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KAPITEL 3 / CHAPTER 3³

IMPROVING OPERATIONAL EFFICIENCY: QUALITY MANAGEMENT IN CAFE OPERATIONS

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Introduction

Enterprises play an important role in perceiving and implementing the functions of social, ecological, and technological progress in the world [1]. They become more diverse and competitive in response to market challenges, as each of them strives for high productivity. For this purpose, the correct set of quality management systems is needed, which will best correspond to the situations encountered in the production process [2]. If owners start acting from an altruistic standpoint and from moral considerations in carrying out their activities, which are based solely on non-economic motives, their enterprises will begin to lose profits, as modern restaurant establishments have a direct dynamic connection with the actions and reactions of society [2, 3].

To counteract altruistic methods of action, an increasingly diverse range of business strategies is being developed to address deficiencies and create competitive advantages for the organization, while also enhancing both the physical and psychological involvement of employees in the production process.

Today, the widespread implementation of HACCP (Hazard Analysis and Critical Control Points) and modern quality management systems have a significant impact on public health in the food industry. This system ensures that food products are safe for consumption by identifying potential risks and managing them at every stage of the production process, from initial manufacturing to points of sale. The quality management system is a requirement for every restaurant establishment [4]. It is designed, on one hand, for organizations that implement it for their own internal process documentation and activity description (including establishing critical control points and control zones, characterizing measurement elements, developing operational procedures, etc.) [5]. Additionally, it is applied to protect consumers and

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gain trust in safe production and distribution of food products [6].

Determining the importance values of service characteristics is necessary for establishing priorities in management and improving service quality through precise assessment of the degree of quality service provision, specifically its importance for satisfying our visitors, which can be enhanced by the establishment's product control [7].

Materials and methods

This work utilized diverse sources of information, including research by Ukrainian and foreign scientists, professional specialists in the field of food technology, and restaurant business experts specializing in new approaches to customer service, methods of managing customer relations, as well as scientific research where service quality management systems [8-10] in various national and global restaurant enterprises are considered. The analysis of potential risks, hazardous factors, and control of critical points that may arise in catering establishments during the production and direct sale of products to visitors were also taken into account [11, 12]. Specifically, the study focused on service methods by waiters to maximize profitability through increased value of the enterprise, namely by providing primary and additional services to café guests.

Results and discussion

Implementing a quality management system procedure for all cafe staff brings several significant advantages. Firstly, it ensures precise and consistent execution of tasks, thereby enhancing productivity and saving time and resources. Secondly, process standardization helps reduce risks associated with malfunctions and violations while allowing for improvisation in decision-making processes.

This procedure is heavily focused on enhancing customer satisfaction. By providing clear instructions and standards, cafe staff will offer better services. Additionally, implementing a quality management system can make the cafe more competitive in the market by improving service delivery, customer loyalty, and the efficient use of essential resources. Therefore, it is necessary to develop the structure of a quality management system in the cafe (Figure 1), in accordance with the

provisions of P-1-1/0-24.

