



METHODS OF IMPROVING THE ECONOMY, TOURISM AND MANAGEMENT

Collective monograph

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10.3 Modern approaches to managing the quality of the service process in hotels and restaurants

Standardization is considered as an effective means of ensuring quality, interchangeability, safety standards and environmental requirements, unity of characteristics and properties of products, processes and services.

Service standards are the criteria necessary to ensure the effectiveness of the quality management system. Service standards refer to the set of procedures and day-to-day operations performed by staff that contribute to the maximum satisfaction of visitors. The key to the commercial success of a restaurant and hotel is the ability of its owners to anticipate any possible desire of a potential client [509].

Standards are not only the correct technology for serving guests, but also the attitude of the staff to their work, that is, to visitors. Most often, the reason for unsuccessful service lies not in the absence of any expensive equipment and insufficient beauty of the interior, but in the service, therefore, each hotel and restaurant establishment should have its own code of standards concerning:

- behavior;
- appearance;
- technological process;
- knowledge of a foreign language within the framework of the profession;
- knowledge of the concept of the institution and its structure [510].

The initial and main stage in serving guests is their meeting. It is from the meeting of visitors that the first impression of the institution is formed and the mood of the guests is formed. Already upon entering the hotel and restaurant establishment, you should feel ready for service – this is a stylish sign, bright lighting, unobtrusive background music, the doorman opens the door and much more. In the lobby, guests are greeted by a cloakroom attendant and receive outerwear. As for restaurants, guests are greeted by the administrator, specify how many people need to prepare a table and invite them to enter the hall. The administrator guides the guests to the table they have

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chosen. The administrator should remember that the woman should be served first and sit on the right side of the man or opposite him. After the guests have taken their seats, the waiter approaches them and be sure to greet them, not forgetting to introduce himself [509].

The waiter, having approached the guest, stands on the left side of him and offers the menu in an expanded form. It is not necessary to submit the price list in an open form, if the price list for alcoholic products and the menu are in different folders. The menu is first served to the woman, and if the woman is not alone, then the first menu is served by the oldest of them. The menu is served to the customer, in the case of serving a large company, or to the oldest guest. A waiter can take orders from a visitor, and an administrator from large companies. The order is recorded in two copies for photocopying. The waiter does not lean against walls, tables and backs of chairs while waiting for an order. It is forbidden to touch the face and hair, comb it, keep hands in pockets, interfere in the conversation of guests, conduct a dialogue with other employees of the establishment. If a guest has difficulty choosing food or drinks, the waiter should immediately come to his aid. Give the guest recommendations and tell about the dishes, while the waiter should not focus on his taste preferences. It is necessary to give a brief description of how the dish was prepared, its composition and method of preparation [510].

The waiter, while accepting the order, should not lean towards the guest. When taking an order, the waiter keeps a straight posture. The waiter should choose the optimal distance at which the guest's conversation would be audible when communicating with him. If the guests need a little more time to order, the waiter is allowed to go to other tables to serve ready meals or clean dirty dishes.

If the guests are talking at the table without ordering, the waiter can address the guests without waiting for the end of the conversation. The waiter must be very attentive when taking the order and to avoid unpleasant situations, he should repeat the entire recorded order to the guest and clarify the time of serving the dishes. When the order is finished, guests should be offered drinks. Indifference to guests, lack of tact,

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absent-mindedness, inciting quarrels and disputes with guests is considered unacceptable on the part of the service staff [510].

When placing an order for a guest, the waiter must know the rules of service and follow the sequence of serving food and drinks.

