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**Structure and characteristics of f&B service company management
process -- a case study of Banana Leaf Restaurant**

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CONTENTS

Chapter 1 : Introduction to catering project management	4
1.1 A brief introduction to the catering industry	4
1.1.1 Origin of catering.....	4
1.1.2 Reasons for the rapid development of catering enterprises.....	5
1.2 Catering project management	7
1.2.1 Introduction to catering management.....	7
1.2.2 Catering project development.....	12
1.3 Purpose of studying catering management	13
1.3.1 Research on the current situation of catering	13
Chapter 2 : The strategy, operation and planning of catering management	16
2.1 Strategic management in catering	16
2.1.1 Overall strategy of catering	16
2.1.2 Formulation of competitive strategy for a catering enterprise.....	17
2.1.3 Formulation of functional strategies for catering enterprises	19
2.2 Operation and planning of catering enterprises	20
2.2.1 Catering planning.....	20
2.2.2 Catering operation management.....	21
Chapter 3:Three human resources and cost management in catering project	27
3.1 Catering human resource management	27
3.1.1 Human resource management in the industry	27
3.2 Cost management of catering industry.....	29
3.2.1 Overview of catering cost management.....	29
3.2.2 Specific cost management	31
Chapter 4: environment and customer service in catering	32
4.1 Hygiene in catering projects.....	32
4.1.1 Catering hygiene management.....	33
4.1.2 Specific management of catering hygiene and safety.....	35
4.2 Customer service in catering	39
4.2.1 About Services	39
4.2.2 Service in catering	41

Chapter 5 : Case Analysis - Characteristic restaurant - banana leaf	44
5.1 in	44
5.1.1 profile	44
5.1.2 Current development status of a branch	46
5.2 My internship experience, findings and opinions.....	47
5.2.1 Experience of catering practice	47
5.2.2 Problems found during the internship and personal opinions on Banana Leaf Restaurant	49
Chapter 6 : Conclusion	51
Reference	53

Chapter 1 : Introduction to catering project management

1.1 A brief introduction to the catering industry

1.1.1 Origin of catering

With the rapid growth of the global economy, family dining has been far from satisfying the insatiable demand for dining, more and more people are going out of their homes and into restaurants. The reason is simple, because restaurants can give people a unique experience that they don't have at home. For example, you want to talk about business with customers, the first choice must be an elegant restaurant, since the environment is good atmosphere, not too noisy. The secondly, to be able to give guests a sense of respect is the unique experience that restaurants give us.

People often say: "small pipes eat flavor, big pipes eat style." Flavor is a "tangible experience", style is an "intangible experience". On this point, the economist Lang Xianping once said that the essence of the catering industry is to provide intangible experience on the basis of tangible experience so as to satisfy customers, which is our "food experience". In the era of experience economy, to be successful, a restaurant should not only provide customers with high-quality and distinctive food and beverage services, but also master the psychology of customers and provide customers with high-style food and beverage culture and dining environment.

1.1.2 Reasons for the rapid development of catering enterprises

In today's increasingly prosperous catering market, the trend of mass consumption began to pull the catering business philosophy. To this end, always pay attention to consumer demand, design and create more new, strange, special products, it has become the pursuit of the catering industry. At the same time, the development of economy and the change of customer demand also require the characteristics of diversified dishes. The catering industry maintains rapid growth, social investment continues to increase, the industry scale continues to expand, showing a unique scene. The main reasons for this momentum of development are as follows:

① The accelerating pace of life brings huge business opportunities for the development of the catering industry. With the further development of the reform and opening up and the economy, people have more employment channels and more things to do after work. Whether it is the city, the country, people have been busy with life, pace in a hurry. Work, study, play, make friends and, in many cases, people are increasingly pressed for time. And with the improvement of labor value and the appreciation of time value, more and more people are unwilling to waste time on cooking, so eating in restaurants has become a demand.

② The expanding social function of catering industry is also a

huge opportunity. In the past, where a new enterprise, it is necessary to build a canteen, in order to solve the problem of workers to eat. At present, most new enterprises do not build canteen, the breakfast and lunch problems of workers can only be solved by the restaurant near the unit, which greatly strengthens the social functions of the catering industry. The socialization of working meals is also a good opportunity for the development of catering industry. In particular, Ganzhou Economic Development Zone will introduce 2500 enterprises to settle down, which is also a huge opportunity.

③ The continuous development of public relations accelerates the continuous development of the catering industry. With the continuous development and progress of society, the communication between people is also increasing, people for a variety of needs, to the restaurant has become commonplace. This also needs to accelerate the continuous development of the restaurant industry.

④ Increasing population mobility. Nowadays, more and more people go out for sightseeing, tourism has become a hot industry, the development of tourism has accelerated the continuous development of the catering industry. In addition, a large number of surplus rural population go to cities for work or business, most of them have to eat out. The increase of these floating population expands the market demand for the catering industry, which is an important opportunity for the

development of the catering industry.

⑤ The rise of working women. Many of today's women have left home and have their own careers. To master the knowledge and skills needed for your career, you need to spend a lot of time studying. These working women have little time for housework, and rising living standards have allowed them to buy food or eat out to feed their families.

1.2 Catering project management

1.2.1 Introduction to catering management

Catering management refers to enterprises, hospitals, schools, hotels and so on, according to the need to contract catering management services to professional catering companies to manage, and then choose the various dishes provided by the catering company to eat. To formulate the management system and methods suitable for the hotel itself, the most important thing is to understand various management systems and methods, understand the background of the emergence of various systems, in-depth study of the conditions suitable for the application of various systems, not preconceived.



1-1 A la carte catering management system

The management method must be suitable for the environment of the

hotel, because the environment of each hotel is different, so it is impossible to have that one kind of management system can be applied to each hotel. Even within the same hotel, staff in different departments are sometimes managed differently. The management system also has timeliness. Hotel accommodation often changes over time. The management system and method must be changed by time, place and person.

The general management methods used by the hotel include: organization chart, types of work, work specification, work schedule and so on.

Job types are descriptions that reflect required skills and job responsibilities. The orientation training of employees, the completion of job evaluations, the establishment of salary scales, the determination of the scope of authority and responsibility are helpful. Job description includes appraisal data, job summary, accusations, and claims.

A work specification is a statement of the standards to be achieved by a job, including job responsibilities, working conditions, personal qualifications, etc.

A work schedule is a concept of work to be completed by an employee. It is accompanied by a work process description and time requirements. It is a way for managers to communicate with employees. There are three basic work schedules: personal schedule, daily schedule and organizational schedule. The content of the work schedule includes:

name, working hours, position, supervision by whom, shift by whom, rest day, meal time, rest time, work content to be done during each period, etc.

Modern kitchens are not one room like they used to be. It is expanded into a number of rooms (working areas) : a hot cooking area, a supply area, a cold cooking area, and a bread and pastry area. Storage facilities and storage facilities for washing various tableware. There are offices, dressing rooms and scrubbing rooms.

