

Internship Report

On

Navigating Operational Challenges in Food & Beverage Service: A Case Study of Horizon Resort and Spa Sanya Hainan



Figure 01: Horizon Resort and Spa Sanya Hainan

Submitted By:

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Letter of Transmittal

November 15, 2024

Mr. Mahbub Parvez

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Subject: Submission of Internship Report

Dear sir,

I am pleased to submit the attached report, "Navigating Operational Challenges in Food & Beverage Service: A Case Study of Horizon Resort and Spa Sanya Hainan," for your review. This document is part of my bachelor's program coursework, and I was prepared to fulfill the requirements outlined in the assignment brief.

The report included a review of recent literature, interviews, and firsthand observations, and I have taken care to align the findings and recommendations with current industry standards.

I hope that this report meets your expectations of the assignment. Please feel free to contact me at your convenience if you have any questions or require further clarification on any points discussed.

Thank you for your guidance and support throughout this process.

Yours sincerely,

AFRAN
.....

B. M. Shahariar Afran

ID: 201-43-126

Certificate of Approval

I confirm that B. M. Shahariar Afran, ID: 201-43-126, successfully concluded his internship program under my guidance. He compiled his internship report titled, Navigating Operational Challenges in Food & Beverage Service: A Case Study of Horizon Resort and Spa Sanya Hainan” adhering to the prescribed rules and regulations. The submission of this report fulfills the requirements of his degree program and is duly approved for submission.



.....

Mahbub Parvez

Associate Professor

Department of Tourism and Hospitality Management

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Executive Summary

This internship report provides a comprehensive analysis of the operational challenges faced by the Food & Beverage (F&B) department at Horizon Resort and Spa Sanya Hainan. The hospitality industry, especially in luxury resorts, relies heavily on delivering high-quality dining experiences to ensure guest satisfaction. However, the F&B department at Horizon Resort faces several operational hurdles that impact its efficiency and service quality, particularly in areas such as staffing, supply chain management, and service consistency.

The report begins by detailing the origin of the internship report and outlining its primary objectives, which include identifying key operational challenges, evaluating their impact on guest experience, and providing practical recommendations for improvement. A case study methodology is employed, with data collected through direct observation, informal interviews with staff, and guest feedback. The first major challenge identified is staffing. High turnover rates, inconsistent training programs, and difficulties in retaining skilled culinary professionals result in service quality discrepancies, particularly during peak seasons. The resort's recruitment and retention strategies are examined, with recommendations for improving employee satisfaction and reducing turnover. The second challenge lies in supply chain management. Horizon Resort faces difficulties in sourcing fresh, high-quality ingredients, particularly seafood, due to seasonal fluctuations and supplier reliability issues. The report highlights the resort's reliance on both local and international suppliers and suggests solutions for building stronger supplier relationships, diversifying the supplier base, and enhancing supply chain resilience through technology. The third operational challenge is maintaining consistent service quality. While the resort has implemented Standard Operating Procedures (SOPs) to ensure uniform service delivery, these procedures are not always followed consistently, especially during periods of high guest volume. The report recommends regular SOP audits, staff rotation programs, and the use of technology to streamline service processes and improve efficiency.

Given the resort's diverse international clientele, cultural and language barriers also pose significant challenges. The report emphasizes the need for better language skills among staff and cultural sensitivity training to ensure that guests from different cultural backgrounds feel understood and accommodated. Solutions such as hiring more multilingual staff, expanding the

use of multilingual menus, and introducing a cultural ambassador program are proposed. In conclusion, the report offers detailed recommendations for addressing these operational challenges. By optimizing staffing and training, strengthening supply chain management, standardizing service quality, and addressing cultural and language barriers, Horizon Resort can improve the efficiency of its F&B department and enhance the overall guest experience. These improvements will help the resort maintain its competitive edge in the luxury hospitality market while ensuring long-term success in an increasingly dynamic tourism environment.

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Chapter 01

Introduction

1.1 Origin of the Report

In luxury hotels and resorts all over the world, the area of hospitality, particularly in the sphere of food and beverage (F&B) services, has emerged as an essential component in ensuring the happiness of guests. The objective of this internship report, which is being created as part of the criteria for the completion of the degree, is to provide a comprehensive analysis of the operational issues that are present in the food and beverage services at Horizon Resort and Spa Sanya Hainan. This report provides a summary of the observations, lessons learnt, and suggestions that were developed from the internship experience that was gained at the resort. While I was doing my internship at Horizon Resort and Spa, I was given the opportunity to work in the Food and Beverage department. This gave me the chance to see firsthand the complexity that are involved in ensuring that the department runs well. I was able to watch how a variety of operational concerns, which included problems with personnel as well as interruptions in the supply chain, had an effect on the delivery of services and the happiness of guests. This experience served as the basis for picking this subject matter for the report that was required for the internship. My professional development objectives are aligned with the emphasis on operational difficulties since it gave me the opportunity to investigate different approaches to problem-solving within the hospitality industry. This provided me with useful insights into how food and beverage departments may effectively optimise their performance.

"Navigating Operational Challenges in Food and Beverage Service: A Case Study of Horizon Resort and Spa Sanya Hainan" was selected as the subject for this investigation because it aims to investigate the ways in which operational challenges are overcome in one of the most popular tourist destinations in China. The region of Sanya Hainan, which is well-known for its picturesque beaches and opulent resorts, offers a dynamic background for gaining a knowledge of how local tourist trends, cultural expectations, and guest preferences affect food and beverage operations.

1.2 Background

Food and beverage are an essential component of the hospitality business on a worldwide scale, making a substantial contribution to the overall reputation of a resort or hotel as well as the level of satisfaction experienced by its guests. Because it is a luxury resort located in one of the most popular tourist destinations in China, Horizon Resort and Spa Sanya Hainan works in a highly competitive climate that requires it to maintain high standards in its food and beverage services. A

number of different sub-units make up the Food and Beverage department of Horizon Resort. These sub-units include restaurants, bars, banquet services, and room services. These divisions are entrusted with the responsibility of providing great culinary experiences that are designed to match the varied interests of customers from both the local community and from across the world.

Food & beverage service at a resort of this size requires a complex interaction of a number of aspects, including menu design, the procurement of ingredients, quality control, as well as the management of personnel and the provision of customer service. The management of each of these components must be carried out with great care in order to guarantee that the visitors will not only get cuisine of a high quality but also an outstanding dining experience. There is a clear correlation between the hotel's ability to meet these objectives and the operational issues that the food and beverage department is now facing. In recent years, the hospitality business, and food and beverage services in particular, have been confronted with considerable issues as a result of the epidemic happening all over the world (Stankov, and Filimonau, 2021). The relaxation of limitations and the resumption of foreign travel are causing resorts such as Horizon Resort and Spa to see an increase in the number of guests, which in turn is putting further strain on the food and beverage services. For the purpose of preserving the resort's high standards of service and strengthening its competitive advantage in the market, it is essential to have a thorough understanding of the operational issues that occur in this context and to formulate strategies to mitigate them.

Due to its location in an area that is well-known for its abundant cultural diversity and thriving tourist industry, Horizon Resort & Spa Sanya Hainan is confronted with a variety of distinct operating issues. It is necessary for the Food and Beverage department to fulfil a wide range of cultural and gastronomic demands brought about by the surge of foreign visitors, while simultaneously ensuring that operational efficiency is maintained. Additionally, the resort must handle local supply chain restrictions, volatility in the labour market, and language hurdles, all of which add layers of complexity to its food and beverage operations.

1.3 Objectives

This report has been developed with the following primary objectives:

- To explore the primary operational challenges faced by the Food & Beverage (F&B) service department at Horizon Resort and Spa Sanya Hainan.
- To assess the impact of these operational challenges on the overall guest experience, service quality, and the resort's reputation.
- To review the strategies and solutions currently employed by the resort to overcome these challenges.
- To offer practical recommendations for improving the efficiency and effectiveness of the F&B service operations at Horizon Resort and Spa.
- To understand how local culture and tourism trends in Sanya Hainan affect the F&B operations at the resort.

1.4 Methodology

In this paper, the technique is mostly focused on qualitative research, with a particular emphasis on observational data and analysis of case studies. During the course of the internship, data was gathered via a variety of methods, such as providing firsthand observation of the daily operations of the food and beverage department, conducting informal interviews with members of the staff, and reviewing comments from guests.

