The image shows the entrance to the Chez Panisse restaurant. A wooden archway with the name "CHEZ PANISSE" carved into it frames the entrance. A set of red brick stairs leads up to a wooden door. The building is surrounded by lush green trees and vines, creating a rustic and natural atmosphere. The lighting is soft, suggesting an overcast day or late afternoon.

CHEZ PANISSE

Case Study & Iteration

Chez Panisse

SERV 711 FALL 18

Prof. Xenia Viladas

Asawer Ahyad / Ashley Montalvo / Wenqi Zhu / Wenting Zhu

Project Brief

This case study provides an emphasis on the restaurant Chez Panisse, as a whole, owner and founder Alice Waters, her trustworthy team and supporting external stakeholders. The company's whole ecosystem and "open innovation" strategy are what define the current status of the company that evolved from local to global in a short time frame.

Through the in-depth research on the different segments of company's background history, active business strategies and past success, the information provided will be presented for the understanding of the company's current framework and potential for it to expand as a positive influential business within growing health conscious communities.

What this case study is trying to achieve is the zoom in on every single component that make this company what it is and how it can be dissected in order to be understood and evaluated for the benefit of the company's leading innovative opportunities. As a result, the company will not only have a better connection with its users but have a more meaningful purpose and a strong stand on impacting causes.

Meet The Team



Asawer Ahyad



Ashley Montalvo



Wenqi Zhu



Wenting Zhu

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Origin

In 1971, Alice Waters, Paul Aratow and some friends founded a bistro called, Chez Panisse (1971).

The atmosphere concept of the restaurant was to have people eat simple but **fresh** dishes with **seasonal available ingredients** from **local farms**, surrounded by a home dinner party theme. This came in context with the french cooking movement, Nouvelle Cuisine, with a focus on ingredient selection and meal presentation details. Her restaurant flourish and became a great **inspirational** and **innovative** place for their recipes, their workers and its ingredients from local suppliers.

With the restaurant rising of its cuisine movement and recognition, the **Restaurant's luxurious branch** downstairs expanded into an alternative branch upstairs with the **Cafe** (1980). With this big addition, items could be **sold separately** for a more **affordable** price and attract other group users into **healthy** eating.

The **Cafe's open kitchen layout** also impacted the way people perceived food and how it was made (Chesbrough et al., 2014). The customers now can have a **direct interaction** with the cooks and **information** of the meals itself.



Owner



Alice Waters

Executive Chef, Founder and Owner Chez Panisse.

“Eating is a political act, and the table is a powerful means to social justice and **positive change.**”

Alice Waters is a chef, author, food activist and champion of **local sustainable agriculture** for over four decades. She successfully founded the **Edible Schoolyard Project**, helping schools offer free school lunches and edible education for children in public schools, as well as, opening and owning her own restaurant in Berkeley, California, called Chez Panisse.

Throughout the years, she’s also been involved in a lot of **healthy food movements** around the U.S. and Europe, wrote various books and has gotten many awards. For the most part, her focus relies on her restaurant’s **influential sustainable eating, organic and locally grown recipe inventions.**

Organization

Currently, the Company Chez Panisse falls under the category of a hospitality business within the **Restaurant** (*fine dining*) spectrum.

The most recent addition to the Restaurant was the **Cafe shop**, within the restaurant's establishment, as an expansion on their success.



Restaurant (Fine Dining)

Commonality:

- Ingredients from local farms, markets, ranches
- focus on the theme of sustainability
- Ingredient-based menu

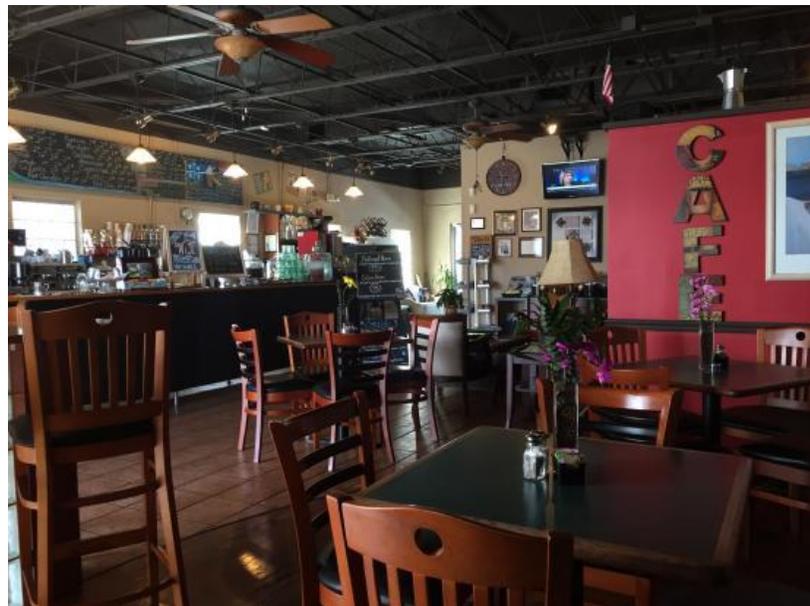
Uniqueness:

Restaurant (Fine Dining)

- Course Meals
- Dinner Meals
- By Reservation
- Special Occasion
- Luxurious

Cafe Shop

- a la carte
- Dinner + Lunch Meals
- Simpler Meals
- Flexible Entrance
- Economic



Cafe Shop

Organization Chef

The organization's professional cooks create the transition between the local farms **fresh** produce into the restaurant's or the cafe's renowned **delicate** and **detailed** cuisine served for customers to enjoy.

From Cuisine to Pastry chef's within the restaurant's or cafe's service, each one is **essential**, **valued** and **respected**.



Restaurant Chef



Amy Dencler



Restaurant Chef +
General Manager



Jennifer Sherman



Cafe Chef



Nathan Alderson



Beth Wells



Pastry Chef



Mary Jo Thoresen



Carrie Lewis

Size & Relevance in Industry

Restaurant Average Annual Revenue:
\$4,950,000

Foundation Annual Revenue:
\$1,870,000

Employees:
100 people

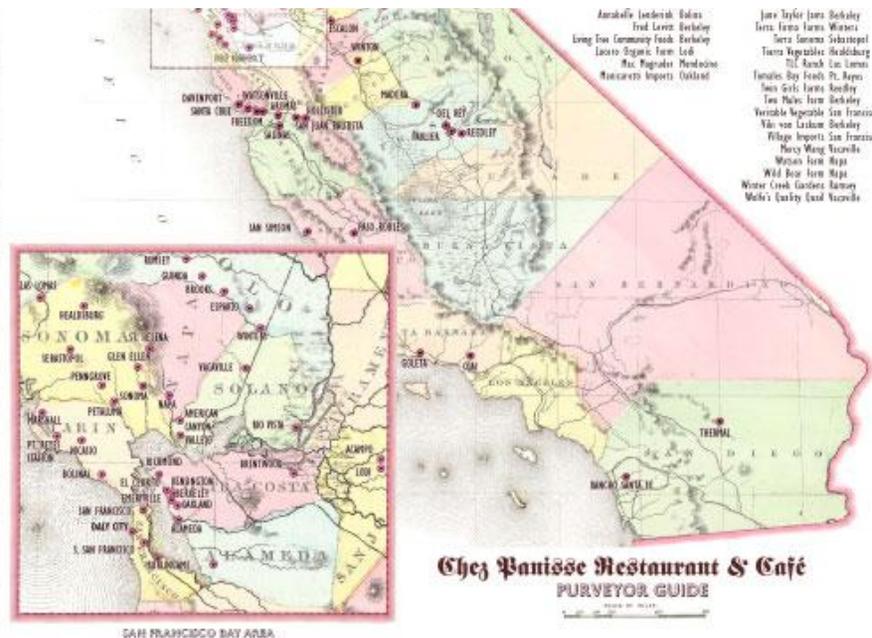
Supply network:
more than 85 farms and ranchers
(most within 100 miles)



Size & Relevance in Industry Suppliers

The suppliers take a big role in the restaurant's freshness and **seasonal available ingredient** for the dishes creation and presentation.

The relationship with the local farmers ties in with having people to eat homelike, simple but **fresh**, dishes with an emphasis on the ingredients' true flavors from the **local farms**.



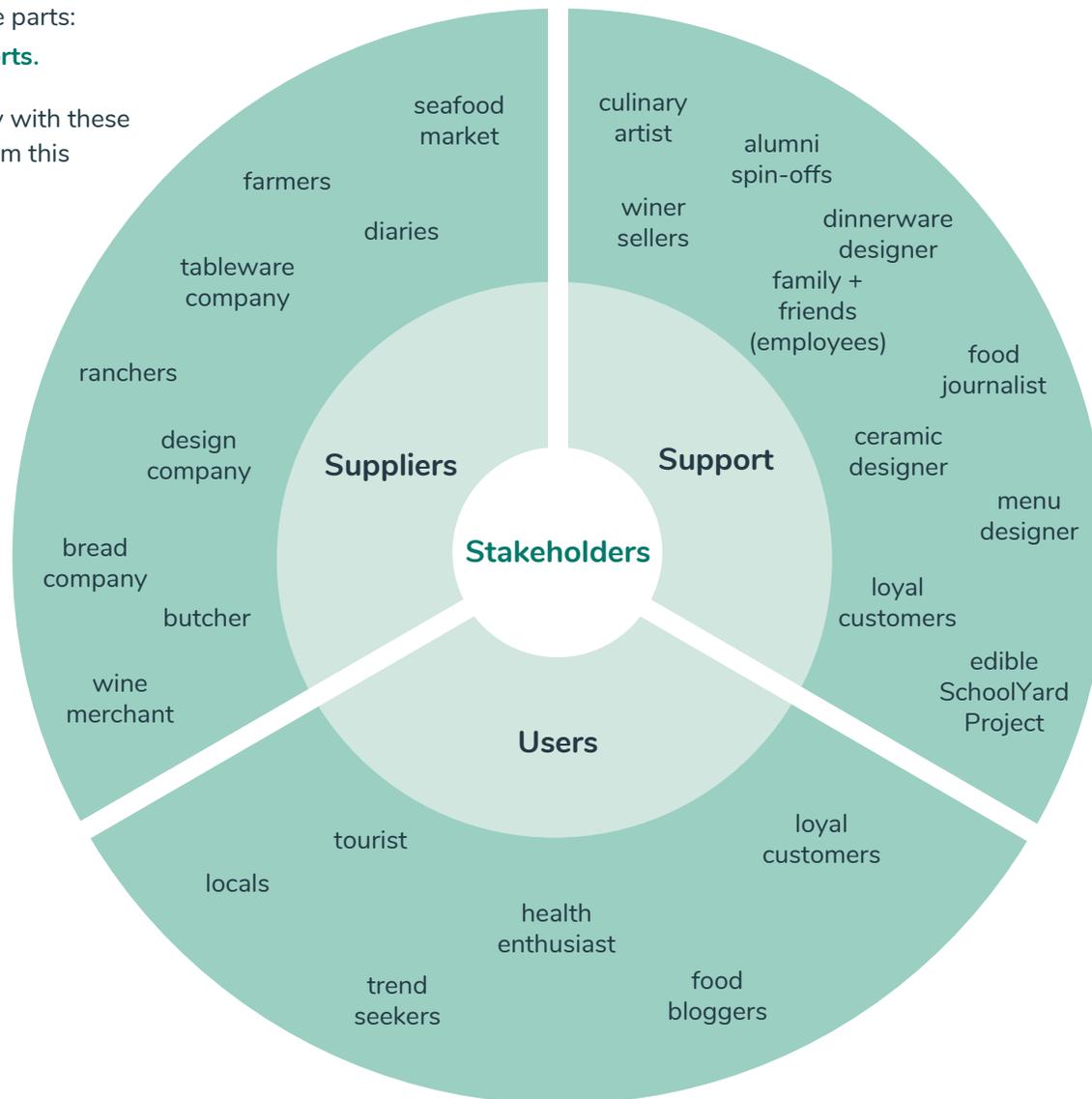
Part of Suppliers:

- The Acme Bread Company
- Albertson Design
- Beaune Imports
- Bob Cannard
- Cynthia Warren Design
- David Lance Goines
- The Ecology Center
- The Edible Schoolyard Project
- Heath Ceramics
- Kermit Lynch Wine Merchant
- The Local Butcher
- Max Gill Design
- Monterey Fish Market
- Patricia Curtan
- Slow Food

Size & Relevance in Industry Stakeholders

Stakeholders include three parts:
Suppliers, Users & Supports.

Chez Panisse work closely with these parts and gain success from this collaboration.



Size & Relevance in Industry Global Ecosystem



Close relationship with

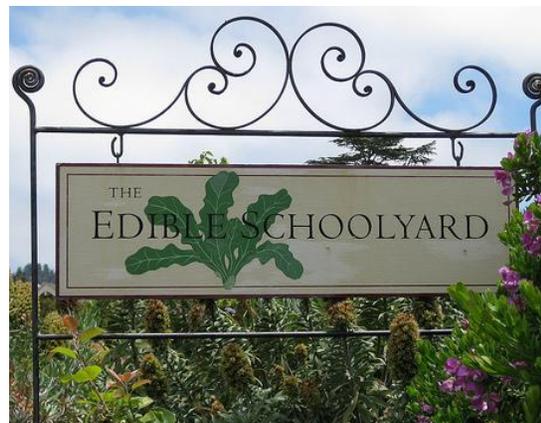
- local farmers
- Suppliers
- Alumni chef + staff
- Food writers



- Trust among participants
- Encourage self individual growth
- Shared knowledge



Chez Panisse is focusing on providing
**Innovative + Collaborative
Solutions for Nutrition**





“I wanted there to be an exciting politically diverse group of people at the table, solving the problems of the world.”

“I wanted it to be like going to somebody’s house.”

