**Physical set up change:**

1. Resetting of the buffet plan to the middle where seating of six are put.
2. Scattering the table for six from middle to the sides. (This creates 2 areas of dining).
3. Putting 2 tables for 2 people together with little gap in only for lunch time.
   * That can help people if they are looking for table for 4 and only 2 tables for 2 are available thus cutting down on waiting for table for 4.
   * During lunch time everyone dine together (fewer as table for 2).
4. Changing side station from sides to the place where the plants are put. This will reduce time of going to side station and back to the table.

To pour water, to refill water, to lay the cutlery for each course.

1. Putting a Tent card with some explanation of the dishes in front of the dishes. This saves the time of asking what the dish is. Please calculate the time 10 sec per dish multiply by the number of dishes on buffet and number of people dining.
2. **Putting a magnetic board at the entrance with magnetic dots and table** numbers written on them. Table of 2 with green colour .table of 4 with yellow colour, table of six with red colour. Each time a table is assigned it is handed over to diners and after the table is relayed the magnetic dot is returned back on the board by the food and beverage supervisor. With this, we can tell at a glance which table is ready for how many people. This will save time of hostess in checking which table is ready and in which section.

**(Find the table attached)**

1. Display on the board :

Dear Guest the waiting time period for your friends can reduce if you can

finish your meal in 20 to 23 minutes time.

1. Opening the A la carte restaurant partition foldable door for lunch to make it

as a part of market place during lunch time.

1. Introduction of packed parcel system during lunch in case some one wants to

have lunch at a different place other than Market place.

**A look at the process:**

1. Pre slicing of the bread loaf and keeping it on buffet.
2. Pre slicing at least 3 -4 pieces of steak at carving station.

Both the above points will save at least 10-12 seconds waiting time per person.

3. Introduction of practical classes for dinner not lunch.

Laying and relaying of table cutlery by the practical class students increases

queue time in lunch time .

Why can not give the practical exposure to students at dinner time?

1. Avoid assigning tables on the same side at the same given time as that puts pressure and relaying becomes difficult when all leave at same time.
2. Can we recheck the schedule for all the courses and assign time periods for each group per week depending on the class schedule.

(Please see the schedule attached).

1. May be assigning meal place for each small group on voluntary basis.

Like CDV for MBA A for lunch on Monday

P.F.A. for MBA B for lunch on Tuesday.

1. Checking the table relaying /turn around time.
2. Introducing more cutlery in to operations as there seems to be shortage of cutlery as the students are struggling with finding fresh cutlery.
3. Assigning tables to students individually. For instance 4 tables of 2 and 1 table for 4. There seems to be little confusion who will serve which table. The table next to the sideboard are served quicker than the table away from the sideboard.
4. Self Service at the buffet and occasional service by the student behind the buffet.

1. Cutlery should be available at all times. For this reason more cutlery purchasing should be done.
2. Water jug should be placed on the table so that people are not bothered over and over again while having their meals.
3. The waiting time in the queue is too long. It should be reduced. There should be more than one person checking for names in the list.
4. Not the same type of pasta should be served everyday instead different varieties of pasta should be served.
5. Different types of meats should be served as people some people have issues eating beef, pork etc.
6. Pork should not be added in the pasta sauce if only one variety of sauce is available since Muslim students won’t be able to eat it.
7. Halal meat should be served in meat stations since there are a number of Muslim students in the school.
8. Juices should be available for meals with the availability of water.
9. Nutrition facts should be placed on each station as people should know the amount of nutrition per food which is being served.
10. Ingredients should be clearly written with each dish being served so that everyone knows what they are eating and accidents for example of eating pork mistakenly by Muslims do not happen.
11. The school has a combination of various nationalities. Special days should be reserved in which cuisine from specific nationalities are served.
12. Market place is open from 5 30 to 7 30 but the food runs out around 6 30. This is one thing that should be avoided. As everyone has paid equal amount of money for meals they should be served as long as they come in between the given time.
13. Food like sausages and chips only should not be served since the reason there are different stations available is that more than one type of cuisine could be served.
14. A chef should always be present in the market place to resolve any queries.
15. A complaint box should be placed outside marketplace and the stagier should be responsible to resolve the complaints.
16. The time for the reservation sheet should be extended since sometimes people have classes straight till 3 PM and do not get time to sign the sheet.
17. Market place should be extended till the A la carte to accommodate more people.
18. There should be a different menu available for lunch and dinner and left over should not be served during lunch time.
19. One should be allowed to take whatever he wants from any station rather than only allowing him either to take something from the vegetarian or the non vegetarian station at a given time.
20. A decent variety of food should be available for vegetarians.
21. Light music should be running in the market place to create a good ambiance.
22. Coffee should be served at the end of all meals.
23. The seating capacity can be increased. By extending the area into the present ala carte section. Or utilizing the waiting area out side market place.
24. Waiting for water at the tables is annoying. More people can be deployed for service, or a water jug can be placed on every table.
25. Waiting in queues for food can be avoided, by extending service stations all around market place.( either ends of market place is used for keeping water jugs, which can be made food stations)
26. More seats or chairs can be added, to the waiting area outside market place.
27. A computer, can be installed with appropriate software that will enable students to book their meals for a week or more at a stretch, instead of signing everyday. The students data base should be maintained with photo , so that students cannot cheat and enter market place with another person’s name who has signed up for meal.
28. A placard can be placed in front of every dish being served, so that people know what they are eating ( the servers usually have no idea, what they are serving)
29. A section with a selection of sauces and oils can be placed, so that people can alter food according to their taste.
30. Halal meat can be introduced, as it an international hotel school, and attention should be paid to religious issues concerning food
31. The non-vegetarian food, or items containing animal fat or products (sauces, broth for soup or gravy) should be clearly indicated for the convenience of Vegiterian students.
32. Portion control can be better handled, as either there is tooo much food wasted, or its in scarcity.
33. More dishes can be introduced, as it becomes mundane to eat the same thing over and over again.
34. A complain/ suggestion facility should be introduced, either by email or placing a box, where people can express their grievances and give feedback
35. There should be more choices for vegetarians, as many a times the veg food runs out or the have hardly anything to eat. I have personally seen many students eating peanuts or lettuce leaves, for the lack of vegetarian food.
36. They should have back up , in times when food runs out. In rush hours, food gets exhausted and dinner service is practically shut an hour before close time.
37. Coffee or tea can be served after meals, especially lunch.
38. The water glasses can be of better quality, the glass is flimsy and breaks or cracks easily.
39. More Asian and Indian food can be incorporated in the menu, it is predominantly European now.
40. The food can be made less fatty. It is very heavy in cholesterol.
41. Juices can be added to the salad bar.
42. Fruits and desserts always run out, only in an hour into service. Only a fraction of students get to have it.
43. Change some tables for 2 persons. Put more tables for 4 and 6 persons.
44. Move salad bar to wall for more free space in centre. All staff for making food along the walls. In centre are tables.
45. Give hot tea for people instead cold water.
46. To give to student only 25 minutes for have meat.
47. Man near the entrance. He has to mention people who finished have food and leave. After that he allows other to enter in Market Place.
48. Change colours in the Market Place. Put cold colours in order to people spend less time in the Market Place.
49. Bread needs to be on each table.
50. When for desert are fruits they need to be on each table several number.
51. To do schedule for Marker Place for student of each course. Divide students on courses.
52. Salads need to be prepared before people come in Market Place.
53. To give opportunity to put food with spoons or other tools bigger size. It needs in order to give similar portions for each student.
54. To organize menu for every day. Components of each kind of food have to be fixed.
55. To rearrange tables in order to use bigger space.
56. Water on each table. Students take it themselves.
57. Change spoons which used for give food. Spoon has to be bigger in order to do one movement for give food.
58. Complete new schedule for each course and group. Every group will have only one hour for have lunch. For example, from 11-30 till 12-00 BBA groups…
59. At the lunch put on the table all kind of forks and spoons in order to time economy.
60. More friendly and welcoming hostess at the entrance ( someone should supervise it )
61. Organizing schedule of students in a way so they do not finish all together and queue too much time
62. Get rid of the procedure when a waiter tells you what is on the menu – they usually do not know it by heart, but obviously you have plenty of time to read it yourself when you queue, and once you finally sit at the table, you have to wait again for somebody to come and tell you what you already know
63. For those concerned about their health and weight, there should be a note at the station where the food is served telling you how much calories it is per portion
64. Serving fish at least 2 times per week, obviously it is not healthy to eat so much meat all the time
65. To put up a stationary with diet food or freshly made juices or smoothies – usually fruits are so green, it would be more useful to make cocktails from them
66. Being able to combine food from vegetarian and normal station, like spaghetti with vegetables, otherwise you use 2 plates instead of one and waste twice more time
67. Being able to drink not only cold water – not all waiters bring your room temperature water if you ask them – so it is just a waste of time for them pouring me water I will not drink
68. At dinner times, it is easier to leave the glasses at the table – students already have 2 to 4 plates to carry on tray, and when they try to put it on the shelf, you can usually hear the glass crashed

We live currently in an information society where the Public Relations are indispensable in any activity aspect. In the hospitality Industry the risk and the great responsibility to reach success in the business assume an important role. This reflective question focus on what I believe Market place would change. ***Leading in Market Place*** Employee retention is one of the greatest challenges facing the foodservice industry. It is a dilemma that demands the attention of management at any successful operation. When it comes to retaining and motivating your work force, the goals should be to reduce stress, add meaning and compensate better. The result: happy employees and even happier customers. ***Suggestions for Market Place improvements*** In my opinion the principal changes are related with the staff. One smile is very important for all, I think in Market Place everyone could be more kindly starting by the hostesses in the entrance. What I think they may try to create differently perhaps:

1. Quality Service

2. Efficiency

3. Originally

4. Best products (e.g. more fresh fruit, Healthy food area, not only Vegetarian)

5. Educated Staff

6. Knows Quality

7. Create an ambience like Home away from School

8. Need to create a blue Ocean ambient

9. Intimacy

10. More focus on F&B standards

***Les Roche’s Market Place*** The image of the Market Place is a “card-of-visit”, followed by good services of quality and communication, to achieve the expectations of the students. Inside the school we have the pleasant conscience that outside the competition is aggressive. However the school served a High quality of service in generally.

Classes should be scheduled more reasonable. From 11:50-12:40 is usually the most

crowded time in market place with long queue. Hence there should be a few more classes

schedule to have lunch earlier or later.

Some classes can only have lunch from 12:45pm but students still need to queue for 10-

15 minutes up to 1:00pm. Once getting into MP for lunch, either food stations are closed

or they run out of food. MP should open up to 1:45

Increase MP capacity: seats, tables, type of tables \_ Expanding MP’s area

As service students always need to travel too much to carry cutlery plate, water... the

service efficiency is reduced. Hence, MP should have more service stations.

Service student do not necessary need to serve water. Water can be put on the table so

that guests can help themselves or service student can serve guests if convenient

Should not mix the practical schedules of PGD student with HOI student as they seem

coordinate well as teams in each station.

Restaurant instructor should just instruct students and correct them once (if there are

mistakes). After practical, instructor can keep student for further training or correction

instead of asking service student repeat their serving in front of guests until he/she’s

correct. Psychologically, this way of training does not work as service student can easily

get nervous and guests also feel uncomfortable.

Stargiere should be more helpful in looking for tables, reminding service students or

instructor to clean or re-setup tables. Queuing would be less annoyed if stargiere can

advises/comfort waiting guests with a good manner.

Develop menu in PFA or CDV restaurant so that students have more options to move to

other restaurant for lunch.

Food stations should have more runners to bring out the run-out-food thus reducing time

of queuing for food.

The portion served for guests having lunch from 12:45-1:30 should be more so that they

do not have to turn back so many times for the same course (also because by that time

there are already last servings)

Market Place Dinner

At 6:30 still many student without uniform come for dinner. MP should not close one

station service station at 6:30 and 1 food station at 6:45 as they are doing currently.

The procedure of signing for dinner and ticking off when entering for dinner can be

computerized.

Food stations should have more runners to bring out the run-out-food thus reducing time

of queuing for food.

Water can be self-served by guests. Service student can have more time to reset tables or

to aid in food serving stations.

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Market Place daily menu:

Vegetarian menu should be improved

There should be soup for vegetarian and non-vegetarian

Food stations should present food names (plus their content if possible) so that guest do

not have to ask again

Dinner menu should be improved. Especially fruit for dinner should always be refilled as

there are not many choices of dessert as in lunch.

Brunch menu should be improved as its quality decreased badly compared to other

semesters.

Other recommendation:

Instead of locating only one sandwich bar in PFA, school can open a small sandwich bar

in balcony or school front (in summer time) or in lobby (in lunch time) so that students

want a quick and convenient lunch do not have to walk to PFA.

In summer batch, with larger number of students, CDV should be opened for dinner

instead of PFA, PFA by dinner time can sell fast-food.

MP can be re-design. Tables and chairs can be used in different colours even within a

station so that service students can easily recognized which tables they are assigned to

serve or they can coordinate in serving with each other easier.

Lightening system should be adjusted as many areas in MP are quite dark in dinner

(especially in the corner of station 1 and 3

1. Create a kind of ‘map-menu’ to know where the food is located.
2. Make a check-room near the marketplace, where student could put their bags and laptops, instead of going to lockers.
3. To set different times for different courses.
4. To put the water jar on the table. Students wait for a long time till they are served water
5. It would be more convenient if there were water stands in each section, so that servers could save time by taking water in their sectors.
6. To put all the necessary cutlery (knife, spoon, fork) at once.
7. Create a self-service table.
8. To replace tables of circle form with those of square, because they save space.
9. To put tags on food so that people knew at once what dish is served.
10. To have bread already cut into slices.
11. To put bread into more separate places.
12. To let two hostesses meet people. While one is meeting, the other one is showing the table.
13. To create a system of online singing up.
14. In order to keep students healthy it would be better to avoid putting ice cubes into the water. I personally suffered a lot from it
15. To make the entrance more spacious. For example, to move the serving tables away from the entrance, so that not to create traffic point.
16. To create additional place for those who come alone. For instance, make a bar stand.

They should put some water on all tables while making table appointments

2. Preliminary setting of the table wear with all required cutleries

3. Reduce the quantity of 2 persons tables and increase 4 persons table quantity

4. Near the windows it is possible to organize a small tables for 1 person

5. Online booking

6. Online menu

7. Online order of the meal – what you would like to eat

8. CDV and PFA should enlarge their premises for reducing the pressure on market place

9. Something like PFA could be organized in one of the hotels here in Crans-Montana for making a

diner.

10. When we wait in the screw, it would be very good if in the hall we have a big TV panel. It would

be interesting to watch something useful while you are waiting. It would be very interesting to

see something about famous hotels or restaurants or at least how the chef is cooking

11. Bred should be cut already

12. Food Labels

13. Operation of ala carte during the lunch

14. Relaxing music , which create positive atmosphere

1. Online dinner reservations for week-days and lunch\dinner reservations for the weekends through the Les Roches Intranet portal.
2. Serve hot drinks.
3. Online menu for the day.
4. Online meal order.
5. Conveyor food preparations
6. Lockers in the lobby before the Market Place to leave clothes and bags in it while dining.
7. Computerized host system, take the table in one click. (a screen which shows how many free tables left)
8. Two hostesses.
9. Make dishes out of leftovers.
10. Make a convenient schedule for each class during lunch time.
11. Make a special lunch\dinner schedule for the MBA students, as they do not have a fixed time-table.
12. Arrange the tables of 6 to the sides, instead of crowding them in the middle, of the sector to leave space for setting the tables of 4, this will save the space and provide more seats.
13. Put tables of 4-6 instead of tables of 2 to reduce the time needed to serve the table.
14. Use tables which can be can be unitized. Three tables of 2 make up a table of 6.
15. Split the Market Place space in more sectors for more efficient service spread.
16. Set server stations in each sector with all the necessary silverware and pitchers, so that the students do not run out of these devices needed during the lunch time.
17. Make roll-ups of silverware on each server station, according to the estimated amount of people.
18. Divide responsibilities into back and front service: while the front server reads the today’s specials, the back – puts the necessary silverware. This kind of operations will help to improve teamwork and make the service faster.
19. Install mirrors in the hallway before the Market Place, due to the psychological research held in Russia, this helps to keep people content while waiting in the ques.

SERVICE

1. Hottest:
   * The first thing you notice when entering the room. She needs to be nice and educate to everyone. She should show respect. She does not!
2. At lunch, when you are sit you have to wait until a waiter comes with the menu (he will tell you in person) and with the water (so they know the table is taken). Sometimes I had to wait almost four to five minutes, and that is a lot of time that could be used in someone else lunch.
3. At lunch, the waiter at the table do not usually knows what is for lunch. This creates confusion for other students eating and in fact is a waste of time to be sat while you can be getting your food.
4. We should server our selves, because we know how much we want and the line will decrease. Thus, less food will be wasted.
5. Better communication between the staff, when they run out of food or have any problems.
6. Checking the names on the board takes time. I think they should find another solution, faster and more convenient.
7. Students serving food should wear hairnet because it is more hygienic.
8. They should also wear gloves for hygienic reasons.

FOOD

1. People serving the food, they do not know what they are serving. I think that in the hospitality industry students should ask before hand to be prepared for the questions. It makes students ask, and ask and lose time asking around.
2. They could put labels to all the food each day; because servers do not know what the product is and allergic people might use it.
3. Serving spoons are not big enough. They could be more efficient if some of the serving tools were bigger (waste of time).
4. Have a different salad setting. It takes a long time for the student’s on duty to make the salad and because of that there are big queues.
5. Have the whole buffet area in the middle, this way the food will be available to everyone. I do not know the design, but I think it will be faster.
6. Have someone assigned in each buffet table to check if they are running out of food and bring it before they run out of it.
7. The counters are not well distributed, and if you are in one side and you are vegetarian, then you need to walk all the market place to get your food.
8. Have more people serving and making sure that we do not run out of food.
9. Sometimes the food is cold, and people have to do another line to get the food. This is not efficient.
10. Counters should be ready and never have a student asking for food.
11. There is a rule for just three desserts. If you want four, for the last one you have to get another dish.

RANDOM

1. At some points in the day there is a big line, and it is not very efficient that people has to walk. Maybe adding more tables of having big tables will help to reduce this.
2. Sign up before hand. If you are not signed you cannot eat. I think that it is good that they make us sign up before hand, but they should not refuse food to anyone.
3. No lunch if you are alone. They can set up a table just for alone people and when there is one; sit him/her, and when another one comes sit him/her with the previous one and so on.
4. When closing if the time they say is 1:30, at 1:15 there is not enough food, counters close, and students cleaning. These last students have to do big lines and it is a waste of time.
5. During the weekends there are less students working, and even though there are less students eating, sometimes there is not enough staff to satisfy the demand.
6. There is a rule does do not let you mix food from different counters. The result is the use of more dishes needed, that will have to be clean and store again. Sometimes I end up with five different dishes with little food in each of them.
7. Breakfast should be extended, because 8:30 (which 8:15) is kind of early and people that have class at 9:00 am can no enjoy breakfast.
8. At breakfast, there is no hot milk (for cereal for example). I heard a couple of people asking for it. The reason, a lot of people are sick and they want hot milk.
9. They could provide smaller dishes for dessert (because someone might each a little bit of cake and that’s it). The outcome is to use a big plate when there is no need.
10. At lunch, we at least use around three to four set of knives, forks, and spoons. They take your dish out, and with that your cutlery. So each time you get new dish, you get a new set of cutlery. This causes waste of water to clean.
11. Make it bigger opening a la carte as part of it
12. Put two students in every food station to make the service of food faster
13. Distribute the students in equally functions, it means, the same number of students to serve water, set the tables, etc.
14. Eliminate the check of the signatures that take so long, replace with a modern method or set more people to take the attendance of every course
15. Improve the quality of food, make it more nutritional
16. Training in a better way the students, there has to be a preparation weeks before they go to market place
17. Set the tables with all (knife, fork, spoon)just one time, instead of put them every time that change to the next plate
18. One day a week, change the menu for something fancy for example wine. Just to break the monotony of the daily food.
19. Allow the students that do not have the uniform to eat at 6:00, instead of 6:30
20. Open it at the right time; they always have five minutes of delayed.
21. Change the food schedules, extend the schedules
22. Change the schedules of the students in order to avoid the “student jam” or long lines
23. During the weekends, make more options about food, not just only one
24. Put more stagieres or supervisors, to make the students faster when they serve
25. Open all the sections to have all the space to put the students and to avoid the long waiting
26. Separate the sections on professor, students and staff to be more organize
27. Change the menu daily. It does not has to be fancy food just different
28. Do every week a cultural menu, make food from every country that is present in Les Roches
29. Make the chairs comfortable, change the materials or put cushions on them
30. Distribute the tables and chairs in a way that could be more space between them and be easy to walk
31. The gate could be bigger. Always crowded.
32. The types of food for lunch and dinner should be more. The choice is fewness.
33. People can get any foods. Why people can not get the other foods if they got the vegetarian one.
34. The taste of foods should be improved. The meat always too hard, and some time it was raw.
35. The service work should be dividing. Some one work for service water, and some one for service cutlery.
36. Give our choice with cold water or ice water.
37. Allow ten people come in for dinner without signature everyday. Sometimes people would forget to sign.
38. In weekend, we can wear what we want.
39. Offer some drinking for lunch and dinner. We only have ice water.
40. Provide more types of hot breakfast.
41. Put all of cutlery on the table. Some times people want both soup and salad.
42. Queue system should be change.
43. The date with signature is not very suitable.
44. Some times, the space between two back seats is too small.
45. Provide tissue in lunch time.
46. The floor is slippery.
47. Table is not balanced.
48. More help in hostess position.
49. Service
    1. Queues – at lunch too long. May need to schedule differently to reduce queues.
       1. Move a la carte to make more room in marketplace.
    2. Not enough space for expanding number of students
    3. Not enough stations to serve all students – long queues at food stations
    4. Salad bar at lunch- takes a long time to make salads. (should make more at one time and have station more organized)
    5. Takes a long time to get served water, get plates cleared or get appropriate silverware – may need to have more students working or make sure they are watching their assigned sections more closely.
    6. Routinely stations run out of food and it takes a long time to replenish. Runners need to keep a better eye on the station and get extra food when it’s running low and not empty.
    7. Runners often bump into people when delivering food – this is dangerous. Need to pay more attention to their surroundings.
    8. Condiments (ketchup, cheese, etc) always empty and never get replenished.
    9. Sign in sheets – takes too long at dinner to check people off. Should be computerized.
50. Quality of food
    1. Vegetables are always overcooked, and continue to cook in hot pans. By the time we get them they are mush, therefore should be steamed to crispy.
    2. Vegetables are soaked in butter- impossible to eat healthy and no nutritional value left.
    3. Lettuce is often wilted – especially weekend dinners. Need to have fresher ingredients or forecast better so products don’t go bad.
    4. Food not always properly cooked. Have had chicken breast that was raw when cut into. Cooks must ensure food is cooked thoroughly.
    5. Food often stomach upset
    6. Run out of items frequently
    7. Variety of food – get served the same items frequently.
51. Cleanliness
    1. Water glasses and plates not always clean. Glasses have smell of chemicals from washing.
    2. Students serving food sweat – can get into food.
    3. Students serving food and water should wear hairnets and have hair out of face at all times to ensure no hair gets in the food.

