

ORGANISATIONAL CONSULTANCY

How To Enlarge the Chinese Customer Base of Gigi Gao's Favourite Authentic Chinese



MODULE NAME: ORGANISATIONAL CONSULTANCY

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1. EXECUTIVE SUMMARY

Gigi Gao's Favourite Authentic Chinese is a traditional Chinese restaurant in Swansea. The aim of this project is to find out the reason for this problem and enlarge its Chinese customer base. The objectives can be divided into some specific ones: To analyse the operation status of Gigi Gao's Favourite Authentic Chinese, to do relevant investigation about the customers, to find out the reason for the problem that Gigi Gao's is not attractive to Chinese customers and to provide corresponding suggestion.

Although Gigi Gao's Favourite Authentic Chinese has gained great support from local people, little from Chinese on the contrary. Thus, the significance of drawing Chinese customers for Gigi Gao's Chinese restaurant cannot be emphasized too much, and the project is absolutely necessary. By enlarging the Chinese customer base, the volume of customers can be increased greatly, so the restaurant will be enabled to gain more support, become more competent and achieve higher turnover.

In this project, the adopted research methodologies includes observation, interviews, questionnaires, library research and internet. The author is qualified to be the consultant because of having high level of execution, being sensitive and insightful, having access to the restaurant and mastering relevant knowledge.

The cost of this project can be limited to one pound. The communication strategy plays an important role in implementing the project. The whole project starts on February 11th and ends on May 3rd.

2. PROJECT JUSTIFICATION

2.1 AIMS

The object of this project is a restaurant named Gigi Gao's Favourite Authentic Chinese, which is a traditional Chinese restaurant in Swansea. It is commonly acknowledged that owing to the difference in dietary habits between the UK and China, Chinese people who stay in the UK tend to find Chinese restaurants and eat there. Consequently, it is reasonable to define Chinese as the main customers of Chinese restaurants. Nevertheless, the main customers of Gigi Gao's is local British people, while there are few Chinese customers, which is not the same case with other Chinese restaurant in Swansea. The aim of this project is to find out the reason for this problem and enlarge its Chinese customer base.

2.2 OBJECTIVES

The objectives of this project can be divided into some specific ones:

To analyse the operation status of Gigi Gao's Favourite Authentic Chinese.

In this step, the PEST analysis model is applied to describe a framework of macro-environmental factors that Gigi Gao's faces, which is followed by the SWOT analysis of the restaurant. The analysis should focus on comparing the competence of Gigi Gao's Chinese restaurant with other Chinese restaurant.

To do relevant investigation about the customers of Gigi Gao's Favourite Authentic Chinese.

The investigation content mainly consists of the customer number in six days a week respectively (since the restaurant is closed on Tuesday), the weekly total number of customers and the proportion of different nationalities. In order to execute the investigation more conveniently, some basic standards and approaches are set. The number of customers comes from field observation and calculation. As for the judgment of nationalities, customers are roughly divided into British customers, Chinese customers and other nationalities. Generally, Chinese people can be easily to be recognized by facial features. Furthermore, they tend to communicate in Chinese with waiters and waitress in Gigi Gao's. Therefore, although error is inevitable in the process of nationality identification, it can be minimized by considering both facial features and languages.

To find out the reason for the problem that Gigi Gao's is not attractive to Chinese customers. This step involves various approaches. Different aspects will be taken into consideration such as location, food price, food taste, dining atmosphere, service quality, which will be continually refined and completed in the process of analysis. The analysis is based on the collected data and literature reference.

To provide corresponding suggestions and the countermeasure in view of the analysis of problem. After identifying the root cause why Gigi Gao's Favourite Authentic Chinese does not appeal to Chinese customers, executable and appropriate proposal will be put forward to enlarge Gigi Gao's Chinese customer base and make this restaurant become more competent when compared with other Chinese restaurants.

