

6 to 41 Outlets Across 4 Countries, One Operational View

How CrispBowl Co unified self-order kiosks, five delivery apps, corporate pre-orders, loyalty data, and kitchen throughput into a single operational scorecard. Giving every new outlet a Day-1 KPI benchmark and every existing outlet a live performance baseline.

Company Overview

QSR
Industry
Healthy Food

7 → 41
Outlets
12-month plan


4 Markets

3,000
Bowls/day
@ SGD 15

1 The Challenge

Priya Nair, Head of Operations & Growth at CrispBowl Co, has a good problem: 3,000 salad bowls a day across 7 Singapore outlets, a loyal member base that's now 48% of daily sales, and a plan to open 34 more outlets across Singapore, Manila, Jakarta, and Bangkok in the next 12 months. The challenge is maintaining consistency across operations. Every CrispBowl outlet runs to a strict prep-time target during the 11am–2:30pm rush. When 6 to 8 assemblers keep up with orders from kiosks, delivery platforms, and corporate customers, the outlet runs smoothly. When they can't, orders slow down, ingredients run short, delivery queues build up, and profitability starts to suffer. At 7 outlets, Priya could personally keep an eye on every operation. As they scale to 41 outlets across four countries, it will become much harder to keep track of everything. Scaling means the system has to know what's slipping, at which outlet, in which market, before Priya does.

No Visibility During Peak Hours

11am–2:30pm generates 68% of revenue, but as they scale to 41 outlets across four countries, it's not possible for Priya to monitor every outlet when issues arise.

Managing Multiple Delivery Platforms

Orders from five delivery platforms are managed simultaneously, making it difficult to prioritise urgent orders and corporate pre-orders.

Ingredient Supply Vulnerability

With 34 SKUs from multiple vendors, one late delivery can disrupt the lunch menu, especially at new outlets.

No Standard for New Outlets

Raffles Place averages 1:52 prep time, but new outlets have no shared benchmark or playbook to replicate that performance.

2 The Solution

TreeAMS unified CrispBowl's daily operations across kitchen, kiosk, and delivery-app into a single live view. Three operational apps capture the daily execution signal; POS, kiosk, five delivery aggregators, the loyalty app, and IoT prep-station sensors stream in as one dataset. Every outlet – new or established, in SG or Manila – is benchmarked against the same KPIs, making performance consistent and easy to compare across the network.

Product Ordering App	34 SKUs from third-party vendors are auto-scheduled based on POS sales velocity and the corporate pre-order calendar. Vendor delivery SLAs are tracked per outlet, with late deliveries flagged before the lunch window. Waste and cost variance are benchmarked across the network.
Ingredient Supply & Vendor Control	
Checklist Management App	
Standardised Operations & Prep	Opening, closing, food-safety, and peak-window station setup routines are standardised across the network, with market-specific requirements layered in for halal handling and local regulations. New outlets follow the master checklist from Day 1, using the same proven process as existing outlets.
Issue Tracker App	Kiosk downtime, POS sync failures, delivery aggregator issues, and prep-station equipment problems are logged with SLA timers. During peak windows, MTTR is measured in minutes, while recurring issues across outlets help identify repeat vendor problems.
Real-Time Fault Escalation	

External data streams unified:

POS • bowl-by-bowl sales ♦ Self-order kiosk ♦ 5 delivery apps • Grab, Food Panda, Deliveroo, Shopee, LineMan ♦ Corporate pre-order portal ♦ IoT prep-station & fridge sensors

Real-time insights gained:

Live 2-min prep adherence per-outlet ♦ Channel-mix & margin by hour ♦ Cross-market variance guardrails ♦ Day-1 KPI baseline for every new outlet

SGD 1.17M

Monthly network revenue • 3,150 bowls/day x 6 days

+48% YoY

2:04

Network avg peak prep time • Target 2:00 • Guardrail ±10%

Within guardrail

48%

Member share of daily sales • 1-free-per-10-paid programme

+11 pts YoY

2

New outlets in critical phase • Day-1 benchmarks tracking

1 SG • 1 PH

3 CrispBowl Operational KPI Framework

Speed & Throughput		Availability & Uptime		Quality & Brand		Revenue Mix		Cost & Efficiency	
Peak prep time/bowl	2:00	Kiosk uptime	>98%	Daily checklist done	100%	Kiosk channel share	45%	COGS	<28%
Assembler throughput/hr	30	Delivery-app sync	>95%	Food safety audit	>92%	Delivery channel share	35%	Ingredient waste %	<3.5%
Order-to-collection time	3:30	Ingredient stockouts	0	Recipe/portion adherence	>97%	Member share of sales	>50%	Labour cost/bowl	<SGD 2.20
Kiosk order capture	<45s	Peak MTTR	<15min	Assembler cert. current	100%	Corporate share	>20%	Loyalty redemption ratio	9–11%

Variance guardrails: every KPI has a green band (on target), an amber band (drift – coach), and a red band (breach – escalate). Drift on any three KPIs simultaneously auto-triggers a market-lead review, regardless of overall RAG.