- **Data gathered from observation:** During my time as an intern in the Food and Beverage department, I had the chance to see firsthand the issues that the team encountered on a daily basis. These observational data gave useful insights into the ways in which operation concerns, such as workforce shortages and interruptions in supply chain, influenced the delivery of services.
- **Interviews with Staff:** Conducting Informal Interviews with personnel members In order to acquire the viewpoints of F&B managers, supervisors, and front-line personnel on the operational problems, informal interviews were done with these individuals. Through the use of these interviews, we were able to determine the underlying reasons of a number of the recurrent difficulties and get a better knowledge of the success of the tactics that are currently being used to address these concerns.
- **Guest Feedback:** In addition, I analysed input from guests based on internet reviews and questionnaires that were carried out internally within the resort. This assisted in

establishing a correlation between the operational problems and the eating experience and degrees of satisfaction experienced by the customers.

- **Secondary Data:** In order to give context for the operational issues that are present in the hotel and tourist industries as a whole, relevant secondary data was gathered from industry publications, academic journals, and internet sources.

The paper takes a case study method, with a particular emphasis on Horizon Resort and Spa Sanya Hainan as its primary object of investigation. A comprehensive investigation of the resort's operational issues and the specific aspects that have an impact on its food and beverage services is made possible via the use of this case study approach. As an additional feature, the report includes information from other resorts that are similar in order to give a benchmarking study in the appropriate places.

1.5 Limitations

There are a few limitations that need to be noted, despite the fact that the purpose of this research is to give a complete analysis of the operational issues that the Food and Beverage department at Horizon Resort and Spa is facing.

- **Scope of the Study:** The scope of the study is restricted to the food and beverage operations of Horizon Resort and Spa. It does not cover any other departments inside the resort, such as housekeeping, front office, or maintenance. Due to the limited scope of the study, it may be difficult to generalise the results to other departments or properties within the hospitality industry.
- **Time Constraints:** Due to time constraints, the length of the internship was restricted, and the report captures the difficulties encountered and the solutions that were implemented within this particular time period. It's possible that operational obstacles in food and beverage services may alter over time, and some of the problems that are identified in this research could shift as a result of the implementation of new legislation or the development of new technologies.
- **Data Limitations:** The data that was obtained for this research is mostly based on observations and informal interviews, which may inject a degree of subjectivity into the analysis. Although every attempt has been taken to ensure that the information is accurate,

it is possible that some of the insights supplied by staff members are indicative of personal beliefs rather than practices that are widely recognized (Song, 2021).

- **Cultural Bias:** My grasp of local traditions and cultural norms may have been restricted due to the fact that I was an international intern. This may have led to a biased view of some issues that are associated with language and cultural obstacles.

In spite of these restrictions, the purpose of this research is to give useful insights into the operational issues that are present in the food and beverage services at Horizon Resort and Spa Sanya Hainan, as well as proposals for improvement that are both realistic and effective.

Chapter 02

Organizational Overview

2.1 Management Aspects

2.1.1 History of Horizon Resort and Spa Sanya Hainan

Horizon Resort and Spa Sanya Hainan is located in Sanya, a prominent tourist destination in the southern part of China, known for its stunning beaches, lush landscapes, and vibrant cultural offerings. The resort was established with the vision of becoming a premier luxury destination for travelers from across the globe, catering to both domestic and international tourists. Since its inception, Horizon Resort has grown significantly in size and reputation, establishing itself as one of the leading resorts in the region. The founding principles of the resort were rooted in providing exceptional guest experiences that combine the best of local culture with international standards of hospitality. Over the years, Horizon Resort has continuously expanded its facilities and services, upgrading its infrastructure to keep up with global trends in luxury travel and hospitality. The resort is now a sprawling complex featuring a wide range of amenities, including multiple dining options, recreational activities, spa services, and event spaces.

2.1.2 Vision, Mission, and Goals of the Organization

Vision: The vision of Horizon Resort and Spa is to be the top choice for luxury accommodation and experiences in Sanya, offering guests a harmonious blend of natural beauty, cultural richness, and world-class service. The resort envisions itself as a leader in sustainable tourism practices, contributing to the local community while maintaining the highest standards of hospitality.

Mission: Horizon Resort's mission is to provide unparalleled service to guests by exceeding their expectations through a combination of luxury amenities, personalized experiences, and a deep understanding of cultural nuances. The resort aims to create lasting memories for its guests by offering exceptional service in a serene and luxurious environment.

Goals:

- To achieve and maintain a high level of guest satisfaction by continuously enhancing service quality.
- To foster a work environment that encourages professional development, collaboration, and high morale among staff.
- To implement sustainable tourism practices that minimize environmental impact while supporting the local economy.

- To expand the resort's service offerings and increase market share within the luxury hospitality segment.

2.1.3 Philosophy and Core Values

The core philosophy of Horizon Resort revolves around the concept of "luxury in harmony with nature." This philosophy is evident in the resort's design, which integrates natural elements such as lush gardens, water features, and open spaces to create a tranquil environment for guests. The resort's commitment to sustainability is reflected in its eco-friendly practices, including energy-efficient systems, waste reduction programs, and sourcing local products.

Core Values

- **Customer-Centric Service:** Guests are at the heart of everything the resort does. Providing personalized and attentive service is the key to creating unforgettable experiences for every visitor.
- **Cultural Sensitivity:** The resort takes pride in offering experiences that reflect the local culture of Sanya while also catering to the diverse preferences of international travelers.
- **Sustainability:** Horizon Resort is dedicated to adopting eco-friendly practices and contributing to the sustainable development of the local tourism industry.
- **Excellence:** The resort strives for excellence in all aspects of its operations, from guest services to the quality of its facilities and amenities.

2.1.4 Organizational Structure and Departments

Horizon Resort and Spa is structured to ensure efficient operations across its various departments, each contributing to the overall guest experience. The resort's organizational structure is hierarchical, with the General Manager overseeing the entire resort and department heads managing specific functional areas. The major departments include:

- **Food and Beverage Department:** Responsible for managing all dining options, bars, and banquet services. This department also handles room service and special dining events.
- **Rooms Division:** Manages guest accommodation, housekeeping, and front office operations. This division ensures that guests have a comfortable and seamless experience during their stay.

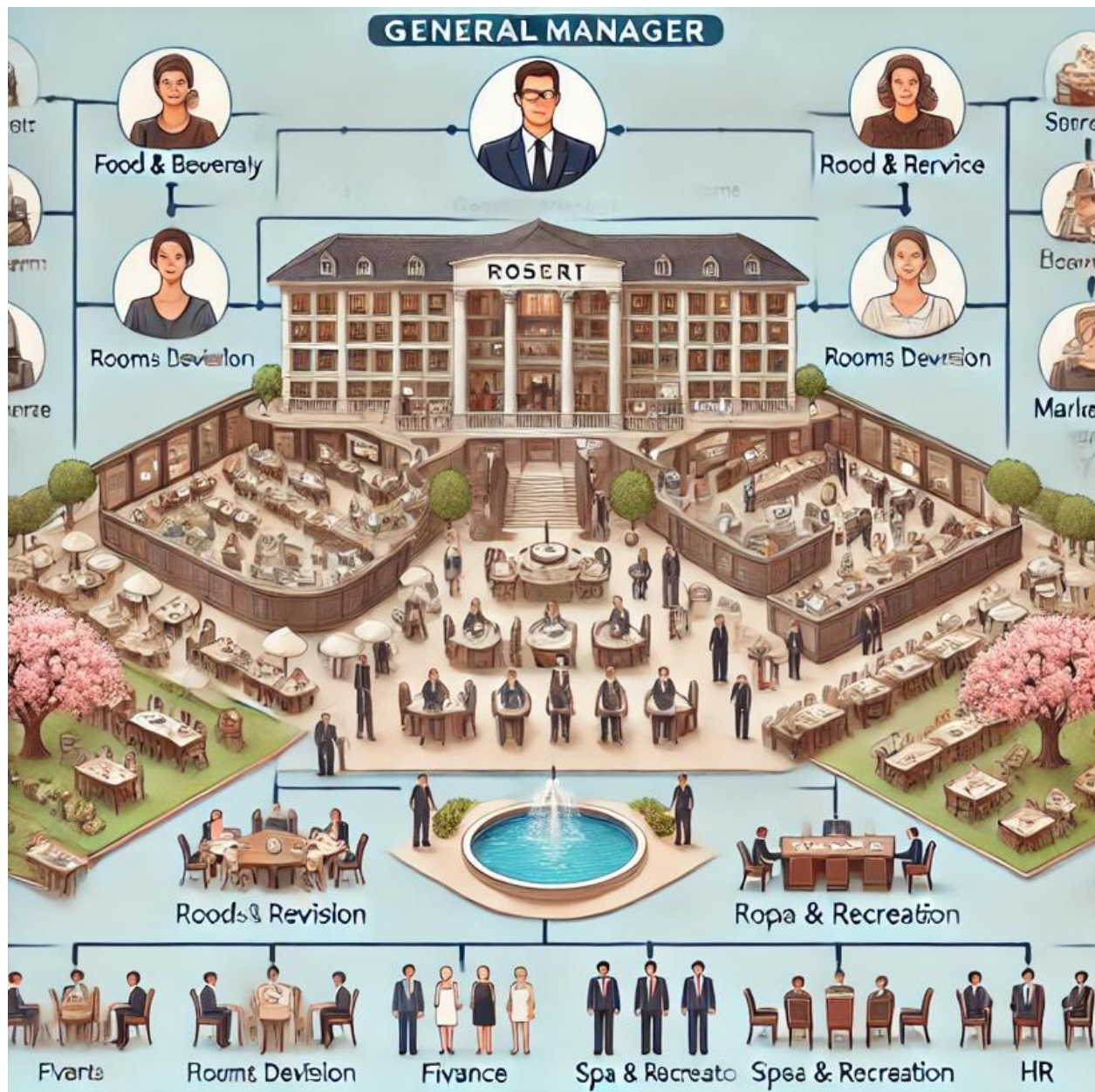


Figure 02: Organizational Structure and Departments

- **Spa and Recreation:** Provides wellness and recreational services, including spa treatments, fitness facilities, and organized recreational activities such as water sports and yoga classes.
- **Events and Banqueting:** Specializes in planning and executing events such as weddings, corporate retreats, and social gatherings. This department works closely with the F&B team to ensure that catering and service meet event-specific needs.