Avoiding queue at rush hours :

o The main problem at market place is the queues formed at specific

hours, when all the lessons finish and students have only one period

to have their meal. As the amount of students is increasing every

semester, a good solution for this would be increase the capacity

of the market place at this specific point of time (opening the a la

carte restaurant).

o Other reason for these queues inside the market place is the

distribution of the food stands. The queues are form just on the path

of the service and kitchen students going in and out from the

kitchen, making the operation slower.

o At dinner time, not only the queue is unbearable, but the stagier

has trouble controlling who signed and who is coming in. Every

student should have a magnetic student card and pass them

through a turnstile machine, and the stager must control that

people respect this system, and if they want to come in without

signing in they can pass and it would be charge to them.

Decoration and facilities:

o In order to everyone fit on market place, some of the tables are too

close from the food stations. It is very uncomfortable for those

students that are sitting there, as more than once have being hit in

their head by any tray, or student queuing.

o The ventilation system is not very effective in there. The areas close

to the food stations get hot and if it is cold outside, the areas next

to the windows are cold if they open them.

o If the ventilation next to the food stations is not effective the

students serving the food get very hot and the hygiene is not very

high.

o The ceilings are old, and they make the noise to echo, making the

market place very uncomfortable. They also give a very unclean

appearance.

o Some of the food stations are not working properly or the students

do not know how to manage them, as the most of the time the

food served is burn or over-cooked. It would be necessary to train

the students or to fix them.

o The hygiene of some food stations is not enough. Not only for the

appearance but the mix of serving cutlery in the same plate. For

students with allergies this is a very important matter.

Training of the personnel:

o We all understand that stagers are there as a training, and that the

rules are to be followed, but they should be more concern about

the problems in market place. For example there are students that

have only one period to eat and they do not complete the

capacity of the tables available but there should be an exception,

for this.

o Some of them are confused about their tasks and are not a help

but confusion for the flow of the operation. The solution is a better

selection and training for them, empowering them to take

initiatives.

o Students should be encouraged to give their opinion about the

service.

Food delivery organization:

o One of the most shocking problems in market place, is when you

go for food to a station, you cannot mix the food between

stations. This makes people angry and hungry and also stay longer

in market place because they will finish one half of their desired

main course and they will go for the other half after.

o The food stations also don’t have the best distribution, vegetarian

station should be in the middle or we should have two instead.

Actually, stations should be concentrated in a smaller area, to

improve food delivery and make the election easier for the

students. The concept of marked place is business oriented instead

being useful oriented, students don’t go to buy food, so we don’t

have to make them dizzy.

Have more condiments / sauces

Have the condiments located on their own counter so students don't have to reach

back through people in line for them

Offer other beverages besides water

Have a community table that students can eat at if they do not have anyone else to eat

with and so that teachers can eat with different students

Keep breakfast open longer

Be more strategic in how classes are scheduled around lunch so that not everyone is

ready for lunch at the same time

Serve coffee

Locate the vegetarian food closer to the middle since there is only one cart

Allow MBA's to eat dinner without signing up

Offer pre-packaged meals to go to alleviate congestion and allow for a quicker lunch

Offer takeaway dinners for those living in Crans so they do not have to come all the

way back down to eat (leftover lunch?)

Bigger water glasses to avoid frequent filling

Offer a cold cut sandwich bar where students can make their own sandwiches

Start a suggestion box so students can give feedback on what food they like and don't

like

Fast-track line for singles to pair up with odd numbered groups

On menu board display which items may be a problem for certain religions (i.e.

kosher)

* Quality of food
  + Vegetables are always overcooked, and continue to cook in hot pans. By the time we get them they are mush, therefore should be steamed to crispy.
  + Vegetables are soaked in butter- impossible to eat healthy and no nutritional value left.
  + Lettuce is often wilted – especially weekend dinners. Need to have fresher ingredients or forecast better so products don’t go bad.
  + Food not always properly cooked. Have had chicken breast that was raw when cut into. Cooks must ensure food is cooked thoroughly.
  + Food often stomach upset
  + Run out of items frequently
  + Variety of food – get served the same items frequently.
* Service
  + Queues – at lunch too long. May need to schedule differently to reduce queues.
    - Move a la carte to make more room in marketplace.
  + Not enough space for expanding number of students
  + Not enough stations to serve all students – long queues at food stations
  + Salad bar at lunch- takes a long time to make salads. (should make more at one time and have station more organized)
  + Takes a long time to get served water, get plates cleared or get appropriate silverware – may need to have more students working or make sure they are watching their assigned sections more closely.
  + Routinely stations run out of food and it takes a long time to replenish. Runners need to keep a better eye on the station and get extra food when it’s running low and not empty.
  + Runners often bump into people when delivering food – this is dangerous. Need to pay more attention to their surroundings.
  + Condiments (ketchup, cheese, etc) always empty and never get replenished.
  + Sign in sheets – takes too long at dinner to check people off. Should be computerized.
  + Rude Stag – can’t count properly. Takes too long to seat people. Same rude stag wears 1970’s suits consisting of red satin and velvet – fashion 101 never mix those 2 materials. Not very professional.

1. ***The ques are extremely long***. There seems to be no particular pattern on when they will be long. There are days that its super short and days are super long. So far my longest wait time was 45 minutes. There needs to be a better schedule at lunch time so not all classes are eating at the same time. This also includes students who don’t start until certain time.
2. ***During dinners there is still a shortage of food***, there should be a sign-up for times of dinner. Mainly because at 5:30 you are require to wear uniform, at 6:30 there is no need. For some students class is over way before 5:30, and having to put the uniform back ok is not worth it. So if students know their schedule they should choose at 5:30 dinner or a 6:30 dinner, that way kitchen can better prepare food and not waste.
3. ***There is not enough seating*** in the market place and the layout seems like a fire hazard. They should open a la carte seating area during lunch when time is important. They should also think about re arranging the tables in a way that it’s easy to get in and out of. The salad bar takes up a lot of space in the middle, maybe if they would also make it buffet style along the wall it would free up some space, so you can either add more seating or have a better layout.
4. ***The sign up process is bothersome***. For students who do not have class on a particular day, especially for students who live in the hotels, it is pointless to come down to campus just to sign up for dinner or the weekends. There should be the possibility to sign in online. There are programs like Open table were you have a user name and request a reservation. It should also be available for a la carte. Although the current system is much better than the old system.
5. ***Slow service at Market place*** can be blamed on students starting to learn how to serve, however stages should be able to point out the fact that there are tables waiting to be served or need silver etc. There may be a lack of experience on the stages side, or maybe not enough stages to handle the rush. The system may be flawed were the students have a hard time keeping track of their tables. To understand this maybe we need to observe the class in action, without the people and see where they aren’t getting the point.
6. ***Vegetarian corner has no variety***. The salad bar needs more toppings that are nor marinated, buttered, or seasoned (just plain veggies). For hot food, there needs to be less pasta. Or for that matter when the rest of the market place is having pasta, the vegetarian corner should not be having pasta. There can be options of veggie burgers, pizza, samosas, burritos, omelet, fondue, raclette, crepes with different fillings, stuffed peppers, tofu, Portobello mushroom steaks, stir fry buffet or eggplant parmesan.
7. ***Long lines to be served***. Sometimes this because they close stations too early. The stations should be closed based on the number of people who haven’t; arrived rather than the time of day. There is an issue of flow and timing
8. ***Poor Sanitary condition in dining room.*** Dishes are sometimes dirty, water glasses are either chipped or unpolished, and silverware occasionally has dried on food. The sponges and rags used to clean the tables need to be replaced regularly.
9. ***Hairnets and beard nets should be mandatory***
10. ***Timing in service and cooking need improvement.***
11. ***Students need better and realistic training.***  Most of the time the kids aren’t enunciating properly, you can’t understand what is being served, or they speak so low that you can’t hear them over the next table. They also take too long in busing tables and serving water.
12. ***Food is either overcooked or undercooked***
13. ***Condition of food seems unsafe***

One of the biggest problems is regarding with the waiting lines. The system should be more efficient. The idea is to create different lines for different sizes of groups.

It would be also important to work with lecturers continuously to create an even stream of students to the line and seating. In this way, it will be easier not to miss so many seats while having people waiting in line outside.

The market place staff should be more organize in the way they control the flow of people and covers for table using host system. This system should not only be used during lunchtime however also at the dinnertime.

Expand the Marketplace can work as another solution for the crowded lines.

The stations should be reallocated. They should be positioned in the opposite part of the market place in order to make the entrance less crowded.

A circular line system should be more efficient in order to optimize space and reduce the measure of the lines.

The menus should be better managed. It should be created with at least one month in advance. The menu should have associated a provisional map of costs. These maps should be accompanied by fact sheets explaining the quantity used per each student. This system will allow to reduce the wastes in food and to prevent the lack of food. At the same time a reduce in the costs of production that will be reflected in the food cost for the students.

1. The food should be healthier and the nutritional information should be pos Kaizen means no money, no investments. My suggestion will save plenty of time. Time is money, so in that way we gain money. So I want to install the turnstile at the entrance and a terminal, which will provide an access to the market place by using the student card. I think that our student cards support that option. Also that terminal can be used for signing to market place. Our terminal has a sensor screen, we put our card inside and select the time and date for signing. Also it can be used for meal cancelation in that way. And when the line appears they just put the card into the terminal and if they are signed the turnstile lets them pass.
2. The service of newbie students is not that good always. I suggest once in two weeks for the management personnel of market place to work as a servicers to show the rookies and to other students the extra class.
3. The line is always so long and sometimes it takes us to stand in it for 30-40 minutes. It is a torture for a hungry student. I suggest during that period to make the time more cheerful by making a game by a personnel of MP each 10 minutes. The game is very simple. The question is given and the one who answers first will gain an extra dish or extra desert which are not in the Menu or the winner and his team (max 4 people) gains the permit to go to MP without any line. Also it will unite the hungry and angry croud.
4. Every time there are so many remains of food after the cooking which are suitable for eating. I suggest to make an extra table where all the remnants will be. They should be served and adorned in a beautiful way. And the table should be called : «The table for your creativeness and serving abilities» And all the students can create their own dish that is not on menu by mixing the ingredients.
5. I suggest to create a corner in the kitchen where every student (after signing) can cook for several people his own dish. For example national one. Because many students really miss their native food and also it will be new experience for the cooks.
6. There are so many holidays, feasts, festival in the world, so I suggest to hang a poster at the entrance every day. Poster must contain a random holiday from random country, and some congratulations to the students. Just to raise everybody’s spirit.
7. MORE souses in the MP ☺ The number of them I so low ☹
8. To make a box and hang it at the entrance, where all the visitors can leave their suggestions and complaints.
9. Damped classical music (like Mozart, Debussy, Bach, Tchaikovsky etc) in Market Place. It is good for digestion and to raise the cultural level of students.
10. To hang doorplates “Enjoy your meal” in many languages.
11. There are no mandarins in MP, that is not good ☺
12. Ketchup!!! More Ketchup!! ☺
13. The name “Market Place” sounds weird. To change it. In Ancient Greece manner , like Aula-Place or smth like that.
14. Special Uniform for the staff in MP.
15. Tea and Coffee for lunch and dinner.
16. More fish dishes.
17. I think cooks have to know customers’ wishes. At the entrance there should be a list where we will right our wishes.
18. Try to change the colours of tablecloths.
19. Once a week to give some light alcohol cocktails in MP.
20. Thank you for your work and delicious food ☺!

Use labels on the serving stations that are clear from afar so that diners can be sure where they are going without wandering and creating disruption.

Create an online signing and cancellation system.

The market place should open at least 15 minutes earlier in order to permit students who doesn’t have class to have alternative to eat earlier so they won’t collide with students schedules till 17.30 at the same time. Since this causes major lines.

* Reservation, the schedule signup time should be more flexible, adding online reservation would be a good way to do it
* Line-up
  + Priority by program and class time
  + Issue with people cutting in lines, need to put some regulation on it
  + Increase a sub-line for people who has only 1 person to join uneven group (inspired by ski-lift line-up)
  + Use Number card instead of people lining up
* Provide breakfast take-out for students who do not have class in the morning or do not wishes to dress up for just eating breakfast
* More space needed, relocate A La Carte to increase space for market place
  + Helps with insufficient seats and long line-up/waiting time
  + Possible area for storing jackets/coats
* Increase an extra entrance will help with relieving line-up
* Increase a certain amount of space between tables in order for staff to walk through freely (decrease the chance of tripping, and danger from knives and forks)
* Increase photos beside the menu at the entrance, allowing people to see what the food looks like
* Coffee machine needed for lunch (possibly for dinner too depends on demands)
* Ketchup and other kind of sauce is needed as requested by many customers
* Create a website for critics and comments about everyday food (act as like a QC control)
  + Survey for students to express their thought on today’s food
* Create a website introducing about what food will be available in the market place (allowing student to choose from market place, PFA or CDV, so people can have their own choice by what kind of food they wish to eat before registering for the dinner)
* Separate area for formal area and casual area
* Extra menu with cost for people to order
* Extend dinner hour, transforming the mid section into a dance floor after certain hour
* Play music while people are eating
* A tag put beside the food describing what the food is and what ingredient is put inside (allows people to learn the name of the food and to prevent allergy)
* Making a better way to line-up for taking food (so people who are waiting to pick their food will not block the way
* REORDER SCHEDULES IN ORDER TO DO THAT EACH GROUP (EACH PROGRAMM) HAS 30 MINUTES TO HAVE LUNCH IN MARKET PLACE. FOR INSTANCE, MBA FREE TIME TO HAVE LUNCH FROM 1130 TO 1200, HOI , II, III FROM 12 TO 13HS ETC.
* MORE CONTROL IN QUEUE BECAUSE THERE ARE SOME PEOPLE WHO DO NOT WAIT, SEE SOME FRIENDS AND GO THE FIRST PLACES: MAYBE TO GIVE NUMBERS IN THE QUEUE.
* EXPAND THE TIME FOR LUNCH.
* ANTIPASTO SERVED BY WAITERS IN ORDER TO REDUCE THE TIME.
* GIVE THE SAME FOOD IN MARKET PLACE AND CDV DURING LUNCH IN ORDER TO DIVERSIFY STUDENTS IN TWO PLACES.
* CHANGE TABLES FOR 2 PEOPLE FOR TABLES FOR 4 PEOPLE IF PEOPLE SPEND LESS TIME THERE OR VICEVERSA.
* OPEN A LA CARTE DURING LUNCH IN ORDER TO HAVE MORE SPACE TO USE FOR STUDENTS.
* CONTROL THAT WHEN PEOPLE FINISH DESERT THEY LEAVE THE TABLE SUDDENLY.
* Breakfast is supposed to provide take-away service and contents can be very similar as plant meals because most students don’t have enough time to enjoy breakfast and passing rush hour without enough space in market place.
* More flexibility for reservation such as extend deadline of signup until 18:00 and set online signup system provide students who live out of campus or sometimes have no class more convenience.
* Solving long time cuing is a currently urgent problem. I suggest open alarcart area at appropriate time or school should consider increase more space to resolve students coming.
* Service quality is another factor leading to cuing more than 10 minutes especially during lunch time. According to my observation, first, although waiters or waitress have to spend more time introducing menu, students sitting in the corner tables are the easiest to be ignored. Second, salad station takes students too much time in waiting dishes or service. Service stuffs don’t have a smooth procedure so that lots of students are waiting for salads.
* Stagiaire just allow even numbers to come in at lunch and sometimes dinner. I suggest add number can come in to market place and they have more flexibilities to arrange people.
* Because of different accents from different nationalities, sometimes it is difficult to understand the menu repeated by waiters or waitress. I do suggest that market place program manager can put cuisines photo in front of door not just writing menu in spite of having schedule mean on the columns. Or it is necessary to put cuisine names in each station.
* One thing may be improvable is about plates. Several times I took very hot plates to get foods especially it is common in dessert station. Obviously, it doesn’t make sense to leave ice cream with a hot plate.
* Providing sufficient fruits is necessary because I realized amounts of students complained about always no fruits or suddenly it’s gone as appearing at dinner time.
* Market place could have others functions after dinner because of enough space for activities holding. I think market place can become a dancing and recreated place every weekend nights. Moving tables and chairs away and providing a comfortable place to students who needn’t have to spend much money in the pubs or clubs.
* I agree that students shouldn’t use cell phone while eating in the market place, but I suggest school can play music while lunch or dinner time.
* Market place should provide brunch including breakfast part on every Saturdays not only on Sunday because every weekends meal time is very late and students hope there are many different types of choices.
* Service stuffs have to reinforce their interactions with stagiaire or each other. Because uncompleted communication makes them missing something for students and keeps students waiting.

