

Innovation report inspiration trip Klok'uus

To make a seasonally sensitive business more profitable, **Klok'uus (Zeeland)** decided in 2003 to become the first farm with apple & pear orchards to have an indoor playground in Zeeland. A major renovation in 2016, saw the distinctive nature of the farm and the orchards featuring in the design and layout of the new indoor play area. In addition move Klok'uus fully focused on innovative management.

- To remain faithful to the DNA of the region and the business, the new buildings were designed to fit in with the traditional farms in Zeeland. Regional products are prioritised in the restaurant menu. Klok'uus chooses good quality products from local suppliers. They serve special Klok's hamburgers, but no seafood spaghetti for example as that does not fit in with the Klok'uus farming and land based DNA.
- The indoor playground with a large climbing zone is built around a large one agricultural machine in the colours of Klok'uus.
- Agricultural display material can be found in the playground making Klok'uus a fun and educational attraction for school trips.
- Klok'uus has grown very quickly, from 40,000 visitors before the renovation to 110,000 in 2018. The capacity in the cafe & restaurant has doubled and the number of staff has tripled.

The management processes have been adapted in order to maintain the same services as the company grew. In the spring of 2018 management has advice asked to apply the principles of Lean Management.

- Based on one of the key principles of Lean Management paid more attention to the roles and duties of staff members. 70% of time must be spent on (customer facing) core tasks, 20% on improvements such as the prevention of waste and 10% in coaching, participation in team meetings etc. This type of management gives employees a high degree of responsibility.
- There are various interpretations of "wasting" for example - wasting time, wasting talent, wasting products ... This provides the focus for staff training and seeks to allow things to be completed first time instead of having to do things again.
- Klok'uus often works with students (16 to 20 years) who have not received formal training in hospitality or tourism.

The management team has opted for a smart organisation of work processes.

Taking the restaurant as an example, the menu contains, good quality ingredients that can be easily prepared. The kitchen is organised with workplaces, where tasks are broken down for easy execution. The menu software translates directly into and displays tasks displayed on screens per workplace in the kitchen the remaining time before a certain dish must be ready to serve. The software system is tailor-made for Klok'uus.

- Klok'uus has developed a small 'business card' with core values for all employees, to give them and make them aware of what is important for customer friendliness.

