

REFERENCES

A. Questionnaire and Responses

No.	Questions	Answers
1	Name	<p>Apple Cheung</p> <p>Jaume Ng</p> <p>Eula May Casabuena</p>
2	Position	<p>Apple Cheung: “Operations Trainee – F&B”</p> <p>Jaume Ng: “S. Service Attendant”</p> <p>Eula May Casabuena: “Senior Waitress”</p>
3	How long have you been working at The Place?	<p>Apple Cheung: 3 months</p> <p>Jaume Ng: 2.5 years</p> <p>Eula May Casabuena: Two Years</p>
4	How familiar are you with the Standard Operating Procedure at The Place? Please deliverate.	<p>Apple Cheung: “Pretty familiar as I drafted the new SOP by taking reference from the LQA standard”</p> <p>Jaume Ng: “Quite familiar. All the guidelines and standards that have been provided help make my daily job duties efficient organised, safe, etc...”</p> <p>Eula May Casabuena: “Very familiar as we always have SOP trainings and refreshments. Everyone hVe diffrent takes on the SOP because some of them doesnt agree to it”</p>
5	According to you,	<p>Apple Cheung:</p>

	<p>how familiar are all the colleagues at The Place towards the Standard Operating Procedures? Please Deliberate</p>	<p>“Not really, which could be reflected from our LQA score, quite a lot of points are missed”</p> <p>Jaume Ng:</p> <p>“Colleagues that have worked for more than 3 months are well versed on the SOPs”</p> <p>Eula May Casabuena:</p> <p>“The old staff are familiar but not the new ones. So many staff comes and goes every 2 -6 months. The only ones who really know the SOP are the higher positions like senior supervisors and higher, but they are not the one who trains the new staff. They merely watch and wait for the mistakes.”</p>
<p>6</p>	<p>Have you ever given out or see a hand book of The Places’ Standard Operating Procedures? When is that happened?</p>	<p>Apple Cheung:</p> <p>“I remembered the SOP note was shared to colleague once during our regular showtime, but not much follow-up actions after that”</p> <p>Jaume Ng:</p> <p>“Yes. Upon joining on board The Place team.”</p> <p>Eula May Casabuena:</p> <p>“Yes, only when we had our newly hired assistant manager from another hotel. Apparently he he found out that we dont have our SOP on papers and nobody will teach him or has the time to teach him everything so he did it himself and hand it only to the new staff. I dont think the older higher staff saw it”</p>
<p>7</p>	<p>How is the Standard Operating Procedures implementation at The Place?</p>	<p>Apple Cheung:</p> <p>“Manager divided colleagues in groups and practised role play, which is not that effective; also F&B admin staff did some self-audit to check how’s The Place performance in following</p>

		<p>SOP”</p> <p>Jaume Ng: “Swift and efficient”</p> <p>Eula May Casabuena: “If we will follow the papers it is 5star standard but not everyone follows. They try to implement but thw other staff just do what they got used to. And the managers don't really make it a big deal.”</p>
8	<p>What is the factor that affecting the Standard Operating Procedure implementation at The Place? Please deliberate.</p>	<p>Apple Cheung: “Lack of time to do comprehensive training for all the staff, also to be honest quite hard for the staff to follow all the steps guided from LQA as some are not really necessary or difficult to follow everytime. Besides, staff shortage is another factor, having not enough staff to handle the guests, each staff will have heavy burden and workload that they will even find doing basic work is difficult, not even mentioning to request them doing something much much extra”</p> <p>Jaume Ng: “Too many to mention. Eg. consideration of guest comments and complaints.”</p> <p>Eula May Casabuena: “Laziness, stabbornness of staff Weak managerial power Managers are too nice.”</p>
9	<p>How do you handle any “special case” that happened at The Place? Please deliberate.</p>	<p>Apple Cheung: “Normally staff pass it to managers, and they will follow-up, usual practice is trying to accommodate guests’ every single request”</p> <p>Jaume Ng: “In a professional manner. Resolve it. Learn</p>

		<p>from it and Record it.”</p> <p>Eula May Casabuena:</p> <p>“In any speacial case we call the highest position in charge. Sometimes the senior supervisor or assistant manager. Our manager is rarely in the place, mostly in the office. So senior teamleader or assistant manager handles the speacial cases. And they try to solve it the same day and follow up the next few days”</p>
10	<p>How are the Standard Operating Procedure implementation at The Place might be executed differently based on the senior colleagues involved at that particular time? Please deliberate.</p>	<p>Apple Cheung:</p> <p>“Undoubtedly only senior colleagues have the authority to remind staff following SOP, so basically only when the senior colleagues take SOP seriously, the implementation would be much easier”</p> <p>Jaume Ng:</p> <p>“No difference. all Team members are given the empowerment.”</p> <p>Eula May Casabuena:</p> <p>“If we see the seniors do the sop and impose it to us in a non-offending matter then Im sure we'll slowly get used to following it.”</p>
11	<p>How do you think that the Standard Operating Procedure implementation at The Place can be improved? Please deliberate.</p>	<p>Apple Cheung:</p> <p>“As mentioned in the previous questions, senior colleagues take it more seriously, hiring enough staff so then could have more time for proper training”</p> <p>Jaume Ng:</p> <p>“By constant training”</p> <p>Eula May Casabuena:</p> <p>“There are so many factors that's needed, I dont know where to start. The seniors need a</p>

	<p>character training and refreshment if u know what i mean...haha kidding aside. It has to start from the manager, though he is very nice and sweet, I dont think he is confident with his job. He needs to toughen up to spank all hard headed senior leaders. The senior team leaders are so stubborn and harder than a stone. Managers need to train them to be nicer to the staff as they are not so nice and patient. Rudeness is circling around the place. The staff are just ok with everyone being rude and I think that it is not very motivating for us.they only confront the small potatoes but the the seniors. So</p> <ol style="list-style-type: none"> 1. Is for the manager to grow balls 2. Is character improvements to evryone like a good-manners-and-right-conduct kind of training 3. Is smartness training for the stupid staff 4. Is motivation training like for everyone to feel like a family or friends at work. We did team building but we really felt the tensions with everyone. They dont like each other. 5 is hard work training for the lazy. Haha”
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Figure 3 Questionnaire and Responses

B. Comments from a Key Performant

Comments from Ivan Mui as the Team Leader that had been working for 6 years at The Place.

“SOP is only a very basic and loose guideline of how to do a certain thing. It will get the job done. It will score “OK” but will now score a “WOW”. In many instances, we have to go far beyond the SOP to not just satisfy the guests but to surprise them .And that’s empowerment. The hotel empowers us to do anything far beyond the basics as long as the guests are thrilled. That

said, no matter how well the staff in The Place implement the SOP, that won't take them far nor improve the business because that is just doing the basics.

The means are not very important. Implementing SOP or not is also not decisive. What matters are the results. Are the guests happy? Has the business been improved? Those are about guest loyalty and revenue. And that is a lot related to marketing. Loyal guests contribute the most to the revenue.”



C. Restaurants Pictures



Picture 1 Atmosphere at The Place during Breakfast Buffet



Picture 2 Hot Dishes Stations at The Place



Picture 3 Hong Kong Milk Tea Station during Breakfast Buffet



Picture 4 Salad, Yoghurt and Chocolate Milk Station during Breakfast Buffet



Picture 5 Juice and Beverage Stations



Picture 6 Cheese and Charcuterie Stations