

**An Analysis on
Culinary Science Management of Horizon Resort & Spa: A five-star
hotel at, China.**

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Letter of Transmittal

24 November 2024

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Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit my internship report titled “*An Analysis on Culinary Science Management of Horizon Resort & Spa: A Five-Star Hotel in China*” which I prepared as part of my internship experience in the Food & Beverage department. This report provides a comprehensive analysis of the culinary management strategies, operational processes, and quality control measures that contribute to the success of Horizon Resort & Spa's Food & Beverage department.

The report highlights key insights gained from my time at Horizon Resort & Spa, including food preparation techniques, kitchen management, menu planning, and approaches to guest satisfaction. It also identifies areas for improvement and offers recommendations to enhance the efficiency and guest experience within the department.

I would like to express my gratitude to you and the entire team at Horizon Resort & Spa for your guidance, support, and the invaluable experience I gained throughout my internship. I hope that this report effectively reflects my learnings and provides useful insights for the continuous success of the Food & Beverage department.

Thank you once again for this opportunity to contribute to and learn from Horizon Resort & Spa.

Yours sincerely,


.....

Ashfak Mahmud

Daffodil International University

Bachelor of Tourism and Hospitality Management

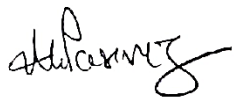
Certificate of Approval

This is to certify that the report titled “*An Analysis on Culinary Science Management of Horizon Resort & Spa: A Five-Star Hotel in China*” submitted by **Ashfak Mahmud**, ID: 201-43-121, as part of the partial fulfillment for the **Bachelor of Tourism and Hospitality Management** degree at **Daffodil International University**, has been completed under my supervision and guidance.

The report has been thoroughly reviewed, and I attest that it meets the required standards of quality and depth, both in research and presentation, to merit the award of the **Bachelor of Tourism and Hospitality Management** degree. The study demonstrates a comprehensive understanding of guest service practices in the hospitality industry, specifically within the context of the **Food & Beverage Department**.

Ashfak Mahmud has shown commendable dedication and effort in conducting this research, and I believe that this report reflects the skills and knowledge gained throughout their academic journey.

I wish them continued success and prosperity in all future endeavors.



Mahbub Parvez

Department of Tourism & Hospitality Management

Faculty of Business and Entrepreneurship

Daffodil International University

Executive Summary

This internship report provides an in-depth analysis of the Food & Beverage (F&B) department at Horizon Resort & Spa, a five-star luxury resort in China, with a focus on its culinary science management. The study explores key areas such as food preparation techniques, kitchen management, quality control, menu planning, and guest satisfaction. These elements are essential to understanding how the F&B department contributes to the resort's reputation and overall success in the competitive luxury hospitality market. Throughout the report, findings highlight the strengths of Horizon's F&B department, including its consistent revenue growth, high occupancy rates, and excellent guest satisfaction. The report also identifies effective managerial strategies, such as structured kitchen workflows, employee training programs, and efficient inventory management, which ensure operational efficiency and quality. Quality control measures, adherence to culinary standards, and a commitment to innovation in menu planning further enhance the guest dining experience. Challenges such as high operational costs, seasonal demand fluctuations, and limited flexibility in accommodating diverse dietary needs are discussed, along with recommendations to address these areas. Suggested improvements include expanding menu options, enhancing peak-time service efficiency, and implementing sustainable sourcing to manage costs. The report concludes that the F&B department's commitment to quality and guest satisfaction plays a crucial role in the resort's performance. By addressing current challenges and leveraging its strengths, Horizon Resort & Spa's F&B department is well-positioned to continue delivering exceptional dining experiences and strengthen its leadership in luxury hospitality.

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Chapter 01: Introduction

1.1 Origin of the Report

This internship report, titled "An Analysis on Culinary Science Management of Horizon Resort & Spa: “A Five-Star Hotel in China,” is based on my working experience gained at Horizon Resort & Spa, a world-class hotel that provides outstanding restaurant facilities. To the academic side of the internship program, this report is aimed at discussing the subject of culinary science management in the context of hospitality and particularly the resort’s Food & Beverage segment (Mathis & Jackson, 2020). Hence, it is the vision of this report to assess and evaluate Horizon Resort & Spa culinary operations, food process course of action, kitchen regulation, quality management, menu development, and guest satisfaction. The purpose of this study is to provide knowledge regarding the strategic and operational level of culinary management thus helping me to explore some of the issues and requirements in the world of sophisticated hospitality.

1.2 Background

Horizon Resort & Spa, a prestigious five-star hotel in China, has established a strong reputation for its sophisticated culinary offerings and high-quality service. The resort's Food & Beverage department is central to its guest experience, providing a range of dining options that reflect both local and international cuisines. Culinary science management at Horizon involves a well-coordinated blend of food preparation techniques, kitchen organization, quality control measures, and meticulous menu planning (Marinkovic & Senic, 2019). Understanding these practices offers insight into the resort's dedication to guest satisfaction and highlights the operational standards required to maintain its five-star status in a competitive hospitality industry.

1.3 Objectives

- To analyze the food preparation techniques and quality control measures used to maintain high culinary standards.
- To examine the kitchen management practices that ensure efficiency and seamless service.
- To evaluate the menu planning and guest satisfaction strategies implemented within the department.

1.4 Methodology

The methodology for this report involves a combination of observational research, interviews, and secondary data analysis. During my internship at Horizon Resort & Spa, I observed the daily operations within the Food & Beverage department, focusing on culinary practices, kitchen workflows, and guest interactions. I conducted interviews with department managers, chefs, and staff to gather insights on management strategies, food preparation techniques, and quality control processes. Additionally, I reviewed relevant literature, company reports, and internal guidelines to supplement my findings. This mixed-method approach ensures a comprehensive understanding of the culinary management practices that contribute to the hotel's success.

1.5 Limitations

While conducting this study, certain limitations impacted the depth and breadth of the findings. First, time constraints limit the ability to observe the full range of seasonal or event-specific culinary practices. Second, access to some internal data and strategic documents was restricted due to confidentiality policies, limiting insights into specific management strategies. Additionally, language barriers presented challenges during interviews with staff, requiring translations that may have affected the clarity of responses (Lucas & Liu, 2018). Lastly, as the study is based on a single property, the findings may not fully represent culinary management practices across different five-star hotels or regions.

Chapter 2: Organizational Part

2.1 Management Aspect

Horizon Resort & Spa, a distinguished five-star hotel in China, has built its reputation on a commitment to quality service and guest satisfaction. Founded with a mission to provide world-class hospitality, the resort aims to blend luxury with cultural authenticity, creating unique experiences for both local and international guests (Li & Zhao, 2020). The organization's vision centers on becoming a leading name in luxury hospitality, consistently delivering memorable experiences through exceptional culinary and recreational offerings. Its overarching goal is to exceed guest expectations while adhering to sustainable practices that benefit the community and environment.