2.3 RATIONALE

Swansea is the second largest city in Wales, whose latest estimate of population present as 245,000 (Swansea council, 2019). In Swansea, there locates three higher education institutions, the Swansea University, the University of Wales Trinity Saint David and Gower College Swansea. In 2016, Swansea University joined the "Belt and Road" university strategic alliance and embarked on close cooperation with many Chinese Universities (Nan Tingxuan, 2018). University of Wales Trinity Saint David has also set some exchanging programs with Chinese Universities such as Wuhan University of Technology (WHUT, 2016). Furthermore, Wuhan and Nantong are friendly City of Swansea. Consequently, the Chinese residence in Swansea has been continuously growing. Besides, owing to the difference in eating habits, it is reasonable to define Chinese as important targeted customers of Chinese restaurants apart from local customers. Although Gigi Gao's Favourite Authentic Chinese has gained great support from local people, little from Chinese on the contrary. Thus, the significance of drawing Chinese customers for Gigi Gao's Chinese restaurant cannot be emphasized too much, and the project is absolutely necessary.

After this project, Gigi Gao's could acknowledge the problem and enlarge its Chinese customer base, thus performing better in operation.

3. BUSINESS CASE AND PROJECT APPROACH

Gigi Gao's Favourite Authentic Chinese was opened in 2014. At first, it was just a small restaurant near St. Helen's Road. Two years later, the restaurant moved to Marina, along the sea. Gigi Gao's mainly does Lu & Chuan cuisines out of the 8 regional Chinese Cuisine. Its philosophy is to offer a unique dining experience rather than merely delicious food (Gigi Gao's Favourite Authentic Chinese, 2019).

During several years of operating, Gigi Gao's Favourite Authentic Chinese has made great progress and earned a place in Swansea to continue welcoming the arrival of new and old customers. The restaurant has received 697 reviews and a score of 4.5 out of 5 in Tripadvisor, ranking 30th of 531 restaurants in Swansea (Tripadvisor, 2019). It has also achieved the Trip Advisor Certificate of Excellence for three consecutive years and been rewarded the title of The Best Oriental Restaurant in Wales by The Golden Chopsticks Awards 2018, which prove that the company has obtained a success to certain degree and gained strong support from local people (Wales online, 2018).

However, as mentioned above, owing to the continual growing number of Chinese in Swansea, Chinese customers can be regarded as the breakthrough on the improvement of Gigi Gao's Favourite Authentic Chinese. Local British customers can serve as active spreaders to welcome more local residents continuously. While the implementation of this project will provide methods to draw more Chinese customers. By enlarging the Chinese customer base, the volume of customers can be increased greatly, thus the restaurant will be enabled to gain more support, become more competent and achieve higher turnover.

4. RESEARCH METHODOLOGY

To carry out the project smoothly, it is significant to choose appropriate methods, which imposes to find the appropriate research methodologies that can better present and measure the studied situation (Mitra and Borza, 2015). In this project, the following research methodologies will be adopted.

4.1 OBSERVATION

The author will implement observation methodology to acknowledge the operation situation of Gigi Gao's Favourite Authentic Chinese. The purpose of this way is to collect accurate, reliable and direct data about the proportion of Chinese customers to the total number of customers both in Gigi Gao's and other Chinese restaurants such as Sichuan Savour, China Deli & Cafe and Star Restaurant. The observation also includes the service quality, the dishes taste, the food price and other important perspectives of Gigi Gao's from which it can be evaluated.

4.2 INTERVIEWS

Apart from observation, the project will carry out Interviews with the managers, the waiters and waitresses, and the customers who went to the restaurant but with different opinions about it. In this case, I am able to collect more complete and more objective views and information about Gigi Gao's Favourite Authentic Chinese, which should be quite helpful to analyse the problem and afford some inspirations and directions to find out the reasons.

4.3 QUESTIONNAIRES

Using questionnaires is one of the most significant methodologies in this project. The audiences of questionnaires are mainly Chinese people who ever went to Gigi Gao's Favourite Authentic Chinese, and the amount of the audience will be approximately 25. The ways of handing out questionnaires will include by internet and by paper. For those I know, it will be more convenient to send them questionnaire by link on internet. On the other hand, some paper questionnaires will also be distributed to some strangers. Doing survey by questionnaires is a particularly useful tool for gathering people's views about the restaurant that are not available from published resources (McLafferty, 2003). The reasons of the problem can be found out by analysing the information from questionnaires.