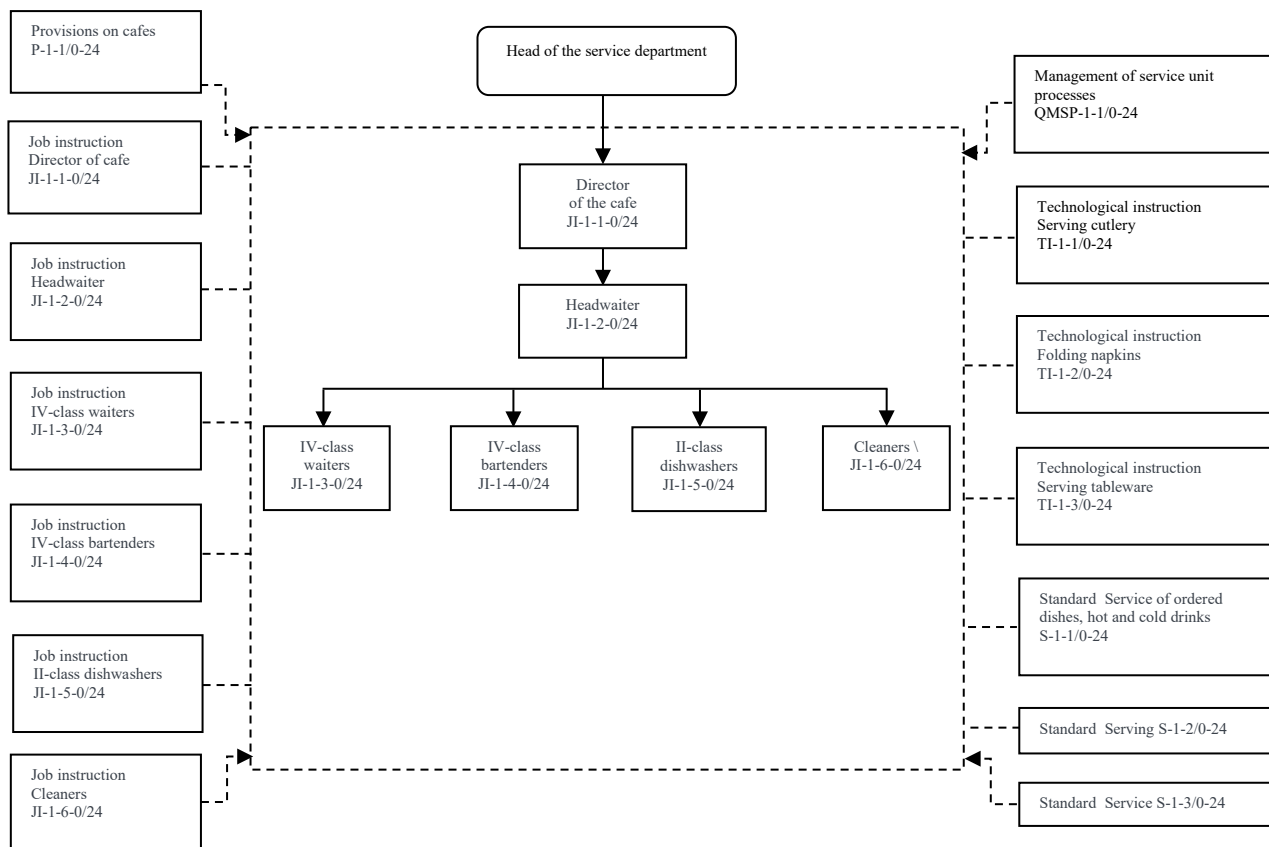


Figure 1 – Structure of the quality management system for the service division in the cafe

The service division is a key component of the cafe staff, as these employees directly interact with visitors and ensure the service process.

The café director, head waiter, waiters, bartenders, dishwashers, and cleaners create the unique experience of being in the establishment, which attracts visitors. The competence of these employees and the quality of their work largely determine the success of the business.

Proper recruitment, training, and motivation of service staff are crucial. These individuals need to have the necessary skills and be friendly, courteous, and patient with visitors. Good appearance, endurance, and stress resistance are also important qualities for such professions.

Positions and professions of employees involved in customer service processes:



– director of the café – responsible for documentation, organization, and coordination of work in the café, ensuring high levels of production efficiency, control of resource utilization, studying consumer demand, negotiating supply contracts, maintaining records, representing the café's interests, providing information to regulatory authorities, assigning job duties to employees, personnel management, and ensuring compliance with rules and regulations (JI-1-1/0-24);

– headwaiter – an employee of the service unit who organizes the process of serving customers, greets and seats them in the hall, takes and processes orders for special events, supervises the work of hall staff, creates work schedules and assigns personnel, maintains records, addresses guest complaints, and conducts employee training (JI-1-2/0-24);

– IV-class waiter – a service unit worker who serves guests in the establishment, takes orders, prepares the dining area for service, sets tables, assists with meal and beverage selection, handles guest payments, manages cash transactions, and serves at various events (JI-1-3/0-24);

– IV-class bartender – a service unit worker who serves customers, prepares and serves drinks and snacks, takes orders, monitors product quality, ensures proper storage, and maintains the appearance of display cases and counters (JI-1-4/0-24);

– II-class dishwasher – a service unit worker who washes dining and kitchen utensils, dishes, trays, equipment, tools, and containers using washing and disinfecting agents, cleans dishes from food residues, dries utensils and dishes, collects food waste, and delivers clean dishes and trays to the serving line (JI-1-5/0-24);

– cleaner – a service unit worker responsible for cleaning the premises and territory of the establishment, washing walls, floors, window frames, cleaning and disinfecting sanitary equipment, collecting garbage, and maintaining sanitation and hygiene (JI-1-6/0-24).

Responsibilities and authorities of employees in managing the processes of the service unit are distributed among them (Table 1).

**Table 1 – Responsibilities and authorities**

The name of the operation	Director of the cafe	Headwriter	IV –class waiter	IV –class bartender	II –class dishwascher	Cleaner
Issuance of tasks for a shift	C	C, D	I	I	I	I
Management of inappropriate service	C	C, D	I	I	I	I
Implementation of corrective and preventive actions	C	C, D	I	I		
Menu planning and food service	C	D, I	H			
Organization and control of personnel work	C	D, I				
Development and implementation of marketing strategies	I	H				
Financial management and budgeting	I	H				
Ensuring safety and compliance with regulations	C, D	I	I	I	I	I
Communication with consumers and conflict resolution	C	D, I	I	I		
Development and introduction of new services	C, D	H, I				
Organization of personnel training and development	C	H, I				
Implementation of alcoholic and non-alcoholic beverages and purchase goods	C	C, D		I		
Maintaining cleanliness and order in the bar	C	C, D		I		
Maintaining order in the bar area	C	C, D		I		
Washing dishes and tableware and utensils	C	C, D			I	
Cleaning of the hall and trade premises	C	C, H				I
Service of toilet rooms	C	C				I

*D – decides, C – controls, I – implements, H - helps

The service unit is established as an independent section within the café to carry out its production activities. The work of the service unit is regulated by normative documents.

The service unit is equipped with standards and technological instructions necessary for performing the clear and precise current servicing according to the procedures of the quality management system procedure QMSP-1-1/0-24 «Management of service unit processes».

