



Chefbox

HANDCRAFTED MEALS IN BUCHAREST

Management & People factor



Agenda

- Company description
- The current situation
- Recommendations

Company description - Chefbox handcrafted meals

Company founded - Food truck
One owner - single partner



2019

2nd brick & mortar location
Increase in revenue with 20%

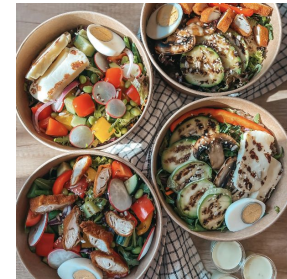
2016



Brick & mortar location
City center, business area



2023



- Diversified menu, meal based with vegetarian and vegan options
- Food delivery business model - 8km radius
- 90% of sales - food delivery apps: Glovo, Tazz, Bolt Food - coverage of an area of 8km radius from city center
- 200k E revenue in 2019 => forecast 900k E revenue in 2023, current 750k

The current situation - part 1

- **Strategy - vision, mission, goals, targets**
 - Small medium company - no defined vision;
 - Owner involved on the doing, not on the thinking;
 - Strategy - short term (1 year), no long term;
 - Only financial objectives, no communication with the team;
 - No clear targets.
- **Knowledge management**
 - No defined knowledge repository;
 - Word of mouth onboarding and know how transfer.
- **Innovation**
 - Little or no focus on innovation, business as usual activities;
 - Growth opportunities - randomly identified;
 - Lack of employee encouragement for innovative ideas.



The current situation_part 2

- **Performance monitoring**

- Company performance
 - Only financial indicators;
 - No auditing - improvement ideas reactive;
 - Customer satisfaction is measured by talking to customers.



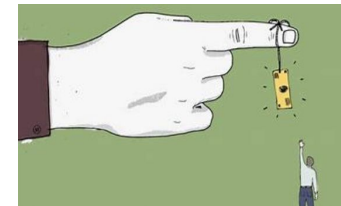
- **Employee performance**

- Performance review process - non standardized;
- Subjective measurement of employee performance;
- Reviews once per year, financial target measurements;
- Feedback - not a defined practice, corrective measures for mistakes.



- **Incentives**

- No incentives plan in place - monetary incentives only;



The current situation_part 3

- **Recruitment**

- Reactive, lack of standardization, no scoring criteria;
- No use of competency mapping for recruiting;
- No incentives for employees.



- **Career development**

- No job rotation, no career development path;
- Competency mapping not a practice;



- **Top/under performers**

- Top/under performers identified based on an-hoc feedback from colleagues and customers;
- Top performers rewarded;
- Under performers fired.



- Crisis management happens immediately depending on the context;



Recommendations

1. Vision, Strategy , Goals, Monitoring

- Define company vision - identity the why;
- Create long term strategy (5 years) - to support the vision;
- Clear strategic objectives - 1 major/year - (short term and long term) with implementation plan, communicated towards the team;
- Define tough targets with performance indicators, time bound, with progress measurement techniques;
- Follow-up meetings regularly (bi-monthly) - measure progress, adjust, when needed.



Recommendations

2. Innovation

- Define **company growth plan** - projects in line with the company's strategy and vision;
- Focus on innovation - create and test **new products**, based on market analysis, ask customers what they would like;
- Collect **customer feedback**: satisfaction survey, social media reviews, feedback forms;
- Create incentives plan to motivate employees to come up with innovation ideas.



Recommendations

3. Incentives - Define incentives program for employees:

- **Financial:**
 - Target achievement;
 - High performer - exceeds expectation;
 - Ideas for company development;
 - New talent recommendation;
- **Self development** - trainings, competitions;
- Loyalty scheme - paid vacation, industry events.



Recommendations

4. Performance monitoring

- Make visible the company vision and objectives to employees;
- Define **performance reviews** process:
 - kpis in line with objectives, targets;
 - measure progress monthly;
 - Review twice/year and adjust;
- Have regular **1on1 meetings** - every 2 weeks;
- Identify and motivate **top performers** based on predefined criteria;
- Handle underperforming as soon as identified.



Recommendations

5. Career advancement

- Define **organizational chart** - mid level management (e.g. shift supervisors levels);
- Identify **career development path** for each of the employees (e.g. intrapreneurs);
- Define and use **competency matrix**;
- Define retention mechanism - ask regular feedback.



Thank you!

Note: recommendations in this document are based on the [survey](#) conducted with the representatives of Chefbox company and the [answers](#) collected.

