

Placement Developing Restaurant Management

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Individual Report

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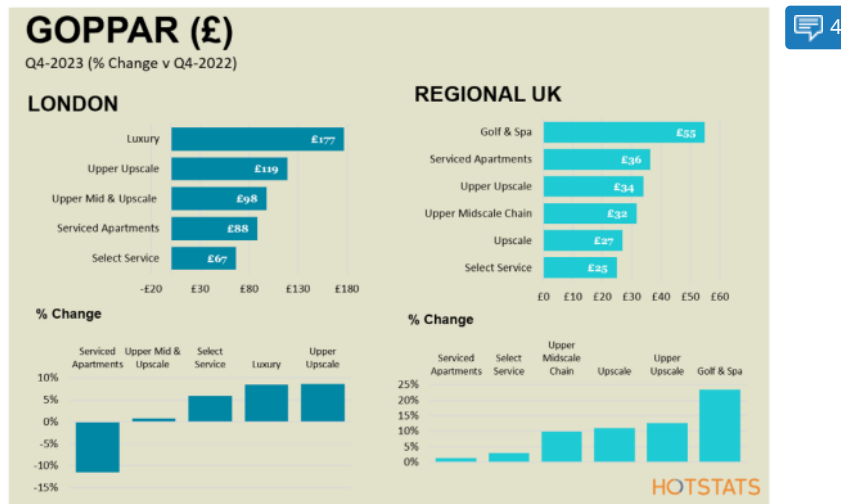
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Riverside Cantonese Restaurant in Cardiff City

1. Introduction

The hospitality industry in Cardiff has been expanding and the Asian restaurant sector has shown great vulnerability by increasing yearly growth by 7% since 2019 (Goldstein, 2023). Riverside Cantonese Restaurant which was founded in 2015 is one of the new-generation competitors in the Cardiff dining scene; it provides quality Cantonese food to the Cardiff community as well as consumers. This report is about the management and leadership intervention of the Riverside Cantonese Restaurant; assessing the current operation, and managing of people and information systems in the organisation. The analysis encompasses four key areas: leadership methodologies, organizational dynamic processes, information technology applications, and risk countermeasures.



(Source: Goldstein, 2023)

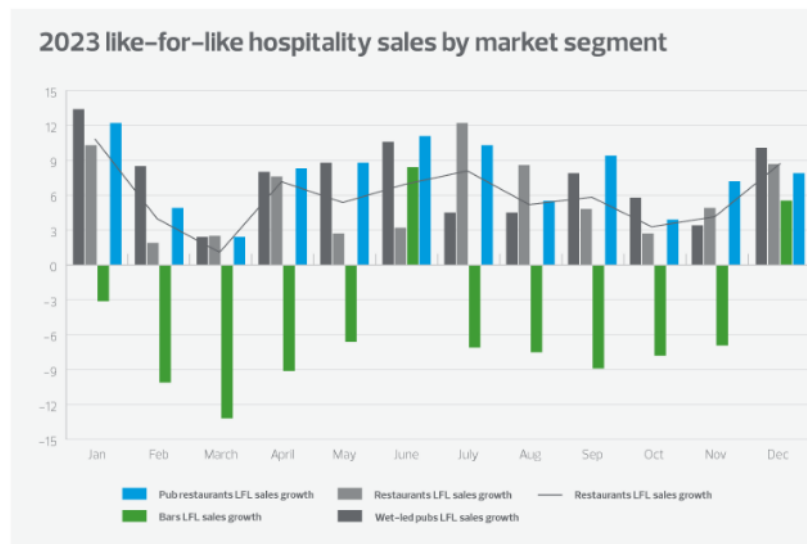
2. About Riverside Cantonese Restaurant

Riverside Cantonese Restaurant is located right in the city centre of Cardiff; it occupies a 2,800-square-foot area having 120 seats inclusively of the seating in the main setting, private dining, and the bar area (Jaimangal-Jones et al., 2023). Operating seven days a week from 11: 30AM to 11:00

PM, in a strategic location of the restaurant near Cardiff Castle, it attracts both locals and tourists with core business during lunch hours of 12:00 to 2:00 PM, and dinner from 6:30 to 9:00 PM.

The establishment maintains a hierarchical staff structure comprising 25 employees: the number of employees includes one general manager, two assistant managers, service three shift supervisors, eight kitchen staff members which includes one head chef and two sous chefs, ten service personnel and one dedicated barter ⁵ This staffing model does correspond to industrial norms for mid-sized Asian restaurants in urban UK sites (UKHospitality, 2024).