The kitchen is all about making food. If food can't be eaten, it's meaningless. Cooking food must have attractive characteristics such as pleasant taste, aroma and appearance. To make the kitchen run smoothly, effectively and safely, the kitchen must be designed and decorated well. Generally speaking, the kitchen is not a quiet place, and it is often under a tense atmosphere caused by the busy work of the staff during business hours. Even with modern air-conditioning, the kitchen is hot. If a kitchen is not well designed or managed, it will be like this: hustle, noise, heat, chaos. This is why the different tasks of the kitchen are separated and divided into several areas.

Improving the cooking level is originally a product of civilization and a star hotel restaurant. We should strive to enrich the culture connotation of the catering market, improve the cultural taste, the dish culture, eating culture, banquet culture, restaurant culture, service culture, operating culture throughout the whole process of business activities. We can adopt

the method of "introducing, going out". "Introducing" means holding lectures on diet civilization, green catering and healthy diet, holding celebrity dinners and celebrity tastings, and holding various activities such as collecting dishes and selecting famous dishes of the restaurant through interaction between the hotel and guests and citizens. "Going out" means to take advantage of the right time and opportunity to participate in various food promotion and promotion activities and public welfare activities to increase the added value of culture, and through continuous publicity, to promote their own brand and expand social influence.

To expand the scope of business: in marketing, can participate in the exhibition, increase take-out, will be featured and brand dishes into scale production and other forms to expand the scope of business. To put down the shelf of star hotels, based on the actual local consumption, purposefully develop some products suitable for public consumption, use their own resource advantages, increase service items, and provide consumers with more choices. We should try our best to write big articles about conferences, weddings and important receptions. Wedding banquet and birthday banquet are the most representative operation mode of star hotel facing the public, which is also different from the more characteristic side of social restaurant. Good wedding, birthday banquet service, can bring the hotel catering sales "popularity", and from

attracting "popularity" to bring "wealth".

To have characteristics to see home dishes: star hotels to attract customers, must have their own characteristics to see home dishes. At present, consumer groups appear in the diet of the split: one is the gourmet group, this level of people know how to eat, they enter the star restaurant is to taste the food or characteristic dishes, pay attention to the color, aroma, taste, shape, utensils. The second is a very strange part of people, to see whether the food is fresh or not. Star hotel restaurant if can keep their own unique characteristics of dishes, and often launched the new dishes, they can be recognized by the guests, not only can adapt to the new needs of the guests, but also let the guests become a volunteer advertiser, attract more consumers into the starred hotel. [2]

To strengthen training management: quality is the foundation of the development of the catering industry, so it is necessary to strengthen the formal business training of chefs and managers, especially the cultivation of professional ethics and dedication. To develop control dishes standards, as the chef in the production of food requirements, but also as the inspection and control of food quality standards; The basis of management. Strengthen the effective site management of the control process, such as the control of the processing process, the control of the serving process, the control of the cooking process. Quality of work of each department, key link and department take effective control method

to kitchen even. To strengthen the training of reception services, improve the service management level of foremen and supervisors, focusing on the improvement of reception, ordering, communication, coordination, control, scheduling, observation, feedback and a series of abilities.

1.2.2 Development of catering projects

It mainly includes the following steps:

1. Consulting: In view of various problems encountered in the development of enterprises, establish consulting project themes and propose systematic solutions based on intensive research.
2. Scheme provision: After a thorough investigation and understanding of the catering environment and market in the early stage of the planning scheme, we will plan our business theme and brand new business philosophy comprehensively from various directions and angles. Prepare and complete the consulting report after the consulting project theme has been identified and the systematic solution has been proposed.
- 3, dish system design: according to the catering enterprise market positioning, culture, market environment. Current food trends, the needs of target consumer groups, cooking science and other comprehensive factors, dish system design, mining characteristics, the enterprise brand, strategy complex market analysis and positioning, into unique dishes.
4. Enterprise diagnosis: Through a series of research and evaluation, in-depth analysis of the current situation of enterprises, find out the

problems of enterprises and enterprises, and initially put forward targeted suggestions for improvement.

5. Preparation for opening: On the eve of the project implementation period, prepare personnel, finance and logistics equipment for the enterprise for the whole project implementation stage. Appoint professional managers to weave the kitchen political team.

6, professional training: to provide enterprises with all levels of personnel training, so that the enterprise's human resources are strongly guaranteed.

7. Entrusted management: During the execution of the project, it mainly provides the front and background professional single management for the enterprise, so that the management department and other functional management departments can achieve efficient foundation in the internal operation of the enterprise. During the execution of the project, undertake the entire project management operation.

8, long-term consultant: mainly refers to the term of more than one year for the daily operation of enterprises and major business decisions to provide perennial management consultant or technical support.

1.3 The purpose of studying catering management

1.3.1 Research on the current situation of catering

With the continuous improvement of people's economic income, the catering industry has entered a prosperous period, while the competition is increasingly fierce. Competition inevitably has success and failure,

success has experience, failure has lessons. In the conversation with friends in the industry to understand a lot of management mistakes, common have the following aspects: 1. We cannot seize opportunities. 2. join in the excitement and seize food. 3. we misjudge the situation and blindly seek high ground. 4. Business is rigid, no one knows each other..

If a restaurant only provides the service that wants to provide to the guest certain difficult operation, but if provides the service that the guest wants to provide it is much easier. At present, the appearance of the domestic catering industry is prosperous, but a closer look at the truth, it is "feng shui turns, you sing and I stage" in the catering industry really enter, stand foot, stand steady restaurant and many.

Moreover, the hidden danger of the current situation of China's catering business is even more worrying. Although Chinese food is beautiful on the surface overseas, it can not cover up the uneven situation of Chinese restaurant business. Looking around the world, the number of Chinese restaurants that really create brands and make influences is not considerable. On the contrary, negative reports on Chinese restaurants are frequently reported. In the "Chinese food concept" in a good voice. There are also many practitioners who are confused by the bad business. One has to ask, what's going on?

Blindly pursuing "when in Rome, do as the Romans do" instead of "traditional authenticity" has made Chinese restaurants lose many

advantages. To suit the tastes of local consumers, the vast majority of Chinese businessmen have positioned the dishes as "modified Chinese food". The initial effect is remarkable, but in the long run, in fact, it automatically gives up the core competitiveness established by relying on Chinese food culture: only low-end business, but unable to compete with the long-standing Western food system.

In addition, restaurant hardware conditions are always the soft rib of the food industry. As a result of the lower threshold of the meal industry and the market gap is larger, a large number of Chinese who do not have operating conditions flocked into the gold rush. Many of the owners are untrained, and the restaurant is still a family-style, rough-and-ready operation that will no doubt fail to meet the demands of coddled Western diners. "It was too noisy, the decor was shabby and the service was casual." "Complained one German Internet user. In recent years, overseas media exposure to the sanitary conditions of low-end Chinese restaurants has also caused a great loss to the image of the Chinese restaurant industry.