Waiters, bartenders, dishwashers, and cleaners adhere to the standards and technological instructions established by the café director and the headwaiter:

Standards for:

– guest service, including the use of environmentally friendly tableware and food transportation equipment: beverage and food service is carried out according to a



sequence and comfort and safety requirements (S-1-1/0-24);

– arrangement of utensils and ensuring convenience for guests, using eco-friendly tableware and adhering to hygiene standards, as well as rules of table setting, napkin folding, and methods of serving glasses and wine glasses, ensuring neatness and convenience for each visitor (S-1-2/0-24);

– adherence to hygiene standards and demonstration of courtesy during guest service, avoiding contact with food by hands and adhering to food storage and handling rules, as well as showing concern for guest comfort and satisfaction, following utensil placement rules and food serving methods, as well as efficient cash and cashless settlement with visitors (S-1-3/0-24).

Based on the regulatory documentation compiled by the cafe director, menu development is carried out using the appropriate technological instructions.

Technological instructions include:

– creating a comfortable atmosphere and arranging tableware on disposable tableware for each guest. The instructions provide advice on tableware placement and information about dishes. For lunch, various dishes are added, and during dinner, a clean tablecloth and classic serving are provided (TI-1-1/0-24);

– providing various methods of napkin folding when setting the table (TI-1-2/0-24);

– using tableware in a vegan cafe with descriptions of their types and applications, including main and additional utensils, dessert and serving utensils, as well as tea and coffee accessories (TI-1-3/0-24).

All technological processes are carried out by service staff under the supervision of the headwaiter, based on approved instructions and other regulatory documentation. The responsibility for ensuring the execution of all technological operations lies with the headwaiter. Each employee at their workplace is responsible for the quality execution of work and technological instructions, compliance with established standards and norms at the respective technological stages of service creation and provision.

To ensure the correct implementation of technological processes at all stages,



necessary conditions are created in the service chain. Critical control points are identified based on the critical criterion, which distinguishes between acceptable and unacceptable values of the controlled indicator. In particular, the following are subject to strict control:

- hand and personnel hygiene: inadequate hygiene can lead to the transmission of diseases or food contamination;
- cleanliness of tables and dishes: careless service can lead to the transfer of dirt or microorganisms to the table or dishes;
- condition of utensils and cookware: damaged or soiled utensils can lead to contamination or even injury to guests;
- napkins and hygiene products: improper use can lead to the spread of bacteria or other contaminants;
- waste control: inadequate control can lead to contamination or unpleasant odors, negatively impacting guests' experience.

When discrepancies arise in the «Administration and Service» department, an analysis of the causes of the discrepancies is conducted, measures are taken to prevent their recurrence, and actions are developed to eliminate these discrepancies.

Discrepancies identified for the purpose of addressing their causes are considered open discrepancies. Closed discrepancies are those for which corrective and preventive actions have been taken, resulting in a positive outcome.

The results of corrective and preventive actions are recorded in the «Nonconformity, corrective, and preventive action log». If a discrepancy is identified that pertains to another department, after registration, the «Description of causes» column should include the notation: «Discrepancy transferred to department», followed by the name of the department. Subsequently, the director of the cafe is informed about the identification of the discrepancy in the specific department.

The development of corrective and preventive actions in the service department involves the director and the head waiter. If necessary, other specialists from the enterprise may be involved in developing corrective and preventive actions. The responsibility for registering the results of corrective and preventive actions lies with



the cafe director.

At all stages of the technological process occurring in the service chain, identification is carried out, which includes clearly defining each stage of work, assigning tasks, and establishing control points to ensure the quality of service and guest safety.

Based on the data entered into the information system, reports are compiled, which are necessary for continuous or periodic monitoring of processes. These reports allow identifying potential problems or deficiencies in the department's work and taking timely measures to address them.

Conclusions

The development of a quality management system allows enterprises to become more competitive and effective in the market. However, it is worth noting that the actions of business owners must be balanced, as this can lead to loss of profits. Implementing quality management systems not only ensures product safety but also increases customer satisfaction. Thus, the development of a quality management system structure in a cafe plays an important role in ensuring the effective functioning of the enterprise and meeting the needs of its customers.

The service sector in cafes plays a key role in creating a unique experience for customers and the overall success of the business. The competence and quality of work of the director, headwaiter, waiters, bartenders, dishwashers, and cleaners largely determine the acquisition and retention of customer loyalty. Important factors include proper staff selection, their skills and motivation, as well as compliance with regulatory documents and technological instructions.

This work emphasizes the importance of adhering to standards and procedures aimed at ensuring comfort, hygiene, and safety for guests through systematic analysis and control of various stages of service provision.

Another important aspect is the system for identifying and resolving discrepancies, which contributes to the continuous improvement of service processes. Clear registration of the results of corrective and preventive actions helps prevent



potential problems in the future.

By identifying and controlling each stage of work, establishing control points, and utilizing an information base for process analysis, cafes ensure high-quality service and effective managerial control. All of this contributes to creating a pleasant atmosphere for guests and strengthening the establishment's reputation in the market.