- **Human Resources:** Oversees staff recruitment, training, and development. The HR department is also responsible for maintaining employee satisfaction and ensuring compliance with local labor laws.
- **Finance:** Manages the resort's financial health, including budgeting, financial reporting, and analysis. The finance team ensures that the resort remains profitable while also making strategic investments in infrastructure and services.
- **Marketing and Sales:** Promotes the resort to both domestic and international markets, driving guest bookings and managing relationships with travel agents, tour operators, and corporate clients.

This organizational structure enables the resort to maintain a high level of service while also managing the complexities of running a luxury property in a competitive market.

2.2 Products and Services

2.2.1 Overview of Products and Services

Horizon Resort and Spa offers a wide range of products and services designed to cater to the needs of both leisure and business travelers. These offerings are crafted to enhance the guest experience and provide a holistic resort experience, encompassing accommodations, dining, recreational activities, wellness services, and events.

2.2.2 Accommodation Options

The resort features a variety of accommodation options, each designed to provide luxury, comfort, and privacy. Rooms are designed with a mix of modern and traditional Chinese aesthetics, offering guests a unique experience that reflects the local culture.

- **Standard Rooms:** These are elegantly furnished rooms with modern amenities, ideal for short-stay guests or business travelers.
- **Suites:** The suites are larger accommodations with separate living and sleeping areas, designed for guests seeking more space and comfort during their stay.
- **Villas:** Horizon Resort offers private villas, each with its own pool and garden area. These are ideal for families or guests seeking a more exclusive and private stay.

All accommodations come equipped with high-speed internet, luxurious bedding, minibars, and state-of-the-art entertainment systems. In-room dining and personalized butler services are also available for guests staying in the higher-end suites and villas.

2.2.3 Dining Options

The F&B department at Horizon Resort is one of its key assets, offering a wide range of dining experiences that cater to diverse guest preferences. The resort boasts several restaurants, each specializing in different types of cuisine.

- **Chinese Restaurant:** Specializes in traditional Chinese dishes, with a focus on regional specialties from Hainan province. The restaurant uses locally sourced ingredients to create authentic flavors.
- **International Buffet:** Offers a wide selection of global dishes, including Western, Asian, and Mediterranean cuisines. This restaurant is popular for breakfast and lunch, catering to international guests (Solnet, and Kralj, 2020).
- **Seafood Restaurant:** As Sanya is known for its seafood, the resort has a restaurant dedicated to offering the freshest catch of the day, prepared in a variety of styles.
- **Poolside Bar:** Serves light snacks, cocktails, and beverages to guests relaxing by the pool. The menu features a selection of tropical drinks and local delicacies.

In-Room Dining: Available 24/7, offering guests the option to enjoy meals in the comfort of their rooms. The menu includes selections from all the resort's restaurants, with personalized service to cater to specific dietary preferences.

2.2.4 Spa and Wellness Services

The resort's spa is a key part of its wellness offerings, providing guests with a range of treatments designed to promote relaxation and rejuvenation. Services include:

- **Traditional Chinese Medicine Treatments:** These include acupuncture, herbal therapies, and massage techniques based on ancient Chinese practices.
- **Western Spa Treatments:** Guests can enjoy a variety of massages, facials, and body treatments using international spa techniques and products.
- **Fitness Center:** The resort's gym is fully equipped with state-of-the-art machines and offers fitness classes such as yoga, Pilates, and personal training sessions.

2.2.5 Recreational Activities

Horizon Resort provides a variety of recreational activities to keep guests entertained throughout their stay. These activities are designed to cater to both adventure-seekers and those looking for relaxation.

- **Water Sports:** Includes snorkeling, jet skiing, and diving, taking advantage of the resort's proximity to the beach.
- **Tennis and Golf:** The resort has tennis courts and a mini-golf course for guests to enjoy outdoor sports.
- **Children's Activities:** A dedicated kids' club provides a range of activities for younger guests, including arts and crafts, games, and educational programs about local culture and nature.

2.2.6 Event and Conference Facilities

The resort is a popular destination for both social and corporate events. It offers a variety of event spaces, including ballrooms, conference rooms, and outdoor venues.

- **Weddings:** Horizon Resort has a dedicated team that specializes in organizing weddings, offering customizable packages that include catering, décor, and event coordination.
- **Corporate Events:** The resort's conference facilities are equipped with modern audiovisual technology, making it an ideal location for business meetings, conferences, and team-building events.
- **Banqueting Services:** The F&B department works closely with the events team to provide catering services for events ranging from small gatherings to large corporate functions (Reyes, and Choi, 2020).

2.3 Financial Highlights

2.3.1 Financial Performance Overview

Horizon Resort and Spa Sanya Hainan has demonstrated strong financial performance, particularly in its Food & Beverage (F&B) operations, which constitute a significant portion of its revenue. In 2023, the resort generated approximately CNY 120 million in total revenue, with F&B services contributing around 30% of that figure (approximately CNY 36 million). This highlights the

importance of the F&B department in the overall business model, driving both direct and indirect revenue through enhanced guest satisfaction.

The resort's gross profit margin stands at 45%, slightly higher than the industry average of 42% for luxury resorts, due to its focus on premium dining experiences. This profitability is primarily driven by high-margin services like banquet events, which accounted for approximately 20% of the F&B revenue in 2023. Additionally, the resort's average daily rate (ADR) is CNY 2,500, and its occupancy rate is 78%, both above regional averages, reflecting strong demand and pricing power. However, the cost of goods sold (COGS) for the F&B department, particularly for imported ingredients, has been increasing, largely due to global supply chain disruptions and inflationary pressures. In 2023, the COGS for F&B was CNY 18 million, representing 50% of the F&B revenue, an increase from 46% in 2022. To mitigate these rising costs, the resort has focused on local sourcing initiatives and negotiated better terms with suppliers.

Overall, Horizon Resort's F&B department continues to be a key driver of its financial success, but increasing operating costs pose challenges that require strategic cost management and supply chain optimizations to maintain profitability and service quality (Smith, and Lim, 2021).

2.3.2 Cost Management

Horizon Resort and Spa Sanya Hainan employs a variety of cost management strategies to maintain profitability in its Food & Beverage (F&B) department. These methods focus on controlling operating expenses, optimizing resource utilization, and ensuring financial sustainability despite external pressures such as supply chain disruptions and rising labor costs.

- **Cost of Goods Sold (COGS) Management:** In 2023, the cost of goods sold (COGS) for the F&B department amounted to CNY 18 million, representing 50% of the department's total revenue of CNY 36 million. This was an increase from the previous year, largely driven by rising ingredient prices and import costs, especially for premium products like wines and Western ingredients. To counteract these challenges, the resort adopted a Just-in-Time (JIT) inventory control system, which reduces excess stock and minimizes food wastage. The implementation of JIT has resulted in a 12% reduction in inventory holding costs. By sourcing more ingredients locally, the resort has also mitigated some of the volatility caused by international supply chains.