To make matters worse, the fierce competition in the overseas Chinese food industry comes not only from the Chinese but also from local residents who are well versed in the tastes and psychology of their compatriots. In Kiev, Ukrainians have a virtual monopoly on high-end Chinese restaurants. The traditional psychology of contentment and small

wealth is one of the reasons why Chinese restaurants have fallen behind in competition and become bigger and stronger. Under the global financial storm, the hidden danger of Chinese food industry is increasingly affecting people.

Chapter 2 : The strategy, operation and planning of catering management

2.1 Strategic management in catering

2.1.1 Overall strategy of catering

Enterprise strategic management was first put forward by Ansoff in his book *Strategic Planning Towards Strategic Management* published in 1976. It is generally believed that enterprise strategic management is a dynamic management process in which enterprises make strategic decisions, implement strategic plans and control strategic performance in order to achieve strategic goals.

Similarly, the overall strategic management of catering enterprises is also a high-level, holistic and dynamic management process. Catering strategic managers must be able to base on the present, look into the future with long-term strategic thinking, to determine the objectives of business strategy.

The analysis of catering strategic management can be roughly divided into two points: first, the analysis of the external environment of catering industry, which is the famous PEST model, namely: A) political B) legal

C) social D) Technolege On the other hand, the analysis of the catering industry environment, that is, the enterprise's resource conditions and ability.

The establishment of strategic objectives of catering enterprises is made on the premise of detailed analysis and research of the external and internal environment of the industry. According to the development of the catering enterprises in the industry to develop what kind of strategic policy to adopt.

As far as the catering industry itself is concerned, it is a stable and development-oriented industry. Therefore, specific to a catering company's overall development direction is nothing more than to make the enterprise in the existing strategic level to a higher level of strategic goals. The overall strategy of catering enterprises in order to adapt to the changes in modern market demand, roughly along the following three directions: characteristic, collectivization, diversification.

2.1.2 Formulation of competitive strategy for a catering enterprise

In line with the basic strategic concept that "competitive advantage is the core of all strategies", a hotel must determine what competitive advantage it has in the industry if it wants to survive and develop in the catering industry for a long time. Roughly speaking, the following three competitive strategies can be implemented.

If the store of food, service, decorate class and so on various hardware

and software facilities in the restaurant industry is very common, all kinds of hotel to stay in the hotel in the case of jostling obtain competitive advantage, to adopt cost leadership strategy is appropriate, namely through the effective way to reduce the cost of hotel management, but in terms of its industry itself characteristics it hard to realize the strategic plan. To put it simply: a restaurant should not replace its dishes with inferior ones in order to gain a competitive edge, such as duck breast with sausage or overpriced Maotai with erguotou mixed with water. ; Don't skip free services to save money; More can not reduce costs and reduce or deduct employee wages. This shows that in the catering industry to rely on cost leadership to gain a place in the strategic plan is not appropriate.

In fact, no matter how big or small a hotel wants to gain a firm foothold in the catering industry for a long time, the best and most appropriate strategic plan is to follow the development direction of the entire catering industry. In terms of the current trend of the catering industry and the strength of specific stores, it is appropriate to adopt a differentiated and diversified competitive strategy. For example, many restaurants are very small but their business has been very popular because of their unique business services. Also some of the group's large catering enterprises due to its strong strength of the merger and acquisition of a number of related enterprises to take accommodation, catering, entertainment and other one-

stop services in the whole catering firm.

It is not difficult to see from the above, strategic management plays a vital role for catering enterprises.

2.1.3 Formulation of functional strategies for catering enterprises

The functional strategy of a catering enterprise is under the general of the corporate strategy and competitive strategy of the enterprise, and the strategy formulated by the various functional departments of the enterprise. It is also the main research content of this topic. However, the following aspects should be paid attention to when developing functional strategy:

In terms of production and operation, hotel operation should be based on market research and customer forecast, and business plan of catering department should be arranged through market forecast. In particular, we should pay attention to the non-storage of food and beverage products and formulate corresponding promotion and price adjustment plans.

In terms of financial management, catering operation and management cannot do without capital, because it not only provides conditions for catering operation and development but also limits the scale of catering development. We should not only improve the speed of capital turnover, but also consider the interests of investment reproduction, and increase employee welfare to mobilize enthusiasm.

In product development, we should not only consider how to develop old

products, but also consider the problem of heart product development.

In terms of price, the market orientation of the catering industry determines that the main way to gain profits is to expand sales. This shows the correct use of price strategy is more important. At present, the price strategies often adopted are: high risk, low risk, optimal price, preferential price and so on.

2.2 Operation and planning of catering enterprises

2.2.1 Catering planning

The basic concept of catering planning: catering planning is the integration of system resources for catering enterprises to improve brand image, strengthen core competitiveness and expand profitability by means of precise positioning. The main means of catering planning is precise positioning, that is, in the business circle around the enterprise's consumption capacity and consumption habits, full research and systematic summary, to achieve effective docking of enterprise supply and customer demand. To improve the brand image is a phased goal of catering planning. In the final analysis, it is to strengthen the core competitiveness of enterprises and expand profitability. The tool of catering planning is the integration of system resources, learning from each other, supporting the good and limiting the bad, and optimizing the input-output ratio.

Steps of catering planning: market research -- communication and

brewing -- senior management discussion and decision -- management team on-site implementation

The principle of catering planning: benefit, time, convenience, can operate the principle

Method of catering planning: 1. the key method. Highlight the main items, primary and secondary clear. Quanjude Roast Duck Restaurant. 2. Subject method. Highlight the theme and explore the connotation. Such as: Lotus Pond Moonlight vegetarian workshop. 3. Brand law. Quality commitment, distinctive personality. Such as diaoyutai. 4. Characteristic method. Single product planning, public demand. Such as: New Asia big bag. 5. transplantation method. No local, copy. KFC, for example. 6. Grafting. Improve, innovate, be different. For example: new sichuan cuisine. 7. let benefit method. First give up, second gain, the way of great business. Such as: suburban catering. 8. The minority method. Precise positioning, specific consumption. Such as: Jiaodong sea cucumber museum.

2.2.2 Catering operation management

The catering industry is a charming and promising industry.

Of course, having a market and making money are two different things.

This is like the same fishing, some people came back with a full load, some people capsized into the water. The key is to know how to manage and operate, which is a prerequisite for managers. The establishment of

strict management system, the establishment of correct management ideas, with the corresponding knowledge, have certain experience, to take the correct approach is the catering industry operators to success.

In recent years, the catering industry has developed very rapidly, but from the other side, the catering demand is complex and changeable, its consumer taste and consumer psychology, may change with the change of social environment.