As a participant of meal consumption at the Market Place in the main dining room of Les Roches, I can only critique from a customer point-of-view. I have no knowledge of the preparation and clean-up procedures before and after meal service among the servers, cooks, and management. I will assume that these practices are operational at its best performance. The following are lists of suggestions in chronological order of execution starting from the venue arrangement to the meal completion. Explanation is given to explain the reasoning behind each implied improvement.

|  |  |
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| **1. VENUE LAYOUT AND OPERATION** | |
| **Improvement** | **Reason and Explanation** |
| Table setup scheme  There are too few large tables and too many tables for two. To maximize the space, the tables for two and four should be put together to make a table of six. This will take less room and perhaps even leave space for another table of two.  Consistency of layout  All tables should have white table clothes and elegantly styled chairs to exemplify a classical restaurant setting | Table setup scheme  *While lining up, I continuously find more students like to eat in larger groups and are demanding tables for six or eight. Arranging more tables to seat larger groups can speed up the queue turn-over as a higher number of students can be seated all at once and thus decrease hostess time spent per person. As well, it will avoid disappointments among students to have to split into smaller groups separating them from their friends. Mealtime are popular involving larger groups of students versus smaller groups is because the majority of them had a long day of classes in which they only conversed with a few friends/classmates and usually on a one-to-one setting. The mealtime may be their only opportunity to enjoy time with all their friends and engage in social bonding.*  Consistency of layout  *Some tables are dressed in white cloth while others are plastic, the layout of the Market place should be an example of what is taught in class – consistency and high standards. I know renovating the entire place may be not possible, but at least a better setting for the tables and chairs should be considered.* |
| Points card system  Have a point system for the amount of food consumed by each student. A meal card with a set of points is given to consumers depending on their appetite. Each time they eat, points are deducted depending on how much food they take on their plate (either through weight system or serving size). During the start of school eachstudent perhaps has a choice of how many points he/she wants to start with (ie. 500 points for CHF1000 up to1500 points for CHF3000).  Signup system for meals  With the points card in mind, have digital signup system with the insertion of the points card. The system should be a computer touch scene like ones in restaurant for waiters to register the customer’s order to the kitchen. | Points card system  *The point system is personalized to each consumer’s preferred meal size. It is not fair that we are all paying the same amount of money for food whether we eat very little or a lot. This is not evident in the real world where we have to pay more if we want a bigger portion. The point system allows those who consume less or does not want to eat a school to spend less money on such meals compared to someone who eats immensely and prefers to eat at school. Those who cannot or prefers not to eat at school due to other issues such as convenience and transportation have to eat elsewhere and spend extra money that is not necessary. The meals will be charged at marginal cost since meals are prepared in large batches and by students who are paying to go to school.*  Signup system for meals  *With the digital signup system, waste of disorganized paper will be eliminated and confusion will be minimized. The menu for the next day is already recorded on the system and when students insert their points card they will automatically see what will be served for each meal and choose the dishes they want to eat. Points will be deducted depending the type and size of food. The chefs and cooks can then know exactly what food they should make more or less of. This will thus minimize waste of leftover food and storage.* |
| Duration of breakfast  Breakfast should be served from 7:30am to 9:30am. It should last two hours just like the rest of the meals. To better accompany kitchen operations for lunch, instead of starting at 11:00am, it should start at 11:30am and go until 1:30pm.  The students on duty for breakfast will need to have their classes scheduled to start later. Another suggestion is for the school to hire cooks and server only for breakfast such that student class start time won’t be pushed back. | Duration of breakfast  *For some (like myself), breakfast is the most important meal of the day, it should be available with the same duration of time as lunch and dinner. Breakfast is only served from 7am to 8:15am which is considered quite short if this occurred in a real hotel. Guests would start complaining immediately for the early finish of breakfast. Many guests are not early risers and typically eat breakfast around 8 or 9am (which is a reasonable time). At the Market place the quality of the breakfast is excellent but if the service time is limited and unpopular, the effects put into making such splendid breakfast is discarded. In terms of operation, the service students for breakfast will finish cleaning up around 10:00am. Students on duty for lunch will start preparation around 9:30am. This will clash with breakfast students but considering the size of the kitchen, there should be ample space for two parties finish or start their work (at least on simple tasks that needs to be completed one way or another).* |
| Communication means   * Prior to opening, managers/ chefs need to inform servers exactly what is on the menu * Designate official food runners to inform kitchen when something is missing * With junction to the points card, have the servers know the difference between small, medium and large portion | Communication means  *The communication between servers, cooks, and managers should be improved to demonstrate competence and haste. The servers should know what is in each plate to avoid misunderstanding, especially for students with certain food allergies or discrimination. The Market place should be operated such that long lags of waiting time for arrival of food is minimized, thus, key communication and interpretation abilities between all members of staff should be extensively promoted.* |

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| **2. THE QUEUE** | |
| **Improvements** | **Reasons** |
| No Jumping system  Formulate a line-up system where students cannot jump in front of others who have been waiting for a long time. Put a fence (of elegant taste) or zig-zag tape arrangement (like in airports) so that students at the back of the line cannot access those in the front in order to skip the line. | No Jumping system  *Students who jump in front of others whom have waited in line for a long while is not fair. I found this especially evident during the lunch-time queue, sometimes I would have to wait up to 40 minutes to be seated from a line that seemed small at first but grew to be crowded due to inconsiderate students who budged in front of me to be with their friends. I know this is convenient for the students whose friends are in line to save them a spot, but it makes those who wanted to be seated earlier more hungry and frustrated. It is only fair to set up a system in which the time your wait to get seated is equal among everyone. Therefore, students can schedule their meal time accordingly with the rest of their endeavours of the day and not have other appointments be back up because they could not get a seat in the Market Place within their allocated time.* |
| Initial wait time  This applies in particular to the start of dinner at 5:30pm. Have set times for students to start dinner. Perhaps one batch is scheduled to eat at 5:30pm and then another batch at 6:30pm to avoid the congestion at the start of each mealtime. | Initial wait time  *I found that the line up can get quite massive especially during the start of dinner as everyone has finished classes and are hungry. If one did not line-up by 5:15pm he/she will probably not be seated until the first batch is done which may be around 6pm. This can be quite disappointing particularly for those who do not live in Bluche and has to rely on the infrequent buses and funicular to transport them back their place of residence either in Crans-Montana or Sierre. If there is a set time they are expected to begin dinner then they can organize the rest of their day accordingly instead of waiting around uselessly. Having two or three different start times for a meal was implemented at a twenty-two thousand people international conference I attended in USA. They gave us a schedule of when we can start eating dinner and was successful at speedily feeding twenty-two thousand hungry folks in a three hour slot time.* |
| Length of waiting time  During some occasions the queue is very long. The Market Place should not be the only place to seat a mass amount of students in the main building. A la Carte should open more spaces (than just 8/9 tables) to sustain more hungry consumers. | Length of waiting time  *The length of time a person waits to get seated can really attribute to the overall experience of the meal. When a student is hungry and has to wait 30-40 minutes to get seated, that student can get very grouchy and impatient which may lead to irrational decisions (I know because I am speaking from experience). By opening another large venue to host a sizeable amount of students, the waiting time at the Market Place will be dramatically shortened. A la Carte has ample room to place more tables in their venue. They can place tables together to host larger groups than just four and maximize their space and capacity. As well, especially during lunch, the meals should not be too elegant to speed up the preparation and consumption process. By placing a bit more students-on-duty at the Market Place to A la Carte, the increased occupancy can be handled effectively.* |

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| **3. HOSTING AND SEATING** | |
| **Improvements** | **Reasons** |
| Manner of the Hostess  The hostess is usually the first person to interact with the customer. His/her manner and communication skills are crucial to make a good first impression.   * The hostess should dress in a professional manner and show respect to the customers at the Market Place. * The students should not be refused food if there is an uneven number in the group, particularly for lunch. * Perhaps have the hostess rotate with other jobs so that it is not the same person everyday. | Manner of the Hostess  *I found the hostess for this year did not treat the students (aka. Customers) with respect as much as she should have done in a real workplace. If the Market place is a training center then it should reflect the expectations of a real restaurant which considers its customer’s overall experience. If the hostess rotates with other jobs and diversify her daily tasks (than just doing the same job – hosting – everyday of the week), she might serve the customers with a better attitude and admiration.* |
| Efficiency of the seating process   * There should be two hostess present at all times, not just one * The check-in for dinner (ie. Finding one’s name and crossing it out) should be set up in a more professional manner such as a digital scanning system where the student card is scanned and confirmed. | Efficiency of the seating process   * *When there are two hostesses, if one is away looking for available tables for the first party, the other hostess can attend to the second party and move the line faster* * *With a digital scanning system the line to check-in for dinner will move faster. This system will also avoid students who sneak into the Market Place unnoticeable when the hostess is looking for names on the sign-in sheet.* |
| Allow uneven numbers to be seated  Allow students with 3, 5, or 7 people in their group to be seated during lunch. | Allow uneven numbers to be seated  *I don’t see why groups with uneven numbers of students are not allowed during lunch. If uneven numbers are allowed during dinner why can’t this occur for lunchtime, especially if the smaller tables are moved to form larger tables and thus make more room to add extra tables. The capacity of dining room will increase which should compensate for tables with one spot empty. It will be much easier on the students and should shorten the queue time.* |

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| **4. THE MEAL: FROM PLATE TO MOUTH** | |
| **Improvements** | **Reasons** |
| Minimize steps to retrieve food and plate usage   * Allow vegetarian dishes and meat dishes to be on the same plate to minimize space and plate usage * Allow students to eat all their appetizers together * Have smaller plates for desserts or allow students to reuse their plates from their main course for desserts | Minimize steps to retrieve food and plate usage   * *Sometimes students want to mix the vegetarian options with their meat options, they want to eat them together. Using less plates for small portions of food will minimize the waste of time the kitchen needs to spend washing extra plates.* * *Some students would like to have something liquid to go along with their salad or tapas. This is to minimize the time students need to spend to retrieve different types of appetizers and thus allow them to finish their meal faster so others can eat (ie. Minimize queue time).* * *Since the Market place is a buffet style food venue, and thus, the desserts are not based on presentation, allow the students to reuse their main course plates for desserts to reduce the number of plates that need to be washed. Or serve the sweets on smaller plates (since most students do not take a large amount anyway). This will minimize space to store the plates and washing time to scrub down large plates compared to small ones.* |
| Knowledge and proficiency of the Server   * Server should know what they are serving and how the dish was prepared. * Server should pay more attention and awareness to the customer. * Server should display professionalism and not giggle when speaking. * Server should know when the student has finished his/her meal and ask politely to take the plate away. * When serving each meal, proper size utensils should be utilized to reduce time and repetition. | Knowledge and proficiency of the Server  *The knowledge and professionalism of the water servers were quite decent most of the time. They try their best to memorize each dish. However, sometimes they do not know the proper display for when a meal is finished (ie. Fork and knife aligned together) and takes away the plate away before the customer is done. Occasionally they tend to giggle too much and just stand around, this should not be encouraged. Many of the servers behind each food station are not given proper spoons and forks to manage the food and have to consistently repeat the same motion in order to place a decent portion of food on the plates of customers. With bigger size spoons, forks, chopsticks, etc, these servers can just grab the food at one go and place it on the plate without struggling. This will save time to serve each meal and reduce the amount of time customers spend in line.* |
| Increase beverage options  This implies during lunch and dinner where only water is available to drink. Coffee, tea, and juice should be available throughout all the meals. | Increase beverage options  *As the students paid ample amount of money for the meals for each term, there should be other choices of beverages to quench the thirst of various students. If this is a professional restaurant at least coffee or tea is served after a meal.* |
| Labelling sections  A large sign should be placed on top of each serving area to inform customers where everything is placed. For example, the desserts station should have a sign “Desserts” or the vegetarian station should have a sign “Vegetarian” | Labelling sections  *I found in all hotel’s buffet-style restaurants, each section is labelled with a readable and noticeable signboard usually hung from the ceiling right on top of the station. This shows professionalism and organization. The food menu of each dish are usually displayed beside the station at these hotel restaurants but in the Market place it is sufficient to verbally communicate the menu to save paper and preparation time.* |
| Allow students to take away food   * Allow unfinished portions of food to be taken away only if the student has brought his/her container. * If students want to take away more food, as long as they have a container large enough, they should be able to. If the points card system is implemented, additional points will then be deducted accordingly. | Allow students to take away food  *This will minimize waste of food that the students cannot finish. By bringing your own container, this will reduce the amount of plastic/paper usage and promote sustainability. The container should be sealed to avoid messy situations and the food can only be consumed outside of the main building to keep the school property and possessions (ie. Computers, carpets) clean. This will give especially those who do not live on campus a leeway to eat on their own time and not always abide to the strict schedules. This will save these students time to come down to Bluche, eat, wait for the bus, and then go back to their places. If they are allowed to take food away, they will save time for other endeavours such as studying.* |
| Allow bags or purses   * Decent sized bags should be allowed to be brought into the Market place (especially for the ladies in case of emergencies). * This way, if you want to take away the food, you can bring your container and put it in the bag | Allow Bags or purses  *Just like a real restaurant setting where customers have their purses or bags with them, it should be allowed in the Market place. I think jackets can be put away in the locker, but women’s purses should be allowed to execute a real dining atmosphere. As well, if you want to store something such as containers for takeout, you can put it in your bag instead of just holding on to it which doesn’t look very professional. You can also store your mobile in your bag in case someone needs to contact you. However, long conversations on your mobile should be avoided due to courtesy (ie. If you are having a formal dinner, usually you would avoid talking on your mobile to respect your guests).* |

|  |  |  |  |
| --- | --- | --- | --- |
| **Proplems** | **Suggestions** | **Improvement process** | **Input of the process** |
| Queues in the entrance. | Lunch and dinner reservation using Les Roches Intranet Portal. | 1. Students reserve Lunch and Dinner, using Les Roches Intranet Portal (access protected by the password, generated by IT department). Program functions:    1. Choose the current place and table (The circuit of an arrangement of tables is displayed on the screen. All tables are numbered. Click the seat number is enough).    2. Set his lunch and dinner duration (no more than 40 min).    3. Listing of the form, which included all information (name, student number, time, table number, seat number). 2. Students show this form to the staff at the entrance. | 1. Reduce student`s wasted time in the queues. 2. Increases efficiency of the student`s time management. 3. No necessity to come to school to make reservation. 4. Reduce amount of the personnel and time spent for drawing up and processing of lists of student. 5. Simplification of the monitoring system. |
| Lunch and dinner reservation using special equipment and student`s ID card | 1. Students insert a card into the device for reservation, then:    1. Choose the current place and table (The circuit of an arrangement of tables is displayed on the screen. All tables are numbered. Click the seat number is enough).    2. Set his lunch and dinner duration (no more than 40 min). 2. At the entrance of the Market Place students insert ID card into the admission device. | 1. Reduce student`s wasted time in the queues. 2. Increases efficiency of the student`s time management. 3. Reduce amount of the personnel and time spent for drawing up and processing of lists of student. 4. Simplification of the monitoring system. 5. No personnel at the entrance. |
| Slow service | Signals for the waiter, using cards with different colors | 1. Visitor lift a card (for example blue), that means “I need some water” 2. Visitor lift a card (for example green), that means “I need a waiter” | 1. Reduce delay time, because waiters save time, which wasted on persons, who do not require in this service. |
| Bad Tea | The offer of tea three times day | 1. Tea prepares in the classical way. Special tea-table with fresh tea (no tea bags, only tea-leaves) in the teapots. 2. Various grades of green, black and herbal tea. Mate and Roybush. 3. Self-service. | 1. Increases visitor`s satisfaction. 2. Involve insignificant expenses of products and labour. |
| Poor information about meals | Food labelling | Put meal labels near food stations. This labels containing information about name and components of the meals. | Visitors are informed better about product, therefore increases satisfaction. Especially the persons supervising the diet. |

It would be necessary to consider the size of the Market Place. In my opinion is too small for

the number of students Les Roches has at the moment.

In order to avoid the rush hours would be interesting to redefine the schedules from the

different programs in order to spread the times to eat. One of the problems I observed is

that the students from all the different programs concentrate there at the same time.

Obviously, if the size is a constraint, it is necessary to enlarge the opening hours from both

lunch and dinner.

What produces a huge loss of time is the fact that only one person has to serve sometimes

up to five different aliments (For example: lamb, chicken, rice, potatoes and sauce) and this

creates a very long queues in each section.

In my opinion what enlarge the eating times are not the students moving around the

restaurant, but the queues they have to bear in order to get their food.

A good solution would be to reduce the variety of food and increase as much as possible the

quality. As well at the same time I believe is not necessary to serve in both sides of the

market place the same food, If they would serve the main course on one side (For example:

one person serving only pasta and letting the students to take the sauce by their selves;

Carbonara or Bolognese), and on the other side the second course (For example: two

persons serving one the meat, the other one the fish and letting the students to take the

pertinent sauce and condiments). This is something easy to implement and the results will

be very good in terms of agility.

As well and somehow related with the previous point, would be by improving the salad

section. It is a huge waste of time the fact that the waiter has to prepare the salad for each

student. I would be better having ready salads in trays instead of in bowls. That way the

waiter would serve very fast the salad and the students could take the different sauces by

their selves.

Why not implementing a take away service? Many students would take this option in order

to save time during the examination week for example. They could prepare sandwiches to

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take away and even taking profit of the wasting food (for example with the left salad they

could offer vegetarian sandwiches and with the left meat is possible to prepare pitas).

Many students they go alone to eat. It would be good to create an extra cue for this

students and that way will be faster to split the people in order to avoid the empty places in

the tables.

\_ It is not very good in terms of knowledge the fact of serving water with a jug. Why do not

buy bottles to serve the water? It will be easy to find glassy bottles and fulfil them with

water like they do it with the jugs. This will be much better for the waiter’s knowledge. It can

be implemented only during the launch and to contra rest this extra effort they could just

live full jags of water in each table for the dinner in order we can serve it by ourselves.

\_ Sometimes during the dinner there is not enough light, especially for the tables beside the

windows.

\_ It would not be a bad idea to spend some money in the Market Place in order to update it

because it looks very old. Actually I think it does not stand up to the high quality that

precedes Les Roches.

|  |  |
| --- | --- |
| Problems: | Suggestions: |
| Plates are always over hot; it would easily hurt the guests when they take it for meal | Put more attendants in kitchen instead of outsides, wash dishes immediately, so that it can be cooled down quickly |
| Not enough space during lunch time, therefore, always caused a long queue outside | Extend the entire area, or regulate meal period for each table such as 30 minutes for each table, as guests had paid lot money, they should get what they should get. |
| Curtain had broken for a long time, but not changed | Should change it immediately as it is part of service |
| Curtain is too thin, sunshine can directly enter the area and influence students eaten quality. | Should add one more curtain which is used for block sunshine |
| Foods and soup are too salt | Not to put so much salt as it would direct affect cost |
| Meat is always too tough | Better control cooking time, would eliminate cost |
| Attendants service spent a lot of time | Attendants’ service should be changed to self-service can save a lot of time in meal. |
| Glasses are easily broken | Should be changed to another type of glasses which are not easily broken |
| I have encountered that meat served was not well done enough, it was because there was not enough attendants served outside and one chef was going outside to serve, it caused not enough staffs in kitchen. | Attendants’ service changes to self-service so that extra manpower can be moved in kitchen. |
| Sign in sheet is too complicated, waste paper and waste manpower on it | Sign in sheet can be changed to system in internet, student can sign-in in internet, so it is more convenience. |
| Teachers sometimes would blame on guests because there was no attendant collect dishes while there was one extra dish on table. | Teachers should have their job responsibility to teach their attendants who is serving, they should not blame the guests who are eating, and should blame themselves because it is their responsibility. |
| Attendants who serve water caused the corridor too crowd, and easily collide with whom is going back to seat. | Attendants’ water service should change to self-service so that extra manpower can be moved in where needed. i.e. kitchen. |
| Attendants are always speaking toward the jar of water when introducing dishes; it is not hygiene because saliva would be drop into water which is going to be poured. | Attendants should hold water far away from their mouth when they are speaking. |
| It always emphasizes that there is not enough manpower in serving, so that do not allow guests seat a certain table | Sometimes teachers can be the one who serve as well; or change attendants’ service to self-service, put the extra manpower into the place where needed. |
| Not enough items for vegetarian | Should add more items, it would give some more choices to vegetarian. |
| Long queue in main course section | Since attendants serve too slowly, it should change attendants’ service to self-service. |
| Staffs ( not students attendants) is very impolite | Should be more kindness, as they are working in hospitality industry |
| Service time is too short, especially in breakfast and lunch period. | Should extend service time as some of the guests have to attend class during lunch time, they are released at 12:45; it is not enough time for them to eat with quality. |
| Not enough space in corridor, it’s difficult for walk at the same time while there is two persons go through. | Should extend place so that there are more space and can avoid accidents happened. |
| Desserts selections are more than hot items sometimes. | Add more items in hot course as it is the main course in a meal instead of dessert. |
| Only water during meal is so boring. | Add more items such as juice, coffee or tea is better, as there should have more choices to guests in hospitality industry. |
| Attendants start to clean such as sweep the floor when there are still guests eating; it is not hygiene as dust can easily drop into the food. | Should start to clean the section which have no guests, then clean the whole place after all guests gone, or market place should hire one/ two permanent staffs from outside to do what those attendants cannot finish on time. |
| Desert plates are always hot, so that ice-cream is easily melted. | Desert plates should not be served when it is still hot. |
|  |  |

* Capacity: closed A La Carte and expand Marketplace. Put A La Carte somewhere else and used that space to make Marketplace bigger.
* Timetable: to avoid big queues, organized student’s timetables.
* Organization: students should improve their performance.
* Lunch’s boxes: sometimes students do not have enough time to have lunch, so they should have the opportunity to get also something to eat.
* Improve the quality at CDV and PFA: those places should offer more variety and better food, which would bring as a result that more students have lunch there.
* More variety: the food at Marketplace is like always the same. They should offer more variety.
* Vegetarian food: vegetarian students should also have the opportunity to choose among different options.
* Expand timetable
* Improve service: stations should have two students serving rather than one to avoid the long queues.
* Students should not say the menu; they should put a bigger board outside informing the students about the menu. Saying the menu consumes time.
* Salads should be already done: students take time preparing the salads and this is another reason for the big lines.
* Put more station inside Marketplace: there is just one soup station, one vegetarian and two regular stations. Putting more would be a good idea.
* Accept uneven numbers: students are not allowed to enter if they go on an uneven number, many students go by 3, 5 and they have to wait till they make an even number.
* Eliminate the fact that the students have to sign for dinner: sometimes students just forget to sign for dinner, and then you are not allowed to have dinner.
* The sign checking takes too long: they should improve this by putting more students that check the signs.

**Waste 1 perceived:**

Kitchen staff waste time crossing the room with plates and dishes for the different buffets. The dishes and plates arrive late and the lines are disrupted.

**Recommendations for eliminating Waste 1.**

1. **One way to keep the lines tidy and the buffets well served, without investing in new equipment, is to place the buffets along the two walls to the left of the main kitchen door. The buffets can be separated and lines clearly indicated using the plant boxes.**

**The root cause is the lack of an automated line to buffet windows but this would require a capital investment which Kaizen theory does not encompass.**

1. **The services stands could be placed in the middle of the room to make room for the three additional buffets along the wall.**

**Waste 2 perceived:**

Marketplace guests chose their preferred buffets after moving back and forth between the buffets causing a lot of confusion in a very tight space.

**Recommendation for eliminating Waste 2.**

1. **Buffet themes should be visible to marketplace guests from their seats. This will eliminate the time guests take between buffets chosing a buffet. There will be less moving back and forth before selecting and more immediate and direct selections.**

**Waste 3 perceived:**

Guests use several paper napkins because they are too thin.