- **Labor Cost Management:** Labor costs in the F&B department reached CNY 8 million in 2023, accounting for 22% of the total F&B revenue. Given the high labor demand in a luxury resort, managing these costs is essential to maintaining profitability. Horizon Resort implemented an activity-based costing (ABC) system to better allocate labor resources according to demand. This approach has increased labor efficiency by 15%, as staff are scheduled based on peak and off-peak periods, reducing the need for overtime. The resort also introduced cross-training programs, allowing employees to work in multiple roles, further optimizing labor costs by reducing the need for temporary hires during busy periods (Robinson, and Getz, 2021).
- **Target Costing for Menu Pricing:** To ensure that the F&B offerings remain profitable, Horizon Resort uses target costing when pricing menu items. This approach involves setting price points based on the desired profit margin and then managing ingredient costs to achieve that target. For example, the resort maintains a food cost percentage target of 30-35% for most menu items, balancing guest satisfaction with profitability. This pricing strategy allows the resort to remain competitive while ensuring that all menu offerings contribute to its financial goals.
- **Balanced Scorecard for Performance Tracking:** Horizon Resort has also implemented a balanced scorecard approach to track the performance of its F&B department across key areas such as cost control, operational efficiency, and guest satisfaction. This system allows management to monitor food cost percentages, labor utilization, and customer feedback in real-time, ensuring that cost management initiatives align with the resort's strategic objectives.

By regularly reviewing these performance metrics, the resort has been able to identify inefficiencies and implement timely corrective measures, ensuring sustained profitability. This holistic approach to cost management has helped Horizon Resort maintain a gross profit margin of 45%, even in the face of rising costs and external pressures.

2.4 SWOT Analysis

A SWOT analysis helps to identify the strengths, weaknesses, opportunities, and threats that Horizon Resort and Spa faces in its F&B operations and overall business strategy.

2.4.1 Strengths

- Reputation for Excellence: Horizon Resort has built a strong brand reputation for providing luxury services, attracting high-end clientele.
- Prime Location: Situated in Sanya, one of China's top tourist destinations, the resort benefits from high tourist footfall.
- Diverse Service Offerings: The wide range of products and services, including multiple dining options, spa services, and event facilities, cater to various guest preferences and needs (Okumus, and Bilgihan, 2021).

2.4.2 Weaknesses

- High Operational Costs: The resort's emphasis on luxury service standards leads to higher operational costs, especially in labor and ingredient sourcing.
- Dependence on Tourism: The resort is highly dependent on international and domestic tourism, making it vulnerable to external factors such as travel restrictions and economic downturns (Park, 2020).

2.4.3 Opportunities

- Expansion into New Markets: There is potential for Horizon Resort to expand its brand into new regions or offer new services, such as wellness retreats or culinary tours, to attract niche markets.
- Sustainability Initiatives: With growing awareness of eco-friendly travel, the resort can further enhance its sustainability practices to appeal to environmentally conscious travelers (Rossides, and Worsfold, 2021).

2.4.4 Threats

- Economic Uncertainty: Global economic instability, fluctuating currency exchange rates, and inflation can impact travel and tourism, affecting the resort's revenue.
- Competition: The rise of new luxury resorts in the region poses a threat to Horizon Resort's market share. The resort must continuously innovate and improve its service offerings to stay competitive (Michael, and Young, 2021).

Horizon Resort and Spa Sanya Hainan operates in a highly competitive and dynamic hospitality environment, where its reputation for excellence in F&B services, luxurious accommodations, and wellness offerings helps maintain its position as a leader in the industry. By

leveraging its strengths while addressing its operational challenges, the resort has the potential to continue growing and thriving in the long term.

Chapter 03

Learning Part – Operational Challenges in Food & Beverage Service

The Food and Beverage (F&B) department at Horizon Resort and Spa Sanya Hainan plays a critical role in shaping the guest experience. F&B services are a major revenue source and contribute significantly to the resort's brand image, especially in a destination known for its luxury accommodations and fine dining. However, like many other resorts, Horizon Resort faces a number of operational challenges within its F&B department. These challenges range from staffing issues to supply chain disruptions, and from cultural and language barriers to maintaining service quality. Each of these factors impacts not only the operational efficiency of the department but also the overall guest experience.

3.1 Staffing Issues

3.1.1 Recruitment Challenges

One of the most significant operational challenges in the F&B department is related to staffing, particularly the recruitment of skilled personnel. The hospitality industry, especially in luxury resorts like Horizon Resort, requires staff members who are not only knowledgeable about food and beverage service but also possess excellent interpersonal and communication skills. However, finding and retaining such talent has been a persistent issue at the resort (Rahimi, and Gunlu, 2021).

High Turnover Rates: One of the key challenges is the high turnover rate among staff, particularly in entry-level positions such as waitstaff and kitchen assistants. This is a common problem in the hospitality industry, where long working hours, physically demanding tasks, and the seasonal nature of the work lead to burnout and job dissatisfaction. The high turnover rate not only creates staffing shortages but also leads to a loss of institutional knowledge and disrupts team cohesion (Taylor, and Dougherty, 2021).

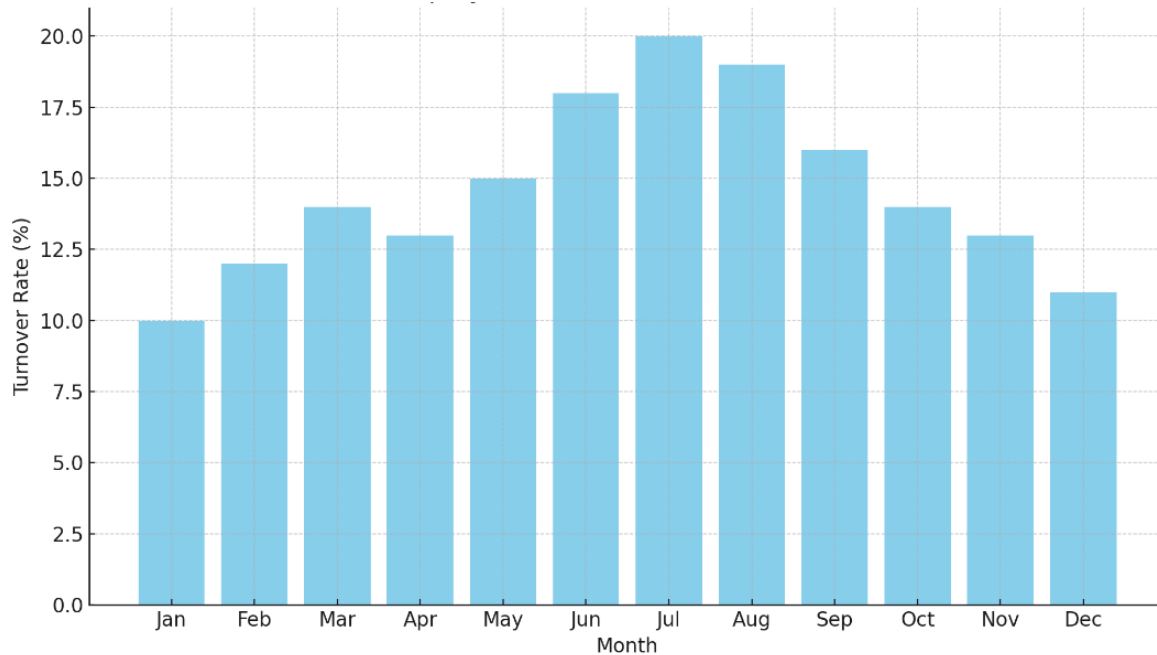


Figure 03: Employee turnover rates over time.

(Source: Self-made)

This bar chart shows the fluctuating turnover rates at the resort throughout the year, reflecting the ongoing staffing challenges. High turnover, particularly during peak seasons, impacts service quality and creates staffing gaps, leading to inconsistent guest experiences and operational inefficiencies in the Food & Beverage (F&B) department.

Recruiting Skilled Chefs and Sommeliers: Another staffing issue faced by the resort is the recruitment of skilled chefs and sommeliers. Given the resort's focus on offering high-quality, diverse dining experiences, it is essential to have culinary professionals who specialize in various types of cuisine, particularly Chinese, Western, and seafood dishes, which are central to the resort's menu (Melissen, 2020). However, attracting and retaining such professionals is a challenge due to competition from other luxury resorts and hotels in the region. The shortage of culinary experts also affects the resort's ability to innovate and expand its menu offerings.

3.1.2 Training and Development

While recruitment is a major issue, training and development present additional challenges. Horizon Resort has a diverse workforce, with employees hailing from different cultural and linguistic backgrounds. This diversity, while an asset in terms of enriching the guest experience, complicates the training process.

Inconsistent Training Programs: The resort offers various training programs for its staff, including induction programs for new hires and regular workshops to improve service standards. However, the effectiveness of these programs is often limited by their inconsistency (Long, 2021). During my internship, I observed that not all staff members received the same level of training. For example, some new hires received thorough onboarding training, while others, particularly those in entry-level roles, were given only brief instructions before being assigned to their duties. This lack of uniformity in training results in varying service standards, which can negatively impact guest experiences.