Catering enterprises must according to the requirements of their own conditions and environmental conditions, see the development trend of the catering market, choose the appropriate marketing methods, it is possible to succeed in the fierce market competition.

Hotel industry, as a sunrise industry in the 21st century, will face new challenges and unprecedented opportunities for development. Who can comply with the trend of The Times, grasp the new demand of the market, timely management innovation, who will be the winner in the market competition, many people engaged in hotel management and industry are thinking of the future hotel development of new trends, new ideas, new strategies. Looking into the 21st century, the author believes that the future hotel management and management will present the following development trends.

1, collectivization development, brand management. With the globalization of economic operation, the influence of market and

transnational resources, the world hotel group is adjusting and merging every year, the alliance and merger of hotel industry lead to the birth of a larger hotel group. For example, Bass Successively merged with International Holiday Hotels Group and Intercontinental Hotels Group to become a larger and more competitive Bass Hotels & Resorts. At the same time, with the development of network technology, the hotel sales in addition to the traditional way, more use of the Internet: online publicity, online booking and between different industries group joint promotion, hotel brand in the Internet will be a great deal of charm, the brand will be more important, only the globalization, the brand hotel will benefit in modern marketing.

2. Highly segmented and diversified marketing strategies. With the development of tourism in the new era, the market demand presents a diversified and personalized trend. Hotel will pay attention to the fine differentiation of market demand, the implementation of "small market, large share" strategy, through the development of personalized products and provide personalized service to win target customers, many have distinctive characteristics and clear market positioning of the theme hotel increase, such as: modern business hotel, youth hotel, motel and so on. At the same time, with the change of customer demand and the intensification of market competition, the hotel's marketing strategy is diversified. New marketing concepts and strategies such as integrated

marketing, niche marketing, three-way marketing, relationship marketing, political marketing, database marketing, green marketing and network marketing are constantly emerging. As marketing guru Philip Kotler says, "Every decade requires a company's management to rethink and update its goals, strategies, and tactics." Rapidly changing conditions often make the principles that ran a business that was successful yesterday obsolete today.

Create green hotels and advocate green consumption. In the future, hotel industry will pay more attention to the protection of atmospheric ozone layer, ecological environment balance and save energy and material consumption. The hotel's architecture minimizes the light pollution brought by modern architecture, using advanced geometric modeling, so that the indoor lighting is good; Hotel energy as far as possible to use solar energy, save the consumption of ordinary energy, reduce atmospheric pollution; The hotel does not use plastics and other inorganic compounds consumable products, and switch to decomposition of low products or wood products, in order to benefit the balance of the ecological environment; The sheets and towels in the rooms should be made of pure natural cotton or linen, and the soap should be made of pure vegetable oil soap to reflect the green service as far as possible. Rooms are no longer changed daily disposable items, sheets, towels are also changed according to the needs of guests. Many hotels have put cards in

their rooms that say, "If you don't need to change sheets, please put this card on your pillow." Cultivate people's green consciousness and consumer spirit.

4. Hotel owners turn to the real estate market and pay attention to profit from the appreciation of real estate. Increasingly fierce market competition, industry average profit margins declining, hotel return cycle extension and hotel management trend of collectivization, the brand, the hotel owner on the one hand, the future of the hotel directly entrusted management more professional hotel management company to undertake, because the hotel management company through the management of intangible assets such as technology, marketing network, brand management, output It's easier for restaurant owners to make a profit. On the other hand, hotel owners turn more to the real estate market, regard the hotel as a real estate investment, and pay attention to the profit from the real estate appreciation.

5. Manage the trend of miniaturization and flattening of organizational structure. The traditional organizational structure is mainly set up from the perspective of the hotel, emphasizing the professional division of labor and standardized management. In the future, hotels should consider more from the point of view of guests, and require hotel management to pursue efficiency, pay attention to communication, flexibility and provide targeted services. The hotel tries its best to provide more efficient service

than its competitors, providing guests with as much convenience as possible and advocating one-stop service. This requires the hotel management organization structure to overcome the original management levels, slow information transfer, high management costs and low efficiency of the drawbacks, to avoid the organization of division of labor over refinement and specialization. It tends to miniaturize, simplify, flatten and organic the management organization structure.

6. The hotel is becoming more and more intelligent. With the development of Internet technology and the acceleration of the whole social information process, modern science and technology represented by electronic information technology has gradually entered the hotel industry, and the intelligent degree of the hotel has been improving, and the guests feel more comfortable and convenient. Online booking, online promotion and promotion will gradually replace the traditional telephone booking, mail promotional materials and news media advertising; Guests check-in procedures are convenient and fast, fully computerized operation, guests can directly choose their favorite room type from the computer screen, no longer like the past by the front desk assigned which room to live in which room; Guest identity information will also use advanced computer scanning technology input computer, manual registration, confirmation and other tedious procedures; Guest rooms are equipped with advanced VCD facilities, multimedia Internet and

electronic control technology, and guests can confirm their personalized service content through in-room computer display. For example, daily wake-up time, meal delivery time, clothing collection and delivery time, booking flights and banquets, contacting work units and customers, etc.

7. Staff first, adhere to people-oriented management. The competition in the 21st century is the competition of knowledge, and ultimately the competition of talents. Future hotel management should establish "customer first, staff first". To make the hotel "the home of guests, the home of staff." The hotel should pay attention to the training of staff, create relaxed interpersonal relationship, comfortable working environment, more promotion opportunities and higher wages and benefits for staff. Because employees are the implementors of services, only satisfied employees will provide satisfactory services. By giving employees more power and responsibility, they can realize that they are also managers, so as to better play their own consciousness, initiative and creativity, fully tap their potential, and make greater contributions to the enterprise while realizing their own life value.

Chapter 3: Three human resources and cost management in catering project

3.1 Catering human resource management

3.1.1 Human resource management in the industry

The first element of management is to manage people. However, the

catering industry serves people (customers) and also people (employees). The essence of catering industry operation and management is to deal with interpersonal relationships. The success of the restaurant industry is closely related to the performance of its employees. Only when employees feel supported and encouraged by their managers will they provide excellent service to customers. Only human-oriented enterprises - not only customers, but also employees -- can survive, thrive and develop in the fierce competition. As the labor force in the catering industry is becoming more and more intensive, the correct enterprise human resource planning must first have the business objectives of the enterprise. Therefore, the managers of the catering industry in the future should first be human resource managers, and scientifically select, employ, motivate and cultivate people, which has become the top priority of the catering industry operation and management.