-By Alice Waters
Executive Chef, Founder and Owner

Corporate Culture



Learning by Doing
apprentice/practice



Community learning
customers/chefs/servants



Sustainability
no bottle water/organic food



Food Quality
fresh/best quality/seasonal/organic



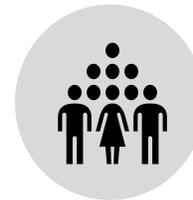
Collaboration
suppliers/journalists/chefs



Trust and Respect
decision make
lenient to return/left employees



Employee Benefits
pay well / on-off for
refreshment, new experience



Social Responsibility
foundation, education program

Corporate Value

- Treat employees with respect and trust
- Offer customers with warm and friendly service
- Make Innovation in Food/ Wine/ Service
- Be Open to collaborate
- Be open to change and maintain flexibility
- Promote Food Education for more people
- Reduce Environmental Impact



- **Core Value:**

Provide Best **Quality, Healthy, Seasonal** Food
And **Edible Education** for Community

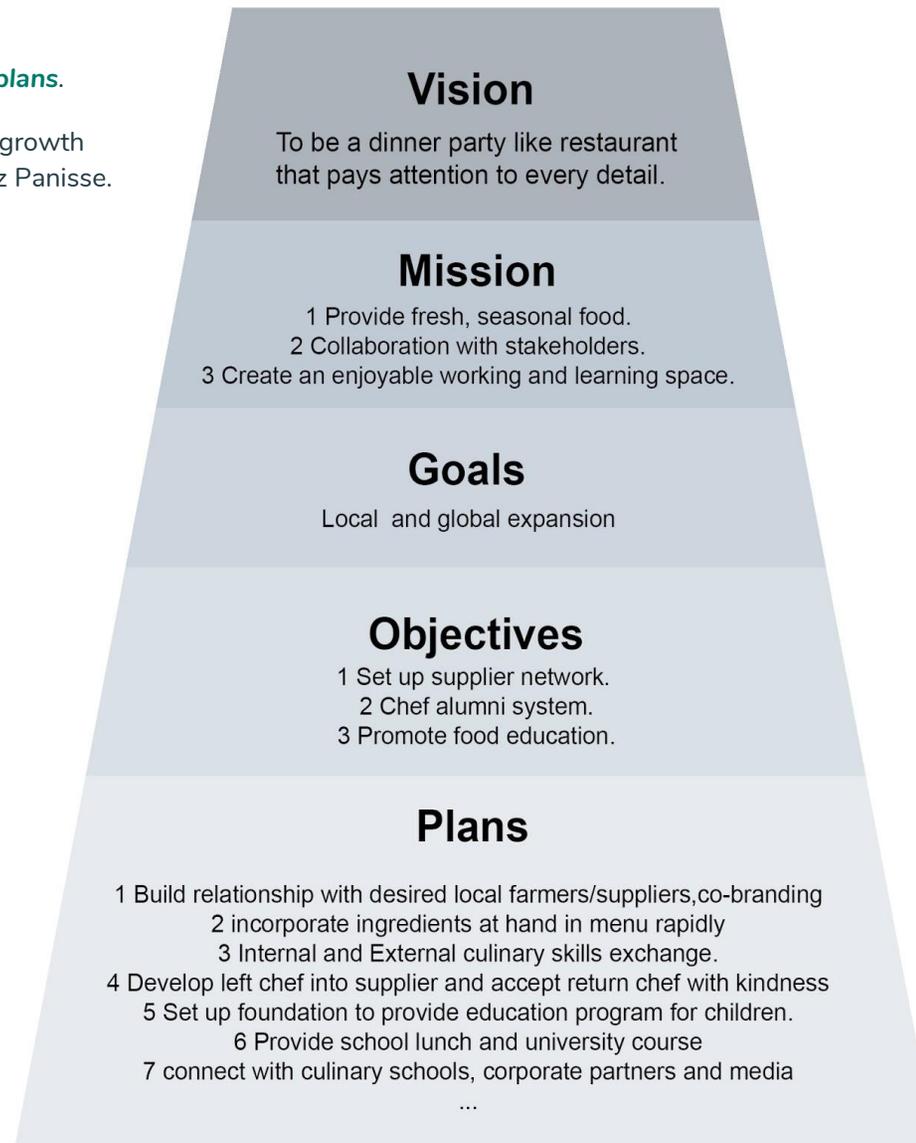


Strategic Intent

Strategic intent has 5 hierarchies:

vision, mission, goals, objectives and **plans**.

Strategic intent is useful for the future growth and guiding the right direction for Chez Panisse.



Strategic Intent Mission

Mission for Education Edible schoolyard Project

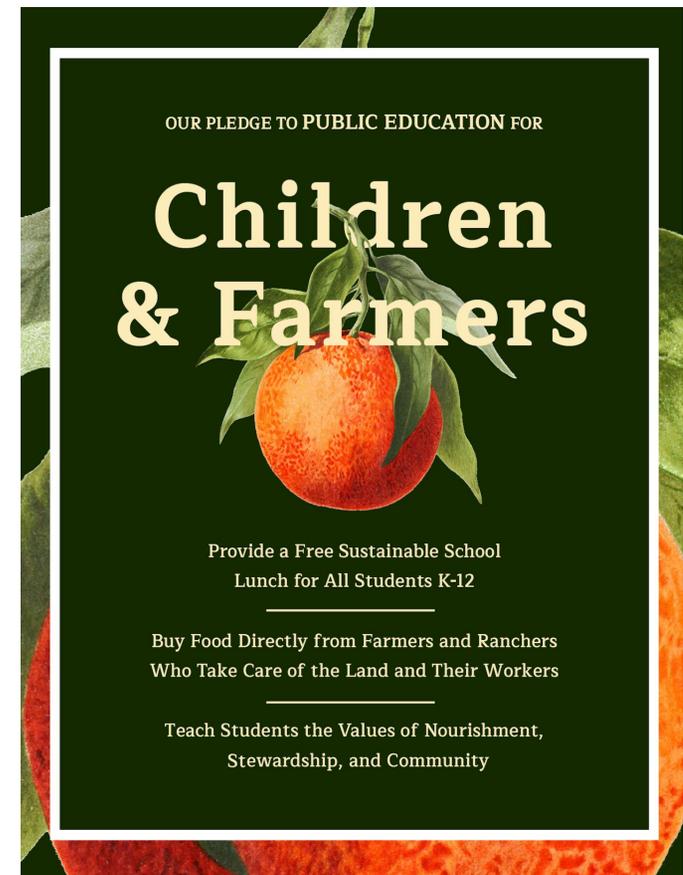
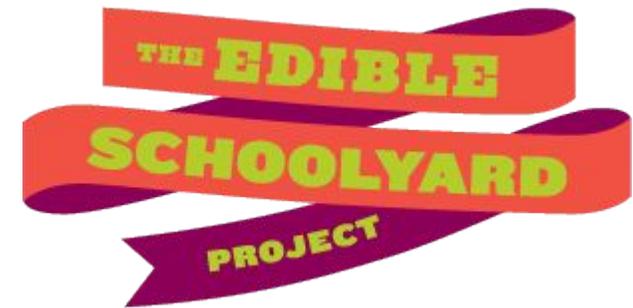
Established in 1996, as a form of Promoting **edible education** – a comprehensive program to unite education with school lunch. The organization’s mission is to build and share a national edible education curriculum for **pre-kindergarten through high school**.

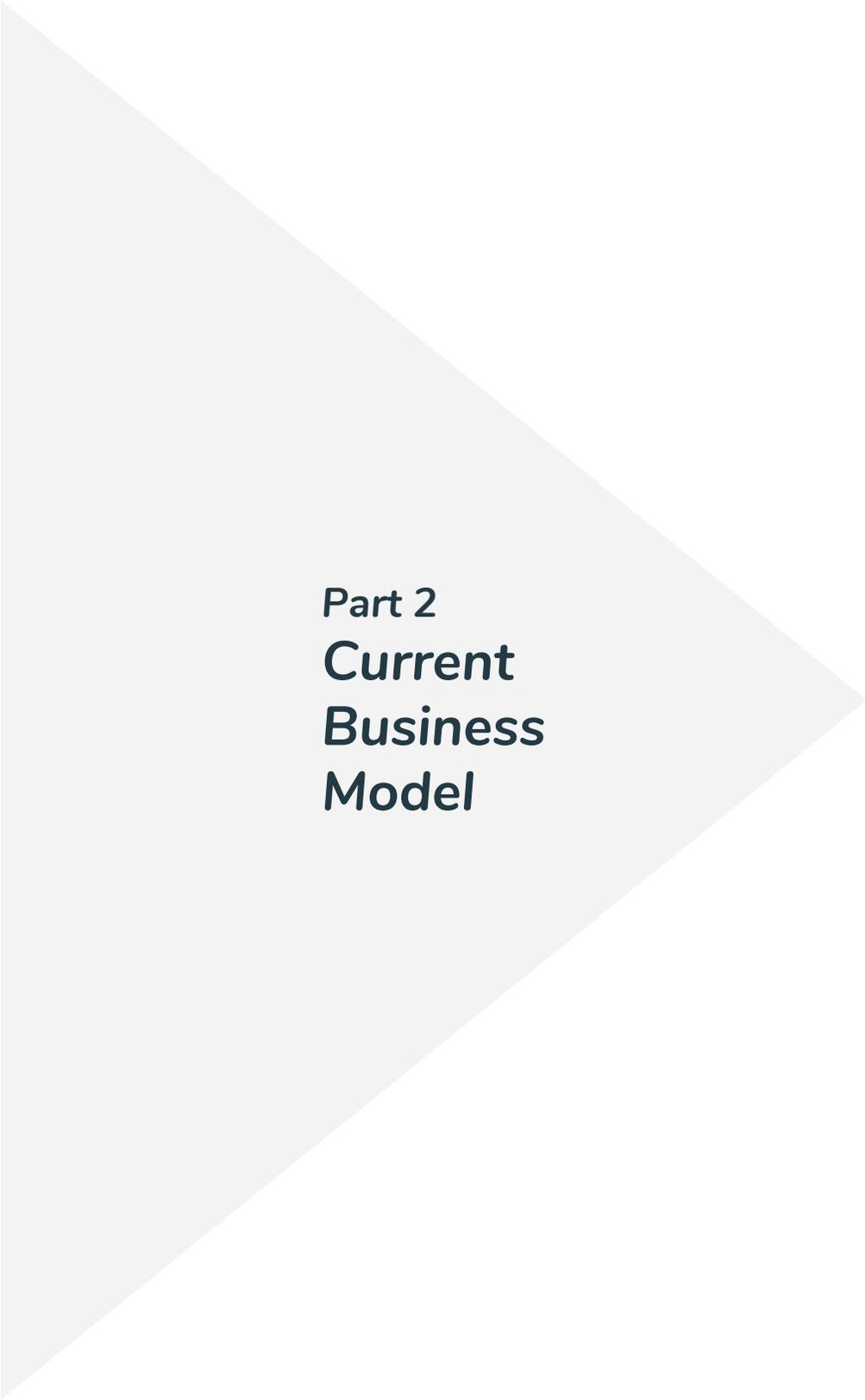
This vision includes **gardens and kitchens as interactive classrooms** for all academic subjects, and a **sustainable, delicious, and free lunch** for every student. A movement that has influenced many schools around the U.S.A. and some in Europe.

Mission for Food

“The **best tasting food is organically and locally grown**, and harvested in ways that are ecologically sound by people who are **taking care of the land** for future generations.”

- Alice Waters & Chez Panisse
Executive Chef, Founder and Owner





Part 2
Current
Business
Model

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Business Activity Value Chain

(Porter, M. E. 1985)

The Value Chain helps us to better understand the business activities of Chez Panisse by dividing all business activities into three main parts:

Primary Activities, **Support Activities** and **Margin**.

In this model, we are focusing on identifying the business activities. In Part 5, we will present the role of customers or users by developing another co-creative value flow based on value constellation.



Business Activity

Value Chain - Primary Activities

(Porter, M. E. 1985)

Primary Activities includes the core production and sales process of Chez Panisse.

Inbound Logistics:

Present the inbound movement of finished inventory from suppliers to Chez Panisse.

Operations:

Manage the process that converts inputs into service.

Outbound Logistics:

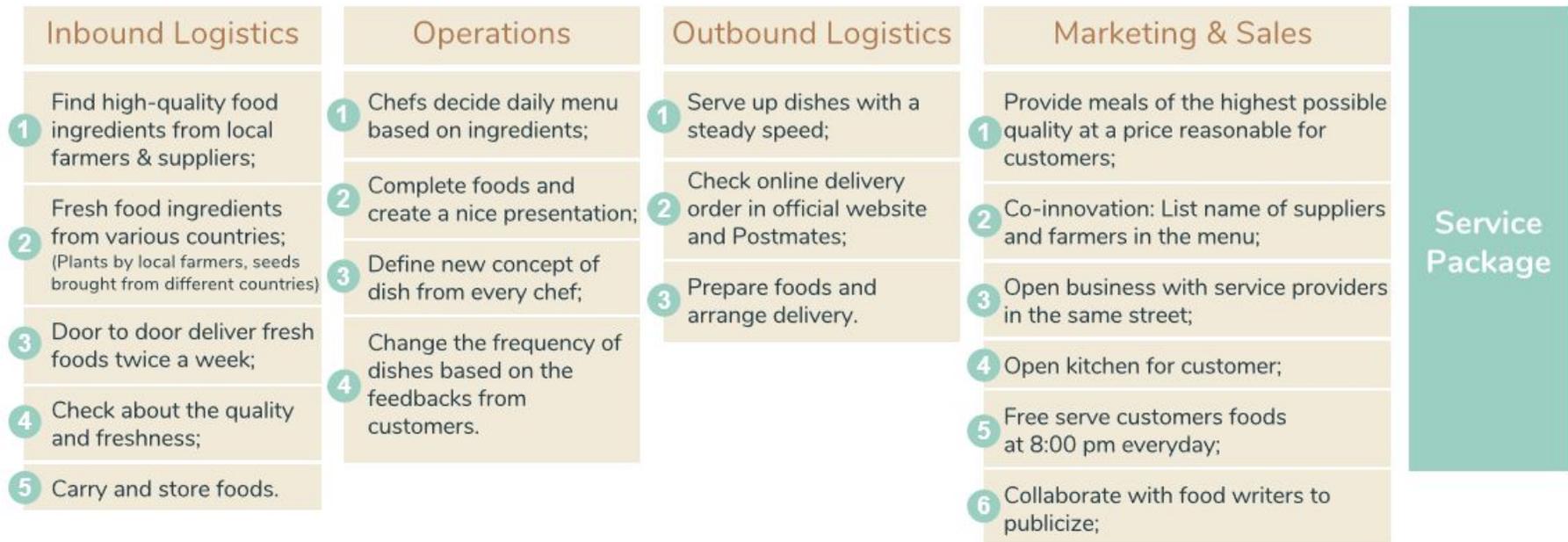
Present the movement of the final service and the related information flows to the customer.

Marketing & Sales:

Deliver, communicate service that have value for the customer.

Service Package:

All the activities required to keep the service working effectively. Further details of this activity category will be discussed in the following paragraph.



Business Activity

Value Chain - Support Activities

(Porter, M. E. 1985)

Support Activities are cooperation links, including the activities which facilitate primary activities.

Firm Infrastructure:

Consists of activities such as accounting, legal, finance, control, public relations, quality assurance and general management.

Technological Development:

Pertains to the equipment, hardware, software, procedures and technical knowledge brought to bear in the Chez Panisse's transformation of inputs into outputs.

Human Resources Management:

Consists of all activities involved in recruiting, hiring, training, developing, compensating and (if necessary) dismissing or laying off personnel.

Procurement:

the acquisition of goods and services from an outside external source.