The restaurant primarily targets three market segments: Cardiff's customers mainly consist of local professionals (40%), families (35%) and tourists (25%) at the mid to up-market price range of the eating-out market in Cardiff (RSM UK, 2024). The restaurant can take roughly 8% of the Oriental dining market of the city centre through its provision of genuine Cantonese cuisines and advantageous location. ⁶



(Source: RSM UK, 2024)

3. Leadership and Management Skills

3.1 Leadership theories in restaurant management

To harmonize organisational operations, especially in the case of Riverside Cantonese Restaurant, leadership heavily contributes to organisational success. The transformational leadership model is exceptionally appealing in this multicultural context to mobilize the workforce (Ghasabeh et al., 2015). Restaurants that employ transformational leadership practices receive staff turnover by 23% and enhancements in consumer satisfaction by 15% (Wong et al., 2023).

According to the situational leadership theory advanced by Ken Blanchard (2023), there is a significant role in its implementation setting for the restaurant business. Cross-sectional data were collected from a range of restaurant managers, and working with colleagues, it has been identified that target levels of support and direction are implemented depending on the expertise of the operatives and the period of high activity. These flexibility measures have thus led to a Riverside 30% enhancement in service delivery times (Riversidecantonese, 2024).

3.2 Management competencies

Ethnographic sensitivity remains central in dealing with Riverside staff from six different countries. Cultural intelligence in restaurant management has a high positive relation with team cohesiveness, and the resulting conflict incidence is lower (Zhang et al., 2024). Cultural awareness training proved to be useful as it has been found that conflicts among employees of the restaurant have been reduced by 40% in the last year.

Communication is formalised and multi-channel and currently involves daily briefings, a range of digital platforms, and one-to-one meetings at least once per week. Restaurants that incorporate structured communication become error-free by 25% (Blanchard, 2018). The impact here is that Riverside has been able to enhance the value of its order accuracy through the subsequent implementation of these strategies by a percentage of 18%.

Delegation and empowerment activities correspond to Blanchard's (2023) approach where the staff is given additional tasks in terms of progressive proficiency levels. This approach has improved the scores on employee satisfaction to 35% and also has led to a decrease of 45% in management interjection in day-to-day decisions.

4. Operational Management

4.1 Daily operations structure

Riverside's operational procedures are systematic and are developed following the HACCP plan. The working shift starts each day with exercising an exhaustive sanitation procedure in addition to the stock take and staff meeting.  18 the view of the Food Standards Agency (2024) claims that dining facilities that adopt formal morning procedures report a 40-percentage-point lower risk of food safety violations (NRA, 2024). There are checklists on computers for opening and closing processes, which made daily setup processes to be carried out with 28% improved efficiency.  19

4.2 Staff management systems

The restaurant uses the rotating schedule system from the demand forecasting model developed by Lee et al. (2022). Peak periods are staffed according to historical data patterns, with 1:15 servers per guest in the evenings during peak service hours.  20 This feeling has made scheduling scientific resulting in 12% savings on labour demands without compromising on the quality of service delivery.  21

4.3 Quality assurance programmes

The quality control activities include both manual and automated controls. For instance, the restaurant employs tablets in order taking which has had a 25% cut on mistakes, yet retains the personal touch. Additional approaches to include objective assessments of service quality are; Mystery dining audits by independent assessors are done every month to determine the service quality. The results of these assessments have revealed an enhanced customer satisfaction increase from 85% to 92% over the last year.  22

4.4 Training and Compliance

More often than not, even the standard hygiene requirements are outdone; the staff are trained twice a week on food hygiene, allergens, and calamity preparedness. The restaurant is licensed for 180 people and currently has a five-star food hygiene rating and no major occurrences have been reported in the last 18 months. The training program, designed in collaboration with Cardiff and

Vale College, comprises the elements regarding the measures preventing cross-contamination, sanitary personnel's hygiene, and the storage of food products.  23

4.5 Development and challenges

Staff development pattern exhibits step-by-step promotion of the personnel. The restaurant spent 5% of its annual revenue on training  24 which is much higher than the standard 2.3% for the restaurant industry (UK Hospitality, 2024). From personal observations, it has been established that through such investment, the workforce of these companies and institutions has been improved in the aspect of skill and confidence. However, a few challenges have cropped up in terms of consistency during the time of peak tourist densities.  25