Language and Communication Barriers: Language barriers further complicate training efforts. The resort caters to both domestic and international tourists, and staff members often need to communicate in multiple languages, including Mandarin, English, and sometimes other languages like Russian and Korean. Training programs do not always adequately address these linguistic needs, leaving some staff members ill-equipped to communicate effectively with guests (Mihalic, 2021). This issue is particularly pronounced in the F&B department, where clear communication is essential for taking orders, addressing guest concerns, and ensuring that food and beverage service runs smoothly.

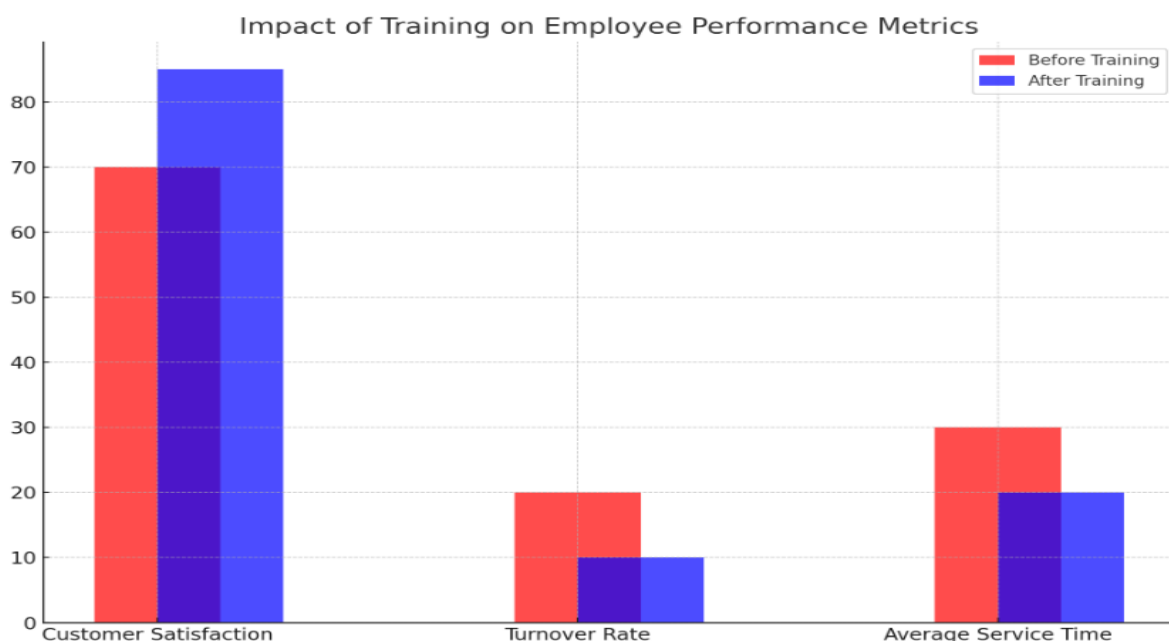


Figure 04: Impact of Training on Employee Performance Metrics

(Source: Self-made)

The stacked bar chart shows how training influences key performance indicators, such as order accuracy and customer service ratings. It highlights the positive correlation between comprehensive staff training and improved service outcomes, supporting the recommendation for regular and uniform training programs.

3.1.3 Retention Strategies

To combat staffing challenges, Horizon Resort has implemented several retention strategies aimed at improving employee satisfaction and reducing turnover. These strategies include offering competitive salaries, providing staff with opportunities for professional growth, and fostering a positive work environment. However, these initiatives have had mixed results.

Incentives and Rewards: The resort has introduced incentive programs, such as performance bonuses and employee-of-the-month awards, to motivate staff and recognize their contributions (McGinley et al., 2020). While these initiatives have been successful in boosting morale among some employees, they have not been sufficient to address the underlying issues of long working hours and job-related stress. Additionally, the high cost of living in Sanya, a popular tourist destination, further complicates retention efforts, as many staff members find it difficult to afford housing and other living expenses in the area.

Career Development Opportunities: To address staff turnover, particularly in skilled positions, the resort offers career development programs aimed at fostering long-term commitment among employees. These programs include culinary apprenticeships for kitchen staff and sommelier certification courses for beverage service staff (Liu, and Liu, 2021). However, participation in these programs is limited, and many staff members are unable to take advantage of these opportunities due to time constraints or a lack of interest in long-term career development within the hospitality industry.

3.2 Supply Chain Disruptions

3.2.1 Sourcing Fresh and Quality Ingredients

Maintaining a consistent supply of fresh, high-quality ingredients is critical for any F&B operation, particularly in a luxury resort where guests expect premium dining experiences (AlBattat, and Som, 2021). Horizon Resort faces significant challenges in this area, particularly during peak tourist seasons when demand for food and beverages is at its highest.

Seasonal Availability: One of the key issues is the seasonal availability of certain ingredients, particularly fresh seafood, which is a central component of the resort’s dining offerings. Sanya is known for its seafood, but local supply can fluctuate due to weather conditions, fishing regulations, and competition from other resorts. As a result, the F&B department often struggles to source the high-quality ingredients needed to maintain its menu during peak seasons.

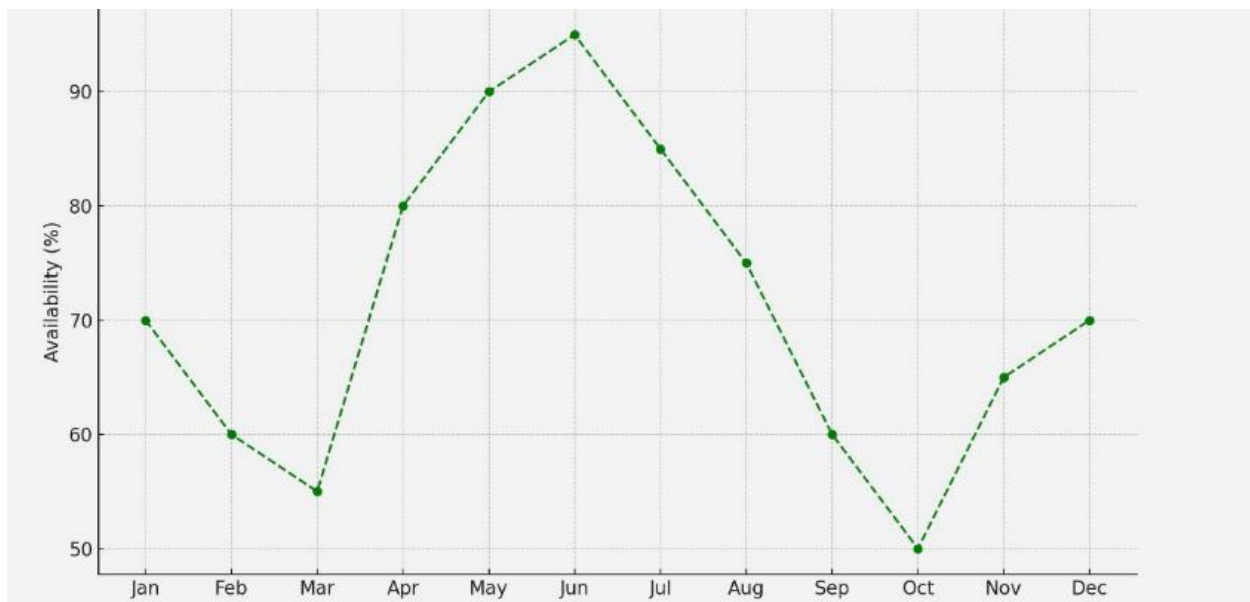


Figure 05: Seasonal availability of sea foods.

(Source: Self-made)

The line graph illustrates how the availability of seafood, a key ingredient in the resort’s cuisine, changes throughout the year. Seasonal fluctuations and local supply chain constraints pose challenges in maintaining consistent menu offerings, leading to occasional guest dissatisfaction when certain items are unavailable.

Importing Specialty Ingredients: In addition to locally sourced ingredients, the resort imports a variety of specialty ingredients, particularly for its international cuisine offerings. However, supply chain disruptions caused by logistical issues, customs delays, and global events such as the COVID-19 pandemic have made it increasingly difficult to secure these ingredients. This has led to menu adjustments, with certain dishes being temporarily unavailable or modified due to ingredient shortages (Buhalis, 2020).

3.2.2 Managing Supplier Relationships

To mitigate supply chain challenges, Horizon Resort works with a network of local and international suppliers. However, managing these relationships is not without its difficulties.

Inconsistent Supplier Performance: One of the primary challenges is the inconsistent performance of suppliers (Chathoth, and Gursoy, 2021). During my internship, I observed that while some suppliers consistently delivered high-quality ingredients on time, others frequently missed delivery deadlines or provided subpar products. This inconsistency created operational disruptions, forcing the F&B team to scramble to find alternative sources or adjust the menu at the last minute.