Firm Infrastructure

- Accounting;
- Kitchen system; Sales system

Technology

- Nutrition education;
- Official website;
- Connect with Nutritionists and food writers;
- Suppliers management system

Human Resource Management

- Hire people with cook talent;
- "Apprenticeship Model", learning by doing;
- Work 3 days, earn 7 days;
- Communicate with other restaurants;
- Support employee to study abroad;
- Chef Alumni Exosystem: spin-offs and spin-ins

Procurement

- Find furnitures and tablewares having matching style;
- Unique menu by collaborating with designers;
- Food journals and books;
- Flowers and small decorative items

Service Offering Map

Basic Service Package

“What customers receive from the organization?” (Grönroos, 2007)



Service Offering Map

Augmented Service Package

“How to improve the total customer perceived quality of services?” (Grönroos, 2007)

Accessibility

- Multi-channel medias
- Formal cook colleges
- Food journal
- Online delivery order system
- Online reservation system
- Local farmer and suppliers
- Nutritionist
- Storage and transportation

Interaction

- Reviews online
- Select dishes in menu
- Using tableware
- Open kitchen
- Customers feedback
- Warm and friendly service
- Journalists
- Free foods for customers

Participation

- User give feedback
- Customer's flavour of California/French food
- Q/A
- Take nutrition program
- Donate for the foundation

Target Market

“**Farm-to-table restaurants** have become increasingly popular, and planners can use **Sustainable Sourcing** concept for **many types of cuisines** from fast food to **fine dining**. People not only want **locally sourced** produce but also support restaurants that offer **organic** meat, **sustainable** seafood and meat from ethically treated animals. ”

-By Matthew, “4 Ways to Hook Customers on a Restaurant Concept”

Chez Panisse is a Farm-to-table restaurant, focusing on providing diverse local food and also promoting a sustainable diet. The mapping process diagram located below showcases keywords found (left side), transitioning into the need of users in communities healthier way of life (right side).



Customer Persona 01

The Loyal Customer



AGE 61
JOB TITLE Retired Professor
STATUS Divorced
LOCATION California

Intellectual **Sophisticated**
Scholar **Hard Worker**

Mary Gilbert

High Educated

ABOUT

Mary Gilbert is a conservative professional, picky and in few occasions bland. Chose on eating healthy after retiring from a long time of busy and over scheduled job. Now with free time and funds to spend, her focus is eating healthy dishes in the most classy and luxurious way. Likes her quality in food and political ambience.

GOALS

- To learn healthier ways to eat
- Try all the new menu items
- Be involved in menu recipe selection

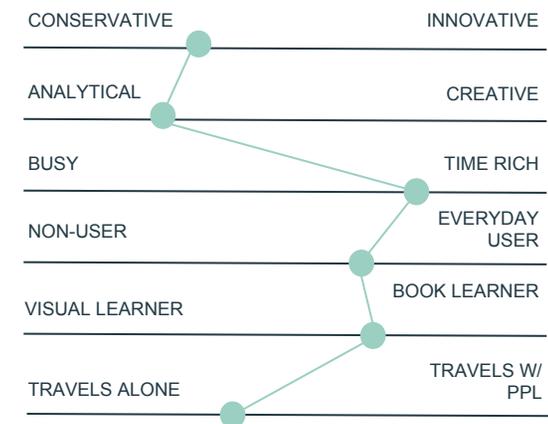
NEEDS

- Comfortable with the right type of ambience to enjoy her meals
- Healthy balanced meals
- Culinary refined dishes

PAIN POINTS

- Not having at home inspiration/motivation for healthy cooking
- Having a hard time to find good recipes to make
- Finding locally sourced establishments

PERSONALITIES



Customer Persona 02

The Intellectual Customer



Kim Hyun-Na

Young Parent

ABOUT

Kim Hyun-Na is busy wife, mother and often multitasker. Her occasional customer visits to the restaurant are based on her interest in organic and nutritious meals for herself as well as for her family. Her lack of available time has resulted into concerns for her family's health and diet. But, her occasional visit allow her support for making healthier choices and obtaining new ideas for her family to try. Food means fuel.

GOALS

- To learn healthier ways to cook family meals
- Try new inspirational recipe ideas at home
- Create a better lifestyle and values for her family

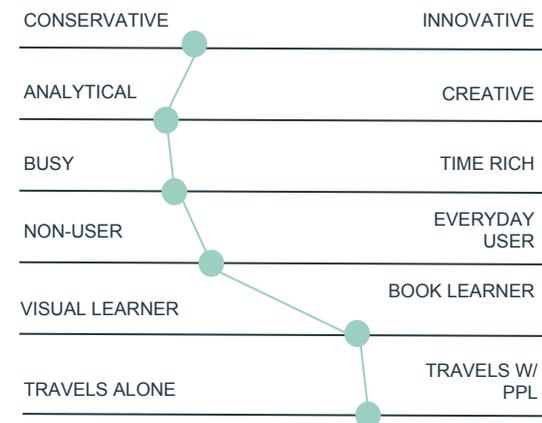
NEEDS

- Quick and easy recipes
- Promote Healthy eating
- Access to affordable fresh local produce or home garden

PAIN POINTS

- Not having time to cook healthy meals at home No direct inspiration/motivation source for healthy cooking
- Finding economic locally sourced ingredients

PERSONALITIES



AGE 47
JOB TITLE Local Business Owner
STATUS Married
LOCATION California

Family-Oriented **Nurturing**
Caregiving **Responsible**

Customer Persona 03

The Explorer Customer



AGE 35
JOB TITLE Financial Analyst
STATUS Single
LOCATION Brazil

On the go

Traveler

Cultural Seeker

Adventurous

João da Graça

Explorer

ABOUT

João da Graça is a professional Financial Backer from Brazil, visiting California's hot spots/ touristic areas for his time off from his job. His interest in his vacation time is to enjoy what the city has to offer. His interest in food and healthy diets have been a thing for him from all the way from his hometown in Brazil and is adventurous self in trying a new things.

GOALS

- Trying new cultural food styles
- Diversify his nutrition palette
- Getting to know new techniques of cooking and people

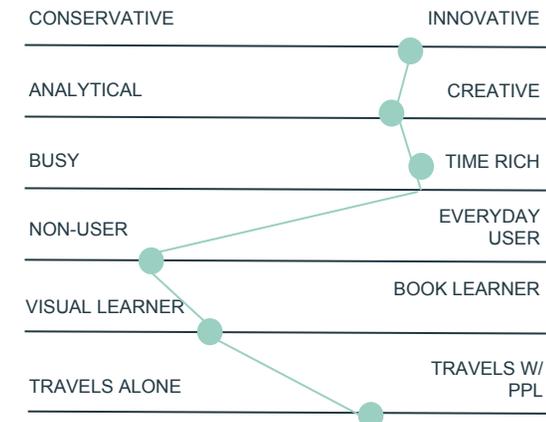
NEEDS

- Value-price items
- Wide selection to choose from
- Friendly + comfortable atmosphere
- Accessible to city

PAIN POINTS

- Group reservation accommodations
- Time flexibility

PERSONALITIES



Customer Persona 04

The Advocate Customer



AGE 28
JOB TITLE Food Blogger
STATUS Single
LOCATION California

Go-getter **Social Curious**
Insighter **Influencer**

Lisa Reyes

Influencer

ABOUT

Lisa Reyes is a L.A. Professional Food/ Travel Blogger. Her job takes her wherever she goes to eat, where she documents it by writing or taking photographs. Her interest involve innovative culinary strategies, cooking methods, experimental recipes and high restaurant social ambiance/themes.

GOALS

- To learn ways of healthy lifestyles in relation with the restaurants
- Finding the IT dish/place
- Seasonal change = different experience

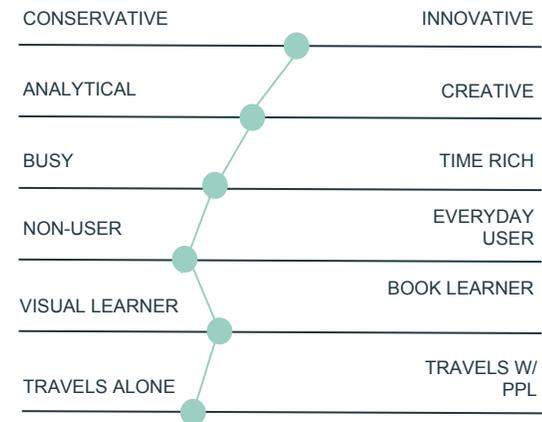
NEEDS

- Value and quality for over all experience to promote
- Interesting dishes to drive decisions
- Sources and detail information to promote

PAIN POINTS

- Not having access to the sources/documentation for the stories
- Luxurious travel expense

PERSONALITIES



Customer Persona 05

The Rebel Customer



AGE 24
JOB TITLE Graphic Design
STATUS It's Complicated
LOCATION California

- Bold**
- Intrigued**
- Daring**
- Impulsive**

Diago Condor

High Income

ABOUT

Diago Condor is a rebel when it comes to dining out. He's impulsive and daring when trying new trendy places or dishes. He's bold choices come from his interest in trying new things and knowing about the latest in healthy nutrition.

GOALS

- Trying the most exotic, extreme, rare nutritious dishes
- Going for the trendy reputation and cuisine style movement

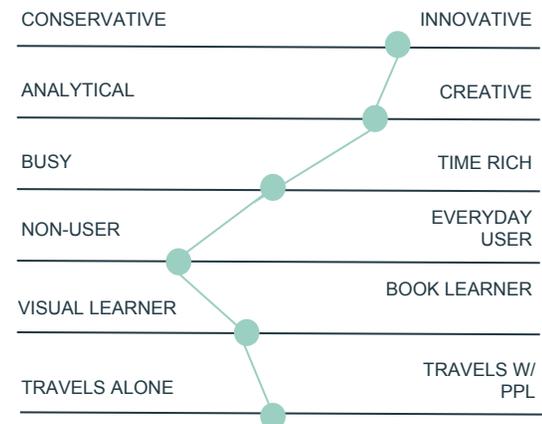
NEEDS

- Able to order customized menu items
- Label ingredients of dish
- Health guide provided

PAIN POINTS

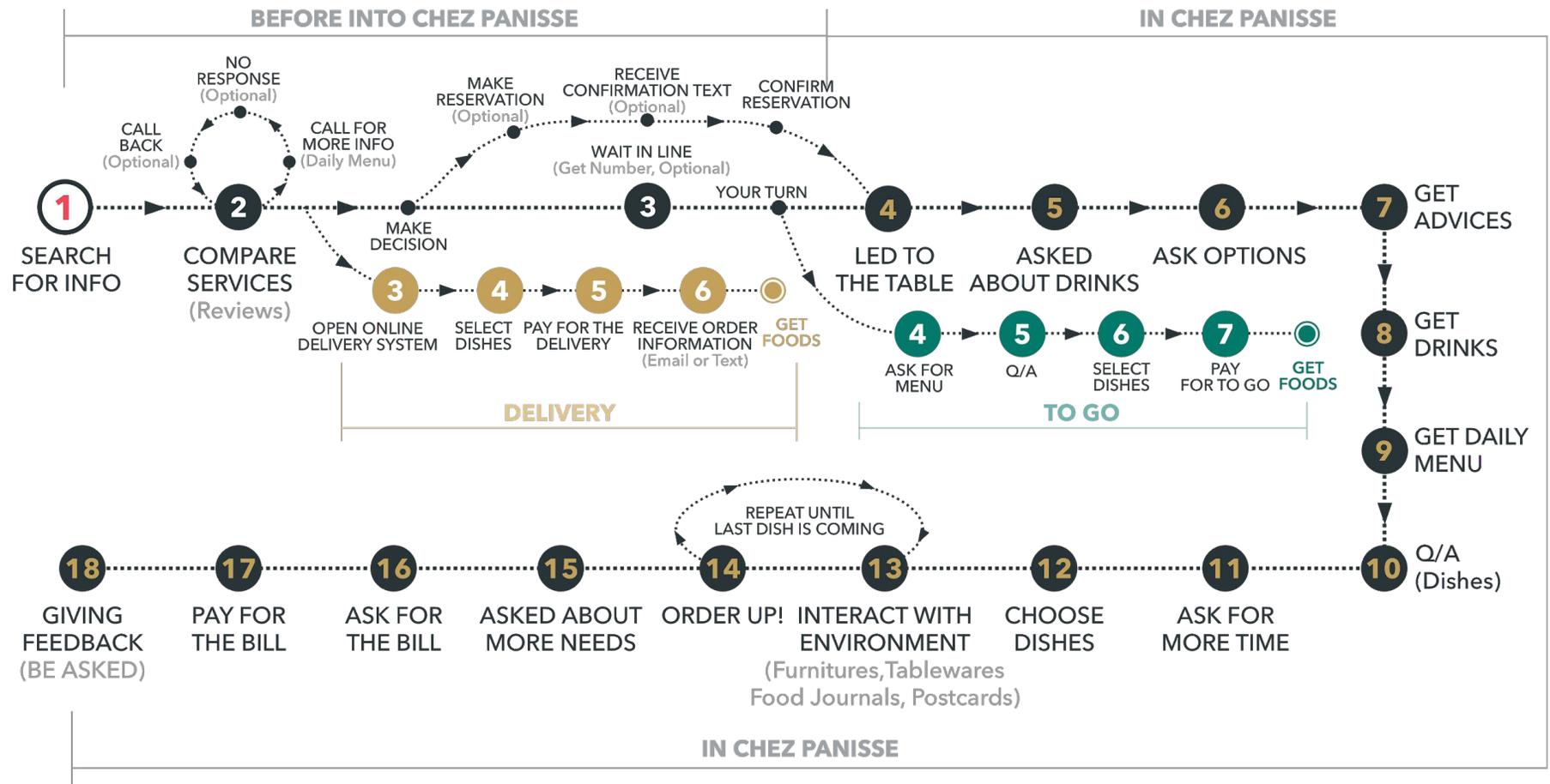
- Ordering menu items as it is
- Bland food/atmosphere style
- No label ingredients of dish

PERSONALITIES



Current Customer Journey

- Dine in
- To Go
- Delivery



Current Business Model (Osterwalder et al., 2010)