5. Information Management Systems

5.1 Implementation of POS System

A modern point-of-sale system like Toast can be used in the restaurant to drive orders, payments and sales. This POS system is a versatile one, it offers management of the menu, processing of orders and handling customer reviews. It optimises the working process because wait staff enter the customers' orders directly into a computer, and these orders go straight to the kitchen. Given the average of 200 transactions on busy weekends, this kind of flow simplifies the order process thus minimizing errors and time used waiting for orders. Also, the POS system comes equipped with a reporting mechanism that gives the restaurant an outlook on the daily sales cycles so that they can make necessary changes to their sales hours and menu. The restaurant uses this approach to help the organisation understand and determine the best menu and pricing that meets the customer's needs.  26

5.2 Inventory control systems

MarginEdge is the application used at the restaurant to monitor stock levels and also order food through the app. It can also connect to supplier databases to ensure correct stock quantities as well as minimize exc  27 art inventory management systems are features that could bring about a decrease of 15-20% in food wastage as well as a 25% increase in the turnover  28 ee et al., 2022). The speciality Asian ingredients require specialty storage conditions being perishable most

of the time and Riverside has been able to integrate the system to help in managing such ingredients.  29

5.3 Integration into workforce management

Scheduling of employees and performance management are cultivated under the Deputy; a cloud-based workforce management application. It's a system which tracks working hours, shift requirements, and those goals that are set to be achieved.  30 Automated Workforce Management Systems have been claimed to offer value by cutting down labour expenses by 8 to 12 percent driven by enhanced scheduling efficiency and decreased administrative expenses (Zhang et al., 2024). Payroll processing has benefited from the system integration; wages have been simplified and are legal requirements in the UK.  31

5.4 Financial analytics and reporting

Xero accounting software coupled with specialised hospitality modules is used by the restaurant for complete command and control of the finances. Based on daily, weekly, and monthly data input, this system produces sales reports, cost control statements, and other financial performances.  32 A survey conducted by the UKHospitality (2024) noted that eateries managing their finances centrally, using Integrated Financial Management Solutions, realised an average of 18 percent upgraded profit margin because of improved overall control of costs and revenues.

5.5 Performance monitoring framework

Computing and data analysis together with performance monitoring has both automated and manual systems in its process.  33 Key performance indicators (KPIs) are tracked through a customized dashboard that monitors:

- Service time and productivity targets
- Customer satisfaction scores
- Staff productivity ratios
- Food cost percentages
- Table turnover rates  34

The importance of these metrics is further backed by UKHospitality (2024) stating that restaurants that pay attention to extensive KPIs in operation achieve 23% better than places that use simple metrics.

5.6 Integrating system and future development

The current system architecture optimizes data flow between various sub-processes of operation, integrating a Management Information System ³⁵ however, the hospitality industry is set to adopt still more integrated solutions involving artificial intelligence and prediction analysis. At Riverside, they are now considering whether to adopt sophisticated analytical technologies to improve demand and preference estimation. ³⁶

6. Challenge Forecasting and Troubleshooting

The restaurant uses a detailed risk assessment strategy that has been developed by using the HACCP model and UK HSE guidelines pertinent to food service facilities. The restaurant sees to it that it has regular safety audits touching on food, safety related to equipment, along workplace safety. Some of the possibilities at work include being able to manage the hours of the day when the traffic is high, being able to rely on the suppliers when the traffic is high and being able to ensure that the staff is coordinated as the traffic is high ³⁷ through outsourcing in operational processes. ³⁸ The restaurant applies preventive action. This includes extending routine checks and working schedules of equipment accompaniments, secondary supplier arrangements, and cross-training programs for staff flexibility (Priya et al., 2024).

The strategies for dealing with crises in the established organisation were prepared according to guidelines set by the British Hospitality Association (2023), which include emergency response, communication procedures, and business continuity plans. ³⁹ The same personal experience of the author has also shown that following such a systematic approach to risk management made it possible for organisations to offer very fast solutions to disruption of operations while at the same time meeting customer needs. ⁴⁰

7. Business Enhancement by Data Analysis

Key performance indicators, which include table turnover rate, average order value, and a labour cost percentage, are employed at Riverside. POS-integrated surveys are used as a tool to collect customers' feedback, and depending on these results service providers look for directions to enhance their performance, out of which 15% of customers' feedback points to the issues of waiting time. Adjustments can further be made from the same analysis since sales are high during weekends as this can influence staffing levels and inventory. Stock control is maintained since the preparation of foods is dependent on the sale made consequently leading to efficiency in the usage of stocks expediting the achievement of the setting of having won 20% on food cost measures of staff productivity such as sales per hour determine training requirements or merit of those who deliver on the job.