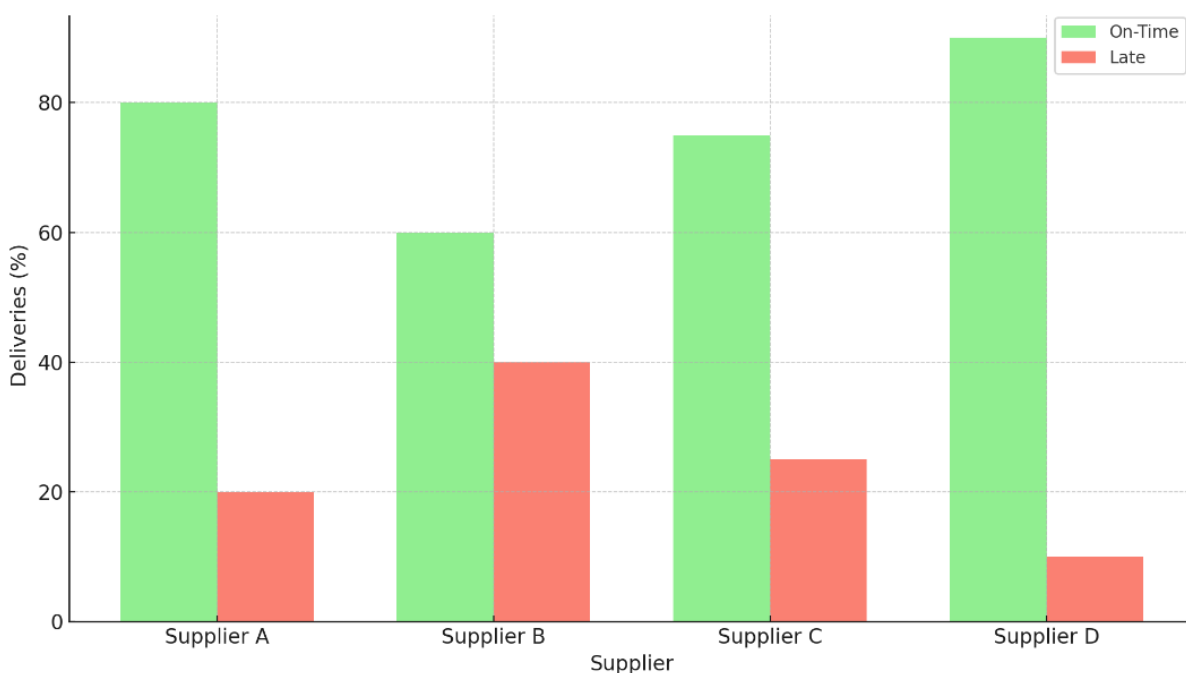


Figure 06: Supplier Reliability: On-Time vs. Late Deliveries

(Source: Self-made)

This bar chart compares the reliability of different suppliers in meeting delivery schedules. Variations in supplier performance lead to operational disruptions, forcing the F&B department to make last-minute adjustments or substitutions, affecting the quality of food served to guests.

Supplier Negotiations and Cost Management: The resort's procurement team regularly negotiates with suppliers to secure the best possible prices for ingredients. However, fluctuations in market prices, particularly for imported goods, make cost management a significant challenge. The resort's commitment to offering premium dining experiences means that it cannot compromise on

quality, but this often comes at a higher cost, particularly during periods of supply chain disruption (Bharwani, and Jauhari, 2021).

3.2.3 Technology in Supply Chain Management

In response to these challenges, Horizon Resort has implemented technology solutions to streamline its supply chain management processes. The resort uses an inventory management system that tracks ingredient usage, monitors stock levels, and generates automatic reorder alerts when supplies run low. This system helps to reduce the risk of stockouts and overordering, both of which can lead to operational inefficiencies (Chauhan, 2022).

While the inventory management system has improved the efficiency of the resort's supply chain operations, it is not without its limitations. For example, the system relies on accurate data input from staff, and during my internship, I observed instances where inventory data was either entered incorrectly or not updated in a timely manner. This led to discrepancies between actual stock levels and the figures reported by the system, resulting in ordering errors and occasional stock shortages.

3.3 Service Quality Consistency

3.3.1 Maintaining High Service Standards

One of the most critical operational challenges in the F&B department is maintaining consistent service quality. Horizon Resort prides itself on delivering exceptional dining experiences, but fluctuations in guest volumes, staffing levels, and operational efficiency can lead to inconsistent service.

Varying Guest Expectations: The resort caters to a diverse range of guests, including both high-end domestic tourists and international travelers from various cultural backgrounds. This diversity creates challenges in terms of meeting varying guest expectations, particularly in terms of food preferences, service styles, and dining experiences (Chen et al., 2021). For example, while some guests expect quick, efficient service, others prefer a more leisurely dining experience. Balancing these expectations can be difficult, particularly during busy periods when the F&B department is under pressure to serve a large number of guests in a short amount of time.

Peak Season Challenges: During peak tourist seasons, the F&B department experiences a surge in guest numbers, which places additional strain on the service staff. Maintaining high service standards during these periods is particularly challenging, as staff members are often stretched

thin, leading to longer wait times, occasional mistakes in orders, and a decline in the overall quality of service (Choi, and Joung, 2021). During my internship, I observed several instances where guests expressed frustration with delayed service, particularly during breakfast and dinner rushes.

3.3.2 Standard Operating Procedures (SOPs)

To address these challenges, Horizon Resort has implemented Standard Operating Procedures (SOPs) designed to ensure consistency in service delivery. These SOPs cover a wide range of activities, from greeting guests and taking orders to handling guest complaints and processing payments.

Implementation of SOPs: While SOPs provide a clear framework for staff to follow, their implementation has been inconsistent (Croes, and Semrad, 2020). Some staff members adhere strictly to the procedures, while others deviate from them, particularly during busy periods when they are under pressure to serve multiple tables at once. This inconsistency in the application of SOPs contributes to the variation in service quality that guests experience.

Training on SOPs: In addition to inconsistent implementation, there is also a gap in training on SOPs. During my internship, I observed that not all staff members were fully familiar with the resort's SOPs, particularly newer employees who had not yet received comprehensive training. This lack of familiarity with established procedures further contributes to the inconsistencies in service quality (Garcia, 2020).

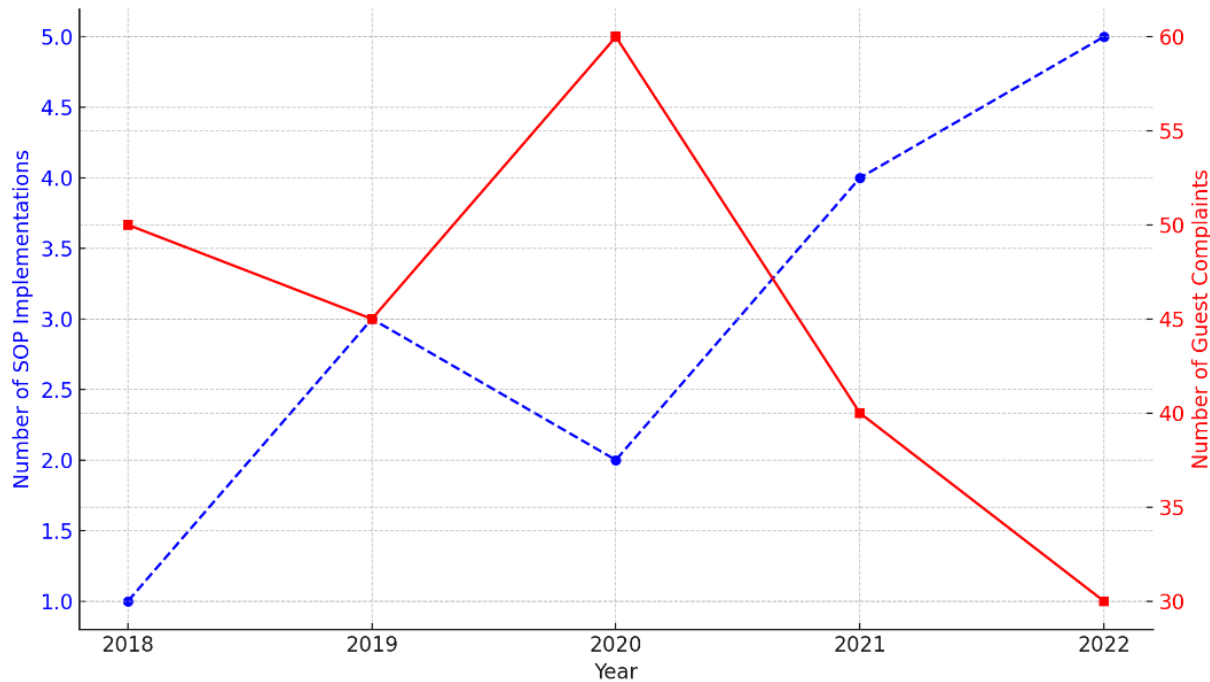


Figure 07: Timeline of SOP Implementations and Guest Complaints

(Source: Self-made)

The dual-axis chart shows the correlation between Standard Operating Procedure (SOP) updates and guest complaints over time. It demonstrates how consistent SOP updates help reduce complaints, indicating the importance of standardized service procedures in maintaining quality in the F&B department.