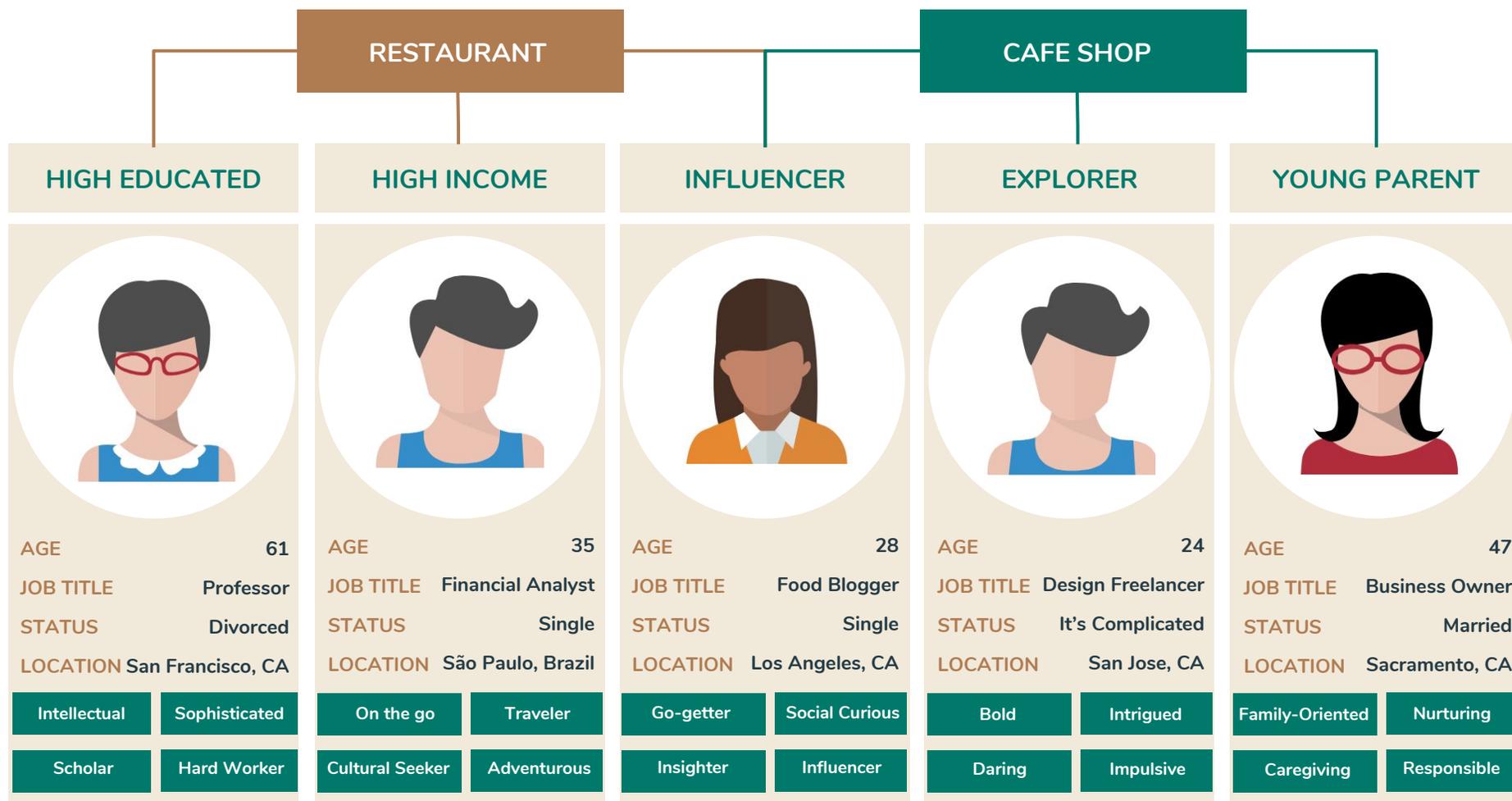
<p>Key Partners</p> <ul style="list-style-type: none"> • Utility providers • Investors • Local farmers/wine seller • Food influencers • Food writers • Menu designers • Food colleges • Schools 	<p>Key Resources</p> <ul style="list-style-type: none"> • Buildings • Fresh ingredients • Website • Employee • Cookers • Transportation • Food journals • Parking area. 	<p>Value Propositions</p> <ul style="list-style-type: none"> • Sustainable experience • Healthy lifestyle • Diverse choices of healthy foods • Farm-to-table restaurant 	<p>Customer Relationships</p> <ul style="list-style-type: none"> • Open kitchen • Customer service • Customization • Curate 	<p>Customer Segments</p> <ul style="list-style-type: none"> • People care about health • Young parents
<p>Key Activities</p> <ul style="list-style-type: none"> • Ask for feedbacks • Pricing • Understand market and Customers • Find high-quality ingredients • Educating Nutrition • Make decisions about ingredient-based menu 			<p>Channels</p> <ul style="list-style-type: none"> • On ground • Reservation system • Brand • Brick & Mortar • Social Media 	
<p>Cost Structure</p> <ul style="list-style-type: none"> • Inventory • Wages • Training Fee • Food waste • Property • Liability • Marketing • Cold storage 		<p>Revenue Streams</p> <ul style="list-style-type: none"> • On ground sales • Drink & Snack • Nutrition Program 		

Part 3:
NEW
Customer
Value

Redefined Customer Group.....32
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New Business Model in Stage A (1st Version)... 38

Redefine User Groups

We categorize these user groups based on different pains and gains and individually match them into the future target customer of the restaurant or the cafe shop.



NEW Customer Segments



Restaurant Businessman

- Business lunch is a trend now;
- Prefer fresh and availability rather than price;
- An appropriate restaurant is needed for business lunches to have (one or two quality vegetarian options);
- Impress guests with a selection of fresh and seasonal food.
- NO SPECIAL AREA FOR BUSINESS.

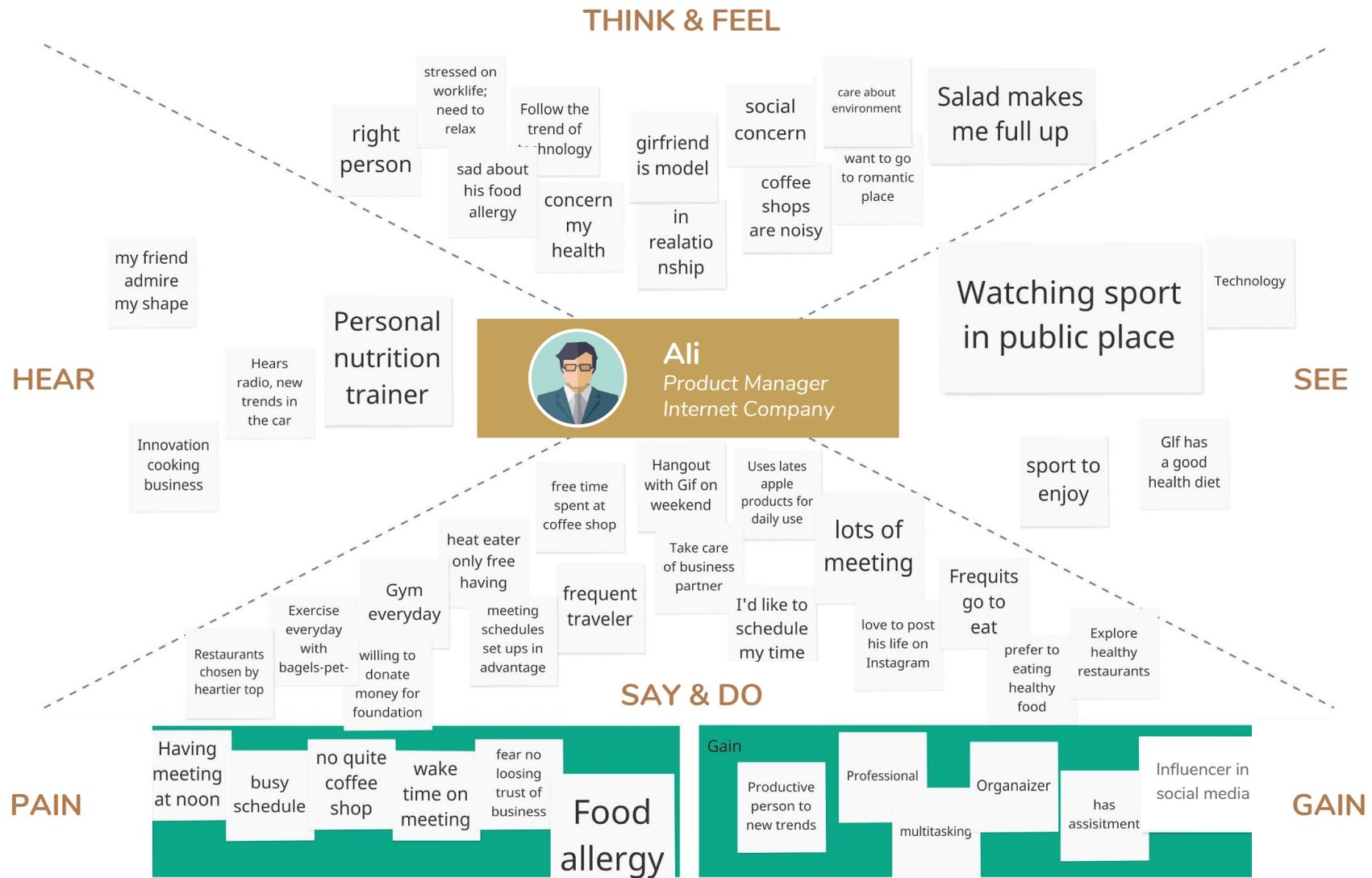


Cafe Shop Millennials

- Millennial is a further loyal customer group of the restaurant after they graduate;
- This is a new customer group of WHOLE FOODS;
- More conscious about saving money;
- Willing to travel and pay-off college debts rather than spending on expensive products;
- Want the truth of food manufacturers;
- Love easy and customization;
- Value our planet, care about sustainability.;
- HIGH PRICE FOR STUDENTS.

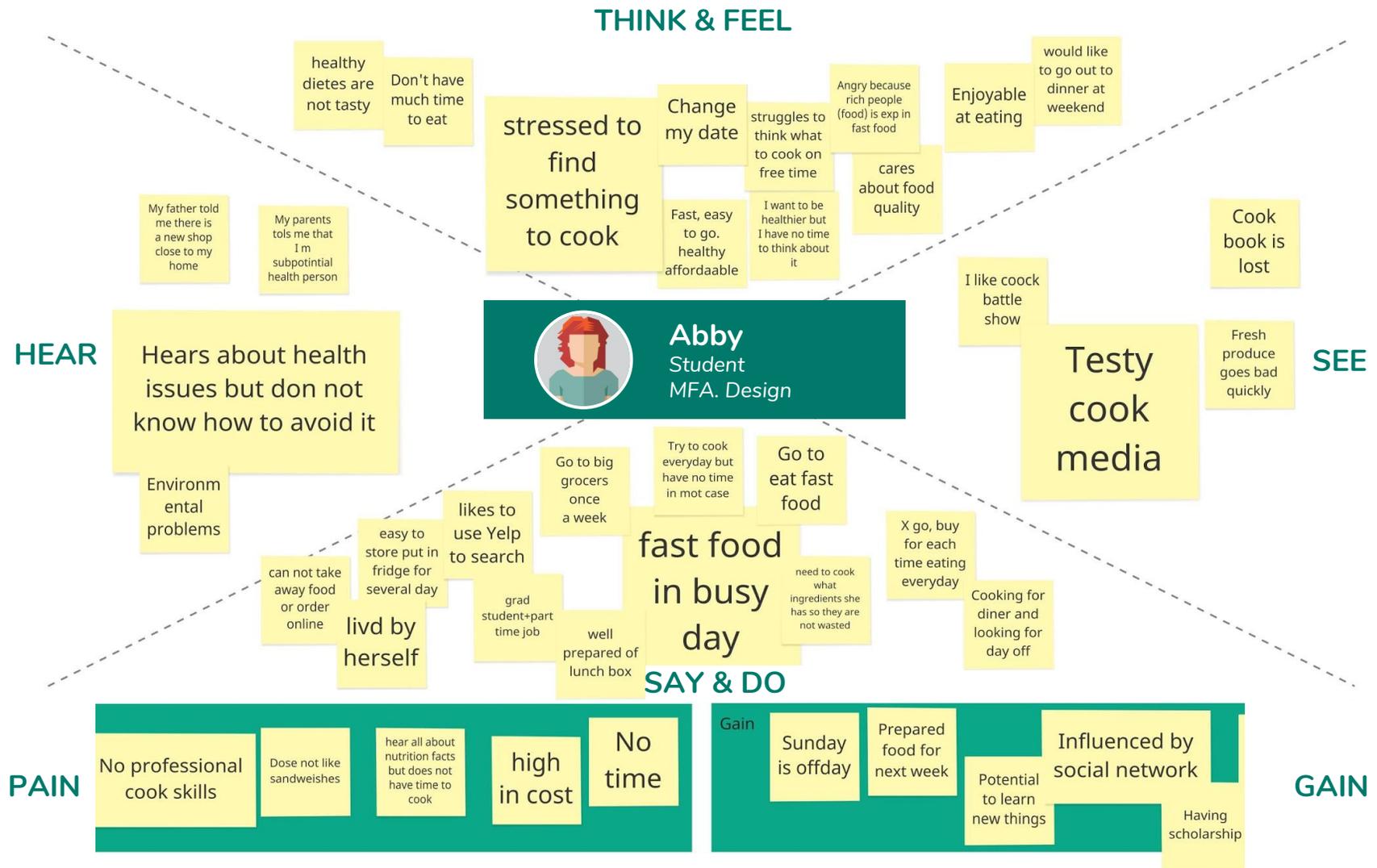
Empathy Map

Businessmen (Restaurant)