**Recommendation for eliminating Waste 3.**

1. **Do quality checks to make sure the napkins are recycled or use cloth napkins only.**

**Eva Ngezayo**

**Kaizen paper**

**Waste 4 perceived:**

New Restaurant staff are sometimes going back to the tables too often serving too much water.

**Recommendation for eliminating waste 4.**

1. **Supervisors make quick gentle follow up suggestions to restaurant staff during meal times and after. Avoid letting them venture out making the same natural mistakes more than twice.**

**Waste 5 perceived:**

MBA students spend too much time waiting in lines (lines are too long) and eating at hours that are incompatible with their classes and classwork.

**Recommendation for eliminating waste 5.**

1. **Offer MBA students only a la carte meals at times of their choosing.**
2. **Offer MBA students the option of placing their a la carte meals in advance.**
3. **Offer the option of a sandwich bar.**

**Waste 6 perceived:**

Walking space between tables is limited between the small tables.

**Recommendation for eliminating waste 6.**

1. **Use as many as possible of the round or rectangular tables for four to eight undergraduate guests only. Keep the smaller tables for breakfast only.**

**Waste 7 perceived:**

Too many individual service stands.

**Recommendation for eliminating waste 7.**

1. Recycle the stands and have one oval one in the middle of the marketplace room, offering easy access to staff from all sides of the room.

**Problem 1:** Many students need to have lunch at the same time and the queues get big causing peoples stress and delays for classes.

**Possible Solutions:**

* Better distribution of lunchtime in student´s schedules. Establish different times for each program (One for BBA, MBA, HO1, etc.)
* Open A La Carte restaurant together with Market Place to make more space.
* Change the lunch service for dinnertime, because this type of service takes more time and for lunch most of the students are in a hurry for classes. Therefore, students could make this practice at dinner when people have more time to eat.
* Give each table a water jar so they could serve themselves. This would eliminate not only student´s job but also it would let people eat in peace. By having less people in Market Place the access to the food would be easier and consequently faster.
* Instead of placing students to serve water, place more students to serve the food to make the service and the food replacement faster, so the lines could be smaller.
* Lunch time should be extended until 13:45, because there are many students who finish classes at 12:45 and there is not too much food left and they have to run to be able to eat. Also for people who lives in Crans that do not have classes in the morning and just want to go for lunch they have to take the bus at 12:35 and run to have lunch. If lunchtime was extended there would be a good difference in the big queues because people would also choose to eat later if it was possible.
* When the service is not self-service, the table should be set before people arrive (fork, knife and spoon) to make the service more efficient.

**Problem 2:** Staff does not know when students are done with their meal if they leave the tables whether to get more food or to leave Market Place.

**Possible Solution:**

Create a plastic circle with one color for each side. One color would represent that the table is not finished and the other one that students are done with their meal.

**Problem 3:** Lack of healthy food

**Solution:**

Market Place should be more concerned about cooking healthier food such as more fish, white meat instead of pork; more options of vegetables; fresh fruits for breakfast; not too many fried food; serve dessert only every other day and when it is not dessert day serve healthy options such as fruits, yogurts, etc.

**Problem 4:** People who do not have classes and come to dinner in their casual clothes have a few time to eat when they live in Crans Montana.

**Possible Solution:**

Let people who lives in Crans Montana get in Market Place with casual clothes 15 minutes before, or 18:15, because the bus leaves at 19:10.

**Problem 5:** Lack of information about the food. Students who serve food in Market Place do not have enough information about the options available and when people ask what the dish is made of, they would say they do not know.

**Possible Solution:**

Before lunch or dinner start give all the information to students and make sure they understood, because people who have allergies problems can be damaged because of this.

**Problem 6:** Lack of empathy on staff.

**Possible Solution:**

People who work in Hospitality Industry, in Market Place inclusive, should be nice all the time. It should be a training program to teach them how to deal with people so the service would be better.

**Problem 7:** Signatures´ system. Students who live in Crans Montana find difficulties to sign everyday for dinner because they do not have classes everyday and they need to go to school just to sign.

**Solution:**

Create an online system where every student who wants to have dinner can go online and sign. This system could also be used to make cancelations for dinner and to reserve A La Carte.

**QUEUES**

1. The problem of long queue is still an issue, which might be a result of very different factors (you might wait 45 minutes):

* There is not enough space for students (hallway can be used to increase the space, also adding a la carte room, can be an option)
* Coordination between classes schedules;
* Slow service inside the market place;

1. Queuing inside the market place;

* Slow service (To make service faster there should be two people serving in one section or added new sections)
* Layout of the sections;
* There is no information what is served in which counter;
* Many students are vegetarians and there is only one spot serving them, which is one of the reasons of long lines.
* The vegetarian section is near soup section and when there is a queue for vegetarian food (and mostly there is a long line), it makes hard to excess the soup section.

1. Most of the students eat deserts and it is always a long line in this section;

**FOOD**

1. Serving the water with ice (some do not drink iced water);
2. Hair in the food (this happened several times);
3. Sometimes it is so hot near the section, that people serving the food sweat in the food;
4. Food quality control needs to be improved – vegetables are mostly overcooked, salad is not fresh and so on

**SERVICE**

1. Most of the time students servicing behind the counter do not know what they are serving as well as the ingredients of the food;
2. Most of the students serve without proper attitude (not smiling and not even asking what you want);
3. There is a problem of communication between people serving the food (when the food is over, they do not know how to notify for the addition unless someone passes by from kitchen, causing the waste of time during the service);
4. Problem of coordination between the hostess and serving people (result: taking people to the table, which is not ready to serve and rather offering the other place they take this people back to the line, which creates additional traffic inside the market place as well as angry customers)
5. Hostess being very rude and unprofessional;
6. Glasses for water often have smell of chemicals, which makes impossible to drink water;
7. The plates are not washed properly;
8. Tables should be fixed – most of them are bouncing;
9. When floor gets wet is becomes dangerous, so it might makes sense to change the tiles;
10. Rule of evens: It is understandable that it is easier to allocate people in even numbers, but very often when you are alone or three you have to wait for another 20-25 minutes or end up without the food (result: queue, staying hungry, late for the class or missing the class)
11. Almost every student and even people supervising them after finishing the meal asks: “Are you finished or Are you done?” (I think this is systemic problem)
12. Dress code: entering time for people in informal close is 6:30p.m. I think it should be 6:00 p.m. As far as many students live in Montana there is a problem with bus schedule. Bus comes down at 6:00 pm and leaves at 7:10, which leaves 30 minutes for the food (considering the queues outside and inside the market place it might not be enough);
13. Lunch: Some classes finish at 12:45, after which student should go to the locker and the bathroom, which might take additional 15 minutes (depending on where the locker is located). If there is no queue you luckily enter the market place at 13:00, which means that most of the sections are empty or they starting to close them. (either lunch time should be extended or the time for closing sections or the classes need to be rescheduled)

General Concept

Market Place is a training restaurant where we serve Breakfast, Lunch and Dinner. People

come during their break time. Normally the guest do not spent long time for lunch, neither for

Dinner and Breakfast, 20 minute for Breakfast, 30 minutes for lunch and 20 minutes for

dinner. It is means that we should to have a big mis en place, well preparation and just go

ahead.

Venue: Market Place

Service style: Buffet self –service.

Open time: Breakfast: 7 Am – 8.30 Am

Lunch : 11 Am – 1.30 Pm

Dinner : 5.30 Pm – 7.30 Pm

Suggestions

**Details Actual Suggestion**

1. Time

-We need to make o long

queue before being accepted

into Market Place

-Modify Time table of the classes.

Ex: First group of 3 classes finish at

11 am, second group of 3 classes

finish at 11.30 am, third group of 3

classes start at 12 am.

This way can avoid the long queue

on the gate of the restaurant.

2. Buffet setting

-Salad section is in the

middle of restaurant.

-Desert is on the right next

the door.

-Hot starter is between

Vegetable and Hot section.

-Hot section is on the right

and left side.

-Vegetable is behind hot

section on the right.

-It will be better in the order to

install this section in the place of

vegetable section.

-Guests do not know this section

because it stays behind guest table.

-Could be better to put the Dish

name, even the chef is behind but

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Breakfast buffet

-We make a long queue in

the morning for Breakfast

in Eggs station

some cannot speak well English and

they are shy to speak.

-Option 1: Organise more in the

kitchen for mis en place, have

equipment to keep food at right

temperature, add more staff to

prepare eggs

-Option 2: add more egg station in

the restaurant.

3. Restaurant

decoration

Only grey, white colours Some more decoration to attract the

guest, and again it training hotel, it

is a good opportunity for staffs can

make some creations.

4. Customers care.

N/A -Hospitality atmospheres, such as

Birth day surprise for our guests, It

is easy to get birth day from

administration and organise

something for this occasion such as

a small vase of flower on the table,

happy birth day music. It is cost

nothing.

5. Staff behaviour Miss smile Smiles is missing on the hostess

6. Body language Showing the number of

guest by fingers who are

accepted in the restaurant.

-Just announce a normal voice;

people can hear it, because we are

hungry, so we make attention.

7. Cleaning time Cleaning the floor and

putting chair on the table

during the guest still eating

-Modify the time table for kitchen

& service students who have class

in the afternoon

-Do not accept people at 1 pm.

8. Food

Cold section

Some time we make a long

queue for salad

-People do not want to spent long

time for lunch, why not prepares

everything in the kitchen and just

sent in the restaurant instead to mix

the salad in a small saladier à la

minute.

9. Food

knowledge

Staff did not pronounce

correctly food terminology

-Spend more time for student non

English spoken language.

10. Food portion

distribution

Sometime 2 pieces or 3

pieces

-Should be consistence on food

sharing to avoid waste.

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11. Right plate Use hot plate for cold desert -The plates are hot enough for cold

desert as mouse, ice cream. Should

be cooled before using.

12. Flower Some tables have a small

vase of flowers

-Why not all the table, we will be

treat on the same way.

The Marketplace’s Kaizen evolution

n class we analyzed the Kaizen principle which consists to find improvements

by making brainstorming with the employees. The main aim of this method is

more to eliminate wastes than to bring new solution. Identify and delete wastes

in an organization costs normally nothing instead of bringing an expensive new

solution. Consequently, using this outstanding way of managing we have to find some

improvements to the marketplace. One of the ways which permit to become a good manager

is to identify the wastes in a production line or a providing service. We have to set the **PDCA**

cycle. First we have to **Plan** the ideas about the improvements. Then it is necessary to **Do** and

test the innovations. After setting the improvements it is vital to **Check** if everything is going

alright in the new schema. To finish, we need to **Act**. It means we adopt and apply

definitively the improvement and we include it in the global process.

Setting a Kaizen model in an organization has several benefits. Indeed first it is a relevant

means to save money and to improve the process of the company. Moreover this can increase

the employees’ involvement by adopting the employees’ ideas. Secondly listening to the

ideas of the employees thanks to a brainstorming puts more involvement in them. Indeed they

have the feeling to add a value to their work.

The main objective is to find improvements without allowing any budget to the project. What

we propose in the following proposals is some ideas in order to get better the market place.

These ideas come from the fact sometimes there is too much queue and some dysfunctional

aspects in the organisation. We have a rational approach about the needs of the Marketplace.

We voluntary neglected the food aspect because it does not add anything in the organisation.

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Kaizen Teian: Personal VS. Team approach

**O**ne or two runner cooks in order to move on each area which needs support. The idea

is to manage better the allocation of the staff through the dining room. The main goal

is to avoid queue at each food corner.

**T**he waiters have to have a pre-defined role before the service. Some take the order,

some serve water, others remove dirty plates and the last clean and set the new tables.

The roles can change during the service through the management of the Maître

d’hôtel. This allows avoiding routine and putting more dynamic in the task. Moreover

having pre-defined roles permits a better efficiency and reactivity, especially with

inexperienced students.

**W**hen there are some calm periods, waiters can cut in advance the bread, fill the salad

bowl… we have to leave them more room to initiatives. They should have the right to

make initiative during their work only if it is relevant and does not disturb their first

role.

**I**t is necessary to have continually a person at the reception who manages the queues

and form groups of 2, 4, 6 and 8 persons. It is necessary to have also one person

responsible to place people in the dining room. In each area a designated head waiter

has to prevent the available tables.

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Gemba Kaizen: Day to day VS. special events

**L**ooking of the classes’ schedules. Avoiding the black Tuesday. It means it is possible

to change some schedules in order to avoid having hundreds people going eat at the

time. It is possible for the MBAs classes because we have a few numbers of courses.

**L**engthen the eating period in order to spread the number of available people. Adding

half an hour (until 2 pm) can leave people to choose their eating time instead of

forcing students to go in the same time.

**P**utting up a poster or on the screen which indicates the approximate length of the

queue in the lobby. This can permit to limit the queue and to spread the crowd.

However it is necessary to be reactive concerning the putting up and the removing of

the poster.

Preparing in advance some dishes like pre-made salad. Like this the people could

choose these plates by ease and consequently spend less time at the salad corner.

The opposite have to offer exactly the same food. Sometimes one vegetable differ

from one corner to another and consequently people take (or waste time) to go seing

what the difference is. If everybody knows that each day each corner have the same

products, we can gain time and more fluidity in the circulation.

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Flow Kaizen: Process level VS. sub. process level

**A**dopt a system of filling the marketplace. It means to process by area. There are 3

areas in the marketplace. Trying to fill one full before beginning filling another one. It

means also to establish under areas in each main area. We have to fill step by step the

area. The main aim is to create waves of people eating in the same time. Consequently

we have to do waiting people in the queue. The principle is the following; it is better

to do waiting few people for a brief while than to do waiting a lot of persons for a

long time.

\_ Creation of a steady cycle of people turnover. We have to synchronise the waves

of people going out and going in.

**I**t is necessary to put up the poster for signing for the attendance at the meals. The

principle is to have at all the time the schedule of the entire week in order to visualize

in advance the coming days. Thanks to this process the student can see in advance all

the schedules and he can fill it in one time instead of doing it each day. More you

have to repeat a task more the possibilities of failure are high. The students have to

sign 2 days before.

**M**oreover like some people are living in Crans-Montana we can create an added list

of a limited number of seats. For example we can create a list of 30 or 40 people

authorized to sign during the day or the day before. I am confident that every dinner

the kitchen can provide 30 or 40 people more that it was expected. However this list is

not negotiable and reserved for the more reactive people. These people will have to

wait the end of the queue and this can be a good means to limit the leftover in food.

Six Sigma

Page | 6

The food dishes should be running. The person who delivers it to the counters should

see where the load of people is and where there is a line. Once there was no dish on

the counter where there were 5 people waiting but the delivery boy went to deliver it

on the counter where there was no one waiting.

The area should be more. According to me the area of the Ala Carte restaurant should

be added in the market place to tackle the problem of heavy rush in the peak hours.

The Ala Carte restaurant can be transferred elsewhere. Though, I aware of the cost

related in doing so, but this is just a suggestion.

If the area is increased, there should be more counters to cater to the number of people

eating there.

Once, Dr. Wood asked me to write the time of the queue from the stairs to the

entrance door of the market place. It was a shocking revelation that it took me 20-25

minutes from the stairs of that floor (just outside the elevator door) to the entrance

door. As a result of this, students do not go and eat most of the times if the classes are

back to back. I think the turnover time should be a bit less than what it actually is

now.

They should let people enter in odd numbers is there is a table. Suppose, if there are 3

people at the door and there is a table for 4, then they should let them enter and should

fill the 4th chair by whoever is alone. Trust me, there are many people who come there

alone and linger around so that they can find a partner. Also, the same in case of the

table for 6. They should let 3 or 4 people enter if a table for 6 is available at hand and

fill it up with the other 2 or 3 people who come later. This will help in continuous

turnover of tables and there wont be a times when either there are too many people or

too less people at a time.

The counters should be clearly labelled also. The steward/stewardess at the tables

does announce the dishes but everyone goes for the look of the dishes. Its human

nature and once they are on the counter, they ask the server about what the dish is. To

reduce on all this miscellaneous spending of time and to fasten things up, the counters

should be clearly labelled as to what the dish is- either it is vegetarian or nonvegetarian

and if non-vegetarian, it is ham or beef.

The dessert counter is the one which has the maximum amount of people waiting at

one time. It can be inter-changed with the salad counter as not every one goes for

salad and there is an option of soup. If done so, 2-3 servers can be placed on either

side to improve the flow and to reduce the waiting.

The number of stewards/stewardess should be increased and the number of each

person handling the tables should be reduced. They are new students and are less

efficient when it comes to time management.

The time, according to me, should be altered from 11:30 am till 1:30 pm to 12:00 till

2:00 pm. This is my personal observation that the market place is actually empty till

12:00 and it’s only after 12:00 that the people start coming in.

The kitchen should also make sure that they have an ample amount of mise-en-place

done at hand to avoid the last minute running. (Though I do not know how exactly the

kitchen works here).

There should be a little more consideration given on the vegetarian dishes. There is

not much for a grass eater to fill his stomach on. I remember, last semester I knew

atleast 4 guys who did not eat anything because most of the items were nonvegetarian

and they had to fill their stomach with just the side dishes as sautéed

vegetables or fried potatoes.

There should be more emphasis given on the dinners also.

Increase the size of the Market Place by moving the A la Carte restaurant to San Nick’s and

incorporating the current A la Carte Restaurant into the Market Place.

By moving A la Carte to San Nick’s, the current A la Carte kitchen space is also freed up for more

seating in the Market Place.

The wide corridor that leads to the market place and A la Carte has a lot of free space which is

not utilized to its true potential. We could have tables placed in one half of the corridor along

the walls

During Lunch time, more students are required for service, where they are designated specific

table numbers within the section to look after. Ideally a student steward should be focussing on

not more than 3 tables in one shift.

The students who are serving in the market place should be made more aware of what is being

served and what are the ingredients that go into the dish

Ending of lunch time should be revised from 1330 to 1430, so the rush to enter it is reduced.

CDV and the PFA Sandwich bar should have similar timings like that of market place to reduce

the load on market place.

Additional main course service counters are required to reduce the amount of time guests

spend in line to collect their food.

An additional dessert counter would help reduce the pressure on the single dessert counter

currently present.

The minimum seating structure should be tables for 4 by getting rid of tables for 2 and

maximising space availability.

Time tables of student classes should be planned in such a way that all students do not land up

coming to the market place together.

Dessert plates should be cooled before they are brought to the counter. Very few like eating

cold mousses and ice creams on a hot dessert plate where it starts melting and alters the

experience.

Seating could be altered to such an extent where all tables are in rows, similar to Munich beer

houses.

Instead of serving individually at the service counters, like salads even the main course could be

pre plated.

There could be fixed time slots allotted to students to come and have their meals, depending

on which course they are doing. For Example HOI from 1130 to 1230, MBA from 1150 to 1250

etc.

The dinner menu should be better planned. Not many are fond of seeing pasta being served five

out of seven days.

The dinner time rules of not being allowed in before 1830 hrs in mufti should be either strictly

enforced or done away with. No point flip- flopping between the two.

All dishes being served should be labelled. Dishes that contain pork or beef should be marked

out, so as to not hurt the religious sentiments of some.

The vegetarian options should be tweaked. They have very little choice

The breakfast should be on till 0900 hours to give a chance for the students living up in Crans-

Montana to come down and have breakfast.