1) it is desirable to bring all ordered dishes to the hall on a tray. The tray is covered with a napkin, which prevents the dishes from sliding. The tray is carried at shoulder level with the left hand. Heavy objects are placed in the center of the tray, and light objects are placed closer to the edge. The tray is carried with the palm of the hand, fingers spread to the sides;

2) first of all, the dishes brought in bowls should be shown to the guests and, after receiving their permission, placed on plates;

3) when making the arrangement at the table, the left hand holds the brought dish, and the right hand serves the arranged dish. Also, dirty plates are removed from the right side and clean ones are placed on the table;

4) the bill and water are presented to the guest on the left;

5) utensils must be replaced after each meal. Devices are served on a special tray, necessarily wrapped in a napkin;

6) it is impossible to grasp the edges of the plates with your thumb when moving them. The plate should be placed on the palm, and the thumb should be down. Do not touch the edges of cups and glasses. Devices are allowed to be taken only by the handles;

7) all clean dishes and appliances must be wiped dry;

8) the temperature regime of the dishes must be observed. Heated dishes for hot dishes and drinks, for cold dishes – cooled;

9) the waiter is obliged to follow the sequence of serving food and drinks during the entire service (cold snacks; hot snacks; soups; hot second courses; sweet dishes, dessert);

10) with a special brush, crumbs from the table are swept into a scoop. Never on the floor. Stains on the tablecloth are covered with a clean napkin if it is not possible to replace the tablecloth with a new one [511].

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Calculation of visitors and escorting guests. After the waiter has served the tea and coffee, he should ask if the guests have a desire to make an additional order. If the answer is negative, the waiter prepares the bill. Billing of the account is carried out in advance, at a time free from service. The waiter signs the bill, before putting the total amount and the date. The invoice is filled out in two copies, the first is given to the visitor.

The bill is served with the prior permission of the guests, placing it face down in a special tray or placing it on a pie plate. If a group of people is served, the bill is submitted to the customer. A waiter or an administrator serving guests is strictly prohibited from announcing the amount of the bill, transferring money at the dinner table, asking for tips or asking for them from guests. After receiving the cash, the waiter must immediately bring the change to the guest. After paying the bill, the waiter should help the guests to leave the table and escort the guests with the same courtesy and attention with which he greeted them.

Service quality management involves the creation of standards of behavior and the implementation of work procedures for employees of various categories, the organization of a personnel training system, clear assignment of tasks, control and evaluation of work results taking into account the stated standards.

The scheme of analysis of the quality of products and services of hotel and restaurant establishments is shown in fig. 1.

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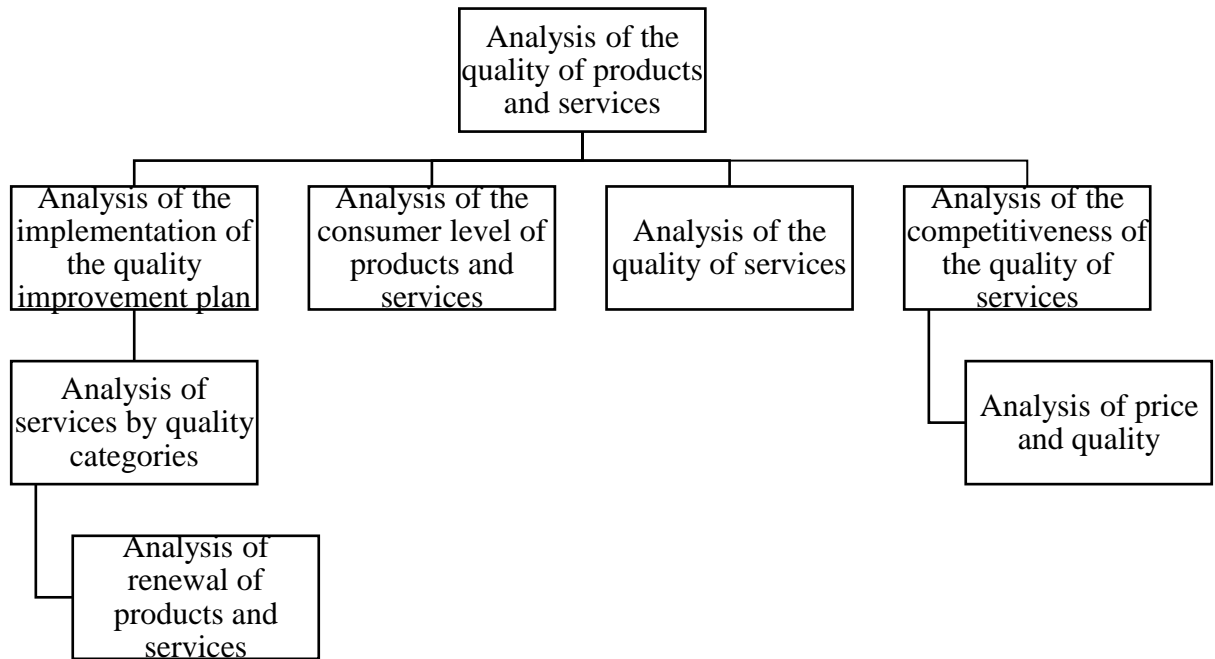