Empathy Map

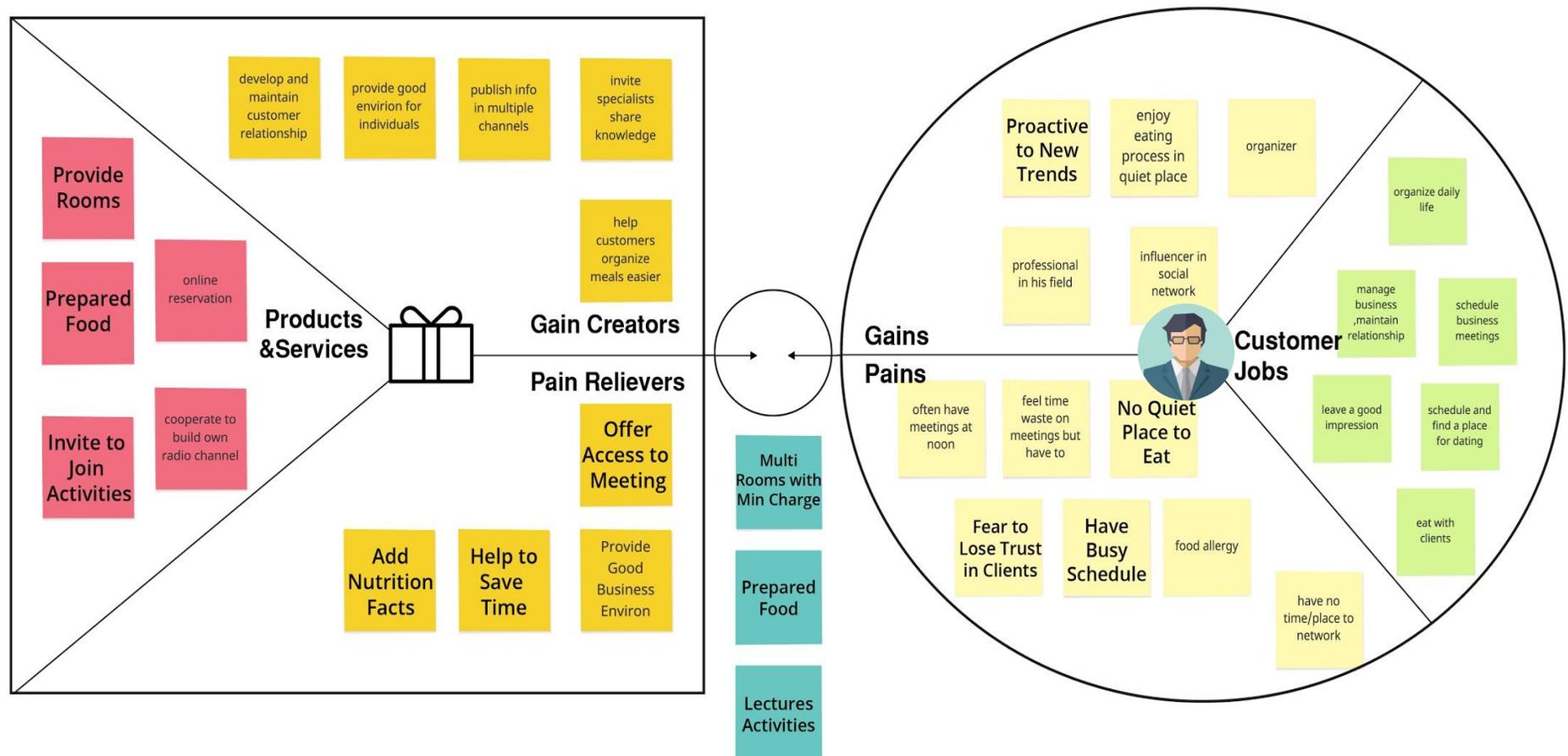
Millennials (Cafe Shop)



Value Proposition

Businessmen (Restaurant)

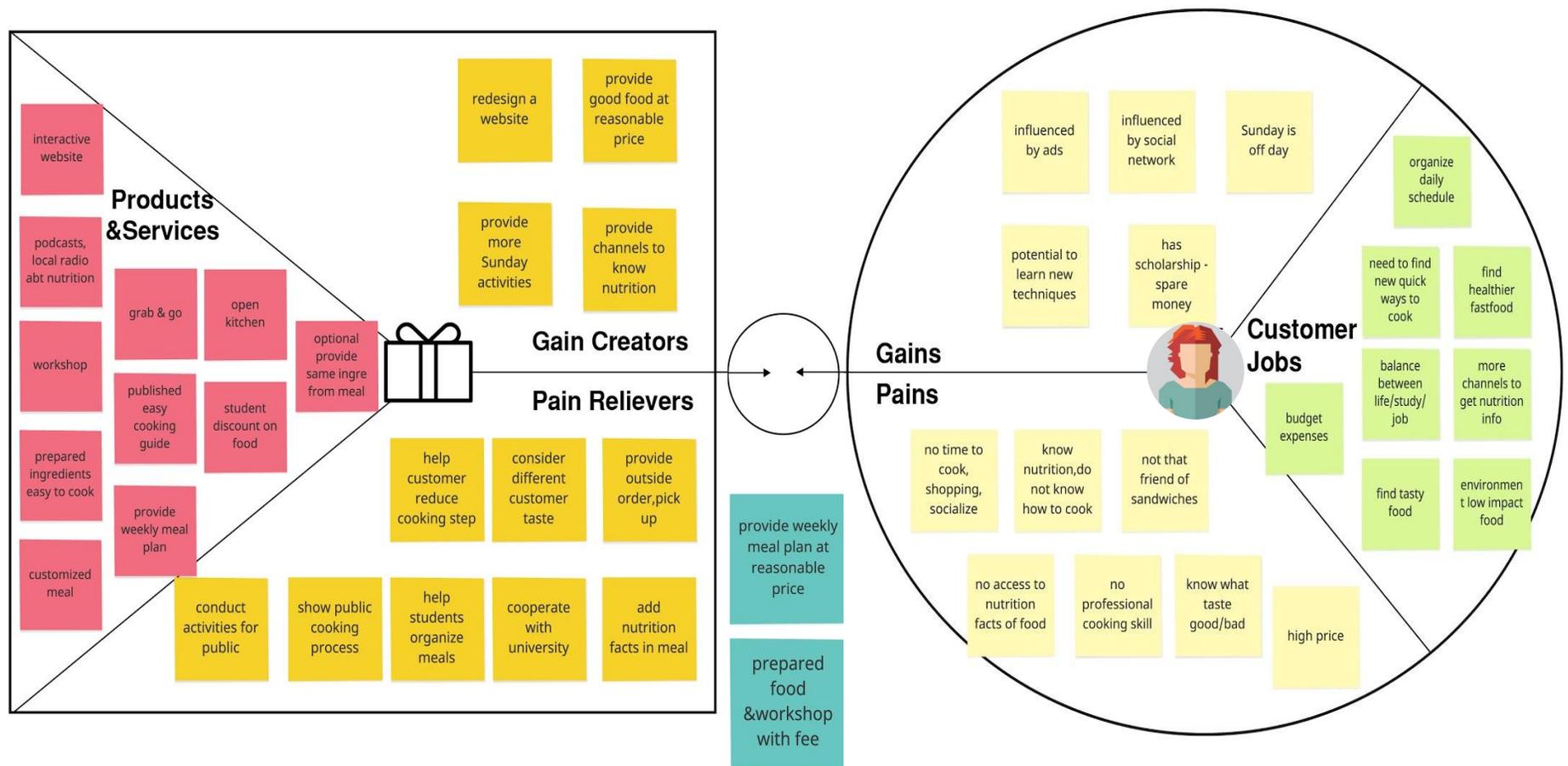
The Value of Proposition focuses on the new user persona, Ali. The graph showcases his positive and negative encounters with eating establishments for conducting his business lunches, networking sessions and office meetings. As a result, opportunity gaps were evaluated based on what was lacking and what needed to be improved or be implemented to fit in for the new value proposition.



Value Proposition

Millennials (Cafa Shop)

The Value of Proposition focuses on the new user persona, Abby. The graph showcases his positive and negative encounters with eating establishments for conducting his business lunches, networking sessions and office meetings. As a result, opportunity gaps were evaluated based on what was lacking and what needed to be improved or be implemented to fit in for the new value proposition.



NEW Business Model Canvas 1st Version (Osterwalder et al., 2010)

Design For: *Chez Panisse Restaurant & Cafe* Design By: *Team Panisse*

Key Partners	Key Resources	<ul style="list-style-type: none"> • Multi function rooms with minimum charge • Workshops • Prepared food • Weekly meal plan at reasonable price 	Customer Relationships	<ul style="list-style-type: none"> • Businessmen • Millennials
	Key Activities		Channels	
Cost Structure			Revenue Streams	

Part 4:
NEW
Channels
Activities

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New Business Model in Stage A (2nd Version).. 51

Current Channels

The Current Channels span into two segmented information panels: **Food** and **Education**. These are based on different channel platforms for the targeted user's access within the restaurant's distribution of services.

	Foods	Education
Customer → Service Site	<ul style="list-style-type: none"> Reservation in Official Website; On-ground Service 	<ul style="list-style-type: none"> Official Website; Traditional Medias (Book & Journal); College (Nutrition Class); Social Media (Facebook)
Service → Customer		
Remote Service (Digital)	<ul style="list-style-type: none"> Delivery (in the third part website) 	
Analysis	<ul style="list-style-type: none"> Reservation is necessary; Just have on-ground service. Guarantee the high quality; But reduce the accessibility. 	<ul style="list-style-type: none"> Use multiple channels, including traditional, digital medias Enough choices for proactive nutrition learners; But it's better that customers can be influenced by service providers in a mindless environment.

How Might We try to **Improve the Accessibility** of Fresh Local Foods, but also **Keep the High Quality** of Restaurant?
How Might We Educate People in a **Mindless** Environment?

Proposed Channels For Restaurant (Businessman)

Features of Businessman

- Time Poor
- Longer Time Driving on the way
- Can Be Influencer in Nutrition Education



Keys for New Channels

- Facilitate Process of Reservation
- Audible Resources
- Be Speaker in Workshop



Proposed Channels For Cafe Shop (Millennials)

Features of Millennials

- Active in Social Medias
- Like to use APP
- Willing to Get Nutrition Knowledges without Mind



Keys for New Channels

- Improve Accessibility
- Social Medias
- Be Learner in Workshop



NEW Channels

In order to better design new channels, we design new channels in two angles.



Channels for Providing Food



Channels for Nutrition Education

NEW Channels For Providing Foods



For keeping the high quality, the channels of restaurant (fine dining) keep same. Customers still need to make a reservation for dining in. However, the reservation system is improved into multi-function online system. Customers not only can reserve the seat but also conference room. Besides, customers can automatically receive the notification from the system to track their reservation.

Meanwhile, we enhance the channels for customers in Cafe Shop. Customers can order foods and uncooked meal kits in official website, and also can choose our pick up and Grab & Go services.

Food catering truck will set up in business center and college center. It provides cooked foods and help busy people save more time in work day.

	Restaurant	Cafe Shop	
	Businessmen	Businessmen	Millennials
Customer → Service	<ul style="list-style-type: none"> ● Online Reservation System For conference room or foods (time & location); ● Reservation in Official Website; ● On-ground Service 	<ul style="list-style-type: none"> ● Grab & Go; ● APP; ● Reservation in Official Website; ● On-ground Service 	
Service → Customer		<ul style="list-style-type: none"> ● Food Catering Truck In Business Center or College Center 	
Remote Service (Digital)		<ul style="list-style-type: none"> ● Meal Kits Delivery To Home, Company or A Kiosk; ● Pick up 	

- New Channels
- Current Channels

NEW Channels For Nutrition Education



Nutrition education is a goal for Chez panisse. In this part, we focus on adding more types of channels. Besides “customer to service”, we hope to create shared channels with suppliers.

Workshops and Nutrition Tour are held in every weekend, and supported by farms and food influencers. Professional farmers, chefs and food

influencers become speaker to share experiences. Through this mindless way, both speaker and learner can have a better understanding about nutrition.

For Chez Panisse, these shared channels are helpful to establish a nutrition community, and thereby achieve their final goal.

<ul style="list-style-type: none"> ● New Channels ● Current Channels 	<h2>Businessmen & Millennials</h2>	
<p>Customer → Service</p>	<ul style="list-style-type: none"> ● Nutrition Podcast; ● More Interactive Website; (Recipe Sharing and Ingredient Intro) ● Audible Books; ● Instagram 	<ul style="list-style-type: none"> ● Official Website; ● Traditional Medias (Book & Journal); ● College (Nutrition Class); ● Social Media (Facebook)
<p>Shared Channel With Suppliers</p>	<ul style="list-style-type: none"> ● Workshops Businessmen = Speaker (Information Sharer) Millennials = Audience (Information Learner) ● Nutrition Tour Location: Farms Guider: Chefs & Professional Farmers 	

NEW Resources & Activities

On Scale 1-5		KEY RESOURCES	KEY ACTIVITIES		
FOOD	RESTAURANT	Reservation System	<ul style="list-style-type: none"> Website More employee (manage schedule) 	<ul style="list-style-type: none"> Check the reservation Schedule conference room 	
	CAFE SHOP	Meal Kits Delivery	<ul style="list-style-type: none"> Fresh food Recipe Package; calories More employee 	<ul style="list-style-type: none"> Delivery App stickers 	<ul style="list-style-type: none"> More employee part-time Check online order Connect the third party delivery Packaging printing stickers
		Grab & Go	<ul style="list-style-type: none"> More employee More packages stickers 		<ul style="list-style-type: none"> Packaging printing stickers More employees
		App	<ul style="list-style-type: none"> Food picture and information App manager Software engineer 		<ul style="list-style-type: none"> Cooperate with software company
		Food Catering Truck	<ul style="list-style-type: none"> Drivers More chefs More employees 	<ul style="list-style-type: none"> Trucks Payment system 	<ul style="list-style-type: none"> Driving truck to school center or business center Get the permissions
EDUCATION		Audible Books	<ul style="list-style-type: none"> Information creators 	<ul style="list-style-type: none"> Upload/Record 	
		Nutrition Podcast	<ul style="list-style-type: none"> Chef Owner Loyal customer 	<ul style="list-style-type: none"> Nutritionist Interviewer 	<ul style="list-style-type: none"> Interview Collaborate with local radio Record Upload
		Nutrition Tour	<ul style="list-style-type: none"> Bus Farms 	<ul style="list-style-type: none"> Farmer Employees 	<ul style="list-style-type: none"> Advertising
		Workshops	<ul style="list-style-type: none"> Chef Loyal customer Conference room 	<ul style="list-style-type: none"> Tools: TV/Projectors Instruction foods 	<ul style="list-style-type: none"> Planning/theme schedule Advertising Inviting speaker
		Instagram	<ul style="list-style-type: none"> Food picture/ information Information manager 		<ul style="list-style-type: none"> Create/ upload Review/ Reply
		Interactive Website <i>(Add conference reservation)</i>	<ul style="list-style-type: none"> Web Designer 		<ul style="list-style-type: none"> Collaborate with software company

Understanding the Key Resources and Key Activities of new services can help to evaluate the desirability, the feasibility and the viability.