* Decrease in the length of time of queuing before entering the Market Place, sometimes students wait outside Market Place more than 20 minutes. Increase in the service in the rush hour.
* More places and seats, especially the lunch time the service teacher or the host only seat at a table for 2, 4, 6 or people. Therefore, if you are alone, you can not allow eating. This rule should be changed.
* Increase in the quality of food as well as food choices, for example, the breakfast are always the same every day. They should change the food at least once a week. For the weekend or dinner, there are not enough food choices for teachers and students.
* The service student follows the rules and regulations too much; sometimes it makes delays the service time. Teachers or students only take main course, for example, because they do not have time to eat.
* More training to the service and cooking students: well trained and work productively.
* If some students still eat in the market place, the service students can not clean or finish the station. It is very impolite way to treat customers.
* Improving the behaviours of strategies such as friendly, welcoming because sometimes they are very rude and they treat students not the same.
* Always have water jugs each table.
* For the lunch time, the menu with pictures should be put on each table; it is easier to understand than students explain the menu.
* There are some punishments for students not to complete their responsibilities, for instance, the service students often talk each other and neglect their works.
* More light music in Market Place to make teachers and students more relax and enjoy their food.
* More knowledge and explanation about the food, sometimes the cooking students do not know exactly what they are serving. May be put the explaining paper each food sections.
* Encouraging the service students put the cutleries and clean the table quickly, there are competition and rewards between 3 different stations that motivate them to work more efficiently
* Vegetarian stall
  + Far from the people sitting in section 1
    - Need to be in the middle, next to the salad bar or change the vegetarian bar with the main course counter
* Slow in respond to change the cutlery
  + Guests often need to wait for the cutlery change
    - Need more staffs or need more organized in dealing with section
    - Task need to be clearly defined (who have to refill the water, changing cutlery, clearing table)
* Slow respond in water refill
  + Guests sometimes need to wait for the waiter/waiters to refill their glass
    - Delegate staffs to specially take care of the water refill
    - Let the water jug to be on each of the tables
* Slow respond in clearing the plate
  + Guests often has to wait for their plate to be cleaned
  + Sometimes the dirty plate still on their table when they come back from taking the other foods
    - Delegate staffs to specially take care of plate clearing
* Choose 1 way to explain the menu (board, board in front of door)
  + There are three menu explanations which are on the queue line’s board, entrance board
    - Use the entrance board only, because it is easy to be access and the queue line’s board only can be read by the one next to it.
* System of sitting, ineffective (2,4,6 persons only)
  + People who come with other than that number do not allowed to enter the market place
  + It waste the time of the people as well as allowing people jump the queue
    - Adding more table which allowed people sit together such as side/wall table
* Reservation system
  + People have to sign the list to make dining reservation for dinner and weekend which is not efficient
  + It should be done a day before 3pm
  + Every day the staffs has to take and change the paper with the new one
    - Online reservation
    - Phone reservation (in a limited time only) which also could help the student to learn how to handle phone reservation
* Cancelation system
  + People has to come to reception to cancel the reservation which is not efficient
    - Online cancelation
    - Phone cancelation
* Inefficient counter cutlery placement for the server
  + The server has to get the cutlery from only one place when they take the food for the guests
  + Waste of time in taking the cutlery
    - Put place to place the cutlery near every gastronome
* 2 soup spoons
  + Only 1 queue line for the soup section
  + They only open 1 soups at a time
  + They put two soup spoons to get the soup
    - 1 soup spoon is enough
* Unorganized delivering food to counter
  + Counter often run out of food
  + Often it make the guests waiting for more than 2 minutes for the food to come
    - Need to delegate more person who look after the counter and to deliver the food
* Desert section
  + Ineffective 3 sections
  + The dessert section near the entrance is ineffective, because people usually queue from the kitchen entrance
  + The menu between the entrance table and kitchen door table are the same
  + If they open the section near the door, if there is a queue, it could block the door
    - Close the dessert section near the entrance
* Unorganized queue
  + They allow people get in from the middle door
    - Should only one entrance
* Queue system (not in order)
  + People from the back could easily jump the queue
    - Computer queuing system which allow the system to control the queue by giving them queue number
* Menu explanation
  + People has to wait for the staff to explain the menu to them
  + Sometime the staff do not pay attention to the guest that just come
    - Staff who meet and greet the guests should also explain the menu
* Service station
  + - Put the service station in the middle of each section to increase efficiency
* Food type placement
  + People usually ask to put sauce on the top of their rice or potatoes or so on
    - Put the carbohydrate type of food(rice, potatoes, and so on) at the first gastronome, so the server do not need to get back to the first gastronome again
* Soup’s bread placement
  + It is located before the soup bowl and the soups
  + People has to came back after they take the soups
    - Place the bread after the bowl/ the soups
* Salad dressing
  + Put in the side of the table
  + The server will always use it, so it is less efficient to get back to the side of the table to get the dressing
    - Put the dressing in the middle of the table
* Main course plate placement
  + The plate is located on side of the main course bar but they divide the station into two part
  + People has to cross the line to get the plate
    - Put the plate in every parts/sections
* Inconsistency of opening hours
  + Sometimes the opening is inconsistence especially on the weekend
    - Organize to be more consistent

Kaizen assessment of the Market Place

PROBLEM SOLUTION

1.- The entrance line is slow and very inefficient. 1.- Entrance should be rearranged into other

arrangements, Two lines one with exact number of

people in a table, other with inexact and that need

to be rearranged into exact numbers.

2.- Procedure when sitting down 2.- the reading of the menu and the serving of

water should change to reading only the entries

and serving the water when the people have left

because it is easier to rearrange the table when

the people are gone.

3.- Unable to serve from different stations 3.- waste of time and procedural mechanism when

wanting a main dish with a vegetable side that is

not on the same station is absurd, because the

consequence is that more time in wasted a second

dish is used and that triggers a whole new cleaning

procedure for a second dish.

4.- Staggers and Students disagreeing in a

procedure

4.- the common teaching strategy in the market

place results in a slow and meticulous job instead

of offering a smooth well run service, any

discrepancy between students and staggers should

be solved after the service is done not at the

moment. Acknowledgment of the problem at the

spot is useful but discussion and/or correction at

the spot usually is turbulent and only makes the

procedure come to a halt.

5.- Runners without a proper purpose. 5.- the runners of service and kitchen usually are

running all over the place without having a

concrete purpose to the running about. The

procedure is simple replenish the food and clear

the dirty plates, but everyday there is a problem,

who is in charge of the bread? Service of Kitchen?

Actually NONE it is stewarding!!!! Completely

illogical.

6.- unspecialized stations 6.- having specialized stations would agilize the

service, instead of having a station with three

groups of food; vegetables, starches and meat,

then vegetarian and soup. The only specialized

stations are the ones that run the smoothest.

Dessert, Salad Bar and Soup are the stations that

run the smoothest. The other stations that are

mixed usually have problems with the serving and

the provision of the service, there should be a

station for vegetables, a different one for starches

and a third for meats would ease up the service

because the people would only go for the station

they are looking for.

7.- the uncoordinated between programs and

meal times,

7.- The market place is open for more than 2/30

hours a day. Yet from 11 to 12 it is empty and from

12 to 1 it is full. Which can only let’s us think that

there are two causes, one either the marketplace

opens to early, or there is no coordination

between the schedules of the programs and the

actual service hours. There should be from 11 to

12 all HO’s and from 12 to 1 all other Students

(HO’s are the gross of the student population.

At simple sight these might seem harsh observations yet there are problem we face every day. There are

considerations to take while assessing the functioning of the Market Place. The first one and most

important is that the Market place is no ordinary food outlet, it is a food outlet but at the same time it is

a class room, so in these sense some of the problems that we face are justified.

Queuing analysis

* Queuing time: long queue time in both inside and outside market place
  + To diminish the queuing time of both inside and outside market place, meal time may be extended, such as for lunch, from 11:00am - 14:00pm and dinner is from 17:30pm – 20:00pm
  + Staff might be trained to work more efficiently in serving the food and assisting for seats availability
* Queuing rules: cutting lanes resulting in longer queuing time for people standing at the back lane
  + Apply the ‘no queue cutting’ rules despite there are friends in the front lane
  + Allow two or more dishes to be combined into one plate and serve according to the request to minimize the number of people in the queue

Food analysis

* Food varieties: lack of food choices
  + Changes of food varieties at least once or twice a week
  + Serve more varieties of desserts and appetizers
* Food quality: low food quality and food recycling
  + Allow limited amount of food to be taken away to reduce the waste and minimize food recycling
  + Train the cooking students more in how to produce good quality food
  + Ask for some help from the chefs to help in cooking
* Food production: inefficient food production
  + Train the cooking students to cook faster if there are still a lot of expected customers
  + The stand-by chefs and staffs might lend their hands to help in the production if it is necessary
  + Ensure that all the cooking ingredients are ready and available to be used if demand is more than expected
* Food availability: insufficient available food resulting in longer queuing time
  + Prepare more demanded food in advance, especially during the peak times, to be able to serve the requested food by the students accordingly
  + Train the service students and the runners to work together efficiently to ensure that food is always available in the stations
  + Allow limited amount of food to be taken away for those who have signed, but are not feeling well at that particular time
* Food utensils availability
  + Train the runners and assisting person-in charge-of-seating to be more observant in ensuring that the utensils are ready in the place to be used by students
  + Ensure that the stewarding students are washing all the necessary utensils as fast and clean as possible
* Food queuing time: long queue time
  + Use larger food utensils, such as larger spoons and forks to serve the food
  + Utilize all the available stations as much as possible
  + Put the ready-to-eat food beneath the station when the food in the station is half-empty during the peak hours
  + Serve the requested food by the students accordingly so that they do not have to keep returning to the queue lane and extend the lane

Reservation and cancellation analysis

* Reservation rules:
  + Extend the reservation time until 18:00 pm, instead 15:15pm
  + Able to reserve for the whole week at once, instead of daily reservation
  + Able to reserve through online system
* Cancellation rules:
  + Allow more freedom in reservation cancellation, such as friends are allowed to cancel for other friends
  + Able to cancel through online system
  + For weekends, clearer and flexible rules on the cancellation system

Staff analysis:

* Staff efficiency: lack of skilled staffs, sometimes there are no waiters
  + Train the staff to be more ready in serving and understand the correct way in serving
  + Staff has to be more alert and aware in their job
  + Better allocation of staff positions to increase efficiency
* Staff attitude: staff work unproductively with low morale
  + Ensure that staff has the right attitude in serving
  + Train staff to be more responsible in doing their jobs

Meal analysis:

* Meal rules: sometimes it takes long time to refill water and for lunch, we have to wait until the service student explain the menu to us
  + Train the service students to be more aware of the sections they are responsible for
  + Prepare and ensure the service students know the lunch menu offered on that day to faster the lunch time of students. This would increase the available seats too.
* Meal time: breakfast time is too early, lunch time is too short and the food sections close too early
  + Extend the duration of breakfast time, such as from 07:00 am – 09:30 am and for lunch maybe from 11:00 am-14:00 pm to ensure that everyone has their meal portions
  + Prepare more food so that the food sections can be opened longer to serve the students

Seating analysis:

* Seating rules: 2,4,6 and 8 seating rules resulting in longer queue time for some students
  + Allow students who are in odd-number groups to be able to enter first without the need to wait for other students who are also in odd-number groups
  + Serve the students in the front lane first to ensure fair treatment to everyone
* Seating capacity: insufficient seats during peak times increases the queuing time
  + Open the a-la carte area too if that area is empty
  + Utilize all the seating sections as much as possible
* Furniture quality: imbalance tables causing broken plates and glasses
  + Change the tables to the balanced tables to ensure the safety and higher satisfaction of students enjoying the meals

Uniform analysis:

* Uniform rules: strict uniform rules
  + Allow a little bit more flexibility for breakfast and dinner
  + For dinner, maybe the casual wear students are allowed to enter since 18:00 pm, instead of 18:30 pm
* To reduce the queue, it is easier to announce the name of the student whenever the table is ready.
* Expand the lunchtime to reduce the number of students in the peak hour.
* Allow only the students who have class to have lunch in market place.
* Get rid of the tray so there will be more space for each table.
* Provide the cutlery at the entrance so anyone can take whatever they need for their meals. (Same as dinner)
* Rearrange or change the style of table to make it more spacious.
* Rearrange the buffet line and put more tables.
* Reschedule timetable of all students so that they are spread out evenly.
* Increase the number of runners and servers.
* The servers should work faster especially during the peak hour.
* Provide the food to take away.
* Provide some cold food like sandwich or light snacks to take away.
* The food should be ready in the plates so that anyone can take it withoutqueuing.
* Limit the time for everyone at 30 minutes for having lunch at market place.
* Cut off the part of menu introduction since everyone can read it at the entrance.
* Provide a line for self-service.
* Put the jug of water on each table so everyone can servethemselves.
* The students working in market place should be more trained to give the best service in a limited time.
* Provide a coffee machine for every meal.
* Increase an amount of healthy food such as vegetable and fish.
* Increase vegetarian food.
* Expand the breakfast time to facilitate people who live off campus.
* Students should be able to take the food from different stations so that they can use only one plate.

**Increasing quality:**

* Reduce the queue time and consequently the queue jumping behaviour, which may cause conflicts among students, perhaps giving a ticket with numbers according to the queue ;
* Eliminate lack of professionalism by respect the opening hours;
* Reduce the discomfort of the sun in the face while eating, however, without taking out window view;
* Eliminate the dirty plates during dinner and weekend meals avoiding the pile of dirty plates on the tables;
* Eliminate the damaged materials, check the cutlery while cleaning ;
* Eliminate blocked windows as an emergency exit as well as windows that have no path to run away in case of emergency;

**Increasing productivity:**

* Reduce tables by disposing them together in order to group people diminishing the queue, promote friendship and increase space;
* Reduce the size of the stations supporting the waiter.
* Reduce the time looking for tables by having a restaurant table plan marking how many people go to each table and if someone comes alone can go directly to the table with a free seat. In this case a plan update is necessary but if done efficiently the person In charge will have a notion of the free tables and perhaps accurate information;
* Reduce the students’ name searching time by arranging the numbers in increasing order after the degree so that when the student says the number it will be easier spotted by the entrance keeper.

**Increasing worker satisfaction**

* Eliminate misunderstandings by leading a better communication between staff instead of asking the ‘client’ why;
* Eliminate distress among workers and customers by a continual use of polite vocabulary avoiding conflicts;
* Eliminate the cutlery wrong usage. The cooks use forks or spoons to take out the hot food trays. This method damages the cutlery, thus sometimes forks that do not have the teeth align appear in customers table and finding a new instrument would diminish the cook discomfort. Sometimes when cooks do not have a cutlery they just use the one that they use to serve.

|  |  |
| --- | --- |
| **Problem** | **Recommendation for Solution** |
| Lines for lunch are too long | * Create lines similar too ski resorts with designated lines for Singles, Doubles, Triples and groups of four for efficient seating. * Work with lecturers continuously to create an even stream of students to the line. * Create another dining option within the main building as students hesitate to migrate to CDV or PFA because of distance and often weather conditions * Expand the Marketplace |
| When food runs out in the Serving stations the wait for a new dish is often long and disrupts service | * Create standard levels for a re-order level so that new dish arrives at station before food runs out * Put Larger portions in the serving dishes without it becoming unsafe * Have designated runners for each station |
| It is unclear which dishes are being served where | * Use labels on the serving stations that are clear from afar so that diners can be sure where they are going without wandering and creating disruption |
| Large congestion between salad bar the entrance and station 2 | * Relocate salad bar towards southern end of marketplace and move soup station in that location too then move station 2 westward * Create a more efficient line system |
| Sauce Variety is not good for the amount of cultures in the school | * Get more sauces for students to choose from for their food * Give sauces their own station for students to help themselves too so that students need not navigate back through the line to create disruption |
| Line for dinner at 530 is enormous | * Open the market place at 515 so that the classes that finish at 530 do not clash with those who goto the ,market place early * Create an online signing and cancellation system * Have students swipe ID cards to sign for dinner instead of finding their name and student number on a sheet * Have more kitchen staff ready to serve students |
| Nutrition of the food is sub standard | * Use healthy trans fat free oils for cooking * Offer more complex carbohydrates then starches and simple carbs * Use fresh vegetables instead of packaged frozen ones * Overcooked food loses its nutrition and tastes worse |
| Dessert Plates are often warm | * .ensure there are enough plates for dessert so that they have time to cool * Have a dessert plate chiller to rapidly cool plates |

1. List:

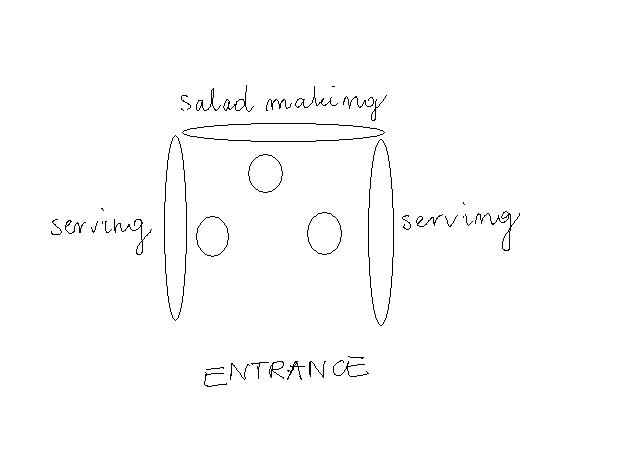
* Students sign for the whole week
* Students numbers must be in order
* At 5.30 pm when the queue is always very big, 2-3 students should be involved in list checking

1. Line cutting should be officially forbidden
2. Line orders should be appointed (e.g. taken from museum lines) and should be relatively narrow so a large group of students will not be able to join one person.
3. Table numbers can be distributed already in the queue what can shorten the waiting time.
4. Students leaving Market Place can handle the table number to the next waiting people.
5. One part of the marketplace should have 3 big tables where anyone coming alone or in 3, 5 persons can be accommodated.
6. One working student should be responsible for 2-3 tables (at the beginning then 4-5 tables) so she/he can constantly control what’s going on and be able to assist any time.
7. Students working as waiters should:

* be able to recommend some food
* know what is served
* should know what every name of the dish means (e.g. what mimosa salad is)

1. Staff must be more dynamic, energetic, and enthusiastic.
2. Salad making:

If salad is to be made in front of the students, one person should be responsible for continuous its preparation, while other two are just serving the ready product. Salad should be ready once students enter Market Place.



1. Main course:

Every half an hour (approximate time students have meal) every station with main course should open to minimize the queues.

Exception can be made if not many students attend a meal.

1. Student who are serving the food should:

* do it efficiently
* do it appetizingly
* have appropriate tools to do it; sometimes spoon and fork is not enough
* know what they are serving
* be always friendly (do not need to smile permanently)
* not talk with their colleagues while serving food
* not speak other language then English in the Market Place

1. If the queue is over 6-8 people additional students should assist with serving food.
2. The same food should be served consequently in both parts of the marketplace what does not make students going around to check what is served in the opposite part of the room.
3. One person per section should be responsible to control if any kind of food (vegetables, meat, rice, pasta, etc.) is missing.

That will minimize the queue of people waiting only for one ingredient.

1. Refill should be done efficiently and aesthetically.
2. Plates should be constantly checked and refill not to make students looking for a plate in the other station.
3. Stations should never be closed if there are many people not served.
4. Stations should not close before 1.30 pm during the lunch (many students finish classes 12.45 that makes them rushing).
5. Student coming at 11.00 should be provided with the same choice of food as the ones coming after classes at 1pm.
6. Once the line for desserts grows more students should be involved in serving pastries.
7. Especially during winter time the room temperature or warm water should be served alternatively.
8. The observations on food popularity should be made. For example: if bananas are the first fruits to be taken, more bananas should be provided to students.
9. Tea and coffee machines should be available in the marketplace during every meal.
10. Trays cannot be wet and all cutleries should be clean and refill anytime needed.

*Problem 1. There is always a long queue waiting outside the market place*

**Suggestions:**

* **Providing alternatives**

If students have more time then encouraging them to go to CDV or PFA have lunch.

* **Separating the time schedule**

Sometimes, there are a lot of students finishing the class at the same time. It is better to separate some classes into early time schedule and others into late schedule.

* **Promoting the quality of Stagiaire**

A well communication skill should be constructed between stagiaire and practical students. Once the table is ready, there must one student to notify the stagiaire by eye contact or gestures.

*Problem 2. Inefficient service*

**Suggestions:**

* + **Standing forward and looking further**

There are three sections in Market Place and each section has a stagiaire looking around. It is very usual for stagiaire just standing behind the scene or around the corner, and it is very hard for them to look around the section and pay attention to the quests they are responsible for. I think they should stand in the middle of the section in order to look after their guests.

* + **Being specialization**

There are five to six students in charge of each section including stagiaire. In order to speed up the service, each student has to specialize in their work. For example, one student responsible for cleaning station and one prepares the cutlery for serving and setting up the table. For stagiaire, they just stand in the middle of the section to guide the other students pouring the water and serving cutlery. I think it is the best way to speed up the service by specialization than everyone just responsible for certain numbers of tables.

* + **Supervising or monitoring the students’ working performance**

It is better that there is a teacher walking around to supervise if students are doing the right thing at right time with right attitude, to help them timely and to assess their working performance in order to have a better quality of service.

* + **Upgrading the students’ working level**

Every time when finishing practical, students must have a quick class for teachers to correct their mistakes. By correcting the mistakes in time, students can have more time to practice and reform their performance. By doing so, it can greatly reduce the inefficiency in service.

* + **Cultivating the right attitude to students**

Sometimes, the students will not take practical as a serious matter. It is because if they made the mistakes, they will not have the crisis of being fired and seriously punished. Therefore, in order to have a right attitude toward practical, it is very important for teachers to educate the students perceiving the practical experience as a real situation.

*Problem 3. The bad service route makes Market Place in disorder.*

**Suggestions:**

* **Reorganizing the service route**

Because the kitchen is in the left side of Market Place, whenever the stand located on the right side of Market Place is running out of the food, the food must be shipped through the same route walked by guests and it is not allowed happened in the real restaurant. When the runner shipped the food, it is always very easy to hot the guests. Otherwise, the entrance of kitchen is always blocked by long queue waiting for dessert. When runners want to carry water classes into the kitchen, they must pass through the long queue and it is pretty easy to be broken by guests lining on for desserts. Since we are the school of hotel management, it should be improved immediately. In my opinion, I strongly agree that the best solution for this situation is that kitchen should be on the back side of the food stand, it is not only ship the food easily in a short time but also prevent to hot the guests.

* + **Enlarging the Market Place**

With more and more students every year, it is getting more difficult to place so many students at the same time. I think the best way is to enlarge the Market Place in order to accommodate growing students.

*Problem 4. Because of carelessness, a lot of glasses and plates are broken by students*

**Suggestions:**

* **Controlling the maximum volume**

Stipulating the maximum or carriageable volume for students’ to carry and serve.

* + **Doing more practices: Practice makes perfect**

Students should keep practicing all the time in order to reduce the mistakes and lower the risk of breaking glasses and plates.