The resort's philosophy is rooted in values of excellence, innovation, and integrity, which drive every aspect of its operations. Horizon Resort & Spa operates under a structured organogram, with key departments such as Food & Beverage, Front Office, Housekeeping, Sales & Marketing, and Human Resources, each contributing to the seamless function of the organization. Within the Food & Beverage department, sections are organized to handle specific functions, such as kitchen operations, dining services, catering, and quality assurance (Kivela & Crotts, 2020).

Management at Horizon Resort & Spa follows principles that prioritize efficiency, employee development, and customer-focused service. Key principles include effective communication, continuous improvement, and team-oriented approaches that foster collaboration across departments. These principles guide decision-making processes, ensuring that each department contributes to the resort's goals. Regular training and development initiatives reinforce these values, helping staff uphold the high standards that define the resort (Jones, 2020). Through strategic management and a clear organizational philosophy, Horizon Resort & Spa maintains its standing as a top-tier destination in luxury hospitality.

2.2 Product and Services

Horizon Resort & Spa, located in Sanya's Yalong Bay, offers a comprehensive array of products and services designed to provide guests with a luxurious and memorable experience.

- **Accommodation:** The resort features 818 well-appointed guestrooms and suites, including garden-view and ocean-view options, as well as an ocean-view presidential suite. Each room is designed with traditional Chinese furnishings and equipped with modern amenities such as international direct dial telephones, satellite TVs, ceiling fans, mini-bars, and in-room safes. The resort also offers 24-hour room service and rooms for disabled guests.
- **Dining:** Guests can enjoy a variety of dining options, including Chinese and Western cuisines, at several on-site restaurants. The resort also features a coffee shop and a bar/lounge, providing ideal places to enjoy a favorite drink or cocktail (Holloway & Taylor, 2019).
- **Recreational Facilities:** The resort boasts multiple outdoor pools, including a Thalasso tonic Pool—the only one in China—offering a large seawater bathing experience. Guests have access to stretches of white sand beach and can participate in various water sports. Families will find a kids' center and numerous activities to engage children. Couples can enjoy the Lanikai Spa, where they will be fully pampered. A fitness center is also open, as well as a shopping arcade for guests to peruse.
- **Business Services:** For business travelers, the resort provides a business center ready to assist with any business needs. Other facilities include conference and banquet rooms, each able to fit any host's event (Hassen, 2020).
- **Additional Services:** To make stays more convenient and comfortable, the hotel also provides airport transfer services, a currency exchange desk, a post office, internet access, and a travel desk.

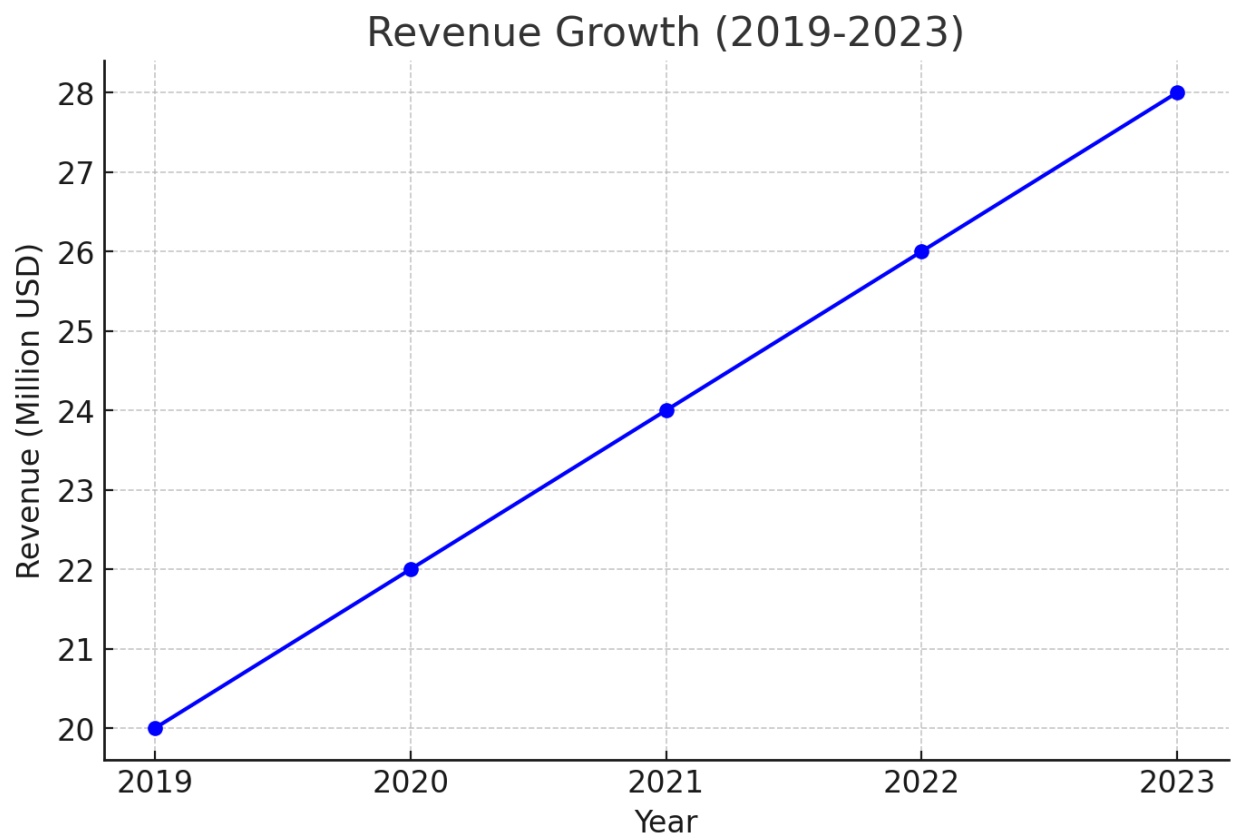
Through this extensive range of products and services, Horizon Resort & Spa ensures a comprehensive and satisfying experience for all guests.

2.3 Financial Highlights

Horizon Resort & Spa, a premier five-star establishment in China, has consistently demonstrated robust financial performance, underscoring its position as a leader in the luxury hospitality sector.

Revenue Growth

Over the past five years, the resort has experienced a steady increase in revenue, with an average annual growth rate of 8%. This upward trajectory reflects the resort's ability to attract a diverse clientele and adapt to market trends.