But in terms of reality, the situation of human resource management in catering enterprises is worrying. In particular, many small and medium-sized catering enterprises are more backward in human resource management. People, originally a great resource of catering enterprises, but in many catering enterprises are regarded as "burden". Basically, the responsible personnel in these enterprises have not received formal professional training, and some enterprises even have no independent human resource management department at all. At present, the

shortcomings and deficiencies of human resource management in many catering enterprises are almost "all-round" : from concept to behavior, from recruitment to use, from training to selection, from planning to evaluation, from managers to employees, almost all aspects of every link there are problems and drawbacks, all kinds of mistakes. Many catering enterprises are bankrupt, or struggling, from the surface seems to be caused by financial difficulties, low technology, lack of competitiveness of products and other reasons, but from the root, all are due to poor human resources management. This situation not only hinders the long-term and stable development of enterprises, but also makes enterprises unable to overcome the current crisis and difficulties.

In the face of this situation, we feel not only a regret, a regret, but also a shock, a sense of gravity, a sense of crisis! Because of this, we firmly believe that the catering industry must do a good job in human resource management, truly create excellent talent team, comprehensively improve the overall quality of enterprise personnel, with invincible talent advantage, which is the survival and development of all catering enterprises.

3.2 Cost management of catering industry

3.2.1 Overview of catering cost management

Cost management of catering is very important in the catering department of a large independent restaurant or hotel. Catering cost should be the

same as manufacturing cost in essence, including raw materials, labor, cost three major items. In catering business, should maintain or reduce the cost of catering production and operating expenses, as far as possible to strengthen the control of food raw materials, so that the price and quality of restaurant products more in line with the needs of the market, more competitive, is to ensure the specific measures of catering business efficiency and competitiveness.

Food and beverage cost refers to the total cost of the production and sales of food and beverage products, including the cost of various raw materials for manufacturing and sales, the salaries of managers, cooks and waiters, depreciation of fixed assets and food processing and storage costs, low-priced consumables such as tableware and utensils, fuel and energy costs and other expenses. Therefore, catering costs are mainly composed of food raw material costs, operating expenses and labor costs.

Food and beverage cost management refers to the production and operation of food and beverage activities, management personnel according to the cost standards of the hotel, the cost factors of food and beverage products for strict supervision and control, timely find out the deviation and correct, in order to manage the actual cost of food and beverage within the scope of the plan, to ensure the realization of enterprise cost objectives. In addition, food and beverage cost management also includes the control of food and beverage costs, at the

same time, the management of food and beverage operating expenses, so that it is not higher than the same level of hotels or restaurants, in order to improve its competitiveness in the market. The procedures of catering cost management are as follows: establish standard cost -- implement cost management -- determine cost difference -- eliminate cost difference.

3.2.2 Specific cost management

Food raw material cost management: food raw material cost is the main cost of Chinese and western dishes, including the cost of main ingredients, auxiliary materials and seasoning cost. Often by the amount of food raw material procurement and consumption of two factors determined. Therefore, the main link of catering cost management should include two aspects: the purchase and use of food raw materials.

Labor cost management: labor cost mainly includes the management of labor quantity and wage rate of employees. The so-called number of employment mainly refers to the number of working hours used for catering production and management; And wage rate is food production and management of all workers total wages divided by worker production and management of the total number of hours. Labor cost management is the total working hours of food and beverage production and operation as well as the total wage management of staff. Modern catering business and management should be based on the actual production and management technology, fully tap potential employees, complement of the reasonable,

strict management of production and labor, prevent bloated, based on advanced reasonable complement and quota management of food production and management staff, to keep the total wages at a reasonable level.

Fuel and energy cost management: Fuel and energy cost is the cost of producing and operating a dish. Although it may be a small percentage of a dish, it still accounts for a certain amount of a restaurant's operation. To effectively manage fuel and energy costs, all employees must be educated and trained to value energy conservation and to know how to save fuel and energy. In addition, management personnel should also carry out regular inspection, analysis and evaluation of employees' energy saving work and effect, and put forward corresponding improvement measures.

Operating expenses management: in addition to food costs, labor costs and energy costs, food production and operating costs there are many items, such as depreciation of fixed assets, equipment maintenance and repair costs, tableware, meals and low-value consumables, sewage charges, green fees and the cost of sales and so on. Some of these expenses are uncontrollable costs. The management of these operating expenses can only be achieved by strengthening the daily management of the restaurant.

Chapter 4: environment and customer service in catering

4.1 Hygiene in catering projects

4.1.1 Catering hygiene management

Food has always occupied a major position in People's Daily life, and food safety is also one of the focuses of people's attention. With the strengthening of people's awareness of food safety and the supervision and standardization of relevant systems, food quality in China has been paid more and more attention. However, in recent years, food safety incidents that endanger people's life and health occur frequently. From the "moon cake incident" of Nanjing Guanshengyuan Food Factory in 2003 to the "Fushou conch incident" in 2006 to the "Sanlu Fuyang Milk powder incident" in 2008, it shows that the food safety problem in China is serious. These incidents on the one hand exposed the inadequate supervision of food hygiene and safety, at the same time triggered the concern of the whole society on health and safety, the public's safety awareness is greatly enhanced, but also to the management of hotel enterprises sounded the alarm. Food and beverage health management refers to the health management in food and beverage production and service, it is the content of food and beverage management can not be ignored, food and beverage health is related to people's life and health. Restaurants should not only provide customers with nutritious and distinctive dishes, but also provide hygienic food. In catering operation, catering service and catering production is the life and image of the health room hotel and restaurant. At the same time, the health condition also

represents the management level and grade of the restaurant (or restaurant).

If food hygiene and environmental cleanliness are not more strongly implemented, the brand image of any catering enterprise, and even the survival and development opportunities will be gradually lost under the crisis treatment of "stopgap treatment" every time. In fact, when customers visit, since the door often can be judged from the purity of the environment for the degree of health food, any business owners hope to find more excuse, thus proving that no link between the environment and food hygiene, believe that this is only one explanation, that is he likes to treat a variety of customers as mentally disabled. Although a very clean environment does not always mean that the food is clean and hygienic, it often creates a close and pleasant association with the consumer that the food should be hygienic as well. Hope that more customers to patronize, therefore, the execution on catering enterprises are in a clean environment and food hygiene, the execution will produce blind area of food and beverage enterprise, because we have many business owners in the management idea of is always a benefit to the concept of play a leading role, is also show that the quick buck, wishful thinking to think, As long as the food tastes good, the price is right, and the marketing is good, you can make good profits. The author has no intention to deny these business strategies of catering enterprises, but the order of their business focus has

been wrong, and this is also the subjective factor leading to the blind area of execution. Analysis from the objective factors, customers rarely get catering enterprises do compare clean, hygiene, and will only in price, food taste and quality of service for frequented these catering enterprises do back and forth, this makes many restaurant owners have innate "ignore" environment clean and "unhealthy" food hygiene management.

4.1.2 Specific management of catering hygiene and safety

Staff health management: good personal hygiene can ensure personal health and efficient work, can also prevent the spread of disease, avoid food contamination, effectively prevent the occurrence of food poisoning events.

In the health management of staff, the health management of catering employees is the foundation of the sound development of catering health.