Breakfast:

*Service aspect:*

* Too many rules → reduce the unreasonable rules and make the procedure simple.
* Too less waiter → provide more waiters and let them serve the guests and make the guests feel good in the early morning.
* Only one station to serve food and the service is quite slow → open at least two stations when it’s necessary.
* Not concentrate on the guests → train the waiter to keep eyes on the guests and not talk too much with their co-worker.

*Food station*

* Food station needs to be nice to the guests → train and educate the HO2 students to know that guests are always right.
* Cold food, raw food, and do not cook well → set up the quality control system and manage the food quality properly.

Lunch:

*Service aspect:*

* Pour water regularly and be on time → do the teamwork and make every member has the sense of responsibility to their team.
* Make the procedure a mess, such as the server makes their work a mess because they do not have any organization → do the organization before working.
* Wait for a long time to get the cutlery or take out the plate → check every table regularly.
* No need for two servers walking on the same way → strengthen the ability of organization.
* Introduction of menu is too complicated and waste too much time → introduction should be clear and simple because some students need to eat quickly to go to next class. If the guests need they will ask the server’s explanations. I suggest that the server only introduces the salad and the soup.
* The cutlery and the plates is still dirty → the stewarding students should be trained well and educate to concern about the hygiene. In addition, they must check again before sending the cutleries and plates outside.
* Misplace salt and pepper → retraining the students.
* Misplace the cutlery → retraining the students and doing more practices.

*Food station*

* Need to fill the food regularly → have more runners and check every station regularly.

Dinner:

*Service aspect:*

* Waste too much time on checking the name → make the procedure faster and put the table in front of the gate instead of beside the gate. Additionally, make the moving flow become two sides to entry the restaurant.
* Too many troubles on the reservation → make the reservation procedure online after the reservation the students can print out the tickets for entering the restaurant. Then, the host or hostess does not need to check the name, and the only thing they have to do is collecting the printing out tickets.
* Students are stocked by the waiting line → have a better guest moving flow
* Make students line-up properly → make the line sign clearly.
* Runner has to be faster → do more practice and training.

*Food station*

* Cold hot food, such as freeze roast chicken → teach the HO2 student well and let them know the cooking method for each food.
* Use the leftover food in the dinner → doing the quantity control well and trying to find the balance about the wastage and the demand.

Take measures to eliminate long queues.

2. Organize take-away food.

3. Deliver dinner to the students living in the God and food forgotten places in Crans-Montana.

4. During the lunch place menu on each table, because not all the students are able to grasp the

variety of the courses announced by the students serving the table, especially if they are not

accustomed to the restaurant food.

5. Put the cards with the names of the dishes on the buffet tables.

6. Remember that the students are from different cultures and have their own eating habits.

7. From time to time organize tables with national cuisine.

8. Give the students the opportunity to drink tea, not cold water.

9. Ensure fair fruits distribution among the students. For example, who wants a banana must have

a chance to get it.

10. Allow the students to take fruits when leaving the Market Place, because some students are

aware what doctors say about the harm of eating fruits together with food. It's recommended to

eat fruits separately from the main courses.

11. More often cook beef, not only pork, lamb, chicken and turkey.

12. Hang clocks on the walls, because using of the cell phones is punished even if you want to see

the time. Not everybody wear wristwatches and prefer to check the time in mobile phones.

13. Most of the people want to relax while eating and to make them eat in the jackets is a crime.

14. Some tables miss tablecloths and the settings are placed on the surface of the tables. It is

unhygienic.

15. During the lunch replace cloth napkins with paper ones. Washing tons of napkins every day

using washing powder damages our nature and surroundings. Some students already know that

it is important to be social responsible.

16. To ensure continuous improvements of the Market Place organize questionnaires of the students

and teachers to find out their complains and suggestions.

* The dress code for going in the restaurant should be eliminated.
* Even numbers to go to eat should not be a required. Coordinating with service students in order to have some tables available for people can make the eating process faster.
* Students should take vegetarian and regular food together. The fact that you cannot mix makes students take instead of one main course, two or three.
* There should be the coffee machine all the time. Students have classes after having lunch and a coffee or tea is a perfect in order let ourselves continue with our activities.
* The section where bread is located near the dessert station should be eliminated. In this section students that want dessert, bread and the kitchen students meet causing a long line. Bread should be placed just in the soup station.
* In the left side of Marketplace, plates are located between the protein and the side dishes. People need to make a line in order to have just the dish when they do not want to have side dishes. Plates should be placed on the right side of the station in order to abolish a line that is not necessary.
* When pasta is served, the station of the left side usually puts the cheese and the chili sauce in the beginning of the station. After the waiter has served the pasta and the sauce, students have to return to the start in order to put cheese or the chili sauce. Placing it at the end would make the waiter serve the next persona instead of having to wait for the other person in order to start service.
* The salad station has a very slow service. The fact that the service student has a glass between the plates makes him calculate and delay service. Sauces or the mixed salad of the day should be served on the part of the station that does not have this.
* Students serving the desserts are very slow. The fact that per student they need to return the cutlery to its place delays service.
* Marketplace should coordinate with the people that make schedules for all the programs in order to set a schedule for each one and avoid the accumulation of students at the same time. Having 15 to 20 minute of difference between programs can cause a reduction of the waiting line.
* The same salad is served every day. Having students learning how to cook should promote the creation of new dishes.
* All the time should be a low calorie plate. Food is prepared with a lot of fat and that is not good for people’s health
* The process of preparing food must be careful. Students have to go there even if they are sick causing bad practices and virus spread to everybody that is going to eat there. They should be very strict with this matter.
* Having a lot of nationalities should promote the kitchen to create and have a large variety of dishes. Most of the time food is tasteless.
* *Stagier recruitment and training –* During my first term in Les Roches (Winter 2008), I was impressed with the quality of the Market Place’s stagier. They were very effective in their assigned duty. However, for the past two terms, I have been seeing a downgrade in the quality of the stagier. This may be contributed to the lack of efficient training. Furthermore, the market place recruiter should set a minimum qualification such that the recruited stagier will be able to follow the proper training. The disqualified stagier will lead to an unsatisfied customers which in return will damage the market place’s reputation as well as the inability to maximize the market place’s capacity.
* *More variety of vegetarian food* – Beside from service, the quality of food is considered to be the heart of every restaurant. As a frequent customer of market place, I have noticed many times that the school seems to be neglecting the vegetarian’s food station, such that it provides a minimal variety of food. I believe that with the amount of students in Les Roches, there must be a group of people who did prefer vegetarian food, however, due to the lack of variation in the vegetarian food selection disable the vegetarian’s customers to maximize their satisfaction.
* *Sign-up sheet for meal* – The problems pertaining to sign-up sheet include, some people use the other people’s name as a mean to enter a market place, and some people would sign-up under the other people’s name. These are the two main flaws that I and my friends have experienced. Although, it does not frequently occur to everyone, but I believe that Les Roches need to come up with a new and more efficient method. Furthermore, it appears to me that the reason of the long line at dinner’s peak time 5:30 pm is due to the fact that students take long time to find their name and it can only be done one by one. By the doing so, the school may help eliminate the waste of stagier times and increase their productivity.
* *Improvement of food* quality – As I mentioned earlier that the food quality is considered to be the restaurant’s heart or main factor of success. Thus I believe that by improving the quality of the market place’s food will result in a healthier students’ which in turn will affect the students’ abilities to learn. Furthermore, it will help increase the satisfaction level of the students and staffs.
* *Lack of training* – I believe that an increase in the training time of the service students will help increase the market place’s productivity and can increase the turnover rate.
* *Extension of market place during the peak hour* – During the peak and rush hours, the market place should consider open up the a la carte section that may not be in use such that it can increase the capacity of the market place and reduce the waiting time.

Lastly, I believe I believe that if the market place could focus on improving the above mentioned defects, will allow market place to become more effective in term of satisfying the customers and maximized the seating per student more effectively.

* Stagier

Firstly, we need to improve by beginning with the people management. Stagier is like a conductor who manages and runs the work flow of MP. Stagier has to be trained being as a good restaurant manager.

* Queuing system

Queuing system has to be efficiency and has to be stricter to prevent cutting the line.

* Size of the Market Place

Due to the huge demand of students during lunch and increasing number of students in each semester, therefore, the size of MP should be expanded by using A La Carte Restaurant.

* Time flexibility

According to the variety of schedule of each class, the opening and closing time of MP is already well set but it should be sometimes flexible depending on any events. For example, a group of students finish their class and arrive MP at 1.30pm sharp, does it means that they have no chance to eat although there are some foods left in the kitchen?

* Differences of menu choice

Although MP provides nowadays 3 choices of food; 2 kinds of meat dishes and 1 vegetarian dish, but it should be more considered about people who have difficulty in eating. Some students may not be able to eat neither fish nor chicken, neither pork nor veal, neither lamp nor rabbit. Moreover, it is not fair for students who take only vegetarian dish and they can have only one choice each meal and sometimes, it is a dish which they dislike.

* Dish mix

It is very strange that the students cannot mix food from difference station. MP is like a learning place for students to manage restaurant and manage quest’s demands in any situation. There are a lot of students requesting for mixing food but they are refused.

* Table flexibility

During the peak time, it is acceptable that the school need to fill the table with capable number of students. The number of students has to be in even number. But in some reason, it has to be concerned with students who unable to find a person to share. They have to wait until they found a member to join the table unless they cannot get into MP and eat. It is important to considerate of other’s feeling in case of long waiting time. MP should indicate the exact waiting time, for example, a group of 3 students arrive at the gate of MP, they can get into MP within 10 minutes of waiting time if they unable to find anyone to join a table.

In order to improve customer satisfaction, Les Roches will organise delivery of meals to back lands (remote residences) because the present sign-up system benefits Les Roches but not students’ health. Thereby, less people will have to come from Crans **exclusively** for lunch/dinner = less queue&crowd in MP.

To let students taste a meal: to come up for a meal with plate and clean spoon(s)

To let students turn the glass over if they do not want to drink ice-cold water (especially in winter)

In order to avoid queues across the principle passages, to rearrange dispenser-bars: to remove them all from the right side of the MP to the left side: to put them along the windows and organise delivery of meals from the kitchen to “dispensers” behind them (not along main passages)

To make sure that students who put food on our plates are able to answer the question “What is it made of?”

To educate other students (while queuing on): names of courses, ingredients, short recipes...

To keep on educating students about importance of saving water, paper, energy, reduce waste

To provide students with Les Roches labelled/ coloured uniforms to inspire/ to develop an esprit de corps

*Quality control* & **Self-discipline**:

* to wash Chinese cabbage thoroughly.

**Process**

* *Electronic registration:* I would suggest using a magnetic card for the registration. This method should be applied principally for dinner and weekends. There many mistakes during the registration process as many students go into Market Place, even if they have not signed, just pointing other name in the list. On the other hand it could make the process faster, avoiding the long queue.
* *To modify the schedule of meals:* the breakfast should be from 7:00 to 9:00. One of the reasons is that MBA’s students usually start classes at 10:00 and they may have the possibility of having breakfast at school (particularly those students that do not live in some of the hotels). Additionally, there should be other schedule for each meal, depending on students’ classes; those who start at 8:00 in the morning should have breakfast at 7:00 and so on. Lunch should be from 11:00 to 13:30, regarding to the breakfast´s schedule. Dinner should apply the same method. This new schedule would improve the uses of the time making the service more efficient, as it would avoid long queues, like the longest one that is at 12:00 (for lunch).
* *To designate one student from HO2 or HO3 as a responsible for HO1 students:* the manager of Market Place should designate one student from HO2 or HO3 to be in charge of HO1 students during their first week of duty. This suggestion would help in two different ways. On one hand it would improve the service, as they have more experience and know in better way how to provide better service. On the other hand, they could guide the new students providing knowledge and experience as well. This might be applied just for the first week (of each HO1 students’ group).
* *To allow group of three or just one person goes for lunch*: There should be a couple of tables to afford these kinds of situations. It is common that just one person pretends to have lunch and is quite unreasonable that this person has to wait for other one to can eat when maybe this student has just 40 minutes for having his/her meal. I understand that the actual method is applied in order to be organized (particularly for HO1’s students) but this system could change, as the all the students have the right of having their meals.
* *To allow people to wear casual-dress on Friday evening*: Most of the students end classes soon in the afternoon, and the school could be more flexible with the code-dress. We know that we are studying hospitality and the code-dress is important, but we know as well that many Multinationals Companies allow their employees to wear casual dress on Friday, actually I have worked in Sheraton, and it had this policy for its employees.
* *To allow MBA’s student to have their meals during weekend without signing:* As MBA’s student do not have class on Friday, it is quite problematic to go to the school just to sign for the weekend’s meals. The manager of Market Place should apply an exception for them.

**Quality of the food**

* *To improve the way of cooking*: most of the students present symptoms like stomachache, dizziness, and so on, at the beginning of each semester. The food is highly rich in calories and in general it has high levels of fat (what favors to increase levels of cholesterol, pressure, among other negative symptoms). The current method of cooking should change for many reasons. By doing that, it would save money. I will explain this point through an example. It is cheaper to cook backed potatoes than deep fried potatoes. The quantity of oil that is needed is less. Additionally, it is not necessary to cook with such amount of cream to make more taste the soup. Soup can taste very good without it. Another advice is to ELIMINATE the French and Italian dressing for salad, particularly in the lunch. They should leave students to align salad by themselves just providing oil, balsamic, soybean sauce among others.

This is more than trying to avoid putting on some kilos. This is about social responsibility. The fact of providing the current quality of food demonstrates a lack of care of students’ health.

* *More variety in the salad buffet*: Everyday students find the same salad. It is true that Market Place offers everyday a different starter but, to inherit raw vegetables is very good and it is not such a big trouble (for people that are in charge of the menu) neither expensive to include some tomatoes, some striped carrots, some beet.
* *Coffee Machine outside of Market Place*: It is biologically verified that after meal people present desires of sleeping, as a consequence of the digestion process. So it would a VERY GOOD IDEA to provide students with some coffee after lunch. The machine might be outside in order to prevent that students spend more time in Market Place.
* *Healthy desserts in the evening*: despite of the fact that during lunch students can have for dessert some fruit salad or just some fruits, it is not the same for dinner, when most of the time the only options are mousse, flan or some biscuits. Not every evening Market Place offers fruits as for dessert. Again this advice is not just cheaper but also healthier.

Just in few words my principal advice is to change the current menu and way of cooking. The quality of the aliments is very good, so it is not difficult to make better dishes, healthier and very taste avoiding the use of such amount of fat, butter, oil, and so on.

* School should open the new A la carte restaurant in the former San Nick’s establishment and start operations as soon as possible. This would allow school to add the actual A la carte restaurant’s space to the Market Place, increasing the number of tables and seats, reducing waiting time in a school where the number of students is constantly increasing.
* Incentives to make students eat in different dining areas like PFA or CDV instead of the Market Place. Incentives like offering more variety, better quality and tastier food in these places would lower the turnover in Market Place, which should improve the quality of the operations.
* Cold starters should mainly be done inside kitchen or in advance in the Salad Bar during rush hours. This would avoid queues in the Salad Bar.
* There should be more communication between kitchen students and the Chef or Stagier regarding food quantity in the buffets. Sometimes, due to poor planning or ineffective portion control, food runs out quickly and it takes time for the food to come out, making queues longer, making guests impatient at times.
* Teachers in the Market Place should be stricter with their students. Sometimes students tend to take the job very lightly and unprofessionally, giving a poor and slow service (slow change in cutlery for example). This also lowers the turnover rate.
* During rush hours, the hostess should start telling guests the menu while waiting to be shown their table. This would eliminate the process of telling the menu when the guests are sitting down, which would save a couple of minutes per table, even more if all the servers are busy and some tables are still waiting to be attended, slowing the whole process.
* Kitchen students serving desserts should communicate to guests (either by telling or a sign) that desserts are serve on the both sides of the station. Nowadays, guests just use on side of the station to be served, making the line incredibly long at some parts of the shift.
* Reduce the use of convenience food (fries, nuggets); this is because: the taste of the food is inferior; the kitchen students don’t learn as much when these products are used and this food is actually more expensive. In addition to this, this food is not really healthy.
* School should be more concerned about vegetarian food. There is quite a big part of the student’s body that are vegetarian and they get tired of the food because there is only one dish to pick and it tends to be repeated very often.
* After the addition of the new restaurant area, the whole set up should be rearranged, making it easier for both service and kitchen students to access the kitchen and cleaning areas more easily, without crossing the whole marketplace with a tray full of jugs, dirty plates, or hot food containers.
* One last suggestion would be regarding food quality. Some food, like pasta for example, should be pre cooked and then cooked in the buffet station. This will guarantee freshness, since it won’t be overcooked in the bain marie.

Here are some of the problems I have identified:

* Long queues
* Slow Service
* Not enough variety of meals (more menu propositions)
* Inflexible service staff

1. Long queues: The obvious problem lies in the scheduleing of classes; where there are points in time when there is little to no activity, and times when all classes finish at the same time to create, an over-activity, and hence a long queue.

There are a few measures to help improve this, the first and most obvious would be to stagger the class times by 10 – 15 mins as to have a more steady flow of people in the market place, the second would be to expand the surface area of the market place, by using the a la carte restaurant as well, we can easily sit an extra 50 – 60 people at the same time. The third would be to extend the meal time by 30 – 45mins in order to reduce congestion.

By doing one of these things the length of queues could be significantly reduced, however by doing all of the above, it would be like entering a real restaurant where the only time spent waiting is when waiting to be seated.

2. Slow service: From the time you are seated to the time you are seen to, to be explained the menu and served water can vary significantly, where most times it is up to the customer to request assistance. The same can be said for the water and cutlery service.

The main point I can think to improve here is more training is required, and a different structure of teamwork and communication is required. If the students working in the market place where to stay there for say 3 weeks at a time rather than 1, it would greatly help the efficiency of the market place. Having a designated team leader to organize and coordinate the rank can be useful, where he/she is in charge of the entire sector. This person could liaise with the door host and could then have a better control of the rank. Secondly, team building within the team can be useful; having the same team for the entire time within the market place would also help the students keep their bearings. As when you are used to working with certain people some things become implicit and automatic, whereas having to adapt to different colleagues and station everyday can be disorienting.

3. With the amount of ingredients and foods the school buys, it is quite interesting that for a hospitality school, with a culinary part to the education, there are only 5 or 6 sorts of menus available. Rather than having only 3 ways (roasted, boiled or fried) to cook and present chicken for example, with the vast amounts of recipes in the world today, is it too much to ask that some research is put into implementing some different menus?

4. Service staff here, are the antithesis of service itself. Referring to my second point, if more emphasis is put into training and some sort of ownership and feeling of accomplishment can be offered to the staff, a more friendly, and efficient service can and should be provided. I do understand why a person cannot take vegetables from one buffet and not from another based on what we have chosen as a main. If it is to do with portion control, then this should not limit the choice we can have in our plates, but rather the amount that we are served. By using portion control as the excuse, but not limiting the amount of times one can go back to get seconds, thirds...etc. then we are actually creating more waste than if people where allowed to eat what they please.

|  |  |  |
| --- | --- | --- |
| **Problem** | **Explanation** | **Suggested solutions** |
| **1. The queue** | Often takes too long when students only have 50 minutes to eat before their next class | * MP staff should have an aim that the maximum time any guest will wait is 15 minutes from entering the queue to being seated * Host needs to be very efficient at seating guests and needs to be aware at all times what tables are free – should be in constant communication with each area so that they do not need to walk all over the MP to see where there are free tables * Extension of opening times for lunch – until 1.30 |
| **2. Service once seated** | Often it takes several minutes to be greeted, read the menu and served water after being seated at the table. | * There should be a head of service for each area and they should be informed by the host each time a new table is seated. The area head can then ensure that the new table is greeted by service staff as soon as possible. |
| **3. Table clearing** | Tables are often not cleared fast enough once a guest leaves | * There should be one service member in charge of clearing tables for each area |
| **4. Food replenishment** | Can often be slow, therefore leading to the formation of a queue at food service points | * Better communication from the service to the kitchen * One member of the kitchen team should be responsible for circulating and checking all food service points and monitoring the food levels * More food stored at the service points – one tray of food extra kept there underneath, hot and ready to replace the other tray when it runs out. * All kitchen and service staff educated how to change the food trays – sometimes they are unsure how to get the old food tray out to replace it with the new tray which means it takes much longer |
| **5.Replenishment of plates** |  | * One stewarding member should be in charge of circulating and checking the level of plates, bowels, soup plates etc. available * Plates should be made available for bread, otherwise guests use soup plates which then run low for guests wanting soup |
| **6. Dessert bowels** | Often they are warm | * Do NOT need to be warmed – it is not very pleasant to eat ice cream that has melted by the time you get to your seat because the bowel it was served into is warm. * Stewarding and service staff need to be aware of this |
| **7. Food quality** |  | * Improved ingredients – less preservatives and quick fix ingredients * Better supervision from the chefs to the students * The chefs must taste the food to ensure quality (taste) |
| **8. Food quantity** | Often food runs out at weekends and towards the end of the session | * Some classes do not finish until 12.45 this means that by the time these students get to the MP after leaving the class and going to their locker, it could be 12.55. Lunch is served until 1.10 and often if you get there at 12.55 by the time you have been seated and read the menu there is no salad left. Or you will have a salad or soup and then there is no main course left, or dessert. There should be enough food to cover all the people that come to eat. Increasing the opening time would perhaps help with this. |
| **9. Appearance of Market Place** | Decoration and fixtures. Also layout.  The outlet as a whole is not very pleasant to look at | * Very basic decoration * Dull colours * Bright lights * Not comfortable atmosphere * Some use of colour * Art on the walls * Some decoration on the tables – flowers * More modern appearance * Wooden floors to give feeling of warmth * The ceiling is dirty, needs to be clean |
| **10. Increase menu variation for vegetarians** | Often the same core ingredient – rice or pasta | * Vary the vegetarian menu * More innovation * Majority of the time is Asian cuisine – needs to be more diverse |
| **11. Service attitude** | Kitchen and service team | * Staff need motivation * Teacher on duty in the market place should be ensuring that service is consistent * Service with a smile * Daily team briefings to discuss goals for the day and motivate the staff * Also during the briefings staff should be encouraged to suggest improvements |
| **12. Service style** |  | * Staff need to ensure that service staff is correct * Team briefings to explain the service that is expected * Training – it is essential for teachers to monitor the training of students in service |
| **13. Food awareness** |  | * ALL staff should be aware what is on the menu and the ingredients of each dish * Kitchen staff in particular should always be aware of what they are serving, even if they did not cook that dish * Teachers and chefs should ensure that all their students understand the menu * Dishes should be labelled so that guests can clearly see all the time what they are choosing to eat, not just when the hotel companies or VIPs are visiting |
| **14. Queues inside the Market Place** | Large queues often form around service areas | * More efficient service of food, replenishment of food and plates will ensure shorter queues * If a large queue does still form; service staff should take control of the queue and redirect it so that it doesn’t not impede the path of other guests or interfere with guest’s meal experience by hanging over their table. |
| **15. Food service** |  | * Students need to be taught HOW to serve the food they are serving. For example; many students struggle to understand how to serve spaghetti appropriately which means it takes a long time, forming queues, and the service is sloppy * It is the chef and service teacher’s responsibility to ensure that students are able to serve food appropriately * Different serving cutlery for each dish should be used, not the same cutlery for all dishes and this is unhygienic and mixes flavours |

1. Warm water/regular water and Chilled water to be ready at the side station. When someone ask for warm water or regular water it takes much longer time as the warm/ regular water is not ready at the side station.
2. More option for vegetarian as compared to non vegetarian they have limited option.