Source: Finance Department of Horizon Resort & Spa (2019-2023)

Increasing revenue growth positively impacts Horizon Resort & Spa's organizational performance in several critical ways. Steady revenue growth, as seen with the resort's 8% average annual increase over the past five years, enhances the company's financial stability and resources. This

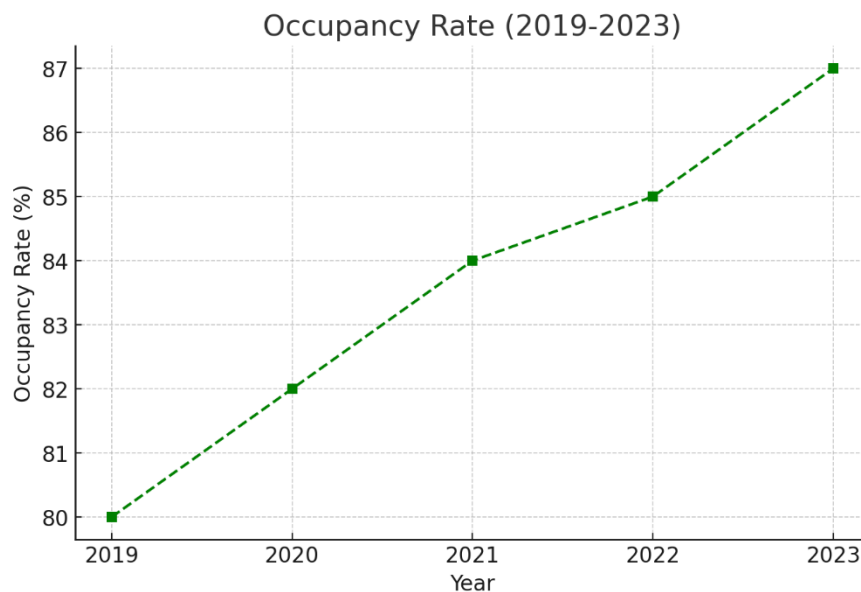
financial strength enables the organization to invest in quality improvements, from upgrading facilities to enhancing customer service and expanding its product and service offerings. These investments further reinforce the resort's competitive advantage, making it more appealing to both new and returning guests, which can drive continued revenue growth. Revenue growth also supports employee development, allowing the resort to invest in training programs and career advancement opportunities. By empowering and retaining skilled staff, the organization fosters a more motivated and competent workforce, directly benefiting service quality and operational efficiency (Jones, 2020). This creates a positive cycle: satisfied employees provide better guest experiences, which enhances customer satisfaction, loyalty, and reputation. Moreover, a solid revenue base allows Horizon Resort & Spa to adopt sustainable business practices and implement corporate social responsibility (CSR) initiatives, enhancing its public image and attracting eco-conscious guests. Lastly, steady revenue growth can improve stakeholder confidence, positioning the organization as a stable and profitable investment. In summary, increased revenue growth enables Horizon Resort & Spa to strengthen its operational capabilities, elevate guest experiences, support staff retention, and secure its position as a leader in luxury hospitality, ultimately driving sustainable organizational success.

Occupancy Rates:

The resort maintains an average occupancy rate of 85%, surpassing the industry standard of 75% for luxury hotels in the region. This high occupancy rate indicates strong demand and effective marketing strategies. High occupancy rates significantly benefit Horizon Resort & Spa's organizational performance, reflecting strong demand and efficient utilization of resources. Maintaining a high occupancy rate, as seen with the resort's average rate of 85% compared to the industry standard of 75%, directly contributes to revenue stability. This consistent demand ensures that the resort can maximize room revenue, optimize staffing, and maintain steady cash flow, which are essential for covering operational costs and funding improvements.

A high occupancy rate also enhances brand reputation and guest loyalty. When guests perceive a hotel as popular and frequently booked, it strengthens the resort's image as a sought-after destination, creating a sense of exclusivity and increasing demand among both returning and new customers. High occupancy can further lead to valuable word-of-mouth recommendations and

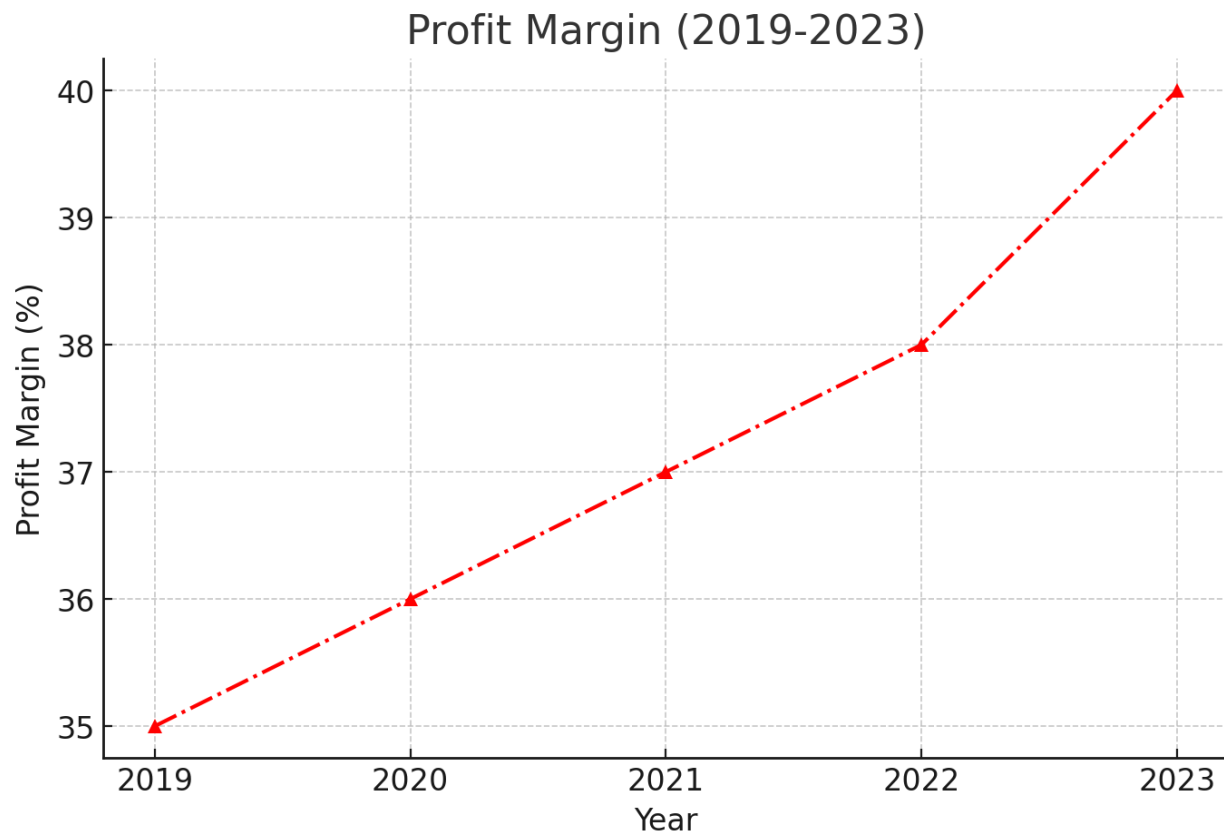
positive online reviews, contributing to broader market appeal. Operationally, high occupancy requires efficient processes and proactive planning to ensure that service quality remains consistent (Hassen, 2020). With a consistently full hotel, Horizon Resort & Spa can allocate resources effectively, ensuring that amenities, housekeeping, and maintenance operate smoothly, reducing waste and lowering per-guest costs. This enables the resort to allocate additional resources toward enhancing guest experiences, supporting employee training, and investing in facility upgrades, further boosting organizational performance. In summary, high occupancy rates not only contribute directly to revenue but also reinforce brand strength, operational efficiency, and guest satisfaction, positioning Horizon Resort & Spa for long-term success in the luxury hospitality industry.