Good health is necessary for anyone. In places where food is manufactured, deployed, processed, sold or stored, food or additives, employees shall be employed only after passing the examination of the relevant health and medical institutions. After being employed, employees shall take the initiative to have a health examination every year and obtain a health certificate. Such as hepatitis, tuberculosis and other diseases that may cause food contamination shall not be engaged in food contact work. The health examination usually includes two kinds of new staff health examination and regular health examination. The

purpose of health examination is to improve the employees' attention to health and know their own physical condition.

Tableware, equipment sanitation management: because of equipment, tableware disinfection is not strict and contaminated food poisoning events occur every year. Many restaurants have been fined or ordered to close down due to substandard equipment and tableware. Equipment, tableware surface without dirt can only be regarded as clean, only when tableware. Only when the bacteria on the surface of the equipment are removed to a degree that does not cause food poisoning and infectious diseases can it be called hygiene. Therefore, cleanliness only means to wash away the dirt, while hygiene means to kill the bacteria and achieve the degree of food safety.

Hygienic management of restaurant environment: from the perspective of food hygiene, it is considered that the catering environment is usually composed of four parts: the processing, storage and sales place of all food in the kitchen, washing room, staff changing room and toilet, and garbage room. Sanitary quality of these places is mainly in the following eight aspects: 1, dining-room metope, ceiling, and the health of the floor 2, restaurant drains and plumbing sanitary 3, restaurant ventilation and lighting equipment, sink equipment 5, restaurant health dressing room and bathroom sanitary 6, 7 restaurant garbage disposal facilities of health, eliminate the dangers of insect pest 8, kept clean sanitation Tools and

supplies

Cleaning and disinfection of tableware in the catering industry: tableware may cause food poisoning and the transmission of oral disease pathogens by one of the media, so the supply of clean and sanitary tableware to ensure food hygiene conditions. To provide clean and hygienic tableware, a perfect washing and preservation system must be established. Must be worth affirming, a lot of catering owners since the opening, in their own hearts do have the ideological basis of cleaning and sanitation,

But why is it getting worse? In fact, it is worth studying that the root cause lies in the owner's muddle-through management style, the deviation of employees' understanding of enterprise service procedures and systems, the lack of effective supervision or the lack of implementation standards, and of course the laziness of employees.

It is worth noting that if the owner has been a muddle along person, then he will not be able to participate in the management of catering enterprises, but also in many things must be hands-on small catering enterprises engaged in management work. As it turns out, the smaller catering companies can't follow a highly laissez-faire approach to business. Although employees' passion for innovation may be slightly stimulated by laissez-faire, there will be more criticism from customers about cleanliness and hygiene because employees want to do less manual work. Therefore, muddling through itself is a lack of self-enforcement,

that is, can not make themselves harsh and strict, and then make the enterprise clean and sanitary conditions worse day by day.

Business owners themselves are important, if there is no appropriate, concise and serious series of services (cleaning, sanitation) implementation procedures and standards, then employees will be driven by the "lazy" avoid "diligent" instinct, lack of necessary work kinetic energy, and eventually lead to the "naked eye" standards gradually lower.

The correct approach should first be to develop a complete set of cleaning procedures for the internal and external environment of the enterprise, including how to allocate detergent, how to wipe, how to clean, and define the scope of cleaning, define the employees involved in cleaning, and make a time limit; Then it is to develop perfect inspection standards, such as "desktop, seat can not have oil stains, stains", "Windows, glass, corner and other places can not have dust, dirt, debris" and so on. These cleaning procedures and inspection standards need to be set according to the characteristics of the enterprise, the operation of the project.

The second is the institutional and procedural arrangements for food hygiene. First, there should be standardized procedures for food cooking, with details on how to cook oil, stir fry or mix ingredients. The purpose of such details is to make all similar food have a standard taste. The second is to develop kitchen cleaning procedures and inspection standards, because only in accordance with the standard and standard

cleaning procedures to clean the kitchen, the health of food is guaranteed, but also can try to put an end to "foreign things" second pollution of food; The third is to develop cooking utensils and food raw materials cleaning procedures, especially food raw materials cleaning procedures must be standardized and scientific, only in this way can fully ensure the source of food health.

4.2 Customer service in catering

4.2.1 About Services

As a result of the rapid development of productive forces, the acceleration of industrial restructuring and the tertiary industry, the era of service victory has arrived. Whether you're a boss or an employee, whether you work in the private sector or the public sector, whether you work directly with customers or behind the scenes, whether you love your job or hate it... You will have your own customers! Your boss isn't the one who pays you, your customers are. Nowadays, social service industry is known as the tertiary industry. The saying "service decides success or failure" is used in both private enterprises and public sectors. Service is often the first thing asked and the last thing done. In fact, a smile, a look and a happy word cost nothing and can go a long way in your business.

Reducing errors reduces the cost of rework and increases profit margins.

"Good manners are like air in a tire. Again, it costs nothing but makes your journey more comfortable."

The most important thing in service is to have self-respect, neither servile nor pushy. Service is done by people, not companies. No self-esteem is equal to nothing. The same applies to organizations, which are essentially groups of many people. A high level of self-esteem is an essential component of every successful service organization. If an employee is satisfied with both himself and the company he works for, he will convey this positive view to customers. In western countries, people often confuse service with servility and even think that serving others is degrading. In fact, the dictionary defines service in two ways: "serving or ministering to a subordinate" and "serving or ministering to others." Service, then, is not servile, and it is not something that can only be enjoyed if you are given a certain position or the only privilege in a third world country. The goal of "being useful to others" is something that each of us can easily identify with or should aspire to. Is the point of life simply to be happy and useful to others? In the Bible, Jesus said something similar: "Those who wish to be great should also serve others." In hosting the Sydney 2000 Olympic Games, about 70% of jobs were in the service sector, and we ignore the value of quality of service at our peril. On the field of play or in service, champions simply cannot afford to be complacent. Ritz Carlton's service motto is: "We serve ladies and gentlemen as ladies and gentlemen." This is a rejection of the common notion that service is inferior. As a leader, in the service of more to set an

example, ask others to do, first of all to do their own. Thomas Sr., founder of IBM. Thomas Watson sometimes eats in the cafeteria and silently bends over to pick up discarded napkins.

Good service cannot be seen as a perpetual solution. Nor should it be seen as a specific goal for each month, but as an integral part of day-to-day management.