1. Restaurant divided in to three sections each section consisting of 60 to 70 pax. 5 sever on each section. Each server should be allocated in to further sub section to handle, such as each server serving 3 tables of 4 (12 pax) or 6 tables of 2(12 pax). As it is observed that the tables located near the side station get proper service compared to the tables located away from the side station.
2. People sitting on the centre section takes relatively longer time to finish the meal and hence people have to wait resulting in long waiting. The reason is provision of group tables, it is obvious that when large group sits together they tend to take a relatively longer time so if one can just get one table for 8 and one table for 6 which is necessary in case required and divide the rest of the table of 8 into 2 tables of 4 or 4 tables of 2, same goes for extra table of 6.
3. The centre table also takes relatively longer waiting time as all the chairs are cushioned the diner is very comfortable and takes his own sweet time to finish. If the cushioned chairs are replaced with the regular chairs the overall meal will take less time.
4. There is one server behind the buffet serving 3 – 4 dishes which relatively takes a longer time to serve a person and hence Diner have to wait for long to be served if there is one more server then it would double up the speed of serving .
5. Refilling takes a long time, once a particular dish gets over, there should be a back up of each dish in the hot case to avoid delay in refilling and to speed up the service procedure.
6. Many times it is observed that the pre plated salad gets over fast and then there is no refill. Again if there is a back up ready to refill the salad counter rather than again preparing the salad when it gets exhausted which will again put a full stop in the whole service procedure.
7. Person allocated to serve the fruits as it is observed that the fruits get over fast and many diners do not have fruits for dessert, this is because there is no one to serve fruits, diners help themselves with end number of fruits.
8. Menu for the day should not be announced but rather should be placed on the tent cards as when the menu is announced it consumes the servers time and sometimes it is difficult to get the menu from the server leading to further questioning thus resulting in more time.
9. On the buffet counter also if the name of each dish is named on the menu tag it may reduce a lot of time as the diner will be sure about that dish rather than asking the name and then moving forward or going to another buffet counter to have another dish.
10. Desserts should be different on an alternate day as it is observed that the same desserts are served daily.
11. During lunch time the restaurant beside the market place called ala carte is not utilized and hence if place can be used to serve diners it may cut down the waiting time for lunch as timing is quite essential for the diners as they have to attend lectures.
12. Classes timing should be distribute in such a way that not all class are released at the same time which may crowd the market place with long queue outside.
13. A more efficient reservation system is necessary in order to eliminate wastage of food due to cancellations or no show. This can be done bus using the Les Roches Intranet Portal itself to have an online reservation system so that reservation and cancellation can be facilitated easily.
14. The reservation system for weekends is ridiculous with students having to reserve for lunch or dinner sometimes 3 days in advance keeping in mind the penalties imposed in case of no show. In the absence of classes on a Friday students have to make a special trip to school to reserve for Saturday, Sunday and Monday. It is twice as much a burden for students living off campus. An online reservation system would solve all these problems.
15. The menus for the entire week should be uploaded onto the intranet portal so that guests who wish to learn about various attributes like names and contents of the items being served, can do so.
16. The time lag within the queue sometimes exceeds 30 minutes. The schedules should be appropriately juggled to ensure a uniform student flow into the marketplace.
17. If rush hour cannot be avoided, guests should be allowed into the marketplace depending on the start time of the next class, giving preference to guests who have class earlier on in the day.
18. In order to reduce the queue during the peak hours 12:00 to 13:00, alternatively the partition between the a la carte restaurant and market place should be temporarily opened for dinner. With the creation of seating for an additional 40 pax, it would ease out a tremendous portion of the queue.
19. Entry into marketplace for breakfast should be extended upto 09:00 am for the convenience of students staying off campus.
20. The minimum time lag between breakfast and lunch at the moment is 2 hours 30 minutes which is too short a gap. Lunch should be shifted to the 12 noon to 14:30 slot. Dinner should also be moved up the time table to 18:30hrs.
21. A meal packaging option should also be provided for those students who do not wish to eat a buffet style meal due to, say time constraints. Having such a take away counter would also make a good training class for the students.
22. The two non vegetarian buffet counters oftentimes offer different menus. The guests should be intimated as to what is available at which counter if it is inevitable to maintain uniform counters for non vegetarian food.
23. Guests that wish to serve themselves from vegetarian food counter after they have served themselves with some non vegetarian food should be allowed to do so. Vegetarians might eat solely vegetarian food but non vegetarians should have the liberty to chose.
24. The chafing dishes should be replenished before they get exhausted to avoid building up a queue around the buffet counter. There should be an intercom system between kitchen and the buffet area so that there is a continuous flow of food from the kitchen to the buffet table.
25. Many a times the plates placed in the plate warmer get exhausted, and with the chefs busy serving long queues there is no one to monitor and replace the plates until the guest himself points out the deficiency. This causes a lot of wastage of time. An intercom system here would serve the purpose if it doesn’t make sense using a student for the same.
26. Hot beverages and juices should also be served during lunch and dinner.
27. Alcoholic beverages should be served at a cost during dinner. It would not only appeal to the guests but the students would also benefit and incentives should be offered to students for the up selling of wines and champagnes.
28. The salad bar should clearly indicate when a particular pre-plated salad is non-vegetarian.
29. Often times guests who do not place their glass of water on the tray, forget to carry it out on their way out. Consequently the empty glass is left at the table and is refilled for the next person sitting there. This can be very unhygienic. To avoid this as well as to avoid breakage especially when glasses are being placed on the glassware trolley, glasses should be cleared by the stewards and replaced with fresh ones as soon as a table is cleared.
30. Sections should be designed in such a manner that one person is able to handle an entire section without having guests to wait for service.
31. Speeds of water replenishment and cutlery change are 2 deterrents to time at marketplace.
32. Even when the tray system is used, the trays are very often not replenished on time. Cutlery when exhausted is also replenished after a substantial time lag. If these can be avoided, it would help save a lot of time.
33. The cuisines served at marketplace at the moment are restricted to continental and sometimes oriental food. There should be more variety in terms of cuisines; it would be beneficial to both chefs, as they would learn new cuisines; and guests who would have exposure to such diverse cultures and cuisines.
34. Reservations made for dinner and on weekends are done as single entries however in order to enter the market place one has to be in groups of 2, 4 or 6 people which sometimes becomes inconvenient. Guests should be allowed to enter the marketplace alone and be seated at a table that can be filled up by guests coming in later.
35. Ambient music should also be played in order to maintain a typical restaurant atmosphere.
36. Service feedback cards should be placed on the tables in order to grade the quality of service delivered by a particular steward in a section. This could also aid in the assessment of the students.
37. There should be a method to indicate that a table is occupied. On many instances when guests make their way for desert, the table is cleared on the assumption that the guest has completed his/her meal.
38. The chefs should be properly briefed on what is on the hot buffet. Many a times they are unable to tell the guests what a particular item is made of.
39. Warm drinking water should also be made available in addition to the chilled water being served. I have noticed many students who fall ill, avoid drinking the water being served as it is too cold.
40. There is a lot of time wastage when a table that is vacated for new guests is not brought to the notice of the hostess. To avoid this, an intercom system between each of the side stations and the hostess’ station would help quicken the pace of table allocation to guests.
41. The legs of a quite a few tables are imbalanced due to uneven lengths. This causes a lot of inconvenience to dining guests.

* To regulate people flow during lunch and dinner. There could be different classes’ timetables for different programs (PGD, MBA, etc.) and as the classes would end at different times there would be possible to avoid the queues. Also bus schedules should be taken into the consideration;
* Give the priority to enter the Market Place according the classes’ starting times (the ones who have class in 50 minutes should have the priority against the ones whose classes start in more than 1 hour);
* Offer a variety of non-alcoholic drinks (not only water) during lunch and dinner or provide students with possibility to buy them;
* In case drinks are offered for a fee there could be introduced a system of payment where each student has their own account according students number and gets possibility to pay later that day in the reception;
* Students could be offered snacks in between lunch and dinner as the gap is too big without eating anything;
* Or lunch could start later and finish later and snacks be offered before lunch;
* They allow entering only students that are in even number. They should be more flexible and think about the possibilities students to enter in uneven numbers. Maybe they could put few big tables for 10 persons and allow people to join that table at any time when there are places. Service students could set up the place every time one student finishes his or her meal;
* There should be some kind of cupboard where students could place their belongings before entering the Market place (in case they have a computer or a coat with them and their locker is in the East wing while after the lunch they have to hurry into the class that is in the North Wing of the school);
* The teachers that are responsible for Market Place should smile more;
* There could be relaxing music in the Market Place during lunch or dinner;
* In order to improve the ambience there could be pictures on the walls and they should change the lightening.
* There should be a wider offer of fresh vegetables, especially during lunch;
* People should be given a choice if they want mayonnaise in their salads or not (as additional ingredient together with olive oil, vinegar and sauces);
* Market Place should be more oriented to provide people with healthy food. It includes my suggestion about variety of fresh vegetables and mayonnaise. As well they should select healthy food cooking methods; more steaming and less frying. Fresh juices could be offered; the desserts’ assortment could be reduced and the extra money used for healthy food alternatives;
* During every meal there should be always given a possibility to chose from meat and fish;
* They could put the labels next to each meal during dinner and lunch so that people could see the assortment as it is not always possible to understand from the service students. It would also reduce people flow within Market Place as many are going from one side to another just to see the food;
* In Market Place they should use only paper napkins. No need to wash hundreds of cloth napkins every day. Banquet style seating. More seats per table. Manager controls crowd.
* Larger serving utensils.
* More practice with service cutlery.
* Using glass water bottles as practice for pouring instead of jugs. Less mess.
* Menu on table. Server asks if there are any questions about the menu instead of repeating something we will forget in a second.
* Oil and vinegar on table as part of condiments.
* Better station planning for more efficient traffic flow.
* Open up more venues. Restaurant seems crowded with service people.
* Plan when to use more service help when needed by using historical data.
* Spread out lunch times for different groups. Ie. BBA 1&2 12:00-1:00 PGD/MBA 12:45-1:45
* Separate carver with server. Carver carves as much as needed through how many people he/she sees standing in line while server serves.
* Larger salad bowls for mixing
* Two salad chefs /station. Each making a different salad. Selective foods such as peanuts, meat, for self serve.
* Pasta station for the indecisive/in a hurry.
* Market PFA/A la Carte more during lunch to spread out crowd
* Direct people in line to A la carte area if no seats in market place
* Just pour the water. Don’t ask every single time. When we are quenched, we’ll stop the pouring.
* Place all cutlery needed out on table
* Changing cutlery should only be practiced in A la carte.
* Place names of dishes on the station so people will stop asking what it is.
* There should not be so many types of dessert. Find out what people like.
* Take out chicken carving. Leave that for table side service in a la carte. Serve chicken already carved. Whenever there is chicken served, I see a lot of wasted meat.
* Service persons should not stand behind the station. They should be doing something.
* Maintain a 45minute – 1 hour time limit.
* Chef of the day should go around checking what is needed at every station instead of having to wait for food to come.
* Bread should be pre cut and served by waiter/waitress. Asking if customer would like any.
* Personally, I think the marketplace is trying to pull off a highly serviced buffet. It’s a marketplace not fine dining. Most of the fine dining practices should be moved to a la carte.
* Move carving station/hot food to the sides. Having them close to the door creates a bottleneck for human traffic.
* Less stations. More room for lining up/other food
* Invest in a ice cream refrigerator. Half melted ice cream on a hot plate = milkshake.
* Larger water glasses.
* the menu should rotate every month
* More variety of choice in - salad bar, bread, soup, vegetarian option and
* the mixing service of salad should be in different bowl for different sauce
* the serving time schedule should go with the school time table (if class schedule arranged class from 1100-1245, the serving time of the food should extend until 1330)
* to provide more options of sauce, like ketchup, Tabasco, mustard, soy sauce…etc
* Complains system – every staff transferred to each other, without a person to handle any incident.
* better management in the reservation system by using a laptop – to avoid the long queue, speed up the time in checking names
* more training for staff
* more serving staff is needed
* beware of cooking time of food
* more variety in desserts (not having tiramisu & mousses everyday, may be to provide yoghurt)
* extend the breakfast serving time till 0900
* allowing wearing scarf and coat, student might feel cold in the market place
* breakfast should have more serving station
* to provide sandwiches
* to provide porridge in breakfast
* provide a side plate for placing used cutlery while having second plate
* to provide butter for bread at lunch and dinner
* to put table cloth on every table to have the uniformity
* a freezer at the serving station for ice-cream
* not using warm plate for dessert, to avoid melting
* to provide coffee and tea during lunch and dinner
* beware of the condition of table, some of them are unstable
* Senior staff should be more courteous to the ‘customers’

Increase the size of the market place by shifting a la carte elsewhere to accommodate the

increasing number of students

Use more rectangular tables than round tables to make maximum use of space

Extending the entrance of the market place so that the waiting area outside becomes smaller.

Increasing the time span for serving food in the market place so that there is less congestion.

Starting another market place in San Nicks so that people don’t crowd the one in the main

building

Increase the staff in the kitchen so that food comes out quicker

Build another level of the market place above the existing one in place of the terrace.

Build a mezzanine floor,which is possible as the ceiling of the market place is high with a lot of

wastage of space

Reduce the number of sideboard waiters

Increase the number of serving staff for serving speciality dishes to avoid long ques

Incorporating self service whenever the server is extremely busy

Making it mandatory for people to fill up tables before sitting elsewhere

Use only one side of the wall for serving food so that there is more space for tables

Making the salad bar self service and using just a rectangular table for salad

Keeping cutlery ready on the table so there is no wastage of time

No usage of linen for tables

Each table is assigned a steward to increase the speed of service

Keeping water on the table in a jug so that students can serve themselves

Having food festivals from various regions (India,Thailand Mexico etc)

Being more sensitive to vegetarian students and increasing the number of vegetarian items

Increasing standards of service

Being sensitive to certain religions during holy months(for example serving halal food to

muslims during Ramadan etc)

Increase the size of market place by incorporating area covering a la carte as the

number of students has constantly increased over last few years.

\_ Use more rectangular tables than round tables; this helps optimum utilisation of

space and better alignment thus increasing total number of tables.

\_ Increasing the time span for which meals are served, this would facilitate smoother

operation.

\_ Include the corridor area in for dining as a lot of space is wasted.

\_ Turn the terrace in to a part of market place, adding another level and connecting it

through food lifts for easier operation and build a different smoking area.

\_ Use only one wall to arrange the chafing dishes and other food counters instead of

‘L’ shaped arrangement this helps in better utilisation of available space.

\_ Build a mezzanine floor adding more dining area.

\_ Reduce the number of Side boards and adding more tables.

\_ Increase the number of kitchen staff on the days there are special menus (fajitas,

burritos) this increases serving speed and thus increasing the turnover rate.

\_ Incorporate self service whenever required.

\_ Make it mandatory for the tables to be completely occupied so the space is not

wasted increasing total turnover.

\_ Re-arranging the salad counter for better management of space.

\_ No usage of table linen, this avoids wastage of time as one set of students are done

with their meal.

\_ Arranging all purpose cutleries on the table instead of waiting for the students.

\_ Assigning fewer tables to each steward.

\_ Keeping water on the table so no service is required thus making the process time

efficient.

Increasing standards.

\_ Provide ‘Halal’ food for Muslim students.

\_ Increase the number of options for vegetarians.

\_ Serve regional cuisine during festivals and occasions of a particular nation.

\_ Arrange food festivals thus increasing satiety value.

* Vegetarians should have more options, when compared to Non-vegetarians they have very few options and at times there are no vegetarian meals at all.
* There should be choice between Veg and Non Veg soup.
* Refilling of the food should be done faster by keeping an extra chef-in-dish aside.
* Salad counter should be made attractive by keeping a vegetable carving and fruit carving.
* Salad counter should have pre-plated salads on the table as well as the back up should be kept ready.
* All the tables should have a tent card stating the menu for the day which would save the time of the server and also reduce their work and it also helps to understand precisely about the menu.
* Every dish on the counter should have the name tag, this way we do not have to ask the server every time the name of the dish and it would save more time.
* All the cutleries should be placed on the table according to the course.
* One waiter/waitress should be assigned for three tables, as this will make the service faster and we don't have to wait for a longer time to get water.
* Desserts should be changed after every week or may be after two weeks.
* One person should be assigned for the fruits and he should keep a check on the number of fruits students are taking.
* Two persons should be in the main course counter as this will increase the speed of the service and won't lead to queuing up in the main course counter.
* There should be option between room temperature water and chilled water and before serving they should ask the preference.
* The colour of the wall should be changed, they should have brighter colours like blue or purple which would make the place look much attractive.
* Meats like pork and chicken should be more cooked.
* A coffee wending machine should always be there at the market place.
* They should have different menu every day like French, Italian, Mexican, Indian, Chinese, Japanese, so this way the students will learn different things and we will get to eat different kinds of food.
* The rules inside the market place should be same for the faculties and the students.
* Students should be briefed about the dish they are serving; as a result they can explain it to student whenever asked.
* There should be one person standing always near the glassware rack.

**Customer Service**

Hostess

* Should be friendly, she is the first impression
* Say enjoy your meal and mean it
* Make responsible decisions and judgment on her actions towards students
* Needs to speak in a professional and respectful manner
* Should not wear distracting colors
* Should not speak down to the students
* Should never refuse someone food
* When there is an odd number of people she should help finding a person to fill it

Servers with water

* Speak clearly
* Display confidence
* Stand up straight
* Should be well groomed, no messy hair off of face
* Should lay the flatware correctly
* Make eye contact
* Shoes should be clean
* Smile
* Should be knowledgeable about the food
  + They should know the menu
  + Understand what they are saying
  + Should not say shit (haha!) or laugh when they mess up in front of guests

Serving the food

* Should take initiative to ask questions, be hungry to get answers (for their own benefit and common sense to know the food)
* Should be knowledgeable and professional
* When there are people waiting for food they should not be having a conversation with their friends
* Pay more attention to what the guest wants
* Smile
* Stand up straight
* They have to know what they are serving
  + What if someone had allergies to certain foods
  + Know how it is prepared, for example does the sauce have meat in it? There are people at the school that cannot eat beef for religious reasons
  + When they are asked what the food is, instead of replying “I don’t know,” they should say “I don’t know, but let me find out for you
  + Label the food to avoid confusion of what is

**Setting**

* Needs nicer setting or venue, reminds me of eating in a hospital
* Should have a more professional setting to evoke more professional service, when the room is presentable it translates into the students
* Use monochromatic scheme
* Use organic materials such as wood
* Nice atmosphere in order for students to learn
* The water stations are ugly
  + Get rid of the podiums
  + Make a nice counter space

**Communication Skills**

* Have a designated person checking to see when the food is running out
* And have food timed to be ready
* They should also be there to be checking the quantity of food out there and what the servers with the food need

**Efficiency**

Organization of the Lines

* Need bigger serving spoons to save much time on each person
* Set up stations so the server walks around as little as possible
* The lines for the main course are confusing
  + Make lines all start left to right
  + The person serving should not take a long time to serve
  + They should ask what we want with confidence, give the food and move on to the next guest
* Organize the ingredients in an orderly fashion, also saving time
* Have a line for the guest to be able to walk straight across
* Salad bar
  + Have to make more in bulk considering how many people come for salad at once
  + Or have the salad prepared

**Food**

* The food should consist of more than just potatoes, rice, and pasta on the weekend
* Should not run out of simple things such as pasta, and should not take more than twenty minutes to cook in between trays

**Management**

* Should set a good example on how to treat their guests
* Should follow the syllabus carefully
* Make sure the students are not slacking

In the world of Japanese management style, Kaizen means “change for the better” or “the process of continuous enhancement”. Kaizen refers to the workplace strategy calls for never-ending efforts for improvement involving everyone in the organization – managers and workers alike. We are talking about the small, almost insignificant changes that, taken one by one, don't seem like much, but once accumulated over time, they add up to an incredible performance. We can apply this Japanese management system to market place.

