

## POSSIBLE SOLUTIONS AT HOTEL AND RESTAURANT SERVICE SYSTEM PROBLEM USING CASE STUDY

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**Abstract:** This article is dedicated possible solutions to the problem that may arise at hotels and restaurants that are part of the tourism industry using the case study method. In this given problematic situation, solutions were considered without harming concepts such as customer rights, the reputation of the restaurant, and the active employee's contribution to the company's development. In addition, in this situation the subtleties of managerial ability have been revealed.

**Key words:** Client, manager, reputation, restaurant, tourism, problem situation.

### Introduction

The issue is about that one of my team member at work has been complained by a local business executive, where I am working as a service manager in a restaurant of a large hotel in Samarkand, Uzbekistan. The restaurant is both open to hotel guests and general public for lunch and dinner. The restaurant has a great reputation for service excellence and among a lot of local politicians and high – level business executives. On the one hand, the member of my team, who has been complained by the local businessman, is very efficient and effective in supplying to develop relationships with restaurant and hotel clients that lead to the accomplishment of repetitive support. Realistically, she works well with her team members and always receives positive feedback from the restaurant clients. Besides that, she has also received employee awards from both the hotel and hotel chain. She has an introvert – type personality but it does not affect to process of her work. On the other hand, the local business executive is one of the beneficial clients for restaurant and hotel. The executive has a good reputation among the local business community. In addition, he not only brings in a lot of good business to the hotel as he often entertains clients at the restaurant, but his company is also a regular sponsor of the business events that the hotel hosts from time-to-time.

Regrettably, neither my supervisor nor hotel manager wants to solve this problem. If I do not pay attention to this issue it might lead to the resignation of one of my most valuable team members and the local business executive continuous his behavior. If I do not take into consideration his demand the restaurant and hotel probably lose its one of the beneficial clients. As a result of this the reputation of the restaurant and hotel will be under the risk. It is apparent that costumer service is the first level of any business in the world

**SWOT Analysis**

The following SWOT analysis expresses current performance of the restaurant.

<b>Strengths</b> <ul style="list-style-type: none"> <li>❖ Exceptional reputation</li> <li>❖ Service excellence</li> <li>❖ Regular clients</li> <li>❖ Good team members</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>❖ Supervisor's and hotel manager's attitude to the issue</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>❖ Central place</li> <li>❖ Open to the general public</li> <li>❖ The restaurant belongs to hotel</li> </ul>	<b>Threats (If the problem is not solved)</b> <ul style="list-style-type: none"> <li>❖ Losing clients</li> <li>❖ Losing reputation</li> <li>❖ Other staff members' behavior become worse</li> <li>❖ The restaurant and hotel become bankrupt</li> </ul>

**1. From your investigations, what is the form of behavior being exhibited by the local business executive towards your staff member?**

According to my awareness I have found out that one of my team members has a high level of stress as compare as day-to-day pressures. When I asked for her apparent stress I knew that the reason of bad behavior of a local business executive. Belongs to my member's declaring the local business executive regularly belittles her in front of his clients and has made unsuitable comments towards her. According to the claims of my member the executive is showing bad attitude, in opposite the hotel manager said that the local consumer had made several verbal complaints to him with respect about my member. The local business executive has not revealed about the member's bad behavior to hotel manager.

After my personal investigations I came to know that client is not happy with the behavior of our staff member. As even she is very professional staff client does not like her being not so open with the clients and she is less talkative and he thinks that she does not respect them enough.

**2. What do you do? Outline the different scenarios that may occur based on the different decisions you could make. In your response consider the line of management involved.**

I am in front of a very difficult situation. Being a responsible for the restaurant business I have to take the right decision. If client gets upset with not paying attention to his complaints he may stop visiting to the restaurant and hotel. In essence, the local business executive has complained in front of his clients. It is obvious that we may lose all the business he is bringing and it may affect the restaurant and hotel financial performance. From other side I cannot risk losing such a good staff member also because her contribution to bring the service level up to this high is very enormous and other clients are very happy with her. I have to find a golden middles way of handling the situation. There are a variety of ways of solving the issue.