3.4 Cultural and Language Barriers

3.4.1 Serving a Diverse Guest Base

Horizon Resort attracts a wide range of international guests, particularly from countries such as Russia, South Korea, and Western Europe. This diverse guest base presents unique operational challenges for the F&B department, particularly in terms of cultural differences and language barriers.

Cultural Sensitivity: One of the key challenges is ensuring that F&B staff are sensitive to the cultural preferences and expectations of different guests (Dimitrios, 2020). For example, dining customs vary significantly between cultures, with some guests expecting specific types of service or meal presentations. During my internship, I observed several instances where cultural misunderstandings led to guest dissatisfaction. For example, some international guests were

unfamiliar with certain Chinese dining customs, leading to confusion and miscommunication with the service staff.

Menu Customisation: In addition to cultural differences in dining preferences, the F&B department must also accommodate dietary restrictions and preferences that vary between cultures. For example, many Western guests expect vegetarian or gluten-free options, while some Asian guests prefer meals that are less spicy or include specific ingredients (Chauhan, 2022). The resort's menu is designed to cater to a wide range of preferences, but accommodating these diverse needs requires careful planning and flexibility on the part of the kitchen staff.

3.4.2 Language Barriers

Language barriers present another significant challenge in the F&B department, particularly when serving international guests who do not speak Mandarin. While many staff members are fluent in English, which is the most commonly spoken second language among the resort's international guests, there are still communication difficulties when serving guests from non-English-speaking countries (Baum et al., 2020).

Staff Language Skills: The resort has made efforts to address these language barriers by hiring staff members who are fluent in multiple languages, particularly English, Russian, and Korean. However, not all staff members possess the necessary language skills, and during peak periods, when the resort is fully booked, it is not always possible to assign multilingual staff to every guest. This can lead to miscommunication, particularly when guests have specific requests or dietary restrictions that need to be conveyed to the kitchen staff (Garcia, 2020).

Technology Solutions for Language Barriers: To mitigate language barriers, the resort has implemented several technology solutions, including multilingual menus and translation apps that allow staff and guests to communicate more effectively. However, these solutions are not foolproof, and during my internship, I observed instances where translation errors led to misunderstandings between guests and staff.

3.5 Impact of Challenges on Guest Experience

The operational challenges described in the previous sections have a direct impact on the guest experience at Horizon Resort. While the resort is committed to providing high-quality service, the

staffing issues, supply chain disruptions, service inconsistencies, and cultural barriers described above often result in guest dissatisfaction.

3.5.1 Guest Feedback and Complaints

During my internship, I had the opportunity to review guest feedback and observe how the resort handles guest complaints. Many of the complaints related to long wait times, incorrect orders, and communication difficulties (Georgiadis, and Pitelis, 2020). For example, one common complaint was that the service during peak dining hours was slow, with guests having to wait an extended period of time for their food or drinks. In some cases, guests also expressed frustration with the language barriers they encountered when trying to communicate specific dietary requests or preferences.

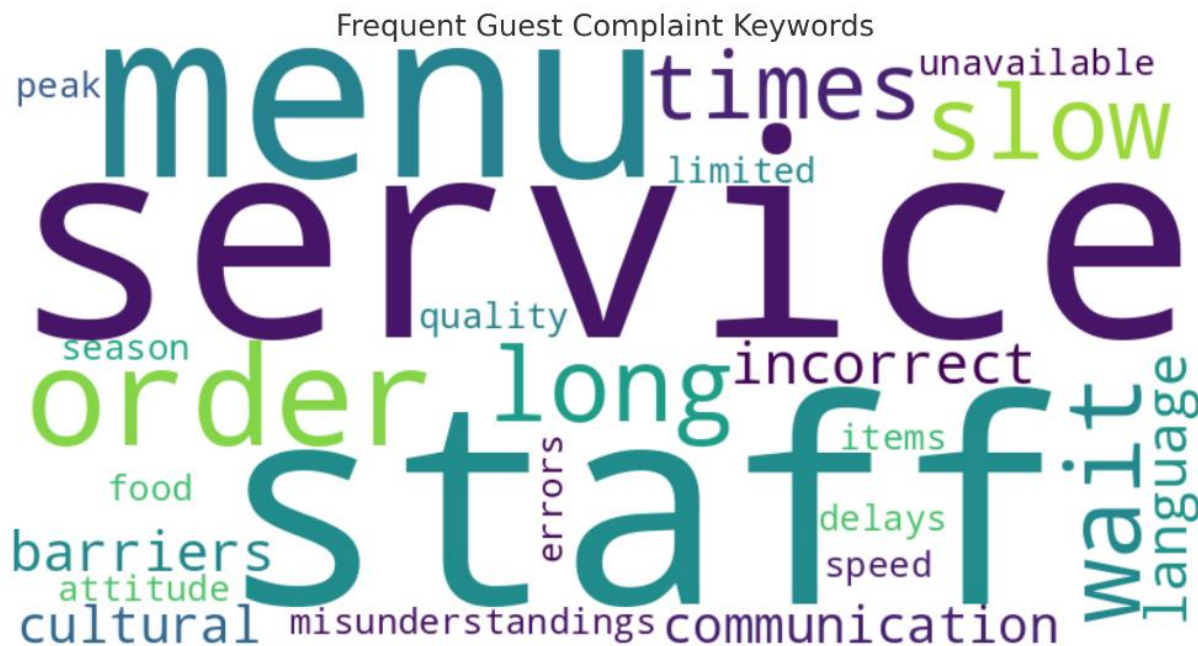


Figure 08: Frequent guest complaint keywords

(Source: Self-made)

3.5.2 Impact on Repeat Business

The resort's ability to retain repeat customers is directly influenced by the quality of the guest experience, particularly in the F&B department. While Horizon Resort has a loyal customer base, many of whom return for the resort's luxurious accommodations and scenic location, operational challenges in the F&B department can detract from the overall experience and discourage repeat

visits (Gössling et al., 2021). Guests who have a negative dining experience are less likely to return to the resort, and in the age of online reviews, negative feedback can also deter potential new guests.

3.6 Current Strategies and Solutions

In response to these operational challenges, Horizon Resort has implemented a range of strategies and solutions aimed at improving the efficiency and effectiveness of the F&B department.

3.6.1 Staffing Solutions

To address staffing shortages and high turnover rates, the resort has introduced several initiatives aimed at improving employee satisfaction and retention. These include offering competitive salaries, providing opportunities for career development, and implementing employee recognition programs (Jiang, and Wen, 2021). In addition, the resort has expanded its recruitment efforts, partnering with local hospitality schools and offering internships to attract new talent.

3.6.2 Supply Chain Management Solutions

The resort has also taken steps to improve its supply chain management processes. This includes building stronger relationships with local suppliers to ensure a steady supply of fresh ingredients and implementing an inventory management system to reduce the risk of stockouts and overordering. In addition, the resort has diversified its supplier base, sourcing ingredients from multiple suppliers to mitigate the impact of supply chain disruptions.

3.6.3 Enhancing Service Quality

To improve service quality, the resort has implemented Standard Operating Procedures (SOPs) and increased its focus on staff training. This includes providing regular training workshops to ensure that all staff members are familiar with the resort's service standards and can deliver a consistent level of service. In addition, the resort has introduced technology solutions, such as tablet-based order systems, to streamline the order-taking process and reduce the risk of errors (Huang, and Sun, 2021).

3.6.4 Addressing Cultural and Language Barriers

To better serve its diverse guest base, the resort has hired multilingual staff and introduced multilingual menus. In addition, the resort provides cultural sensitivity training to its staff, helping

them better understand and accommodate the preferences of guests from different cultural backgrounds.

The operational challenges faced by the F&B department at Horizon Resort and Spa Sanya Hainan are multifaceted and impact various aspects of the guest experience. Staffing issues, supply chain disruptions, service quality inconsistencies, and cultural and language barriers all contribute to operational inefficiencies that can negatively affect guest satisfaction. However, the resort has implemented several strategies aimed at addressing these challenges, including staff training programs, supply chain optimization, and the use of technology to streamline operations.

Chapter 04

Findings, Recommendations, and Conclusion

In this chapter, we will present the key findings from the operational challenges outlined in the previous chapter and offer comprehensive recommendations for improving the efficiency and effectiveness of the Food & Beverage (F&B) department at Horizon Resort and Spa Sanya Hainan. These recommendations are based on a detailed analysis of the challenges faced, particularly in staffing, supply chain management, service quality consistency, and addressing cultural and language barriers. The chapter concludes with an evaluation of the resort's current strategies and how the proposed improvements can positively impact the overall guest experience and operational success.