- Provide Voice of the Customer, Guest satisfaction card.

We have to know our customers and listen what they say then they will give you feedback for improvement.

- prepare daily or monthly best and worst employees section.

Make a space in guest satisfaction card for best employees so that customer can vote. It will give employees motivation and they will more concentrate on their customers.   
- Need effective staff training so that they should keep every small detail in check and work properly. Have a daily meeting (ex. 15min daily training just before operation) under well trained supervisor.

- Give each section to the employees (ex. Table 1 to 5 is in charge of staff A) so that they can have a responsibility. It helps to eliminate overly hard work, and teaches employees on how to learn to spot and eliminate wasteful processes.  
- Better to do buffet style for salad bar. It can make minimise preparation times and ‘stuck behind’ a queue.

- Sometimes they never know that they have run out of something until 20 minutes after you’ve put the order through. This is because of lack of communication between kitchen and lounge regarding availability of dishes. Service staff needs to be made aware of limited availability items.

It is very difficult to run a perfect place. However, making small changes, continuously improving operations all the time, it will be a great place where people will notice the difference.

There are two main aspects to increase efficiency of a student dining-room. One is

increase extrinsic factor efficiency; the other is increase intrinsic factor efficiency.

EXTRINSIC FACTOR:

1) Reasonable arranging student’s class schedule of the period of meal time. Branch

off all students’ quitting time.

2) Increase in dining places or expand the operating area (It depends on the number

of HO1 student; more students can offer more service staff.)

INTRINSIC FACTOR:

1) Sticking the menu and food photos in the show window outside of market place,

so it can subtract the time of menu introduction. (Ask the guest if they need menu

introduction. If not just ask them go for soup or salad)

2) Open two lines for every station. Because every station has two kitcheners, two

kitcheners service one guest every time is wasting time.

3) Change the layout of market place. Open a spot channel which is behind of food

stations for the food runners.

4) Limited meal time in the rush hours. Do not allow student engage in chitchat after

they finish their meals.

5) Let waiters use trays for transit dirty dishes to the kitchen. So it can increase

security and carryings.

6) Cut the bread into pieces before service.

7) Let guests take the initiative to tell the waiters what they will go to have, then the

waiters can advance prepare the tableware. (main course or dessert)

8) Reduce the number table for 6 and 8. More people eating together more time

using in waiting for others.

9) Do not mix waiters’ work. (For example, one specially service water, one specially

take dirty dishes away and change tableware)

10) Enhance waiters’ cooperative. (For example, one people who service water will

collect guests’ demand and pass to other waiters)

* **Work area**

1. Not enough servers

*– I suggest that one people should serve 3 or 4 particular tables, or a station.*

1. Not enough staffs to serve the foods

*– I suggest that self service would save the students’ time and reduce waiting in line*

1. Not enough table to serve the guests

*– I suggest cut some service table and use that place to be a service station*

1. The distance between tables are too narrow

*– I suggest that try to remove the table to make more distance in order to let the staffs have enough space to walk*

1. The color of the table cloth

*– I suggest using other color of table cloth like gray or green (some darkness color) since visually white color is easy to get old.*

1. The color of the napkin

*– Visually White in color of the table cloth is easy to get old; using blenching agent to clean the table cloth will shorten the life span of them.*

* **Processes**

1. Too much rules of the process in lunch time

*– I suggest that the people work faster*

1. Only have one main course in one place

*– I suggest one people can take any food they want in one plate, therefore, saving the time for the guest to take another plate.*

1. The service was too slow in the lunch time

*– I suggest that the staffs have a well training before the lunch start*

1. There are no food supplied to the guest when the time is end for serving

*– I suggest that the food should not be taken out until there is no guest in the market place*

1. Staff should walk faster

*– I suggest that the staff wear no heel shoe which can make they walk faster*

1. The guests wait for long time to enter the restaurant

*– I suggest that they use another system to control the sign in process*

1. The cutlery for the starter can place on the table with the cutlery for the main course

*– I suggest that because it can reduce the workload of the staffs*

* **Quality of food**

1. Too tough of the meat

*– I suggest the meat should be cooked appropriately*

1. Too little choice of sauce and dressing

*– I suggest that there three or four choices of sauce for the main course in order to fulfill different cultural guests*

1. The menu is not match the food

*– I suggest that the menu write on the broad in front of the entrance in which the items are same as the food which they are going to serve.*

1. The vegetable was overcook

*– I suggest remaining the nutrition of the vegetable by cook appropriately is better for the guests*

* **Equipment**

1. No chopsticks for Chinese food

*– I suggest that if there are serving Chinese food, providing chopstick to the guest*

1. Using too many cutlery in the lunch time

*– if I want to have two starters, the server will provide two time of cutlery to me, for this reason, the dish washer need to wash more cutlery*

1. Water pitcher can place on the table

*– I suggest that the water pitcher place on the table and guest serve themselves*

1. The grass was too small

*– I suggest that having tall water is better than a wine grass*

1. They should put on glove before they serving the food

*– I think it is common sense for hygiene*

1. Reducing the paper which is used for signing in at the dinner time

– *I suggest that do not need to sign in for the dinner then they do not need that much paper and it would reduce the cost of the paper.*

We talk about “kaizen”, then what is “kaizen”? it is a Japanese term that means continuous

improvement, taken from words 'Kai', which means continuous and 'zen' which means

improvement. Some translate 'Kai' to mean change and 'zen' to mean good, or for the

better.(1. KAIZEN The Key to Understanding Japanese Success Graphic Products, Inc.)through

studying “ kaizen” history and development, we can know that “Kaizen is small improvements

and a change for better. It must be accompanied by change of method. The Kaizen concept

stimulates productivity improvement as an ongoing process in any company. It is a practice

oriented strategy which leads to creation of culture of improvement It is more a way of life or at

least a cultural approach to quality improvement. The implementation of philosophy of Kaizen

can be achieved through involvement of employees to effect

improvements.”( 2.http://www.kaizeneye.com/Kaizen/what\_is\_kaizen.aspx)

Moreover , I think A kaizen is a small improvement without much data analysis. For example ,

if I’m a member of market place , I will give a suggestion of “muda” to leader. “muda” is

a word of Japan ,means “waste”. From “Kaizen” theory ,we can get that there are seven

types waste: Overproduction ;Inventory; Transportation; Defects ; Processes ; Operations;

Inactivities *;* I found that many students waste food a lot ,even becoming a bad habit. It is

so common that we can see everywhere and everytime in the mark place. More and more

students take adequate main course or dessert ,or salad, but they can’t eat up usually. One

time ,I saw a girl take a plate ,filled by seven pieces of bread and three eggs , three glasses of

juice, and other fruits. It’s her breakfast, but she only eat one egg and one piece of bread.

Superfluous food result in the waste without doubt . as adults, we should understand our

appetite ,though the food is free and buffet. Under all circumstances , Wasting food is mistake

and awful that should be avoided .especially, there are lot of people in many poor countries,

lacking food to survival in our world.

Then, I hope that a method is supposed to solve the problem, that is , we can put a card

on every table ,writing “please cherish food, avoiding waste” to reminding all people of

avoiding waste food at market place. It can increase the awareness of save food,

improving personal qualification consciously. Kaizen is a culture of improvement, which

depend on everyone’s effort and effect, by improving every aspect of business process in a step

by step approach.

1. Restaurant
2. Customers

* There is not enough space for customers to have foods inside the market place
* It is inconvenient for customers to have their food
* Customers have to wait for a long time waiting for their tables
* Choices of vegetables are not enough
* Choices of fruits are not enough
* Customers are not offered various choices in terms of starter
* The dining atmosphere in market place isn’t pleasant
* Vegetarian customers are not offered qualified food
* Vegetarian customers are not given too many choices
* Deserts that are provided are limited in choice
* Sometimes the plates are very hot, and it’s not easy to take by hand
* The serving time is not long enough and sometimes customers do not have enough time to have their lunch
* For breakfast, there are not enough coffee machines for customers to use
* The choices of breakfast items are almost the same all the semester

1. Service team

* Too crowded for service team to serve
* It’s far away to send those dirty plates back to stewarding in the kitchen
* The design of food stations are not good enough
* The cutting should have something covered around it so that it won’t splash all over the cutting station
* The water jar that service team used is plastic instead of glasses, which is not professional
* Service team don’t receive enough training so that the way they collect the plates are not professional
* The service team do not work together long enough so that they avoid certain level of consensus
* The service are not professional enough so that the portions are not controlled very well
* The temperature of the food is not stable

1. Environment

* The design of market place is not good enough
* The curtains around the windows are very dirty
* There are too many chairs and tables
* It is too hot when dining inside the restaurant
* The stagiers working inside the market place are not flexible enough
* All the stations are lack of covers (not hygiene enough)
* The ceiling is very ugly and should be changed
* The design of floor of the market place looks very dirty somehow

1. Kitchen
2. Stewarding

* It’s far away for stewarding to replace those clean plates
* Stewarding needs to pass through lots of people in order to replace those plates
* It is very difficult for stewarding to put clean plates into the rechaud (the design is very bad)

1. Kitchen stuffs

* Runners have to refill those sections passing through lots of students
* The stove should be replaced by gas stove
* The stove is very dangerous for using because it is always black no matter it is hot or cold
* There are too many students working in the kitchen making it too crowded
* The quality of food can’t be always stable
* The quantity of food is not controlled very well. Sometimes there will be lots of left out while sometimes will lack of food

1. Environment

* Cutting boards sometimes are not enough
* GN trays are not enough
* The design of kitchen itself is not good
* Working stations should contain those needed tools

Japanese philosophy Kaizen focuses on continuous improvement throughout all aspects of life. The Market Place it is not a factory, manufacture represents the preparation of food and its delivering to places of distribution. The basic advantages of this place should be quality of meal and speed of service.

It would be better if we could have a cup of tea not only in the mornings. Another thing that I would like to suggest is to hang up two-three big monitor in the MP where it is possible to show any useful information - from a schedule of lessons and social etiquette behind up to news of the business world. I think that the hall should be divided into sectors for which the certain service students will be responsible because it is often necessary to wait while they bring cutlery for a following dish. It would be good if in one of places of distribution national dishes submitted and everybody could estimate them.

Nevertheless, to my mind, the biggest problem of market place is a queue which often takes place both outside and inside the Market Place. My proposal is to change the procedure of signing for dinner: all students enter the Les Roches` site where will be an additional service for registration for a dinner. Each student using personal number and password makes a sign. Simultaneously students will receive the information of the most suitable time to come which is calculated proceeding from a quantity of students already registered for a dinner. Maybe it will be possible to implement for lunch too. If to speak about queuing at station inside MP I would like advice to print the images of offered dishes and place them above stations that everyone could see it from any place and do not waste time on preliminary review (images can be used many times as the dish repeats time to time). What else could reduce time of presence in MP is replacement of plugs and spoons, in the salad`s section, on more convenient a cook`s nipper.

1. Remove A La Carte so that the marketplace can have more available seating area. With more seating space, you can serve more people and thus reduce the waiting time.
2. In order to more efficiently serve the people you could ensure faster food service by also having the days meal being cooked in the a la carte kitchen so it can get to the food stations quicker.
3. A better system to call for food at stations. If each food station had a portable radio or some kind of electric paging system, they could get their food refilled faster cutting down wait times at stations and moving people along faster, freeing up seats and thus cutting down the wait time.
4. To help reduce the long cue in peak periods for lunch service, the market place needs to remove the separators, six and eight person tables so that market place can be re-organised. In doing this put in the four person tables found around the rest of the marketplace so more seats are available and the cue will be greatly reduced.
5. If a la Carte is closed, and its space is used as an extended marketplace, then you can move the salad station from the centre of marketplace. In doing this you can add more seating space, as well as extra food stations along the a la carte wall, creating faster service and less cues.

These are just a few ideas that I have for the marketplace at the present moment. All this creates more efficiency, and is a better use of space and organisation then what is currently being done.

*Problem 1*

* Lining is a problem. People always cut in line for finding their friends. Sometimes if you did not do that. You would be almost the last one to have supper.

*Solution*

* Many people cut in line not for finding friends, they just did not want to wait. The reason I think why every eating time the entrance of market place would be so messy is because people did not know where to stand so they started to extend. When messy happened, it is easy for more people to cut in line. So, put some rope stands there to make people stand line next to line would be the first priority to maintain the order, otherwise lining system would be useless. Of course, the manager should come out to supervise the line from time to time which is also helpful.

*Problem 2*

* Many MBA students live on the mountain. When we have class at eight o’clock or lunchtime. It is difficult for us to get the grub. For example, if we did not have class only between eleven to twelve fifty, so we only have two hours to finish the meal. The point is: waiting in a long line wastes time always! Sometimes we even have only fifteen minutes to finish lunch!

*Solution*

* I suggest Market Place do some “to go” service. They can do something like ”lunchbox” or “breakfast box” for some emergency situation. For some MBA students, the locker is so far that they sometimes cannot make it for breakfast especially when they have class at eight.

*Problem3*

* Many waiters add water even without asking. Sometimes make me feel rude because I do not want to drink anymore

*Solution*

* I think they should start to know how to observe people. At least be polite anyway.

*Problem4*

* Sometimes the steamed chicken is rare. I can see blood inside.

*Solution*

* The chef should teach them how to roast chicken. Food poisoning can be very serious. Firstly, teach them how to tell the difference between rare chicken and well-done chicken.

*Problem5*

* Almost all the meat share same problem: too dry

*Solution*

* The chef should make a standard recipe and supervise the students to maintain the quality.

*Problem6*

* The waiters there are not all very nice. Some of them always ignores you.

*Solution*

* The supervisor in Market Place should pay more attention on the waiters, and focus on the training program.

*Problem7*

* They are not allowed people to go in with coats, but I was so cold one day, they insisted on not allowing this.

*Solution*

* It depend, sometimes they need to judge the situation.

*Problem8*

* I cannot take soup, salad, starter, main course at the same time.

***Solution***

* Talk to manager, explain the situation which means we need to be quick because we may have a class to catch.

***Problem9***

* The fruits in Market Place sometimes are not refilled.

***solution***

* See the importance of eating fruits, Because fruits are so healthy for human’ body

***Problem10***

* The sign system is also confusing, people can use other’s name to go inside the Market Place.

***Solution***

* The manager should ask them to wear name tag , so that it is easy to recognized.

The side stations should be moved towards the corners so that we will have enough space for the

tables. Rearrange the tables in such a way that we have enough space between tables even when

the chairs are pulled out.

Warm water should be made available during lunch and dinner. There might be people who are sick

and drinking cold water would make their health worse.

Should ask the students, working at the market place, to be extra careful while handling the

glassware and crockery, in order to avoid breakage. May be should fine them if they break more

than 3 glasses. Should be applicable to service, kitchen and stewarding staff.

Portion service size should be reduced so as to minimise wastage.

There should be a choice of vegetarian and non-vegetarian for soups.

A water dispenser should be kept in the current soup station.

Chef should keep more eye on the quality of food as several times I was served uncooked chicken.

This also increases the wastage of food.

Ketchup should be provided especially when there are French fries served.

Should move the soup station to the table behind salad counter as it would be be more convenient.

Could keep hot buffet for breakfast in the buffet no-2 so that we could avoid having a long queue of

people going for the buffet and waffle station.

Need to fix the tables as some of the tables are wobbling.

Should improve the quality of food during weekends. Fewer choices are provided during weekends

compared to other week days.

All the tables should have table clothes. Now they have table cloths only in section two

One solution to reduce the long queues in front of market place is to join marketplace with a’lacatre

place. This would increase the overall capacity and will reduce the crunch during lunch. Maybe for

dinner they could still open as a’lacarte.

Eight pax tables cannot actually fit 8 people may be can make it for 7.

Service quality should increase. More people should be there for lunch to encourage smooth

operation.

There should be more chefs in the dessert station. Mostly there will be one person running here and

there serving long queues.

Fruit basket should be replaced as soon as it gets empty. Sometimes chefs do not replace the fruits

purposefully.

Students should be allowed to take fruits out of market place.

Kitchen should serve fruits on weekends as well.

Should have name tags on the buffet to avoid confusions, especially for dressings and sauces.

Need to check the cruet sets as some of the cruet set caps are loose and gets opened up when we

tilt it.

* Firstly, I think that it is necessary to create a system to avoid the long queue that we find every day at lunch time when we arrive to Marketplace. An idea could be, just to be opened till 13:30, half hour more and maybe in this way, it could be possible to establish a certain entrance schedule for each group (MBA’s, PGD’s, BBA’s...), for example for MBA’s from 11:00 to 11:30, PGD’s from 11:30 to 12:00, and like this consecutively.
* Another way to avoid this queue could be (maybe a little bit more complicated) two tickets machines in the lobby and in the reception desk which distribute tickets with an entrance hour just pressing a button with the number of people in the table (ten minutes delay in the hour of every ticket). In this way you do not have to wait queues and the maitre knows that for example at 11:30 a table for three must be ready and at 11:40 another table for four people must be ready as well.
* At dinner time, there is no problem with the queue, but sometimes something strange happens, because some people go into the Marketplace giving false names just saying: “yes I signed there!!”. To avoid this, I think that the name tags for every student must include the student number and maybe a small picture of you.
* about the decoration, I really hate it, that is my opinion. I think that the walls, the ceiling and the floor must be renovated, just to get a more modern appearance. To preserve the warm temperature in the room, I would cover the walls with a darker wood, which is better to keep a good temperature not wasting the energy, with more modern heaters which look like pictures to avoid the bad appearance of the old ones, and of course modern curtains as well. Also the floor should be changed for a rustic one which preserves better the temperature. But the worst thing about decoration in my opinion is in the ceiling, very dusty and with a lot of cobwebs, it should be cleaned or changed urgently. The illumination is another problem because is really poor and ugly: They could use normal lamps with low consume light bulb which are really powerful and good for the environment. Also, it would be great to use natural plants to decorate the room and always giving a nice smell.
* About the structure of the tables in the room, I would say that some of them are very near the food. I have been sat in one and when the room is crowded is terrible, because for example I was hit in my head by someone who was looking at the food just passing near me.
* If I speak about the service, some things to improve are ones that I have never seen in any restaurant. Once when I started a salad and I did not finish it, a person came to me and asked me: “Why did not you eat the salad?” giving me a very bad impression about the service, I would never ask that to a client. Also, about the cooks, I think it has no sense to not to be allowed to mix meat and fish in the same plate, please, that kind of things need to be changed. I have worked in a buffet and if I ever would have said something like that to a client, my head department would have fired me without doubting.
* For me, the most important thing in a buffet restaurant is the food, I really like it but I would improve some details about it:
* The salad do not look like very fresh sometimes, to avoid it I would install some mini showers over the salad that every 30 minutes for example throw water to maintain a good appearance at all the time and giving an impression of modernity.
* I would prepare more fruit because it disappears in five minutes or less and we have to wait for twenty minutes to have some more.
* I think that the water where the ice-cream spoon is cleaned is very dirty which gives a wrong impression. They can install some machines that recycle the water constantly to avoid that, looking for the modernity as I said some lines before.
* I would put names in every food station and for every sauce, to not to be asking always: “What is this please?” because we have food from all over the world and it is impossible to recognize every type of food.
* I like the bread there, but I think it would be better to use individual portions of bread just to save because the people cut the bread as they want, so a simple bar of bread can last two minutes or twenty just depending on the way of cutting it, they would save money with individual portions.
* One thing that I love from some hotels that I have been is the *show cooking*, not doing very complicated things, just frying chicken, heating the pasta or preparing fresh fish just in front of you, these always give a very good impression to the customer.
* In my opinion they could prepare pizzas which I am sure that would have a huge success among us being a healthy food and easy to cook.

In conclusion I think that everything in everywhere can be improved, but I have no doubt, that everything in Marketplace is thought to be the best for us, about feeding for the clients and about learning for the waiters and cookers, all of us we can learn a lot about hospitality and good service, and as well for the MBA’s, to be veeeeeery polite with the people who working there.

-the service is not efficient, esp. fruits

-the food flow is not efficient

-the qualities of the foods are not very good

-the queue is too long

-the way of buffet line setting and arrangement

-mixing of foods from different stations should be allowed

-increase the server and runner for service.

-more table and space

-the hygiene standard for market place, tables, floor

-menus have no varieties. Esp. vegetarian

-the ingredients of the food are not so good

-the taste of the food

-the food doesn’t cook properly