➤ First of all, I will take a consultation both supervisor and hotel manager about how to solve the complaint. Because to be successful as a restaurant supervisor,

he or she should exercise effective management skills. Undoubtedly, a top-performing restaurant supervisor should be able to achieve exceptional customer service and ensure that customers have a pleasant restaurant experience. Supervisor's responsibilities include screening, interviewing, hiring, training restaurant staff and resolving customer complaints in a professional manner.

Hotel manager must be approachable and detailed-oriented with proven hospitality or management work experience. Among hotel manager's responsibilities are to monitor employee performance and conduct regular evaluations to help improve customer service and to resolve problems regarding hotel services, policies and amenities.

After consulting with them I will decide what to do.

- The second solution is the staff who has introvert- type personality does not serve to the local business executive. From my investigations, it is obvious that the client does not like this type people because he had complained several times before about introvert –typed staffs. Instead of her another staff should serve to the local business executive who has extrovert- typed personality.
- The next one is as a supervisor or managers we must pay attention comments of clients, exactly regular clients like the local business executive, on the notebook of guests' comment. Analysis of guests' comments contribute future success and keep away from impossible issues. As a result, it gives a chance to know every client well and what kind of service they need or what they want.
- Changing shifts of the staff members. In different shifts staff members serve various consumers.
- The last one is to transfer other branch of the restaurant or the hotel. As above mentioned she regularly receives positive feedback from the restaurant clients and employee awards from both the hotel and the hotel chain. Clearly, she is one of the professional member. Only one compliant does not worth to resign her

**1. *Should you tell the team member that the business executive has made complaints about her? Why/Why not?***

I would not inform her about the complaint that client made about her to the higher management. Because it is not her responsibility to resolve the issue. Communicate with customers to receive feedback and resolve complaints, ability to professionally address client complaints are my responsibility as a service manager.

Besides that, the complaint is not about her service. She is not able to change her character. Telling the team member would be motivating her and probably she would have more personal reason not to like him and it may affect to her service when he is in our restaurant again.

**2. *Should you tell the team member that the business executive has “challenged” other people in a similar fashion on numerous other occasions? Why/Why not?***

It is not appropriate to tell her that client has made a complaint about other service personal as well. It may create an idea in her that she is right in this situation and would make the situation worse. And if other staff members also will come to know about his complaints there will be negative attitude towards him in our restaurant and if client will feel it we may lose him.

**3. Based on your responses to the above, how would you manage the situation? Include in your response strategies for dealing with:**

- a. your team member**
- b. your supervisor**
- c. the local business executive.**

The first thing is that is necessary to do when you receive a client complaint is to listen. The consumer is concerned about an aspect of the service, and you should find out what happened. Listening carefully and understanding the problem is the first step to solve client complaint. This is the key how to solve it. There may be a situation where a client is physically upset or speaks angrily. Despite the situation, don't spoil the situation to raise your voice and speak to the client in a negative way. Ask question and make eye contact.

Apologize for the problem even if it not your fault. Because you are serving and working with the consumer, you are representing the restaurant and the hotel. It is your face that consumers can see.

With my staff member I would have personal conversation about the challenges she is facing and how to overcome it. I will motivate her more with giving her examples from my own experience for years and would advise her how to handle the situations.

With my supervisor I would discuss how to solve the situation we are facing without affecting the business and not to harm the staff also. My advice is to give more attention to the client and maybe payment rise to the staff member as she is already showing very good performance.

I would change my approach to the local client by changing the staff who is serving him every time he visits to us. And I would go personally and ask him if he requires more service from us. Probably client will feel himself more important and changes his view towards the staffs.

## Conclusion

The issue must be resolved without losing the beneficial client and effective staff. If the problem is solved in time I can prove my level as a service manager. The decision should be fairly that the restaurant must keep its reputation and regular clients.

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