a "Monthly Best Smile Staff Award" in every restaurant.

## 13. Appendix: Questionnaire

### Questionnaire about KFC有關肯德基的問卷調查

#### **I. Customer profile and behaviour 顧客資料**

1. Age 年齡:

a. below 小於 16

b. 16-30

c. 31-45

d. 46-60

e. above 大於 60

2. Sex 性別: Male 男/ Female 女

3. Employment status 就業情況

a. Student 學生

b. Working 就業

c. Housewife 家庭主婦

d. Retired 已退休

e. Unemployed 待業

f. Others 其他

4. What is/are your reasons for eating in KFC? (You can choose more than one option)

你到肯德基消費的原因? (可選擇多於一個答案)

Cheap price 價錢便宜

Convenience 方便

Food quality 食物質素

Clean restaurants 環境清潔

Speed of delivery 服務速度

Good service 服務良好

Other 其他: \_\_\_\_\_

5. How often do you eat in KFC?

你每隔多久會到麥當勞一次呢?

Once a few months 幾個月一次

Once a month 一個月一次

Once a week 一個星期一次

At least once a week 一個星期最少一次

Other 其他: \_\_\_\_\_

6. Which period of time do you usually eat in KFC?

你多數會於哪個時段光顧肯德基?

Breakfast time 早餐

Lunch time 午餐

Tea time 茶餐

Dinner time 晚餐

7. Who do you usually go with? 你多數會與哪些人到麥當勞?

Family 家人

Friends 朋友

Other 其他:

8. How much do you usually spend in KFC (per person)?

你平均在肯德基消費多少? (以個人計)

a. Less than HK\$20 少於港幣二十元

b. HK\$20-HK\$50 港幣二十至五十元

c. Over HK\$50 多於港幣五十元

On a scale 1-4, 1 being strongly disagreed and 4 being strongly agree. How do you rate the following?

請表示你對以下各項的同意程度。(1 代表非常不同意，4 代表非常同意)

## II. Food quality 食物品質

9. The food is served hot and fresh 食物新鮮 1 2 3 4

10. The menu has varied items 食物種類多 1 2 3 4

11. The quality of food is good 食物高品質 1 2 3 4

## III. Restaurant attractiveness 餐廳環境

12. The restaurant setting is comfortable 環境舒適. 1 2 3 4

Seats and tables are clean 桌椅整潔. 1 2 3 4

The lighting is good 光線充足. 1 2 3 4

The air condition is set at a proper temperature 空調適度. 1 2 3 4

## IV. Service 服務

16. I was served promptly 服務快捷 1 2 3 4

17. Staff are friendly and courteous 員工態度友善及禮貌 1 2 3

4

18. The table was cleared up promptly when a customer leaves

顧客離開後員工很快便收拾清潔好餐桌

1 2 3 4

19. I am willing to clear up the tray myself after eating.

我願意於餐後自己收拾托盤

1 2 3 4

V. Other suggestion 其他意見.

20. Do you have any suggestion for improvement in KFC? 你對基德基有任何意見嗎?

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