Figure 1. Scheme of analysis of the quality of products and services of hotel and restaurant establishments.

In the hotel and restaurant business, it is important to create an atmosphere in which everything is very clear to every employee. Only then will people begin to do their work effectively and enthusiastically. The manager is responsible for the quality of guest service, who trains employees (administrators, waiters) and monitors the process of providing services, making adjustments. The quality of service directly depends on the work of the waiter, since he has contact with the guest.

Duties of the manager include:

- establishes basic rules for personnel, monitors their implementation;
- holds regular team meetings;
- organizes and monitors the regularity of staff training, trainings, courses, tastings, etc.;
- forms a system of financial penalties and incentives;
- forms the corporate culture of the staff;
- controls personnel reshuffles, recruitment and dismissal of personnel;

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- ensures correct interaction between employees of different divisions of the restaurant;

- supervises or conducts briefings on safety techniques, occupational health and safety, sanitary requirements, rules of labor discipline and internal procedures.

The main duties of a waiter include:

- be friendly and respectful to the guests of the institution;
- know the restaurant menu and wine list perfectly;
- to know and qualitatively comply with all rules for guest service;
- to carry out the orders of the administrator and manager;
- look neat;
- fill out the bill correctly and bill the guest;
- undergo a medical examination;
- to know and follow safety rules [512].

Components of quality management in a restaurant are shown in fig. 2.

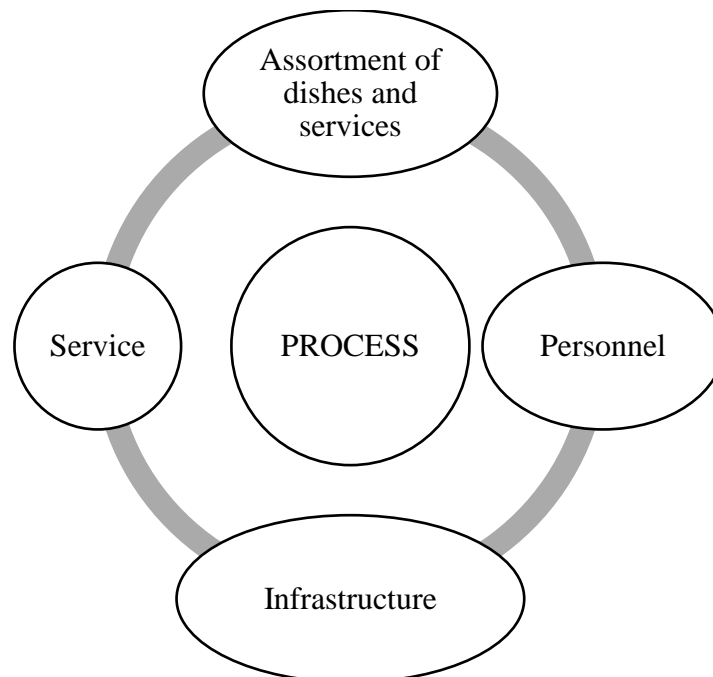


Figure 2. Components of quality management in a hotel and restaurant.