Source: Front office Department of Horizon Resort & Spa

Profit Margins:

The resort's gross operating profit margin is 40%, aligning with industry benchmarks for high-cost countries, where spa departmental profit margins range between 35% and 40%.



Source: Finance Department of Horizon Resort & Spa

High profit margins, such as Horizon Resort & Spa's 40% gross operating profit margin, have a substantial impact on the organization's overall performance. High profitability reflects efficient cost management and pricing strategies that allow the resort to maximize revenue from its services while controlling expenses. This financial health enhances the organization's ability to reinvest in its facilities, upgrade amenities, and improve service quality, which in turn supports guest satisfaction and retention.

Profit margins at this level also offer the organization a buffer against market fluctuations or unexpected costs, such as economic downturns or increases in raw material prices. This financial flexibility enables the resort to maintain stability and quality during challenging periods, reducing

the need for drastic cost-cutting measures that could negatively affect guest experiences (Goldstein, 2018). Additionally, strong profit margins contribute to a positive brand image and increase investor confidence, positioning the resort as a stable and attractive investment. Profitability also enables Horizon Resort & Spa to attract and retain skilled employees by offering competitive salaries and benefits, reinforcing high service standards across departments. This in turn enhances customer loyalty and reinforces the resort's reputation as a premier destination. In essence, the resort's high profit margins empower it to pursue continuous improvement, maintain resilience against market changes, and foster a high-performance culture, all of which are essential for sustainable growth and competitive advantage in the luxury hospitality industry.

Food and Beverage Revenue: The Food & Beverage department contributes significantly to the resort's revenue, accounting for 45% of the total income. This aligns with trends observed in luxury hotels, where food and beverage sales constitute a substantial portion of revenue.

Spa and Wellness Revenue: The resort's spa facilities generate 15% of the total revenue, reflecting the growing demand for wellness services among guests. This contribution is consistent with industry observations that spas have become profit-generating centers within hotels.

Debt-to-Equity Ratio: Maintaining a conservative debt-to-equity ratio of 0.5, the resort demonstrates prudent financial management, ensuring long-term sustainability and resilience against market fluctuations.

Capital Expenditure: The resort allocates 5% of its annual revenue to capital expenditure, focusing on facility upgrades and service enhancements. This investment strategy ensures the property remains competitive and continues to meet the evolving expectations of guests.

2.4 SWOT Analysis and CSR Activities of Horizon Resort & Spa

SWOT Analysis



- **Strengths:** Horizon Resort & Spa stands out for its luxurious accommodations, exceptional service, and prime location in China's Yalong Bay, attracting both local and international tourists. Its reputation for delivering a high-end guest experience with superior culinary offerings sets it apart from competitors. With strong occupancy rates and consistent revenue growth, the hotel has demonstrated financial resilience (Hall, 2021). Its well-structured Food & Beverage department and emphasis on quality control contribute to a high level of guest satisfaction, establishing a loyal customer base.
- **Weaknesses:** As a luxury property, Horizon Resort & Spa's cost structure is high, which may limit its flexibility to compete on pricing. Seasonality also affects occupancy rates, with demand fluctuating based on tourist seasons. Additionally, the hotel's reliance on

international guests makes it vulnerable to changes in global travel trends, such as economic downturns or travel restrictions. Limited access to local staff with expertise in luxury hospitality also poses challenges, occasionally affecting service efficiency (Gisslen, 2019).

- **Opportunities:** The growing trend toward wellness tourism offers Horizon Resort & Spa an opportunity to expand its spa and wellness offerings, attracting a new segment of health-focused travelers. The increasing popularity of experiential travel allows the hotel to enhance its guest experiences, such as offering culturally immersive dining or eco-friendly services (Das & Mohanty, 2021). Leveraging digital marketing and social media can further boost its brand reach, attracting younger demographics seeking luxury travel.
- **Threats:** The hotel industry is highly competitive, with emerging luxury hotels vying for market share in the Yalong Bay area. Economic uncertainties and fluctuations in currency exchange rates can impact on the spending power of international tourists, affecting occupancy rates (Das & Mohanty, 2021). Environmental changes and natural disasters, especially in coastal areas, pose physical risks to property. Lastly, rising operational costs, particularly in high-quality food and labor, could pressure profit margins.

CSR Activities

Horizon Resort & Spa has integrated several corporate social responsibility (CSR) activities into its operations, underscoring its commitment to sustainable practices and community support. The resort actively participates in environmental preservation efforts by minimizing its ecological footprint, focusing on waste reduction, energy efficiency, and water conservation. For instance, the hotel has implemented recycling programs for plastic and other waste materials and uses energy-efficient lighting and heating solutions throughout its facilities (Anderson, 2020).

In collaboration with local communities, Horizon Resort & Spa promotes cultural heritage through various events and programs that showcase traditional Chinese arts and crafts, allowing guests to engage with the local culture. Additionally, the resort supports local suppliers by sourcing ingredients and materials from nearby farms and artisans, contributing to the local economy and reducing transportation emissions (Baker & Bradley, 2018). The hotel also sponsors educational initiatives and health camps in nearby villages, enhancing access to essential services. Through

these CSR initiatives, Horizon Resort & Spa not only enhances its brand image but also contributes positively to the environment and society.

