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A STUDY ON THE MODULAR DINNERWARE MODE IN THE BANQUET DIVISION OF INTERNATIONAL TOURIST HOTELS IN TAIWAN

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Jing-Yin Chang[1], Yao-Hsien Lee[2], She-Juang Luo[3], Li-Yang Hsieh[4]
[1] Chung Hua University, Ph.D. Program of Technology Management, Hukou Township, Hsinchu County 30301, Taiwan. c.goldseal@gmail.com, ORCID: 0000-0002-0936-683X
[2]Chung Hua University,707, Sec.2, WuFu Rd., Hsinchu, Taiwan 30012, R.O.C. hsien@chu.edu.tw, ORCID: 0000-0002-4414-5696
[3] China University of Technology, No.530, Sec. 3, Zhongshan Rd., Hukou Township, Hsinchu County 30301, Taiwan. phed40.phed40@msa.hinet.net, ORCID: 0000-0002-9901-1767
[4] China University of Technology, No.530, Sec. 3, Zhongshan Rd., Hukou Township, Hsinchu County 30301, Taiwan. hsieh.liyang05@gmail.com, ORCID: 0000-0001-9873-3189

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ABSTRACT

Purpose- This study aims to explore the effect of innovative modular dinnerware standard operation procedure (SOP) on the efficiency of the banquet division of international tourist hotels in Taiwan by improving the traditional practice and applying the im-proved procedure to Chinese wedding banquet. From the perspective of banquet divisions, this study designed a thorough procedure that helps hotels control service quality, cut lead times, and reduce waste.
Methodology- These objectives were effectively achieved through technology management. The experiment was carried out in one of the rooms of the KK International Tourist Hotel.t
Findings- The results showed that innova-tive SOP can effectively promote the efficiency of the banquet division by over 18%. In addition, the researchers also conducted interviews with directors and service personnel of the department. The interviewees all agreed that if there were enough space and dinnerware, the innovative modular dinnerware SOP could actually im-prove work efficiency. Because of the improved procedure, service personnel did not need to stay late to set the reserved tables.
Conclusion- Thus, this study suggests that the banquet division of other international tourist hotels can refer to this innovative mode.

Keywords: Innovation, modular dinnerware, standard operation procedure, management of technology
JEL Codes: L89, M12, O32,

1. INTRODUCTION

An international tourist hotel (ITH) generally has two major operation divisions: one is the food and beverage department and the other is the room department. In addition, it has a number of supporting departments, such as human resources, financial accounting, engineering, information, marketing, procurement, security, public relations, design, and operator's room (Chibili, Benhadda, de Bruyn, Lashley, & Penninga, 2017). In terms of staffing, the number of employees of the supporting departments is between two and ten while the food and beverage department and the room department have more than one hundred. The findings of previous studies show that enterprises are often caught in a management dilemma because they cannot keep all employees forever. If an employee leaves, he/she will take away his/her talent and working knowledge from the enterprises to which they rely for value creation (Lepak & Snell, 1999; Shen, Chen & Lin, 2010).

In American tourist hotels, the food and beverage department includes various restaurants, bars, and large banquet halls. Marsan (2000) pointed out that banquet service provided 70 percent revenue of the whole food and beverage department, 50 percent of which came from wedding banquets. Adler and Chien (2005) suggested that banquet service is the most important source of profit for the food and beverage department due to the increase in prices of wedding

banquets. Lau and Hui (2010) pointed out that the revenue from wedding banquets rose steadily to $ 1.02 billion (HKTB, 2004-2008) in Hong Kong from 2003 to 2007. The same is true in Taiwan where most events are celebrated in banquet halls. Hsu (2012) held that these events yielded considerable revenue for the food and beverage department and 40-80 percent or more came from banquet services. Nancy (2006) maintained that banquets included both home parties and catered events.

The food and beverage department has general, rich, and diverse functions, but how to maintain the efficiency, avoid waste, recycle resources, and perform zone management is a significant managerial issue (Chang, 2010). In Taiwan, the food and beverage department is the largest division of international tourist hotels and the catering industry produce a large proportion of the overall revenues of the ITH industry. This means banquet management is of great importance to the catering department.