The only way to know if an employee's performance meets the required requirements is to create appropriate reminders based on service standards. These are written requirements of the management regarding the behavior and work of employees. The rules are formulated from the point of view of the guests, since the

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comfort of the visitors is the main priority in the work. Maintenance notes should be an accessible and understandable guide to action, include a detailed step-by-step description of how team members should behave, how specific work should be performed. The laws of guest service are a kind of personal philosophy of the employee and the general philosophy of the company.

The main sights include:

- a reminder of cleanliness (cleanliness of the hall, staff work areas, entrance group, etc.);
- appearance reminder (staff uniform, shoes, hairstyles, jewelry, manicure, make-up);
- guest service reminder (service scenario, conflict situations, compliments and loyalty, meeting guests with children, sales, working with objections, feedback from the guest, etc.);
- food and drink service reminder (rules for serving food and drinks, compliments and treats, serving time), serving standards (before the guest arrives, during his stay, after saying goodbye to the guests, in the breaks between serving dishes, etc.) [513].

Adapted rules should be drawn up and printed in the form of training booklets for each category of personnel. In the future, educational booklets are edited as necessary. All subsequent changes and innovations must be reflected in memos and brought to the attention of all team members. Adapted notes in the form of a manual by profession provide an objective basis for training, setting goals, monitoring and evaluating the work of employees.

An effective service quality management system can bring many benefits to both the individual and the organization as a whole. Everyone wins – guests, staff, company. In conclusion, we conclude that staff assessment of compliance with service standards in a restaurant is an important element of personnel diagnosis and, in general, of all personnel management activities. Namely:

- it provides information with the help of which decisions can be made on the promotion and salary of personnel;

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- allows you to consider the behavior of service personnel at work, to develop a plan for correcting deficiencies in order to review the career plans of each employee, in the light of their identified strengths and weaknesses;

- personnel evaluation allows to develop and implement an integrated system of personnel training and counseling;

- a well-constructed personnel assessment, as a rule, leads to an increase in labor productivity, a general improvement and an improvement of the emotional climate in the company. All of the above together improves the quality of service. Thus, business evaluation of personnel is an effective mechanism for ensuring manageability and maintaining personnel efficiency. The assessment forms the basis for the complex attestation of personnel and serves as an informational and analytical base for it.

Thus, service quality standards make it possible to ensure that each employee of the enterprise knows exactly what, how and when he should do, but also to objectively and impartially assess the quality of the work of the enterprise employee, which is often a difficult task [514].

Indicators of the quality of services of the hotel and restaurant industry and their description are presented in the table. 1.

Table 1.

Indicators of the quality of services of the hotel and restaurant industry

Quality indicators	Characteristic
1	2
Security	- ability to qualitatively perform the promised service; - compliance with sanitary and hygienic norms and rules.
Assortment of food and drinks	- quality and usefulness of food; - breadth and variety of offered services; - availability.
Conditions and time of guest service	- responsibility; - trust and courtesy of service personnel and company management; - promptness of service and desire to help the customer.
Aesthetics	- appearance of service personnel; - attractive information materials; - decent design of facades and interior decoration of premises; - modern equipment

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Continuation of Table 1.

1	2
	- table setting; - design and presentation of culinary products.
Provision of additional services	- call a taxi; - takeout orders, etc.

That is why, in order to ensure the necessary level of service quality of the hotel and restaurant establishment, the latest technologies, highly qualified capabilities, priorities, problems and prospects, employees, effective organization of the work carried out, effective management of the organization with the involvement of the quality management system are necessary.

Therefore, there is a need to develop and implement systems for evaluating the quality of restaurant services that will improve the efficiency of the interaction between the client and the restaurant. This will ensure the planned level of service quality depending on their cost by coordinating the economic interests of the parties, control the quality of the service at all stages of its provision, in order to detect in advance a decrease in the level of quality to unacceptable limits.

There is a need to improve the management of restaurant enterprises, focused on improving the quality of services in order to fully satisfy the needs of the population. It is necessary to start with the management of the quality of the staff's work, since the staff in the restaurant industry provides a service and is in direct contact with consumers.