Measurement of Services

Criteria of Desirability, Feasibility and Viability

Desirability	Need	<i>Will this service fill a need?</i>
	Fit	<i>Will this service fit into people's lives?</i>
	Attract	<i>Will this service appeal to the customer?</i>
	Want	<i>Will the customer actually want it?</i>
Feasibility	Tech	<i>Is the tech needed to power the service?</i>
	Time Cost	<i>Will the service be quick to make?</i>
	System	<i>Can the organization(system) actually make it happen?</i>
	Finance	<i>How much money do we need to spend in this service?</i>
Viability	Business Goal	<i>Will the service align with the business goals?</i>
	Budget	<i>Does this service honor the customer's budget?</i>
	Profit	<i>What will the return on the investment look like?</i>

Measurement of Services Based on Desirability, Feasibility and Viability

(Bill Hollins, Gillian Hollins, 1999)

---On Scale 1-5

		DESIRABILITY					FEASIBILITY					VIABILITY				
		Need	Fit	Attract	Want	Total	Tech	Time Cost	System	Finance	Total	Goal	Budget	Profit	Total	
		Will this service fill a need?	Will it fit into people's lives?	Will it appeal to the customer?	Will the customer actually want it?		Is the tech needed to power the service?	Will it be quick to make?	Can the organization (System) actually make it happen?	How much money do we need to spend in the service?		Will the service align with the business goals?	Does this service honor the customer's budget?	What will the return on the investment look like?		
FOOD	RESTAURANT	Reservation System	5	5	5	5	20	5	4	4	4	17	5	5	5	15
	COFFEE SHOP	Meal Kits Delivery	5	5	5	5	20	4	5	5	5	19	5	4	4	13
		Grab & Go	4	5	5	4	18	3	5	5	5	18	2	5	4	11
		App	3	4	3	3	13	5	1	1	1	8	5	5	2	12
		Food Catering Truck	4	5	4	5	18	4	3	2	1	10	5	4	3	12
EDUCATION	Audible Books	2	4	3	2	11	4	2	3	4	13	5	4	3	12	
	Nutrition Podcast	3	5	4	4	16	4	2	3	3	12	5	5	3	13	
	Nutrition Tour	5	4	5	4	18	5	1	4	4	14	5	5	4	14	
	Workshops	5	5	5	5	20	5	2	5	5	17	5	5	4	14	
	Instagram	5	5	5	5	20	5	5	5	5	20	5	5	3	13	
	Interactive Website <i>(Add conference reservation)</i>	5	5	5	5	20	5	2	2	3	12	5	5	5	15	

Measurement of Services

Analysis (Full Credit: 55)

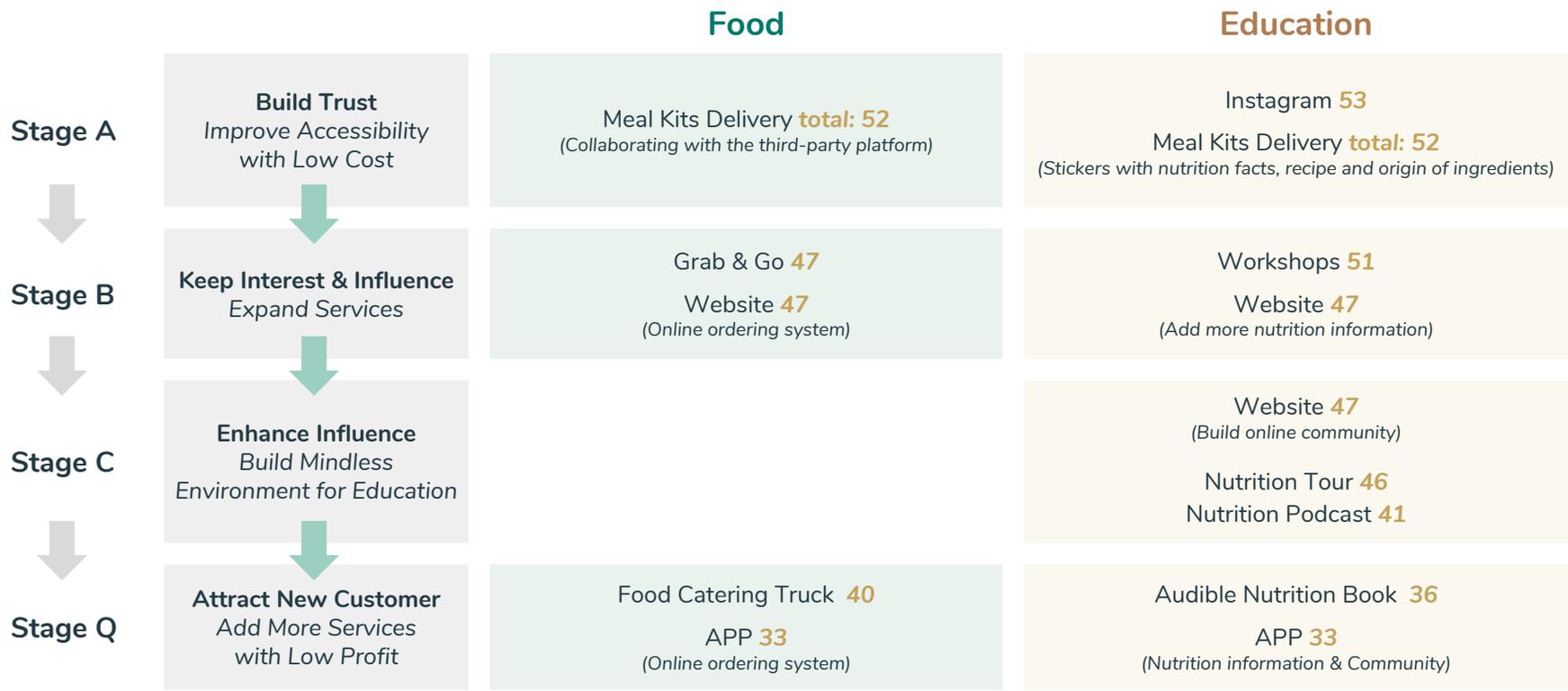
(Bill Hollins, Gillian Hollins, 1999)

The Measurement of Services categorizes the potential educational services that will be developed in different stage of the business growth and implementation within the company, to maintain current users and attract possible new users.



Measurement of Services

Analysis (ABC...Q)



Because of the finance restriction, it's better to create the new services in **Stage A** and continue adding more services in Stage B, C & Q.

In Stage A, Meal Kits Delivery needs more cost and has more values rather than reservation system in website and instagram management.

Focusing on Meal Kits Delivery to build business model will help to clearly understand our new service.

In the Next Part, we will focus on how we create our new service and what our stakeholders are in service ecosystem..

NEW Business Model Canvas *2nd Version* (Osterwalder et al., 2010)

Design For: *Chez Panisse Restaurant & Cafe*

Design By: *Team Panisse*

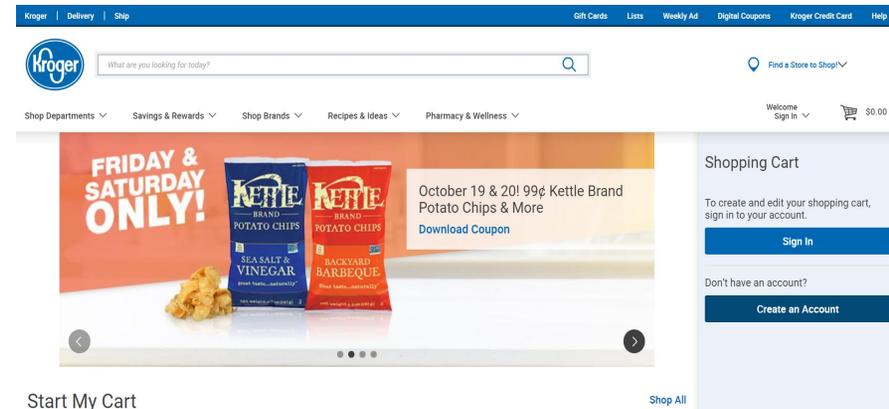
<h3>Key Partners</h3>	<h3>Key Resources</h3> <ul style="list-style-type: none"> ● Chef; ● Fresh ingredients; ● Information Creator; ● Printer; ● Stickers; ● Package; ● Interactive website. 	<h3>Value Propositions</h3> <ul style="list-style-type: none"> ● Locally sourced foods; ● Involve nutrition education in products; ● Multi-function rooms with minimum charge; ● Weekly meal plan at reasonable price 	<h3>Customer Relationships</h3>	<h3>Customer Segments</h3> <ul style="list-style-type: none"> ● People who care about health ● Millennials ● Businessmen
	<h3>Key Activities</h3> <ul style="list-style-type: none"> ● Create food & nutrition information and post it online; ● Post menu online; ● Check online order; ● Package meal kits; ● Print & attach stickers. 			
<h3>Cost Structure</h3>			<h3>Revenue Streams</h3>	

Part 5:
NEW
Stakeholders
Ecosystem

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Competitor Analysis

Kroger



Start My Cart

Website

<https://www.kroger.com/>

Kroger is an American retailing company founded by Bernard Kroger in 1883 in Cincinnati, Ohio.

It is the United States's largest supermarket chain by revenue (\$115.34 billion for fiscal year 2016), the second-largest general retailer (behind Walmart) and the seventeenth largest company in the United States.

Kroger is also **the third-largest retailer in the world** and the third largest private employer in the United States.



Marketplace

Competitor Analysis

Kroger - SWOT

Strengths

- Agile in trend towards healthier food and community engagement;
- Variety of food options;
- Well priced.

Weakness

- Unfriendly for busy people;
- Lack of nutrition education;
- Less agile;
- High debt load;
- Food price deflation;
- Price sensitive.

Opportunities

- Growth in organic and sustainable inventory;
- More agile decision making to stay ahead of changing markets;
- Smaller residual stores;
- Direct community engagement;
- Continue online expansion / offerings.

Threats

- Identity crisis (many brands);
- Poor trend choice;
- Community misunderstanding trend;
- Cost of brick and mortar;
- Need to change quickly;
- Amazon acquisition of whole foods.

Competitor Analysis

Blue Apron

Blue Apron was founded in 2012 in New York, NY. Its mission is to **make incredible home cooking accessible** for everyone.

Blue Apron is an American ingredient-and-recipe meal kit service. It exclusively operates in the United States. The **weekly boxes contain ingredients and also include suggested recipes** that must be cooked by hand by the customer using the pre-ordered ingredients.

To develop a more **sustainable food system**, Blue Apron works directly with **family-run farms** to grow specialty produce just for us, affordably bringing the **freshest ingredients** into customers' kitchens.

Blue Apron

ON THE MENU HOW IT WORKS PRICING WINE GIFTS MARKET LOG IN SIGN UP

\$60 Offer - Get \$20 Off Each of Your First 3 Boxes! REDEEM OFFER

We're building a better food system

Our food system—the way in which food is grown and distributed—is complicated, and making good choices for your family can be difficult. We are changing that: By partnering with farmers to raise the highest-quality ingredients, by creating a distribution system that delivers ingredients at a better value and by investing in the things that matter most—our environment and our communities. This will be a decades-long effort, but with each Blue Apron home chef, together we can build a better food system.

Blue Apron

ON THE MENU HOW IT WORKS PRICING WINE GIFTS MARKET LOG IN SIGN UP

\$60 Offer - Get \$20 Off Each of Your First 3 Boxes! REDEEM OFFER

2 PERSON RECIPES 4 PERSON RECIPES

Week of November 5th GET COOKING

Homestyle Beef Medallions & Maple Pan Sauce
with Mashed Potatoes & Garlic-Sautéed Kale
40 Min DETAILS

Seared Chicken & Honey Mustard Sauce
with Roasted Sweet Potatoes
30 Min DETAILS

Shrimp in Smoky Harissa Sauce
with Couscous, Olives, & Currants
20 Min DETAILS

Website
<https://www.blueapron.com/>

Competitor Analysis

Blue Apron - SWOT

Strengths

- Meal kits (uncooked);
- Local source foods;
- Nutrition education through recipe;
- Online ordering;
- Add on items.

Weakness

- Weekly delivery;
- Only one channel;
- No brick and mortar;
- No on demand food;
- Packaging waste;
- Delivery costs.

Opportunities

- Offering on demand food;
- The ability to customize the meal;
- Build brick and mortar.

Threats

- No multiple chooses;
- Pre-cooked food delivery;
- On demand food delivery;
- On ground food;
- Established grocery stores entering the meal kit market.

Competitor Analysis

Snap Kitchen

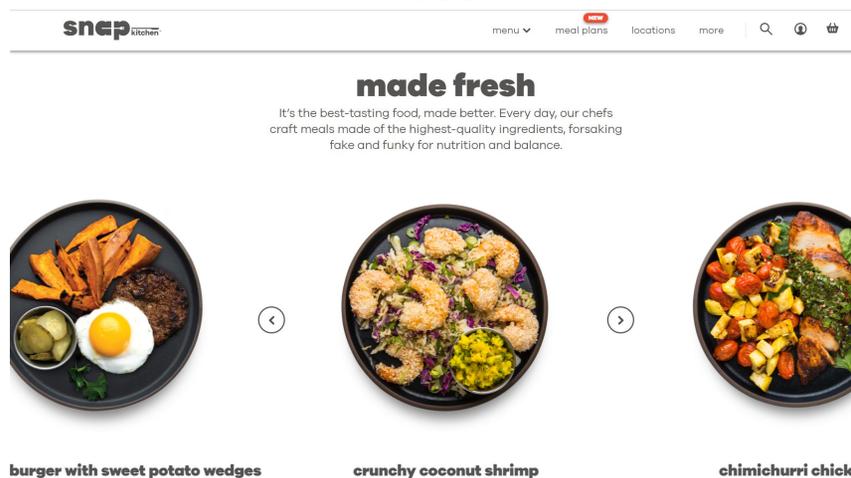
Snap Kitchen was founded in 2010 in Austin, TX. It provides **healthy, handmade meals for busy people**.

Snap was established on the principle that **real food should be convenient and delicious**, and it lives for making healthy meals that people will be excited to eat.

Snap empowers busy people to eat clean without compromise. Their chefs and dietitians reimagine **comfort food** and create **those favorite dishes with a healthy twist**.



Store



Website

<https://www.snapkitchen.com/>

Competitor Analysis

Snap Kitchen - SWOT

Strengths

- **Pre-cooked meals;**
- **Customizable diet;**
- **On demand delivery and pick up;**
- **Customizable meal plans;**
- Order in restaurant;
- Add on items.

Weakness

- **No options to cook food for yourself;**
- Not as much freedom to substitute options;
- Only single person meals;
- Packaging waste;
- Delivery costs;
- **No education about cooking for yourself.**

Opportunities

- Offering a meal offering for families;
- Offering meals for kids;
- The ability to customize the ingredients of your meal;
- Lockers for picking up food on the go.

Threats

- Other copycat services;
- Meal kit deliveries;
- Established grocery stores entering the meal kit market.

Competitor Analysis Conclusion

on scale 1-5

				
Freshness (Local)	4	5	4	5
Time	3	1	5	4
Channel	3	1	5	4
Education	2	4	3	5
Community	4	1	1	5
Good Price	5	2	3	4

In the areas that each business is struggling, we see opportunity to create a **more holistic meal kit service** that combines and builds on the strengths of each business.

Chez Panisse aims to provide a **high-end health oriented meal kit delivery service** that allows people to **enjoy tasty meals** in their **busy daily schedule**. Through recipe, information about ingredients and local sourcing are promoted for **educating customers and healthy oriented communities**.

Keys:

- **Good Packaging:** uncooked meal kits;
- **Quick Delivery Service:** on demand delivery;
- **Bond Relationship** with Local source ingredients;
- **Well-designed Recipe** with nutrition information;
- **Building Relationship with stakeholders (designers, university, suppliers...)** for engaging community.