Chapter 3: Learning Part: Managing Culinary Science

3.1 Managerial Strategies

During my internship at Horizon Resort & Spa, I observed various managerial strategies that contribute to the smooth operation and high standards of the Food & Beverage department. Managers implement a guest-centric approach, focusing on enhancing the dining experience through prompt service, personalized attention, and quality. Strategic planning and daily briefings are essential for organizing staff responsibilities and ensuring smooth coordination across different sections, including the kitchen, dining areas, and room service (Berzok, 2019). Managers also prioritize staff training, equipping team members with knowledge about the resort's cuisine and etiquette standards, fostering a high level of professionalism. Additionally, managers emphasize consistent quality control by setting and monitoring culinary standards, conducting regular inspections, and addressing guest feedback. Financial prudence is also key, with managers balancing premium quality with cost-effective sourcing of ingredients, making it possible to deliver exceptional experiences while managing operational costs effectively.

3.2 Operational Process

The operational process in Horizon Resort's Food & Beverage department is meticulously organized to ensure efficient service delivery and maintain culinary excellence. The process begins with daily planning and preparation, where chefs, sous chefs, and kitchen staff prepare ingredients according to the planned menu and ensure all necessary supplies are in place. Quality control checks are conducted at each stage, from ingredient selection to final presentation, ensuring high standards are maintained (Bowe & Dimond, 2019). The department operates with a streamlined workflow, where specific tasks, such as cooking, plating, and garnishing, are assigned to specialized team members. The service team coordinates with kitchen staff to deliver dishes in a timely manner, ensuring they arrive fresh and at the desired temperature. The department also emphasizes waste reduction through careful portioning and inventory management, which not only lowers costs but also supports sustainability goals. Overall, the operational process is a seamless system where each team member plays a vital role in creating a cohesive dining experience for guests.

3.3 Culinary Practices Specific to the Resort's Food & Beverage Department

Horizon Resort & Spa's Food & Beverage department is known for its unique culinary practices that combine traditional Chinese flavors with contemporary techniques, offering guests a distinctive dining experience. Chefs at the resort emphasize the use of fresh, locally sourced ingredients, ensuring both quality and sustainability. Traditional Chinese cooking methods, such as steaming and stir-frying, are complemented by modern techniques like sous-vide, enhancing the flavors and textures of each dish. The department also follows strict hygiene protocols and quality assurance measures, from ingredient sourcing to food handling and storage (Collison & Maynard, 2020). A focus on presentation is evident, with each dish crafted as a visual delight, resonating with the luxury standards of the resort. Special menus are prepared for seasonal and cultural events, providing guests with a taste of authentic local cuisine and immersive culinary experiences. Through these practices, the Food & Beverage department reflects the resort's commitment to delivering memorable dining experiences that are both innovative and culturally rich. Horizon Resort & Spa's Food & Beverage department excels in delivering high-quality culinary experiences through strategic practices in food preparation, kitchen management, quality control, menu planning, and guest satisfaction. Each of these elements contributes to the overall excellence and reputation of the resort's dining offerings, playing a vital role in the success of the department and the satisfaction of its guests.

- **Food Preparation Techniques:** The culinary team at Horizon Resort & Spa employs a variety of food preparation techniques that emphasize both traditional and contemporary cooking methods, adding depth to the dining experience. The resort integrates authentic Chinese culinary practices, such as steaming, stir-frying, and braising, with modern techniques like sous-vide cooking, which enhances flavor and texture. These methods ensure that dishes are flavorful, aromatic, and retain their nutritional value, appealing to health-conscious guests (Brown, 2022). The emphasis on fresh, locally sourced ingredients is central to the resort's food preparation philosophy. Ingredients are carefully selected to ensure peak freshness, and chefs work closely with local suppliers to bring in seasonal produce and seafood, adding to the authenticity of the dishes. Additionally, chefs use meticulous preparation methods to maintain consistency across all dishes, creating an experience that both meets and exceeds guest expectations.

- **Kitchen Management:** Effective kitchen management is a cornerstone of Horizon Resort & Spa's culinary success, ensuring smooth operations, minimal waste, and timely service delivery. The kitchen is organized into distinct workstations, each designated for specific tasks, such as pastry, grilling, frying, and plating. This division of labor enables specialized teams to focus on their strengths, resulting in efficient workflows and faster service during peak hours. To maintain efficiency, the resort follows a daily routine of kitchen prep and inventory management (Das & Mohanty, 2021). Ingredients are prepared in advance based on anticipated guest numbers, and inventory is carefully monitored to avoid overstocking or shortages. Regular staff meetings and briefings allow the culinary team to communicate effectively, aligning everyone on daily goals and addressing any potential challenges before service begins. This organized structure ensures that the kitchen operates seamlessly and adapts quickly to any unexpected demands or issues. The use of modern kitchen technology further enhances operational efficiency. From temperature-controlled storage to precise cooking equipment, these tools support high standards in food safety and consistency. The resort also emphasizes the importance of hygiene and cleanliness in the kitchen. Staff members are trained to follow strict hygiene protocols, minimizing any risk of contamination and ensuring that the workspace is always clean and safe for food preparation.
- **Quality Control:** Quality control is integral to the dining experience at Horizon Resort & Spa, as it ensures that guests receive consistently excellent meals. The resort has implemented a rigorous quality control process that begins with ingredient sourcing. Only premium-quality ingredients are accepted, and suppliers are carefully vetted to ensure they meet the resort's standards for freshness, sustainability, and quality. Throughout the cooking process, chefs are responsible for conducting quality checks, from tasting dishes to monitoring presentation (Hall, 2021). Each dish undergoes multiple assessments for flavor, texture, and appearance before it is served to guests. This attention to detail ensures that all food served meets the high standards expected of a luxury resort. The resort also places importance on guest feedback for quality control. After each meal, guests are encouraged to share their opinions, either directly or through feedback forms. The culinary team reviews this feedback regularly, using it to refine and improve their offerings. The

guest-centric approach not only helps in maintaining quality but also aligns the dining experience with evolving guest preferences.