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4 Outlet Performance Scorecard

Outlet	Market	Bowls/ day	Peak Prep	Kiosk Uptime	Delivery Sync	Member %	Checklist	Overall
Raffles Place (Flagship)	SG	580	1:52	99%	97%	58%	94%	Curate
Marina Square	SG	510	2:03	98%	96%	52%	91%	On Target
Orchard Central	SG	450	2:08	97%	94%	49%	88%	On Target
JEM	SG	390	1:58	99%	96%	47%	92%	On Target
Tampines Mall	SG	430	2:15	91%	89%	45%	84%	Coach
UBP One-North	SG	320	2:22	97%	92%	38%	82%	Coach
Great World City (2mo)	SG	260	3:12	96%	87%	32%	78%	Escalate
BGC Taguig (1mo, New market)	PH	210	3:45	94%	83%	24%	71%	Escalate

5 Priority Actions

BGC Taguig • PH Breach — Escalate

Prep 3:45 • Checklist 71% • Month 1 in new market

First Manila outlet, 4 KPIs in red. Assembler team still adjusting; local vendor SLA needs improvement. **Action:** Deploy a Raffles Place assembler as an on-site coach for 2 weeks; increase daily checklist completion to twice a day until it reaches 90%+; review the local vendor SLA at day 30.

Tampines Mall • SG Drift — Coach

Kiosk 91% • Peak Prep 2:15 • Kiosk vendor SLA breach

Kiosk fault recurring since week 2. Each outage forces staff to take orders manually, slowing the assembly line and pushing peak prep to 2:15. **Action:** Escalate to kiosk vendor SLA per Issue Tracker; deploy backup unit within 48 hrs; target peak prep recovery to <2:10 within 5 days.

Great World City • SG Breach — Escalate

Prep 3:12 • Member 32% • Month 2

New outlet still adjusting. Prep time is 56% above target, with the team still learning the process. Member conversion is low because staff are not consistently promoting sign-ups at the kiosk. **Action:** Rotate one senior assembler from Marina Square for 10 days; introduce a simplified station-setup checklist; add a member sign-up prompt at the kiosk.

Raffles Place • SG Curate

Prep 1:52 • Member 58% • All KPIs green 6 quarters

Consistently the network's fastest and highest-converting outlet. Strong candidate for a training hub for the 35-outlet expansion. **Action:** Nominate as regional training hub; document the Raffles Place playbook (station setup, delivery-app prioritisation, member pitch script); have new-market managers complete a 2-week induction here before opening.

6 Business Outcomes

-53%

New Outlet Setup Time
45d → 21d

+11pts

Delivery Sync Rate
87% → 98%

Day 1

KPI Visibility
Across all 41 planned outlets



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6 Business Outcomes

Area	Before TreeAMS	Action Taken	Result
Peak Prep Time Consistency	Some outlets at 1:52, others exceeded 2:30 during peak hours. The variance was only identified after margins dropped.	Set a 2:00 live target with a $\pm 10\%$ guardrail per outlet. Alert the outlet manager within 15 minutes when performance falls outside the range.	Network avg 2:04. All mature outlets within guardrail
New Outlet Setup-to-Benchmark	45 days to hit network KPI benchmark. Manager learned by trial and error.	Day-1 checklist, Day-1 KPI targets, embedded coach rotation from Raffles Place playbook.	45 days $\rightarrow$ 21 days. -53% setup time
Delivery Aggregator Sync	Five apps, no prioritisation logic. Corporate pre-orders slipping. Rider queue backing up during peak.	Delivery pings unified into one prep queue with SLA-weighted priority. Corporate orders reserved 20% of peak capacity.	87% $\rightarrow$ 98% sync. +9% delivery revenue capture
Ingredient Supply Reliability	Late morning deliveries surfaced only when staff couldn't fill a bowl. Waste at 8.4%.	Vendor SLA tracker in Product Ordering App; late-delivery alert at 8am. Waste benchmarked per outlet vs peer.	Waste 8.4% $\rightarrow$ 3.1%. SGD 92K/mo cost saving
Kiosk & Equipment MTTR	Kiosk faults reported via WhatsApp; average 4-hour resolution in peak window.	Any peak-hour fault unresolved for more than 15 minutes is automatically escalated. Vendor response times are tracked against the agreed SLA.	Peak MTTR 4h $\rightarrow$ 11 min. -96% peak downtime
Cross-Market KPI Readiness	Each new outlet started from scratch, with no shared framework or standard process. Manila had no clear reference to follow.	Same 20-KPI framework, same guardrails, same Day-1 baseline — applied identically to Manila, Jakarta, Bangkok on opening day.	Day-1 KPI framework ready for all 41 planned outlets

"Before TreeAMS, our Raffles Place team was hitting the prep-time target and we honestly couldn't explain how, now we can. The checklists, the delivery aggregator prioritisation, the ingredient prep sequence, the kiosk uptime. When Manila opened last month, they got the playbook on Day 1 and are already tracking to hit the network standard by week 3 instead of month 2. Four countries next year won't slow us down. My job stopped being firefighting and started being growth."

Priya Nair,

Head of Operations & Growth, CrispBowl Co

Bring Every Outlet into One Operational View

See how TreeAMS unifies kiosk, delivery-app, loyalty, corporate, and kitchen data into one Operational Command view, and turns every new outlet opening into a Day-1 KPI event.

Purpose-built for multi-outlet QSR, F&B, education, retail, and franchise operators in Southeast Asia.



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