At present, most Taiwanese ITHs have a catering division in their food and beverage department, providing services for various activities, such as Chinese banquet dinner. The dinner service accounts nearly over 80 percent revenue of the catering division. On the other hand, the catering division is a “magic room” in which a symposium may be followed by a Chinese wedding banquet. This changeability requires careful planning and coordination of staff to arrange the place in a short time.

When there are tables left, some hotels would keep the original price while others would offer a 50 percent discount. When a banquet hall is fully booked, tables would be added if it has enough space. Sometimes tables would be arranged even in the hallway or other places. Temporary addition is a common problem facing the catering division. Apart from preparing extra tables, banquet staff members need to make room for additional tables and fix them up quickly. Setting the table includes the dinnerware, such as linens, chinaware, metal ware, and glassware. Usually, these things need to be taken from a storeroom. If the inventory is low, the personnel on duty have to go to the food and beverage department to fetch what they need. Thus, the traditional practice is time-consuming and may force customers to wait. The efficiency can be improved by classifying tableware in the storeroom. This means different items have different storage device and space. The linens and the chinaware are directly placed on shelves, the metal ware in plastic baskets, and the glassware in various washing baskets. Under the current hotel practice, the operation that involves tableware classification, wash, collection, and storage is effective.

Therefore, this study holds that it is necessary to conduct an in-depth research on how to improve the service quality and managerial efficiency of catering divisions. Based on technology management, this study created and subdivided a new modular standard operation to explore the efficiency of catering divisions after the introduction of modular dinnerware into table setting procedure.

The reminder of this paper is organized as follows. In the next section we provide a brief review of related literature. The third section presents the methods on which our field experiment is based. Section 4 provides the the details of the research design. This section also presents and discusses results obtained in the paper. The final section concludes.

2. LITERATURE REVIEW

2.1 Innovation

Innovation has been widely discussed in today's society and many start-ups are constantly launched. Still, some traditional industries have succeeded in innovative transformation. Innovation plays an increasing role in promoting competitiveness in operations and service management (Casrellacci, 2009) and it is valued not only by enterprises but also by governments who have formulated innovation-driven policies. Lin and Ho (2007) defined innovation as “a process of turning opportunities and new ideas and putting these into a widely-used practice”. Innovation certainly does not mean creating something out of nothing. It is based on existing conditions and adopts new methods, operating modes or technologies to create new products, cut costs or improve efficiency in order to meet customer needs directly or indirectly (Rampersad, Plewa, & Troshani, 2012). Improving an existing operating procedure is an innovative approach for an enterprise to increase its production capacity or achieve better results (Benner & Tushman, 2003). For this reason, innovation is said to the driving force of business progress.

However, the catering industry is always hard to make a breakthrough in setting the table and dealing with temporary addition. Therefore, this study introduced a “modular dinnerware” operating procedure for table setting and temporary addition of tables in the hope that the newly designed procedure could be practical and helpful.

2.2 Standard Operation Procedure

Standard Operation Procedure (SOP) is a really important work guideline in the catering services, defining the essence and implication of service. All ITHs have a standard operation procedure for banquet services to maintain their service quality (Shock & Stefanelli, 1992). Although a few Taiwanese scholars have discussed SOP, they merely regarded it as a

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norm for service quality and staff training. Ninemeier (2002) noted that the main purpose of service is to meet or surpass customer expectations and provide an enjoyable experience. To achieve the goal, the staff must stick to an effective operation standard.

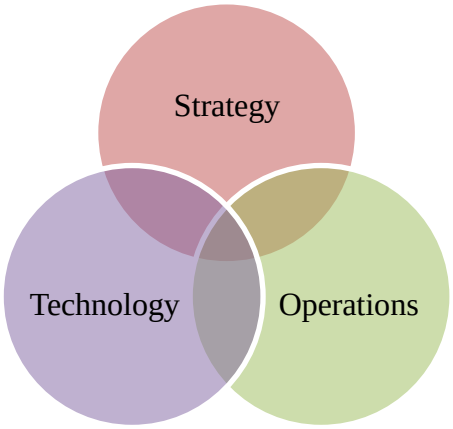
In addition, SOP helps maintain consistent service standards because it specifies what needs to do and how to do it. As catering service procedures define service quality and standards, formulating a practical SOP means a lot to catering divisions, which need to train staff to master the procedure in a short time to ensure the quality of services (Hsu, 2012).