4.2.2 Service in catering

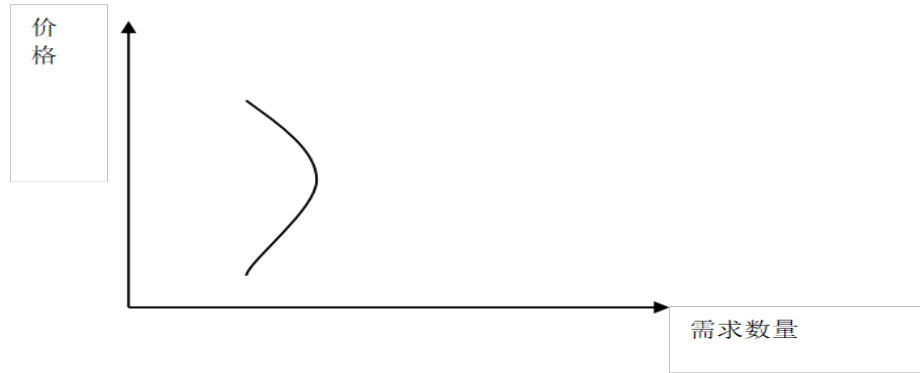
Catering service will meet a variety of guests, study and master their different dining psychology, vary from person to person, take different service measures, can make different guests are satisfied with the service, and then produce a sense of pleasure, improve their loyalty to the hotel, make the hotel repeat customers greatly increase. "Service is the life of the restaurant". Only for the sake of customers everywhere, timely to provide help to customers, so that customers feel at home comfortable atmosphere, so as to the restaurant business. Therefore, we must pay attention to service, and be good at grasping the customer's psychology, to provide customers with better service, so as to establish a good reputation.

Consumers and catering services: Catering business is to provide products to customers in the form of services and obtain necessary profits from them. Thus, consumer demand determines the catering business policy and catering services, even including menu planning, facilities and

equipment design and equipment, procurement and supply and other aspects will be restricted by consumers. Therefore, the analysis and grasp of consumer demand is the premise of catering service research.

According to the hierarchy of needs theory of famous psychologist Maslow, the most basic needs of human beings are physiological needs, including basic factors to maintain human existence, such as sunlight, space, water, food and so on. Only when people's physiological needs are satisfied or partially satisfied will they have higher level needs such as safety needs, social needs, self-esteem needs, and self-actualization needs and so on. The physiological needs of consumers in catering services are mainly reflected in nutrition, flavor, hygiene, safety and other aspects.

The psychological needs of consumers in catering services are mainly reflected in popularity, respect, value for money, display style, convenience and so on. In short, catering service must pay attention to the physiological and psychological needs of customers. In the service, we should not only take into account the nutrition, flavor, hygiene and safety of food, but also master the welcoming etiquette, respect the guests, treat each guest fairly, at a reasonable price, and facilitate the guests. To meet the needs of guests fully reflected in the service process.



2-1 Customer demand graph

The basic functions of catering service are mainly reflected in 1. Catering service is a means to complete the transformation from production to consumption. For most restaurants, service is an important means to complete the transformation process. 2, food and beverage service is the process of selling food and beverage products, in the increasingly fierce competition in the food and beverage business should pay more attention to the training of waiters' marketing awareness. The promotion function is directly related to the economic benefit and service effect of the restaurant. 3. Catering service is an important means to meet customer needs.

Characteristics of catering service: catering service object has universality, space-time, relativity of standards, unity and so on. Among them, the most important is the attitude of service staff has value. In catering service, attitude is a kind of service attitude, which has value itself and can also bring benefits to the restaurant. Service with a smile has been recognized by the catering industry as the secret of service and

management. Psychologists believe that the general motor muscles of each part of the human body can show people's emotions, and people's facial expressions are more prominent, more can reflect people's inner world. Smile has a kind of beautiful charm, this charm can make up for the lack of talent, more can make a beautiful face to add luster, moving smile more than the beautiful image show in front of the guests, to bring the guests to feel the United States, at the same time, also for the service personnel to shape the United States image, win the praise of the guests. In a word, attitude plays a pivotal role in catering service and should be attached great importance to by employees.

Catering service principle: based on the above analysis of the characteristics of the guests' needs, service function, service, it is easy to find food and beverage service points is very rich in content, higher requirements are appropriate, the bigger influence on the catering business, therefore, should also follow the value in the food and beverage service, advocate with the guest, the principle of the supremacy of the guests.

Chapter 5 : Case Analysis - Characteristic restaurant - banana leaf

5.1 in

5.1.1 profile

Banana Leaf Catering Group is the largest Thai restaurant chain enterprise in Asia, which mainly operates Thai restaurants and pioneered

the concept of "happy food". It also owns hundreds of millions of yuan of assets and dozens of branches. It owns many southeast Asian food and beverage brands such as "Thai Emperor's Royal Dining Room", "Banana Leaf Joyful theme restaurant", "Banana Leaf Curry House" and "Banana Leaf Stack".

Banana Leaf Group after years of unremitting efforts and business development, his overall scale is also constantly expanding, outstanding performance, has become a famous food brand! In every industry selection were rated as "the most creative restaurant", "the most popular restaurant", "the most fashion Thai restaurant", "China green hotel", "Chinese food shops", "" international food shops, such as title, but the diligent in people never content with the status quo, under many honors, but change constantly strives for perfection, innovation, with their own hard work and sweat, Food, health and happiness for all who need it!

The first banana Leaf Curry House was set up in Hong Kong in 1990. It has since expanded to the mainland and overseas, where it specialises in popular Singapore-Malaysian cuisine. In 1995, Bananye expanded into the Chinese mainland market and set up the first bananye happy theme restaurant in Guangzhou, and has continuously developed into the largest Thai restaurant chain in China.

In group, headquartered in Beijing, at home and abroad with stores, dozens of napa stores more than 10, with branches across Malaysia, the

Philippines, Singapore and other countries and Hong Kong, Beijing, Shanghai, guangzhou, shenzhen, hangzhou, xi 'an, shenyang, chengdu, wuxi, suzhou, nanchang, ningbo, shaoxing, yiwu, chongqing, dalian, tianjin and other domestic large and medium-sized cities. Banana Leaf Group has been continuously exploring operation and management for more than ten years, and has established a set of standardized and replicable management system with scientific design, reasonable process and efficient operation, which can provide perfect system support and standardized management support for franchise stores.

5.1.2 Current development status of a branch

Thailand Banana-leaf Happy Restaurant under Tianjin Jinmao Group was officially opened in August 2008. Since its opening, the restaurant has attracted many domestic and foreign consumers in Tianjin with its unique Thai sour, hot, salty and fresh mouth. Not only give customers the taste buds to enjoy, enthusiastic Philippine band every day in the store to perform is to attract many customers to come. I am very glad to be able to intern there for three months, the store business has been very prosperous. However, there is no perfect enterprise and operation. During my internship in the past few months, I have more or less found the common faults of Banana Leaf restaurant and most restaurants at present. In view of this topic and my personal internship experience, the next section makes a simple summary and summarizes and puts forward my personal

opinions and assumptions.