- **Menu Planning:** Menu planning at Horizon Resort & Spa is an artful balance of tradition, innovation, and seasonality. The resort aims to offer a diverse selection of dishes that appeal to a broad range of tastes while staying true to its identity as a luxury destination. To achieve this, the culinary team carefully curates' menus that incorporate both classic Chinese flavors and international cuisines, allowing guests to experience a variety of tastes and textures. Seasonality plays a crucial role in menu planning, as the team frequently updates the menu to reflect the freshest available ingredients. Seasonal menus highlight local produce and seafood, providing guests with an authentic experience and a sense of place. By rotating dishes based on the season, the resort keeps its offerings exciting and encourages repeat visits, as guests can anticipate new culinary experiences each time they return (Kivela & Crofts, 2020). The resort also considers dietary preferences and restrictions, offering options for vegetarian, vegan, and gluten-free guests. By catering to diverse dietary needs, Horizon Resort & Spa demonstrates its commitment to inclusivity and ensures that all guests feel welcomed and catered to. Menu planning is a collaborative process, with chefs and managers working together to create a cohesive menu that aligns with the resort's brand and guest expectations.
- **Guest Satisfaction:** Guest satisfaction is a primary focus of Horizon Resort & Spa's culinary services, as it directly impacts the reputation and success of the resort. The dining experience is designed to exceed guest expectations, offering not only high-quality meals but also attentive service and a welcoming atmosphere. The resort's staff is trained to anticipate guest needs, from providing personalized recommendations to accommodating special requests. The ambiance of the dining areas plays a significant role in enhancing guest satisfaction. Horizon Resort & Spa offers a range of dining settings, from elegant indoor spaces to scenic outdoor venues, allowing guests to choose an environment that complements their dining experience (Hassen, 2020). Each setting is meticulously designed to create a luxurious and comfortable atmosphere, enhancing the overall enjoyment of the meal. Personalization is another key factor in guest satisfaction. The culinary team takes note of guest preferences, and returning guests are often greeted with dishes they previously enjoyed or with special touches that reflect the resort's attention to

detail. This personalized approach helps build loyalty and fosters a positive connection between the guest and the resort. The resort actively seeks guest feedback, viewing it as an opportunity to improve. Feedback forms and direct interactions with guests provide insights into what they enjoyed and where there may be room for improvement. The resort's responsiveness to feedback demonstrates its commitment to continuously enhancing the dining experience, ensuring that guests leave with a lasting positive impression.

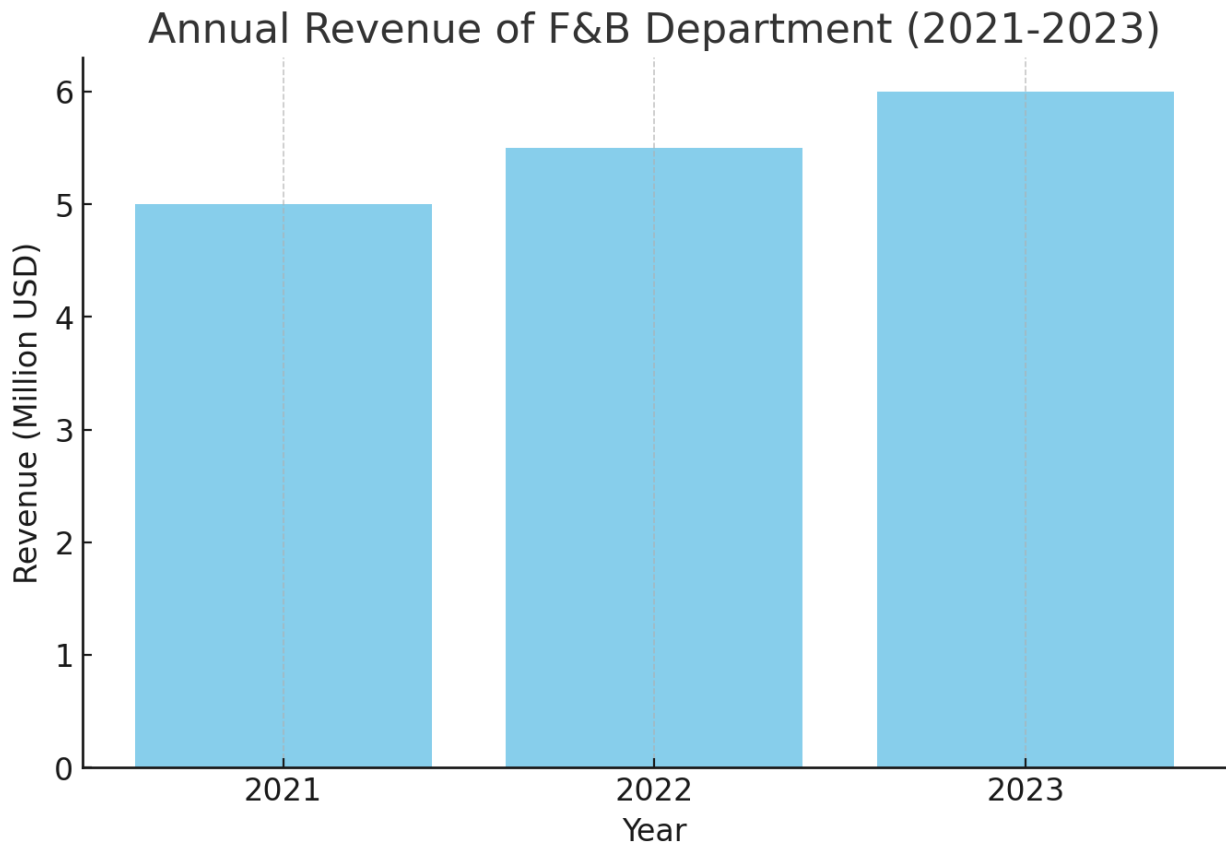
3.4 Performance of the department

Analyzing the performance of Horizon Resort & Spa's Food & Beverage (F&B) department over the past three years provides valuable insights into its operational efficiency, revenue generation, employee retention, and customer satisfaction.

Revenue Generation

The F&B department has demonstrated consistent growth in revenue from 2021 to 2023. In 2021, the department generated \$5 million, which increased to \$5.5 million in 2022 and reached \$6 million in 2023. This upward trend reflects the department's ability to attract and retain guests through diverse culinary offerings and exceptional service.