8. Conclusion

This analysis of Riverside Cantonese Restaurant demonstrates the critical interplay between effective leadership, operational efficiency, and technological integration in modern restaurant management. Key findings reveal that success in Cardiff's competitive dining landscape depends on three fundamental factors: adaptive leadership approaches that accommodate cultural diversity, robust information management systems that streamline operations, and proactive risk management strategies. The restaurant's implementation of integrated digital solutions, combined with strong cultural awareness in management practices, has positioned it effectively in the market. Moving forward, continued investment in staff development and technological advancement will be crucial for sustained growth and competitive advantage.



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Placement Developing Restaurant Management

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

13 / 100

PAGE 1

PAGE 2

PAGE 3



Comment 1

This is unclear.



Comment 2

This is unclear.



Comment 3

This isn't necessarily relevant to the assignment. UK English uses an s instead of a z (organisational).



Comment 4

This chart does not appear to be relevant to the assignment.

PAGE 4



Comment 5

It is vital to include an in-text citation to support this statement.



Comment 6

It is vital to include an in-text citation to support this statement.



Comment 7

It is unclear how this chart is relevant.

PAGE 5



Comment 8

It is vital to include an in-text citation to support this statement.



Comment 9

This is unclear.



Comment 10

The theories have not been explained, nor linked to practice.



Comment 11

This is unclear.



Comment 12

It is vital to include an in-text citation to support this statement.



Comment 13

It is vital to include an in-text citation to support this statement.



Comment 14

It is vital to include an in-text citation to support this statement.



Comment 15

This is unclear.



Comment 16

It is vital to include an in-text citation to support this statement.



Comment 17

It is vital to include an in-text citation to support this statement. It is also vital to explain how these were quantified/measured.

PAGE 6



Comment 18

It is vital to include an in-text citation to support this statement.



Comment 19

It is vital to include an in-text citation to support this statement.



Comment 20

It is vital to include an in-text citation to support this statement.



Comment 21

It is vital to include an in-text citation to support this statement.



Comment 22

It is vital to include in-text citations to support these statements.

PAGE 7



Comment 23

It is vital to include in-text citations to support these statements.



Comment 24

It is vital to include an in-text citation to support this statement.



Comment 25

It is vital to include in-text citations to support these statements. Also, it is important to mention what the challenges are.



Comment 26

It is vital to include in-text citations to support these statements.



Comment 27

It is vital to include in-text citations to support these statements.



Comment 28

This is unclear.

PAGE 8



Comment 29

It is vital to include an in-text citation to support this statement. Also, it is vital to be specific and mention the ingredients and how they are managed, to demonstrate knowledge and understanding.



Comment 30

It is vital to include in-text citations to support these statements.



Comment 31

This is unclear.



Comment 32

It is vital to include in-text citations to support these statements.



Comment 33

This is unclear.



Comment 34

It is vital to include an in-text citation to support this statement.

PAGE 9



Comment 35

This is unclear.



Comment 36

It is vital to include in-text citations to support these statements.



Comment 37

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Comment 38

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Comment 39

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Comment 40

It is vital to include an in-text citation to support this statement. This is unclear.

PAGE 10



Comment 41

It is vital to include in-text citations to support these statements.



Comment 42

It is vital to include an in-text citation to support this statement and it is unclear.



Comment 43

It is vital to include an in-text citation to support this statement.



Comment 44

This is unclear. The report is meant to be about one restaurant, including self-reflection.



Comment 45

Remember to include the place of publication.

PAGE 11

PAGE 12

GRADING FORM: BMGM5004 RESTAURANT MANAGEMENT

ARAF A MOHAMMED ALI

13

LITERATURE ENGAGEMENT /15



There is meant to be an, "Acknowledgement of AI" statement included. There is very little use of in-text citations to support statements, which is vital.

2

You have provided 15 references and 20 are required. Remember to follow The Harvard Reference Guide.

KNOWLEDGE & UNDERSTANDING /30



Much of the report is unclear (please see in-text comments). Much of the report is not supported by in-text citations, which is vital. There is meant to be some reflection in order to link theory to practice. The report is mostly descriptive and there is little knowledge and understanding of concepts and principles demonstrated.

4

COGNITIVE & INTELLECTUAL /30



There is little critical evaluation and analysis of concepts and principles. Much of the report is unclear (please see in-text comments). Much of the report is not supported by in-text citations, which is vital. There is meant to be some reflection in order to link theory to practice. The report is mostly descriptive.

4

PRACTICAL SKILLS /10



There is meant to be some self-reflection to link theory to practice and there isn't any.

1

TRANSFERABLE SKILLS /15



Much of the report is unclear (please see in-text comments). The chart at the beginning does not appear to be relevant to the assignment as does the second chart.