5.2 My internship experience, findings and opinions

5.2.1 Experience of catering practice

For a long time, the understanding of restaurants and other enterprises I am a distant observer to talk about. When I go shopping, I will unconsciously glance at a restaurant with a better structure. I have never worked in a restaurant one day. However, the opportunity came. At the end of the sophomore year, the school had a contract with Tianjin Jinmao Group, and from time to time, students would be recommended to do internships in related majors. I have the honor to come to Jinmao as an hr intern in May this year. The initial stage is not in this post, but like other workers in the group's catering enterprises as a grass-roots, to experience. So I was assigned to the banana-leaf base of this Thai fun-fest restaurant. Always thought the most basic waiter work does not learn, as long as it is normal person will be, then I gradually found that if you want to do a good employee is not as easy as I imagined, from one or two hours prior to the guests to store our work is really pulled open, one is I collected from an employee to complete the training of a store banqueting hall full service process

Stance - pull a chair seat - open to welcome in the TV - send towel - from chopsticks, spoon set, some tea, tea, tea - on order, order drinks, in wine, wine, closed cup - ready to serve - (cold dishes, hot food, staple food and

soup, dessert) - from empty dish, empty bowl - more disc, ashtray, completely after eating fruit tea after meals - on - in another Second bone dish - checkout - if the guest has packed things should be packed first, and remind the guest whether there is any left items, and send the guest to the gate, and look forward to the next visit of the guest.

Of course, only these are not enough, the store's daily opening and closing work is also a must. From each part of the health to tableware decoration is complete, need staff to deal with carefully. Here we know that the formal banquet should pay attention to the host, deputy host, guest of honor, deputy guest of honor and other seat arrangement order, presented food order and position, even an eight-person table table cloth shop method has several, but also skillfully deal with all kinds of guests, try to solve all kinds of guests. By the time I actually learned how to do these jobs and sat down, my perception of waitressing had completely changed. I think it is a matter of pride to become an excellent waiter. The three-month internship at the grass-roots level has made me get a good exercise in all aspects and mature a lot.

However, as I was an intern studying management, I not only thought about how to be a good employee, but also made various assumptions about myself as a manager. At the same time, I will find that there are also large and small problems in this specialty restaurant, so that I have a better understanding of management practice.

5.2.2 Problems found during the internship and personal opinions on Banana Leaf Restaurant

The following are the problems I found in all aspects and my personal opinions during my 3-month internship in Banana leaf in Tianjin:

(1) the current problems of long lead in organizational structure, the root cause is the staff liquidity is too large, in my personal opinion is mainly in order to keep some old waiter, dry for a long time in the shop shop attendant big workload and salary is not high, I stay in the three months employees gradually lost, no left largely promoted to secretary or director. In fact, their length of service with an employee's point of view, a promotion and a raise is inevitable, but if you have no quality, no commitment, no management sense would be around leadership in flattering o old employees promoted position, will only play the role, this is also the store other excellent erosion is one of the reasons for the old employees.

In view of the current staff deployment, loss, post arrangement and salary treatment, I hope the relevant leaders of the restaurant can open up their opinions widely, make relevant adjustments to the current personnel of Bananye Restaurant, and try to find out the reasons for staff turnover, and sort out, classify and eliminate them.

(1) The sales of dishes, drinks and beverages are also annoying to guests and headaches to employees. It's hard to imagine as a Thai restaurant,

there is no lack of many beverage has printed dishes on the menu, it is difficult to explain to the guest our store only the problem of "tsingtao beer" and a series of bad, think of it, if there are any hapless guest, something no, then the store would likely lost the tables. However, the waiter who communicates directly with the guests is also difficult to complete the work. If the communication ability is better and the guests are more talkative, it can be, just change other dishes.

However, if the waiters are a little inflexible or the customers are more demanding, the consequences can be imagined. During the three months I have been in the store, there have been various customer investments due to the problem of product selling out, and many employees have been lost. Here, I particularly hope that the store in the procurement, suppliers do more work, not because of the cost of a dish is high or a supplier has a festival to make it stop the supply. These small loss of a table, two tables of guests, the impact of the restaurant's reputation and even the overall business status and future.

(2) It is also worth noting that the management of the store arranges holidays and shifts for employees. Due to the inadequate arrangement of work, there have even been two incidents of running away from work in the store. According to the old waiter, "running away from work" is the most shameful thing in the catering industry. It's not that the waiters don't do a good job, it's that there are too few staff to keep

an eye on the room, and the so-called management is poorly organized and, in many cases, superior, which is annoying.

- (3) In terms of hygiene in the store, the standards are not enough, for example, the table and floor hygiene is not clean, disinfection is not enough, tableware is not clean by customers, dishes with hair and other foreign matters I have encountered.
- (4) The above are the problems in the restaurant operation that I have experienced and witnessed. Therefore, I hope relevant departments of Bananye, a Thai restaurant, can pay attention to the above problems and deal with them in a timely manner. To ensure a restaurant's long-term operation, it must maintain its original characteristics.

Rationalize the allocation of staff, improve the quality and salary of staff, and regular training, respect for staff, respect for talent. Provide the best service we can to our guests, both materially and spiritually.

Chapter 6 : Conclusion

To choose this topic is now in order to better understand the development of catering industry, through to the food and beverage management involved in all aspects of understanding, can know the operation and development of the catering industry needs more attention than other industries, by numerous to Jane, from the concrete to the generalization of the catering industry has carried on the comprehensive analysis, can make people in the industry have a

deeper understanding. And at the end of the topic also specific to a restaurant operating conditions are analyzed. Make the subject expression content more profound.

There are five chapters in this topic. The first chapter introduces the introduction of catering project management. By introducing the origin, development reasons and project introduction of catering, the industry is generally presented in front of people's eyes. The second chapter focuses on and briefly introduces the strategy, operation and planning in catering, which is a catering manager must master some catering knowledge. The third chapter, as the saying goes, "three hundred and sixty lines, lines of the number one", today's society, rapid economic development, the existence of the industry is more than three hundred lines. But certainly every industry has to be done by people. This is especially true in the catering industry. No matter customers, managers or employees are inseparable from the human factor. This chapter focuses on the personnel management and cost management in the catering industry in detail. The fourth chapter of the food and beverage in the health, safety, customer service has done a specific discussion, in order to cause the food and beverage practitioners to attach great importance to it. The fifth chapter is about a specific case of catering -- Bananye Restaurant. Through my personal internship experience and analysis and investigation of

specific restaurants in the catering industry, I have more understanding of the current situation of the catering industry, which is also of great help to the analysis of this topic. To understand that now the restaurant dining is increasingly favored by people. Through the analysis and research of catering management, I have learned more about the development and business level of the catering industry, which requires a lot of factors and a lot of energy. At the same time, I also know that there are still some deficiencies in the catering industry, which need to be further improved. Through the research of this topic, I have a deeper understanding and experience of the current catering development, and I also know that the development of every enterprise needs to invest a lot of experience to study management, which gives me a lot of inspiration. Let me do everything better in my future working life.

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