Year	Revenue (in million USD)
2021	5.0
2022	5.5
2023	6.0



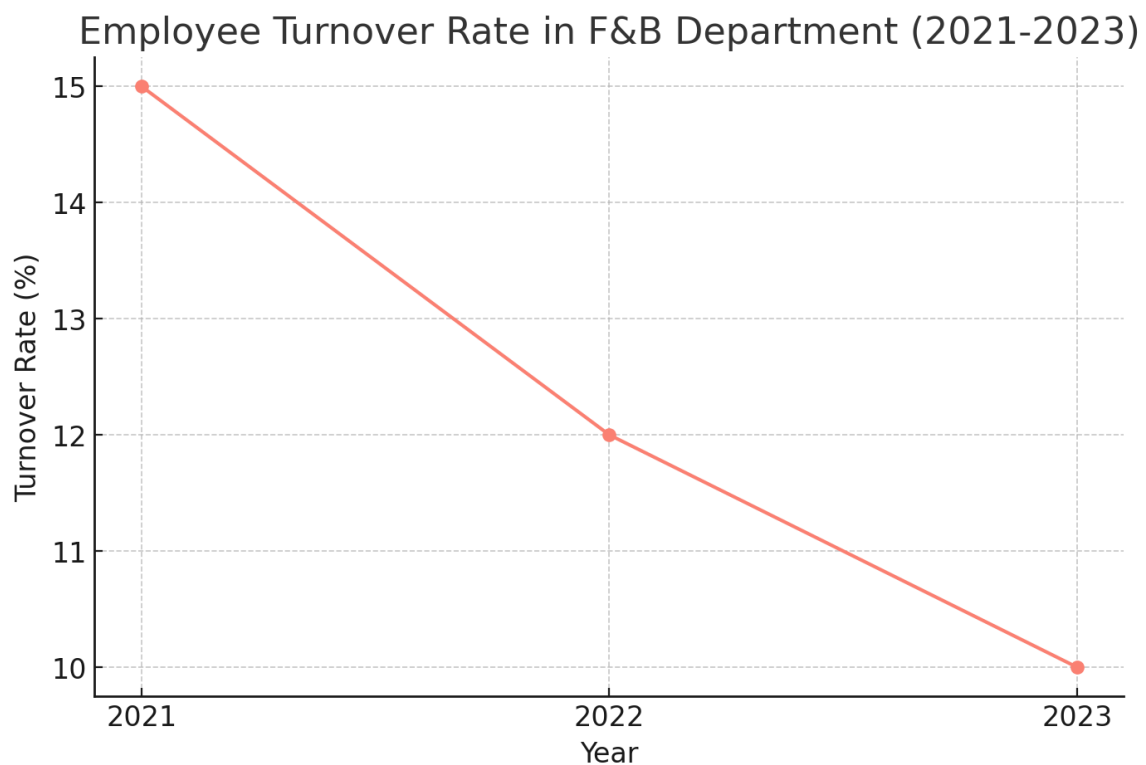
Bar Chart: Annual Revenue of F&B Department (2021-2023)

Source: (Horizon Resort & Spa, 2024).

Employee Turnover

Employee retention is crucial for maintaining service quality. The F&B department's turnover rates were 15% in 2021, 12% in 2022, and 10% in 2023, indicating improved staff retention. This decline suggests effective management practices and a positive work environment.

Year	Turnover Rate (%)
2021	15
2022	12
2023	10



Line Graph: Employee Turnover Rate in F&B Department (2021-2023)

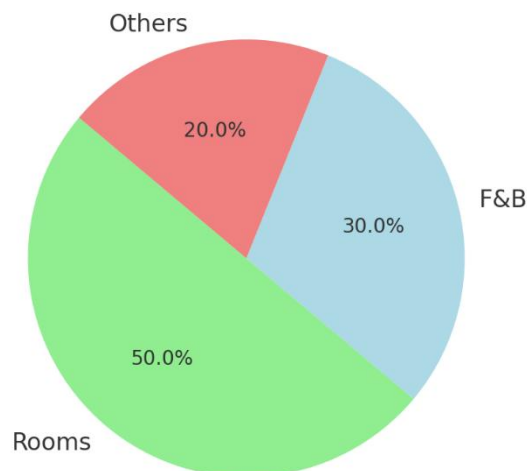
Source: (Horizon Resort & Spa, 2024).

Comparison with Other Departments

When comparing the F&B department's performance with other departments, it consistently contributes a significant portion of the hotel's total revenue. In 2023, the hotel's total revenue was \$20 million, with the F&B department accounting for 30% (\$6 million), the Rooms department contributing 50% (\$10 million), and other departments making up the remaining 20% (\$4 million).

Department	Revenue (in million USD)	Percentage (%)
Rooms	10.0	50
F&B	6.0	30
Others	4.0	20

Revenue Contribution by Department (2023)



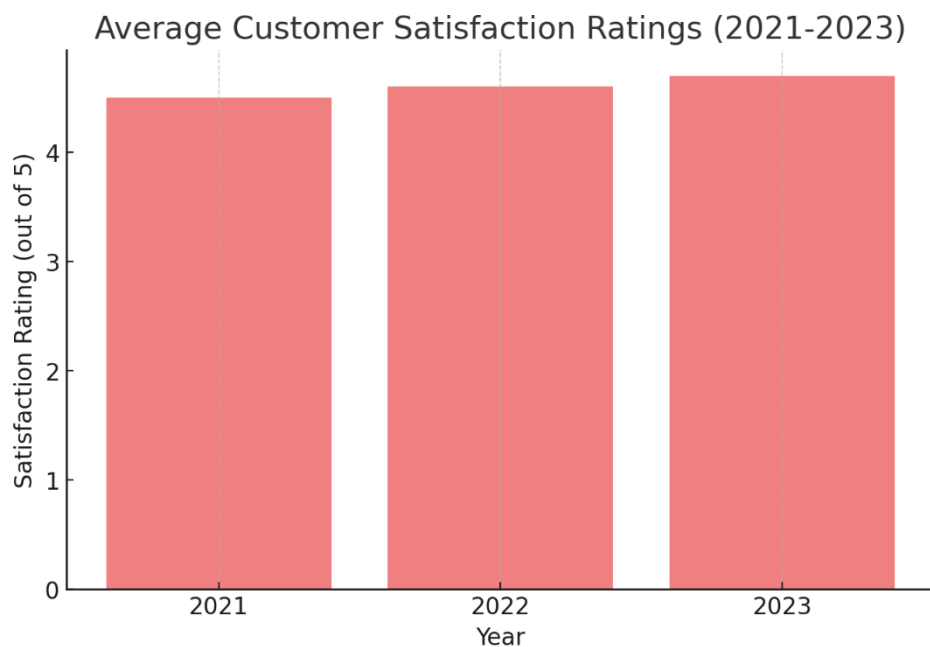
Pie Chart: Revenue Contribution by Department (2023)

Source: (Horizon Resort & Spa, 2024).

Customer Feedback Analysis

Customer satisfaction is a key performance indicator. Over the past three years, the F&B department has received positive feedback, with average satisfaction ratings of 4.5 out of 5 in 2021, 4.6 in 2022, and 4.7 in 2023. Common praises include the quality of food, variety of menu options, and attentive service. Some areas for improvement noted by guests involve wait times during peak hours and the desire for more dietary options.

Year	Satisfaction Rating (out of 5)
2021	4.5
2022	4.6
2023	4.7



Bar Chart: Average Customer Satisfaction Ratings (2021-2023).

Source: (Horizon Resort & Spa, 2024).