2.3 Management of Technology

Tarek (2000) defined technology as knowledge, products, processes, tools, methods, and systems employed in the creation of goods or in providing services. It is the practical implementation of knowledge by which we accomplish objectives. In this study, technology refers to the new knowledge, procedures, technology, and services that are produced in the process of adopting practical knowledge, experience, and skills by enterprises to achieve their goals. Ayres (1969) defined the Management of Technology (MOT) as application of systematic knowledge to activities. MOT combines technology with managerial practices, planning, developing, and implementing technology to accomplish the strategic and operating objectives of an organization. It includes R&D, technological innovations, competitive analysis, strategic planning, design, marketing, installation, and support (Cory, 1989).

Therefore, MOT is a system that manages the creation, acquisition, and development of science and technology to create the maximum value. In other words, it includes technological innovation, new product and service development, and effective marketing. In this study, MOT refers to a service management procedure in which enterprises use technological discoveries, acquisition, and commercialization, planning, and control services to achieve their goals. In other words, the service and management procedures are technologized to ensure the goal attainment. Modern MOT is related to an enterprise strategy, operation, and technology (Figure 1) and this study included these three elements in the innovative operation procedure for catering divisions.

Figure 1: Management of Technology



3. METHODS

This study conducted a field experiment, observation, and expert interviews with the banquet division of the KK International Tourist Hotel in Taiwan and tested the innovative “modular dinnerware” operation procedure for three months (2017/6-9). The innovative operation procedure was set as the experimental group while the traditional operation procedure as the contrast group. During the period, eight tests were performed and the results were thoroughly recorded.

3.1 Traditional operation procedure for banquet services

Under the traditional operation procedure for banquet services, the dinnerware changed in the middle of the banquet and the utensils collected after the banquet will be first classified before sending for wash together. All clean tableware will be sent to the storage room together with linens, chinaware, metal ware, and glassware. When rearrangement is required, these utensils will be placed on cutlery cars again and sent to the banquet division for table setting. Tablecloths are first spread, followed by lazy Susans and various categories of dinnerware. After that, each table will be set one by one (see Figure 2).

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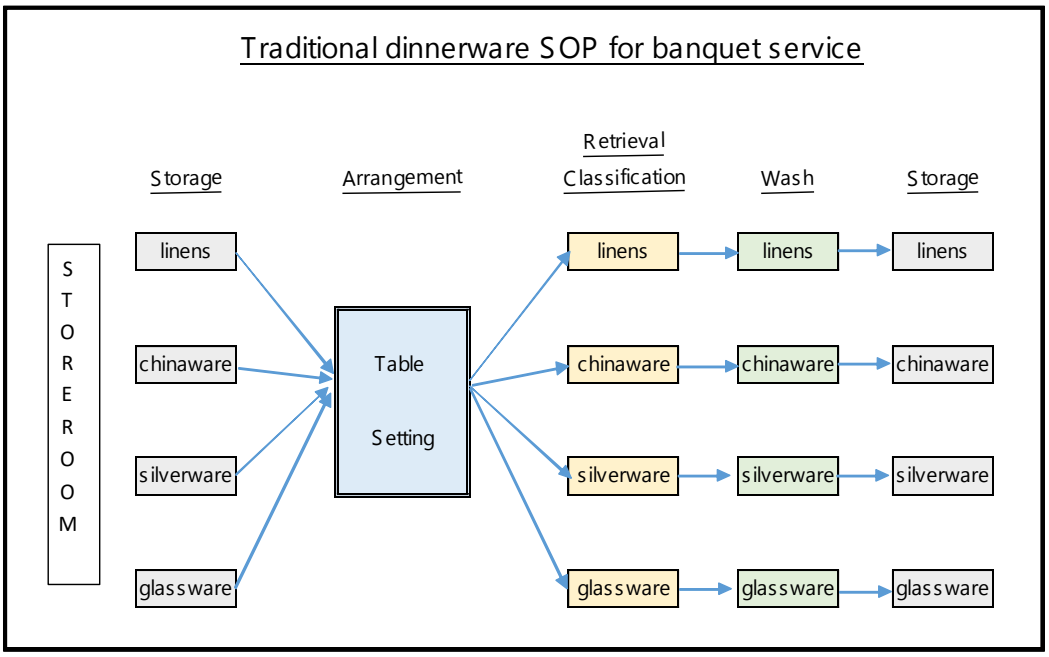
In order to improve the efficiency of catering divisions in table setting and temporary addition of tables, this study proposed a modular dinnerware operation procedure and an inventory system, which are shown in Figure 3 and 4, respectively, in the hope that they will work and help enhance customer satisfaction.