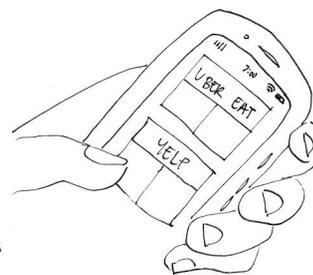
Storyboard Meal Kit Delivery

The visualized Meal Kit On Demand Delivery System allows the overview of a accessible uncooked meal kits through your phone, created and organized by the Restaurant's resources in enabling edible education through recipe nutrition information and cooking guidelines for a affordable price.



1

I would like to eat **local/ organic/ calorie count/ California** cuisine
(7:00pm)



2

I opened **Uber Eats/Yelp** for any restaurant promo that are available for healthy California food cuisine.



3

I hope to eat something **healthy and quick** at a **affordable price!**



4

Found this healthy Meal Kits with **ingredient description** for me to cook at home.
(7:05pm)



5

I just have to wait **15 minutes!**



6

It arrived!
(7:20pm)



7

I appreciate the **cooking instructions** for me to cook my meal.
(7:25pm)



8

Food is almost ready.
(7:30pm)



9

The food taste SO GOOD. I feel like a **professional chef** now.
(7:45pm)

Storyboard

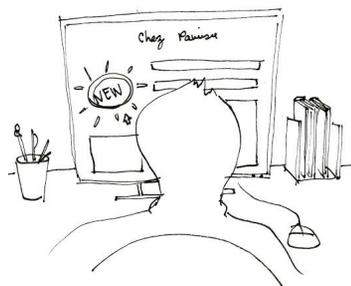
Reservation System

The visualized Reservation System provide an insight to the new and improved Chez Panisse reservation website. The new interactive system will allow users, like businessmen, to: view, select and reserve specific rooms to conduct business lunches and networking events.



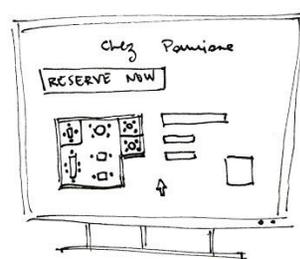
1

I need to do a **business lunch**!



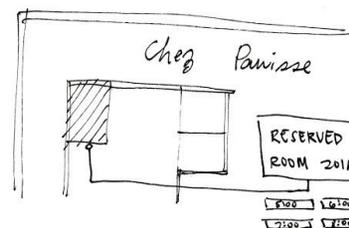
2

I noticed a **new service** on website page with conference and business lunch specials



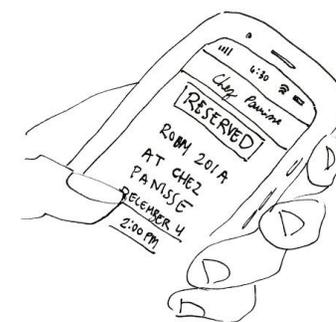
3

I appreciate the **reservation system options** and **information** for me to have lunch with business partners.



4

I'm excited that I **can see and pick my own space** for my business lunch and reserve it online!



5

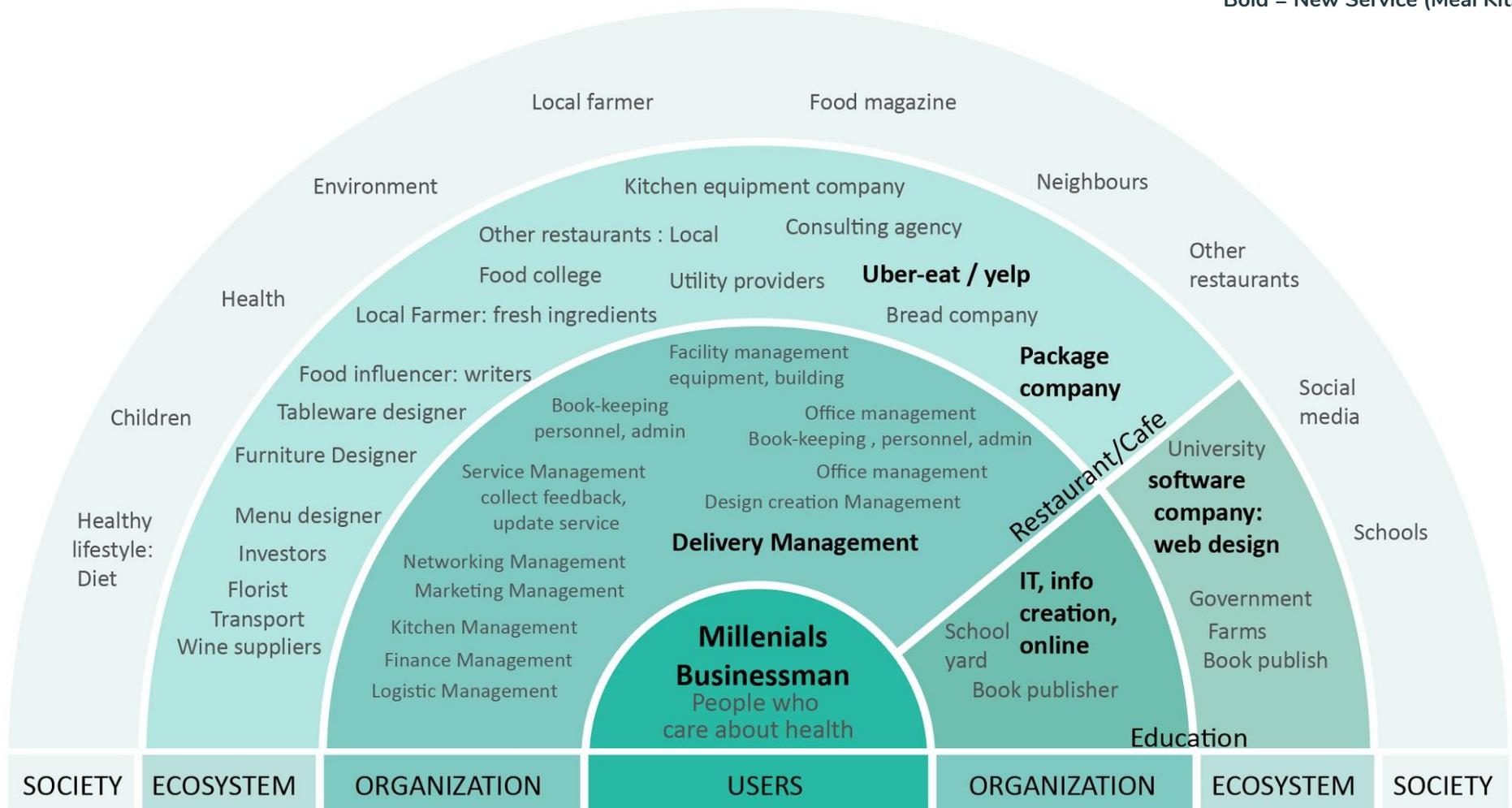
I got my **reservation reminder** with the invitation link for my guests.

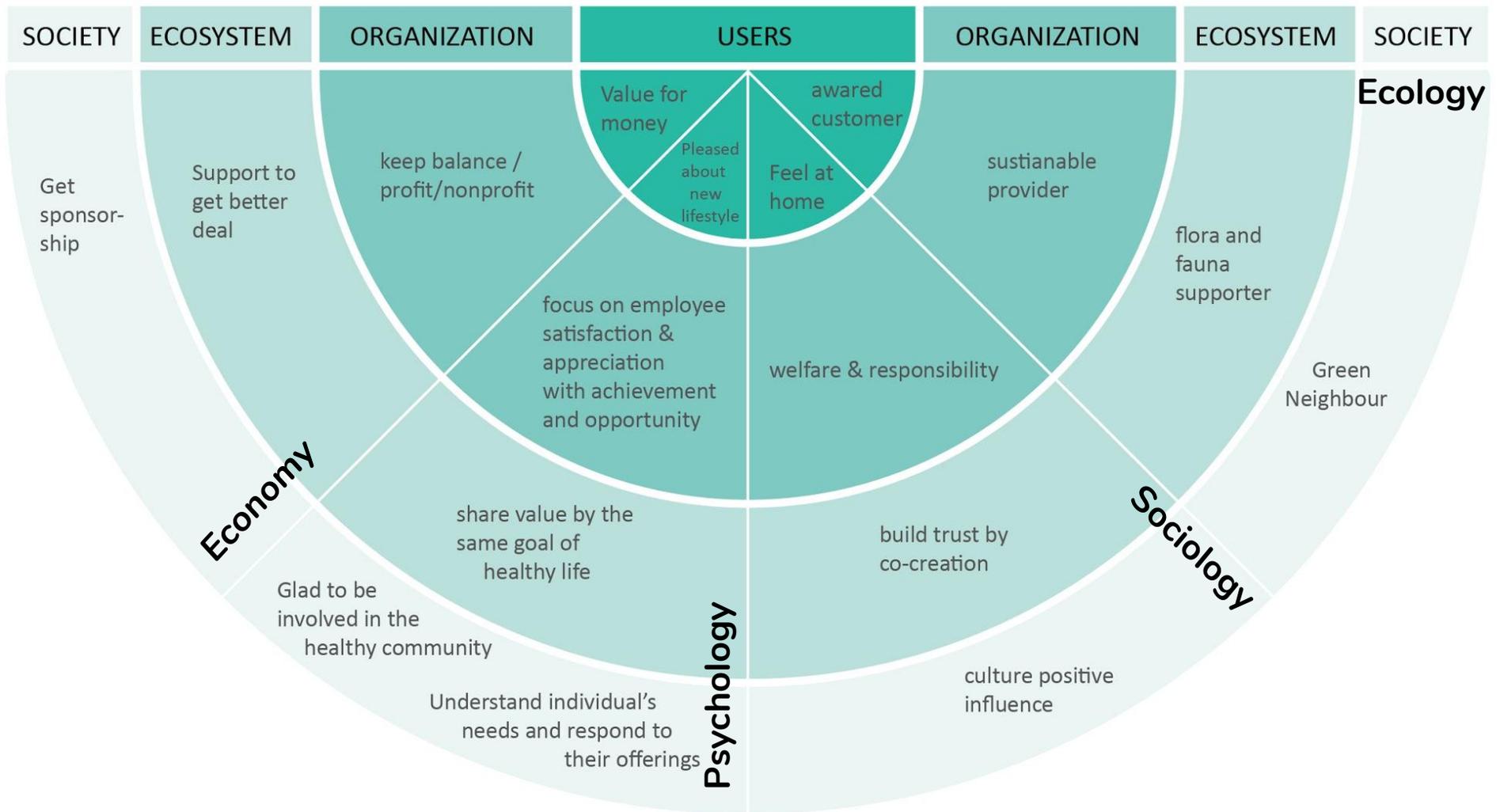
Stakeholder

On four layers (Bont, d., C, et al. 2013)

The top half of the Stakeholders Map categorizes the educational service distribution into four layer types: **users, organization, ecosystem** and **society**; within the two segmented information panels, **Food** and **Education**.

Bold = New Service (Meal Kits)





Key Value On four layers (Bont, d., C, et al. 2013)

The bottom half of the map categorizes the Key Values and shared value distribution into four layer types: **users**, **organization**, **ecosystem** and **society**; within the four segments of: **economy**, **psychology**, **sociology** and **ecology**.

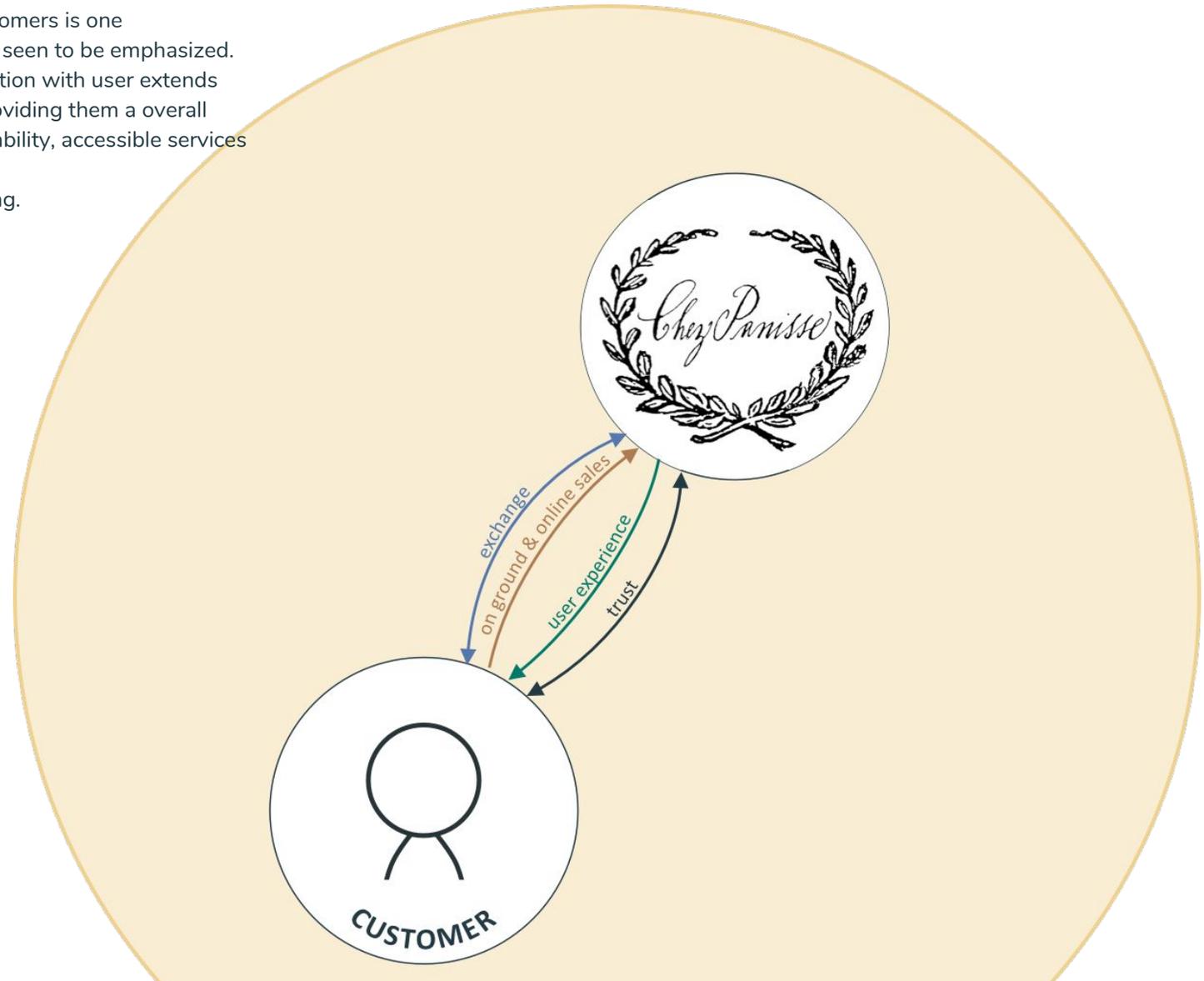
Value Flow Model

Core value proposition

(Bont, d., C, et al. 2013)

- ← Information
- ← Money & Credit
- ← Good & Service
- ← Intangible Value

Chez Panisse relation with its customers is one of the main value exchange that is seen to be emphasized. The focal of the core value proposition with user extends from the company's services in providing them a overall holistic experience, relationship stability, accessible services and exchange of information for improvement and understanding.