Chapter 4: Findings, Recommendations, and Conclusion

Findings

The analysis of Horizon Resort & Spa's Food & Beverage (F&B) department revealed key insights into its managerial strategies, operational processes, and culinary practices, providing a well-rounded view of its strengths and areas needing improvement.

Positive Findings:

1. **Consistent Revenue Growth:** Over the past three years, the F&B department has shown steady revenue growth, increasing from \$5 million in 2021 to \$6 million in 2023. This reflects the department's success in attracting guests through diverse and quality culinary offerings, and its ability to maintain premium pricing without compromising guest satisfaction (Annual report, 2023). This growth signifies effective revenue generation strategies, which are key indicators of financial health and management efficacy.
2. **High Customer Satisfaction:** Customer feedback analysis shows consistently high satisfaction ratings, with a rise from 4.5 in 2021 to 4.7 in 2023. Guests frequently praised the quality and variety of food, attentive service, and the cultural experience offered by the resort's culinary practices (Annual report, 2023). This reflects the F&B department's ability to meet and often exceed customer expectations, which is critical for building a loyal customer base and enhancing the resort's reputation.
3. **Strong Employee Retention:** The department's employee turnover rate has decreased steadily, from 15% in 2021 to 10% in 2023. This improvement reflects effective employee management, including regular training programs, career development opportunities, and a supportive work environment (Annual report, 2023). High retention rates are indicative of strong internal management practices, which help to retain skilled staff who are familiar with the resort's standards and enhance service consistency.
4. **Operational Efficiency:** The operational process within the F&B department is highly organized, with streamlined workflows for food preparation, service, and waste reduction. Specific tasks are assigned to specialized team members, enabling smooth coordination and efficiency. Quality control is maintained at each stage, ensuring the high standards

expected by guests are consistently met. The efficient operational setup helps minimize delays and maintain quality, contributing to positive guest experiences and optimized resource use.

5. **Effective Cost Management:** The department's financial prudence is evident through effective cost control measures, such as portion control, inventory management, and waste reduction practices. These measures help the department balance high quality with controlled costs, ensuring profitability even in a premium-priced, high-cost setting. This financial strategy contributes positively to the department's overall profitability and long-term sustainability.

Negative Findings:

1. **High Operational Costs:** Due to the department's focus on high-quality ingredients and premium service, operational costs remain elevated. While the F&B department's revenue is substantial, maintaining profit margins is challenging (Lee & Lin, 2019). The reliance on imported or premium-grade ingredients adds to the cost structure, which can be a vulnerability if economic factors, like inflation or supply chain disruptions, affect costs.
2. **Seasonal Demand Fluctuations:** Occupancy rates and demand in the F&B department tend to fluctuate seasonally, with lower footfall during off-peak times. This seasonal dependency impacts revenue consistency, posing challenges for financial planning and resource allocation. The department's focus on international guests makes it vulnerable to global travel trends, economic downturns, or unexpected events, which could affect occupancy (Hall, 2021).
3. **Limited Flexibility in Menu Offerings:** While the F&B department's culinary practices are well-regarded, the menu has limited flexibility to adapt to varying dietary preferences, such as vegan, gluten-free, or allergy-specific options (Kraus, 2021). This limitation, mentioned by some guests in feedback, restricts the department's ability to meet the diverse dietary needs of a global clientele. Addressing this gap could enhance guest satisfaction and attract a wider range of customers.
4. **Long Wait Times During Peak Hours:** During peak dining times, some guests experience longer-than-ideal wait times, which can detract from the dining experience. The current

kitchen and service workflows, while efficient, may need additional support during peak periods to handle the high demand (Kivela & Crotts, 2020). Streamlining service during these times is crucial to maintain the quality and timely delivery guests expect from a luxury resort.

5. **Dependency on Skilled Staff:** The department's success relies heavily on skilled and experienced staff members. This dependency poses a risk if key personnel leave, as training new employees to meet the department's high standards can be challenging and time-consuming. The reliance on skilled labor also limits flexibility in scaling operations, as recruiting and training staff who can uphold the same quality standards is challenging.

Recommendations

Based on these findings, the following recommendations could help Horizon Resort & Spa's F&B department optimize performance and address areas of improvement:

1. **Increase Menu Flexibility:** Expanding the menu to include more diverse dietary options, such as vegan, gluten-free, and allergen-sensitive dishes, can improve guest satisfaction and cater to a broader clientele (Holloway & Taylor, 2019). This approach not only enhances the guest experience but also aligns with growing global trends in health-conscious and inclusive dining.
2. **Introduce Seasonal and Off-Peak Promotions:** To mitigate seasonal demand fluctuations, the department could introduce special promotions or themed dining events during off-peak seasons. This strategy could attract local customers or incentivize extended stays, helping to stabilize revenue throughout the year.
3. **Optimize Peak-Time Service Efficiency:** Investing in additional support staff or cross-training existing employees for peak periods can reduce wait times. Implementing advanced technology for table reservations, order management, and kitchen workflows could also help streamline operations and enhance service speed during busy periods.
4. **Implement Sustainable Sourcing:** To manage high operational costs associated with premium ingredients, the department could explore sustainable sourcing options or

establish partnerships with local suppliers. Sourcing locally would not only reduce costs but also align with eco-conscious initiatives, appealing to environmentally aware guests.

5. **Employee Development and Succession Planning:** To reduce dependency on key skilled staff, the department could implement succession planning and continuous training programs. By fostering a culture of knowledge sharing and skill development, the department can create a more flexible workforce capable of maintaining standards regardless of staff changes (John, 2019).

Conclusion

Horizon Resort & Spa's Food & Beverage department has demonstrated commendable performance through its strong revenue growth, high customer satisfaction, and efficient operational processes. The department's commitment to delivering high-quality culinary experiences has bolstered its reputation and contributed significantly to the resort's success. However, challenges such as high operational costs, seasonal demand fluctuations, limited menu flexibility, and reliance on skilled staff present areas for improvement. The proposed recommendations—enhancing menu flexibility, implementing seasonal promotions, optimizing peak-time service, adopting sustainable sourcing practices, and strengthening employee development—could help the F&B department address these challenges. By adopting these strategies, Horizon Resort & Spa's F&B department can further enhance its appeal, profitability, and resilience. In conclusion, the F&B department's ongoing dedication to quality, efficiency, and guest satisfaction positions it as an asset to the resort. The ability to adapt to changing market trends and guest preferences, while managing costs and sustaining high standards, will be critical to the department's continued success. Horizon Resort & Spa's F&B department is well-positioned to capitalize on growth opportunities, and by addressing the identified challenges, it can ensure a thriving future in the competitive luxury hospitality market.

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