4.4 LIBRARY RESEARCH

Library collections are heavily vetted that the reliability of the majority of items in a library are ensured (Whitmyre, 2017). Making good use of library resources both in UWTSD and Wuhan University of Technology will benefit this project greatly since it serves as credible support for views and will give useful instructions.

4.5 INTERNET

In the process of investigation and analysis, the Internet also acts as a necessary role in providing multiple beneficial information. Furthermore, its convenience also contributes to the efficiency of implementing the project.

5. PROJECT MANAGEMENT

5.1 CONSULTANT

As the person who proposes this project to enlarge the Chinese customer base of Gigi Gao's Favourite Authentic Chinese, I think I am qualified to be the consultant because of the following reasons.

4.1.1 Having high level of execution

Being a person of high level of execution means one will do what he said he was going to do it, when he said that he was going to do it(Forbes, 2015). Among the qualities which are needed to carry out a project, having high level of execution is one of the most significant. After drawing up the plan, the author will be committed to it, make her best efforts and complete the tasks on time.

4.1.2 Being sensitive and insightful

The most significant characteristic of an organisational consultancy is being qualified to discover the issues of an organisation. The author is always sensitive to surrounding environment and tends to compare the differences, then thinks about the cause of them. Thus the problem and its cause can be identified as soon as possible.

4.1.3 Having access to the restaurant

The author is doing a part-time job in Gigi Gao's Favourite Authentic Chinese, so it is convenient to acquire the accurate and recent data, which is favorable to conduce to the project. Furthermore, good communication skills of the author is conducive to acquire more accurate and detailed information about Gigi Gao's restaurant.

4.1.4 Mastering relevant knowledge

Having studied in Business School for almost 4 years, the author have stored relevant knowledge about organisation consultancy. By learning the subject of Contemporary issues in Marketing Management and Strategic Management & Sustainability, useful business models can be applied to analyse the project.

5.2 COSTS

Since the questionnaires will be carried both by Internet and paper, so there will be a cost of printing questionnaires. It is just a small budget, which will be approximately one pound.

5.3 PLANNED COMMUNICATION STRATEGY

In organisational consultancy, the communication strategy provides a link between business objectives and communications planning and project delivery (Governance Communication Service, 2014).

Connecting communications with organisational objectives is beneficial to reinforce the significance of communications, thus making a convincing case for the suitable resourcing of communicating activity within the company (Toolkits, 2005). The objectives of communication strategy in this project are to define the problem, find out the cause of it and provide suitable suggestions. The audiences include the manager, the employees, the customers and the strangers who haven't eaten in Gigi Gao's Favourite Authentic Chinese. For this strategy, the appropriate communicating activities include interviews and questionnaires to collect key messages. The timescale of communication strategy is in the same process of doing interviews and distributing questionnaires. Also, effective evaluation and amendment will be carried out to make the communication strategy better.

6. PROJECT PLAN

February 11th The start of the project.

February 13th - February 17th

Doing the analysis of operation status and competence of Gigi Gao's Favourite Authentic Chinese by applying PEST and SWOT models.

February 17th - March 10th

Do observation to get information about the proportion of Chinese customers to the total number of customers both in Gigi Gao's and other Chinese restaurants. Besides, observe the food characteristics, the restaurant atmosphere and service carefully. Note the observation outcomes.

March 11th - March 13th

Construct the questionnaire and amend it.

March 14th - March 25th

Carry out the interviews with managers, waiters and customers of Gigi Gao's Favourite Authentic Chinese and people who don't eat there.

At the same time, hand out the questionnaires to targeted people and collect the data from interviews and survey.

March 26th - April 10th

Analyse the data of observation, interviews and questionnaires, find out the rough cause of the problem.

April 11^t - April 14th

Search literature and relevant information in library and on Internet to supplement and complete the analysis.

April 15th - April 20th

Through the analysis of the problem and literature reference, provide corresponding suggestions for the problem to enlarge Chinese customer base of Gigi Gao's Favourite Authentic Chinese.

April 21st - May 3rd

Sort out the process and information, then hand in the project document.

May 3rd The end of the project.

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