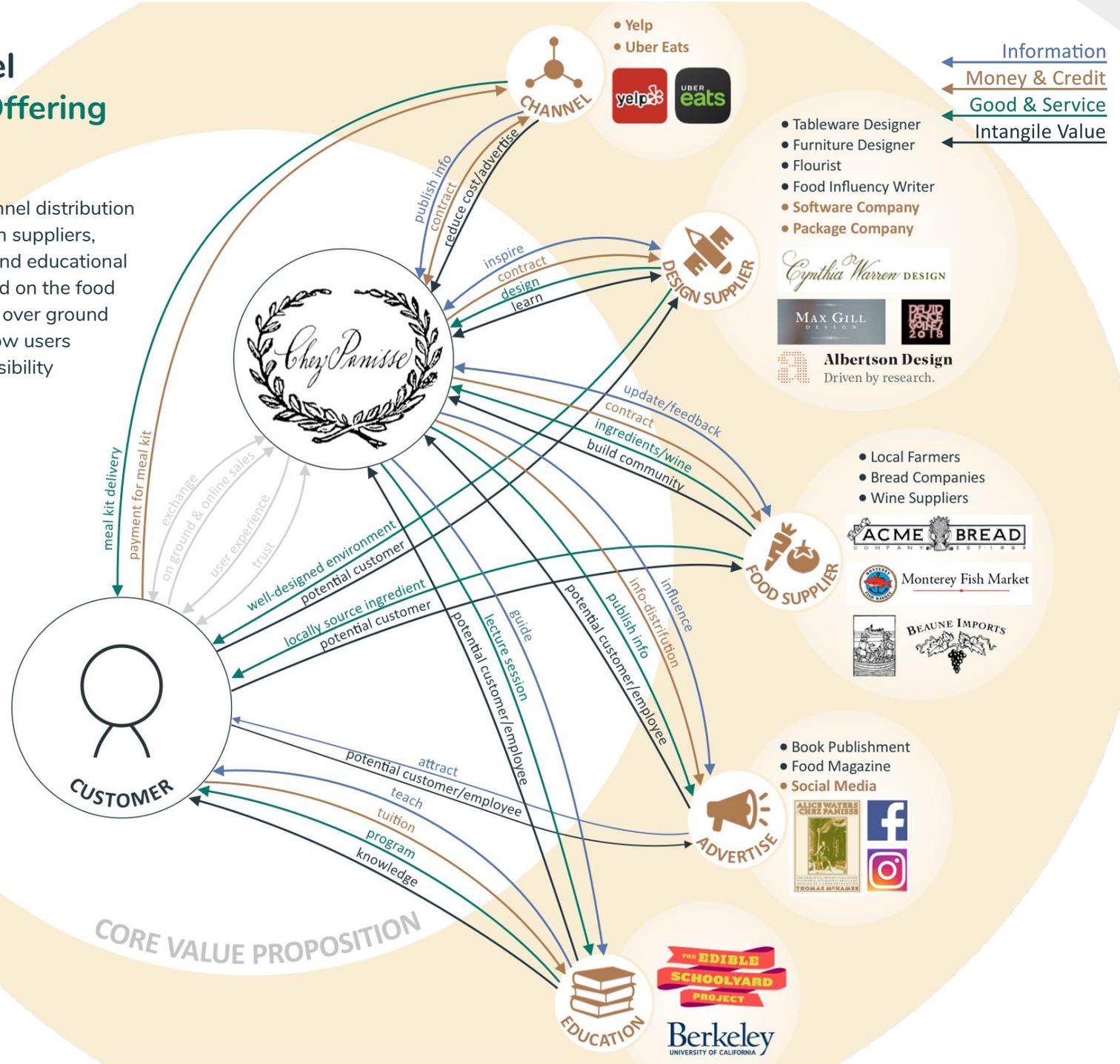


Value Flow Model

Complementary Offering

(Bont, d., C, et al. 2013)

Chez Panisse relation with channel distribution (like Uber Eats and Yelp), design suppliers, food suppliers, advertisement and educational services complement their brand on the food and edible educational services over ground and online services that will allow users to have more control and accessibility to healthy and nutritious meals under this brand.



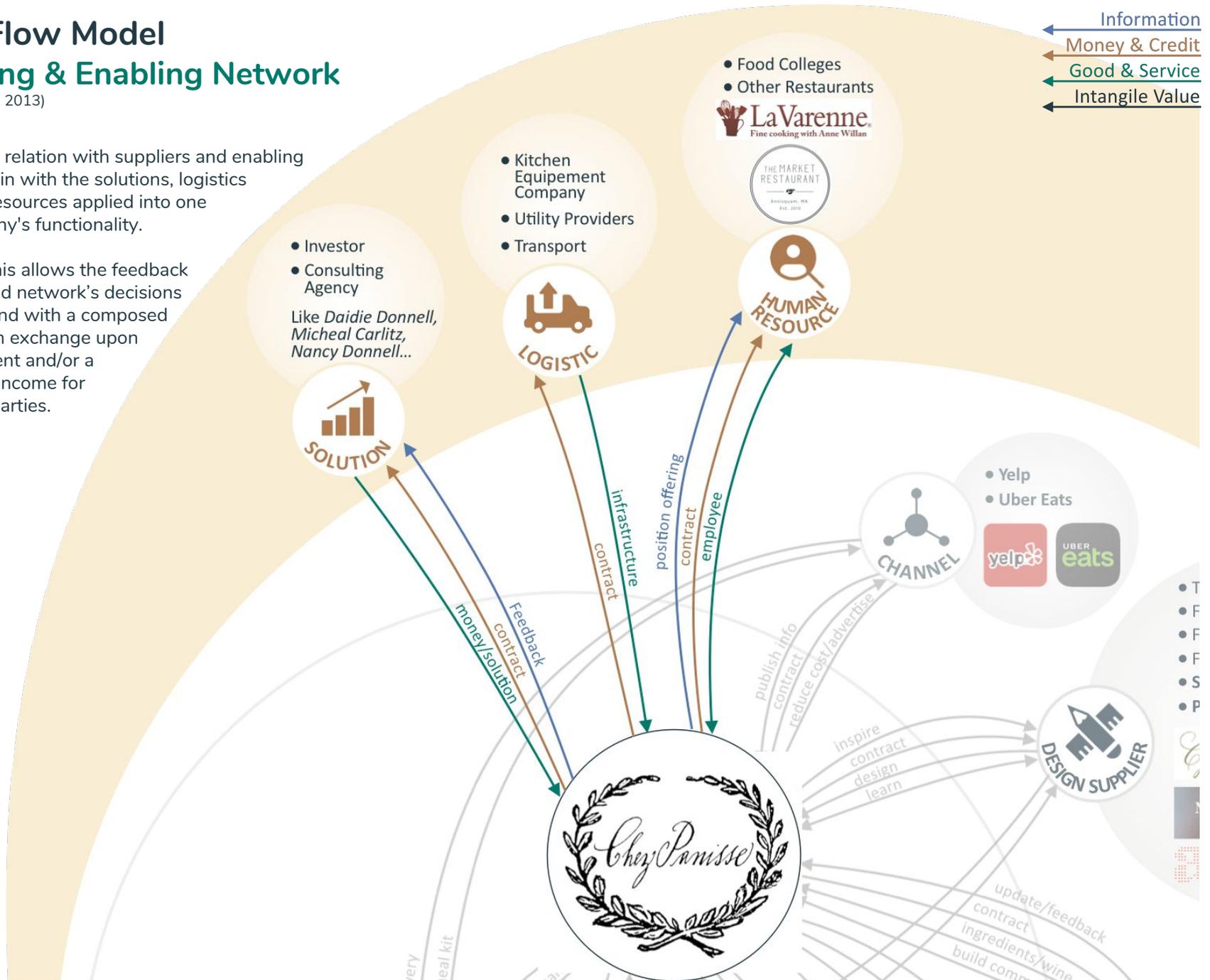
Value Flow Model

Supplying & Enabling Network

(Bont, d., C, et al. 2013)

Chez Panisse relation with suppliers and enabling networks, tie in with the solutions, logistics and human resources applied into one of the company's functionality.

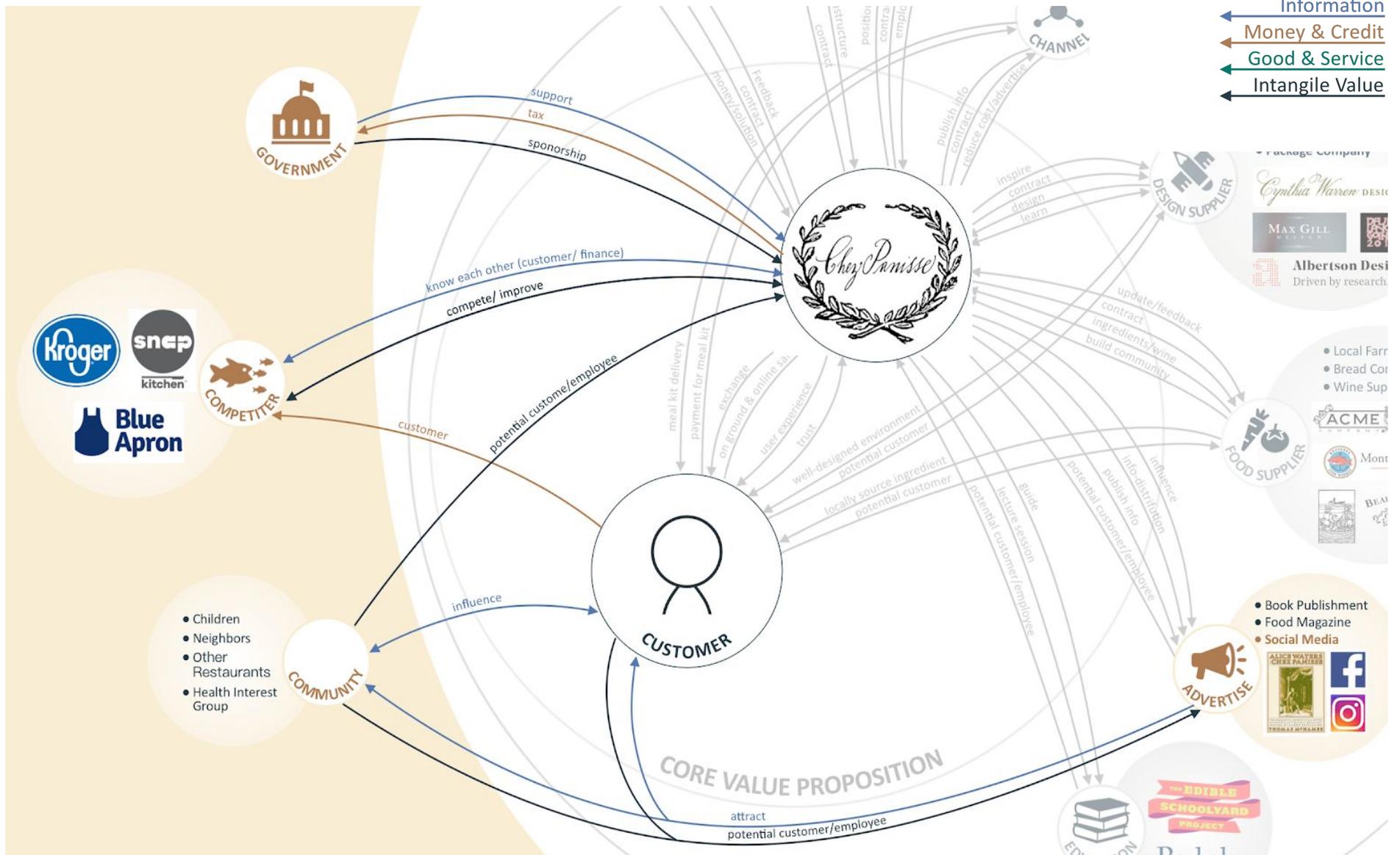
As a result, this allows the feedback of supplier and network's decisions to be heard and with a composed contract as an exchange upon their agreement and/or a benefactory income for both active parties.



Value Flow Model

Other stakeholders

(Bont, d., C, et al. 2013)



NEW Business Model Canvas in Stage A

Final Version (Osterwalder et al., 2010)

Design For: *Chez Panisse Restaurant & Cafe*

Design By: *Team Panisse*

<p>Key Partners</p> <ul style="list-style-type: none"> ● Food Suppliers: Local farmers Wine sellers Bread Stores ● Design Suppliers: Food influencers Food writers Menu/Recipe designers Website Designers ● Education Partners: Schoolyard UC Berkeley ● Delivery Partners: Uber/Yelp ● Logistic ● HR Supporters ● Advertisement 	<p>Key Resources</p> <ul style="list-style-type: none"> ● Chef; ● Fresh ingredients; ● Information Creator; ● Printer; ● Stickers; ● Package; ● Interactive website. 	<p>Value Propositions</p> <ul style="list-style-type: none"> ● Locally sourced foods; ● Ingredient-based Meal kits (Uncooked); ● Involve nutrition education in products; ● Multi-function rooms with minimum charge. 	<p>Customer Relationships</p> <ul style="list-style-type: none"> ● Bond Relationship based on Trust ● Menu Curation ● Nutrition Education ● Local Business Sales 	<p>Customer Segments</p> <ul style="list-style-type: none"> ● People who care about health ● Millennials ● Businessmen
<p>Cost Structure</p> <ul style="list-style-type: none"> ● Inventory ● Design ● Packaging/Delivery ● Nutrition Education 	<p>Key Activities</p> <ul style="list-style-type: none"> ● Create food & nutrition information and post it online; ● Post menu online; ● Check online order; ● Package meal kits; ● Print & attach stickers. 		<p>Channels</p> <ul style="list-style-type: none"> ● Dine in; ● Delivery: Yelp & Uber Eats ● Reservation system: Conference room ● Social Media: Instagram 	
<p>Cost Structure</p> <ul style="list-style-type: none"> ● Food waste ● Property ● Liability ● Marketing/Advertise ● Cold storage 		<p>Revenue Streams</p> <ul style="list-style-type: none"> ● On ground sales ● Online Sales (Meal Kit) ● Nutrition Program ● Sponsorship 		

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