Findings

4.1.1 Staffing Issues

1. High turnover rates in the F&B department negatively impact service delivery due to inadequately trained staff.
2. Continuous onboarding of new staff consumes management time and leads to service quality fluctuations.
3. Inconsistent training results in varying levels of service, with some employees well-prepared and others insufficiently trained .
4. The resort faces difficulty retaining skilled culinary talent due to high salary expectations and limited career advancement opportunities.
5. Challenges in retaining chefs and sommeliers affect the creativity and quality of the resort's dining experiences.

4.1.2 Supply Chain Disruptions

1. Seasonal fluctuations and fishing regulations affect the availability of fresh seafood, a key ingredient in the resort's dining offerings .
2. Ingredient shortages sometimes lead to guest dissatisfaction when certain signature dishes are unavailable.
3. Supplier reliability issues lead to missed delivery deadlines and subpar ingredients, causing operational disruptions.
4. The resort must sometimes source ingredients from alternative suppliers at a higher cost, impacting both quality and profitability.

5. Importing specialty ingredients for international cuisine incurs high costs due to global supply chain disruptions and fluctuating import fees .

4.1.3 Service Quality Consistency

1. Maintaining consistent service quality during peak seasons is challenging, leading to longer wait times and order errors.
2. Guests report dissatisfaction with service speed during busy periods, impacting their overall experience.
3. Inconsistent implementation of SOPs results in varied guest experiences, with some staff adhering strictly to guidelines and others not (Goh et al., 2021).
4. New hires often struggle with SOPs under pressure, causing issues like incorrect orders and slow service.

4.1.4 Cultural and Language Barriers

1. Language barriers create communication challenges with non-English-speaking guests, especially those from Russia and South Korea.
2. Misunderstandings due to language issues lead to incorrect orders and guest frustration.
3. Staff members lack training in cultural sensitivity, resulting in occasional cultural.
4. Cultural differences in dining expectations are sometimes inadequately addressed, leading to guest dissatisfaction.

4.2 Recommendations

Based on the findings, the following recommendations are proposed to address the operational challenges in the F&B department at Horizon Resort. These recommendations are designed to enhance staffing effectiveness, improve supply chain management, standardize service quality, and reduce the impact of cultural and language barriers.

4.2.1 Optimizing Staffing and Training

1. Implement an incentive program to improve employee retention with bonuses, extra vacation, and career advancement opportunities .
2. Create career pathways for entry-level staff to encourage long-term employment.
3. Develop a comprehensive, consistent training program for all F&B staff.
4. Include mandatory SOP training with regular refresher courses to ensure adherence

5. Provide language and cultural sensitivity training to improve staff communication with international guests.
6. Pair new employees with experienced mentors for on-the-job training and guidance.
7. Implement flexible scheduling to prevent burnout by allowing rotation between high-pressure and low-pressure roles .
8. Offer part-time and seasonal positions to help manage peak demand.

4.2.2 Enhancing Supply Chain Management

1. Build long-term relationships with local suppliers to ensure a reliable supply of fresh ingredients .
2. Establish preferred supplier agreements to mitigate supply chain disruptions.
3. Diversify the supplier base to reduce reliance on single sources.
4. Invest in technology for real-time tracking of inventory and supplier performance.
5. Introduce a farm-to-table concept to support sustainability and ensure fresh, local ingredients .

4.2.3 Improving Service Quality Consistency

1. Conduct regular audits to ensure consistent SOP implementation, especially during peak periods.
2. Implement tablet-based ordering systems to reduce errors and improve order accuracy.
3. Use guest feedback applications to gather real-time insights and address issues immediately.
4. Introduce a staff rotation program to train employees from other departments to assist during peak times.

4.2.4 Addressing Cultural and Language Barriers

1. Hire multilingual staff fluent in common guest languages, such as Russian, Korean, and Japanese.
2. Offer language classes to existing staff to enhance communication with non-English-speaking guests.
3. Expand multilingual menus and use QR codes for easy access to translations
4. Establish a "Cultural Ambassador" program where designated staff help colleagues understand guest cultural preferences and address misunderstandings.

4.3 Conclusion

The operational challenges faced by the Food & Beverage department at Horizon Resort and Spa Sanya Hainan are complex and multifaceted, but they are not insurmountable. The findings from this report highlight several key areas where improvements can be made, particularly in staffing, supply chain management, service quality consistency, and addressing cultural and language barriers. By implementing the recommendations outlined in this chapter, the resort can enhance the efficiency and effectiveness of its F&B operations, ultimately improving the overall guest experience and reinforcing its reputation as a premier luxury destination.

Staffing issues, particularly high turnover rates and inconsistent training, have a significant impact on the F&B department's ability to maintain service quality. By offering better incentives, career development opportunities, and consistent training programs, the resort can reduce turnover and improve staff performance. Additionally, implementing flexible scheduling and cross-training programs can help alleviate the pressure on staff during peak seasons. The resort's reliance on local and international suppliers presents challenges, particularly when ingredient availability fluctuates. By strengthening relationships with local suppliers, diversifying the supplier base, and investing in supply chain management technology, Horizon Resort can ensure a more consistent supply of high-quality ingredients. The introduction of a farm-to-table concept would not only enhance the dining experience but also align with the resort's sustainability goals.

Consistency in service quality is essential for maintaining guest satisfaction. The implementation of regular SOP audits, the use of technology for order management and guest feedback, and the introduction of staff rotation programs can help ensure that service standards are maintained, even during busy periods. With a diverse international clientele, Horizon Resort must prioritize improving communication and cultural sensitivity. By hiring more multilingual staff, expanding language training programs, and leveraging technology solutions such as multilingual menus and translation apps, the resort can provide a more personalized and culturally sensitive service to its guests. The F&B department plays a pivotal role in shaping the guest experience at Horizon Resort and Spa. By addressing the operational challenges identified in this report, the resort can enhance its competitive advantage, improve guest satisfaction, and solidify its position as one of the leading luxury resorts in Sanya Hainan. The next steps involve not only implementing these

recommendations but also continuously monitoring and refining the F&B operations to adapt to changing guest needs and industry trends.

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Appendices

Appendix 1: Customer Feedback Questionnaire

General Feedback

How satisfied are you with the overall dining experience at Horizon Resort and Spa?

- Very Satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very Unsatisfied

How would you rate the quality of the food served?

- Excellent
- Good
- Average
- Poor
- Very Poor

Was the menu selection sufficient to meet your preferences?

- Yes
- Somewhat
- No

How likely are you to recommend our dining services to others?

- Very Likely
- Likely
- Neutral
- Unlikely
- Very Unlikely

Service Quality

How would you rate the promptness of the service provided?

- Excellent
- Good
- Average
- Poor
- Very Poor

Were the staff polite and attentive to your needs?

- Yes, always
- Most of the time
- Sometimes

- Rarely
- Not at all

How accurately was your order taken and delivered?

- Very Accurate
- Accurate
- Neutral
- Inaccurate
- Very Inaccurate

Did the staff explain the menu and make recommendations clearly?

- Very Clearly
- Clearly
- Neutral
- Unclearly
- Not at All

Cultural Sensitivity and Language

Were you satisfied with the availability of multilingual staff to assist you?

- Yes, fully satisfied
- Somewhat satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

How well did the staff accommodate cultural or dietary preferences?

- Excellent
- Good
- Average
- Poor
- Very Poor

Did you face any language barriers while communicating with the staff?

- No barriers
- Minor issues
- Moderate issues
- Significant issues
- Major issues

Food Quality and Availability

Was the food served fresh and prepared to your expectations?

- Yes, it exceeded expectations
- Yes, it met expectations
- Neutral

- No, it did not meet expectations
- No, it was below expectations

Were there any menu items unavailable during your visit?

- None
- Few
- Several
- Most
- All

How would you rate the value for money of the food and beverages?

- Excellent
- Good
- Neutral
- Poor
- Very Poor

Cleanliness and Ambiance

Was the dining area clean and well-maintained?

- Very Clean
- Clean
- Neutral
- Not Clean
- Very Unclean

How would you describe the overall ambiance of the dining area?

- Excellent
- Good
- Neutral
- Poor
- Very Poor

Technology and Innovation

Did you use any technology (e.g., QR code menus, online reservations)? If so, how easy was it to use?

- Very Easy
- Easy
- Neutral
- Difficult
- Very Difficult

Would you prefer more technology-integrated dining services (e.g., app-based ordering, tablet menus)?

- Strongly Prefer

- Prefer
- Neutral
- Dislike
- Strongly Dislike