Figure 2: Traditional Operation Procedure for Banquet Services



3.2 Modular dinner SOP

Descartes said in his work *Discourse on the Method,* "To divide each of the difficulties under examination into as many parts as possible and as might be necessary for its adequate solution" (Carriero, 2016). Based on the French philosopher's methodology, we introduced the concept of modular dinnerware box, which means packing all the dinnerware that a banquet needs into sorting boxes in advance. If temporary addition occurs, what the duty staff needs to do is directly put the prepared boxes on reserved tables. In this way, table setting can be finished quickly. Thus, the time can be cut and efficiency can be improved. An example is given as follows (Figure 3):

(1) The amount of safety stock a catering division keeps is generally 2.5 times as much as its maximum capacity. For example, if a banquet room can hold up to 100 tables with ten persons for each, then the maximum capacity is 1000 persons. For a single banquet, you need to prepare 300-500 tablecloths and 3000-5000 napkins (given the cleaning lead time). Other utensils are computed on the amount of each meal per guest. Of which side plates and soup bowls require five times the amount because a banquet may change 3-4 sets while knives, forks, chopsticks, chopstick rests, plates, spoons, sauce dishes, goblets, spirit glasses and red wine glasses can be prepared in 2.5 times.

(2) Plastic baskets are bought as modular dinnerware boxes and the quantity is about 1.2 times as much as tables. A banquet room that holds 100 tables can buy 120 plastic baskets, which are about 65cm long, 40cm wide, and 15cm high with lids and can contain all the utensils for one table.

(3) The storeroom needs to spare an area for modular dinnerware boxes. You can buy 12 flat carts to increase the mobility and make sure that an individual cart can hold 12 stacks of dinnerware boxes.

(4) You can place all the dinnerware needed for the next banquet into boxes according to event orders. Normally, you can prepare ten extras for emergency.

(5) The proceeding of a banquet is sequential, you can use free time in between to fold napkins and arrange dinnerware boxes.

(6) When you place glassware into dinnerware boxes, you can separate them with foam or tablecloths to prevent breakage

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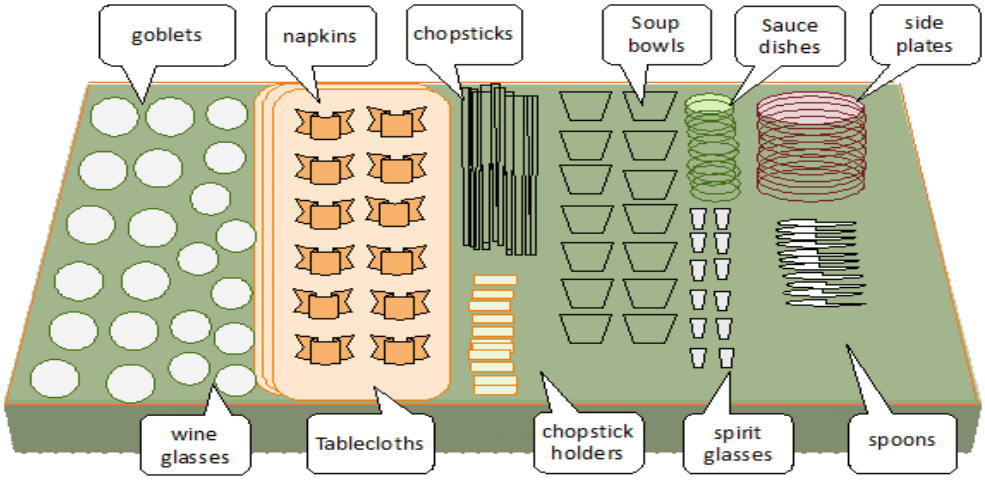
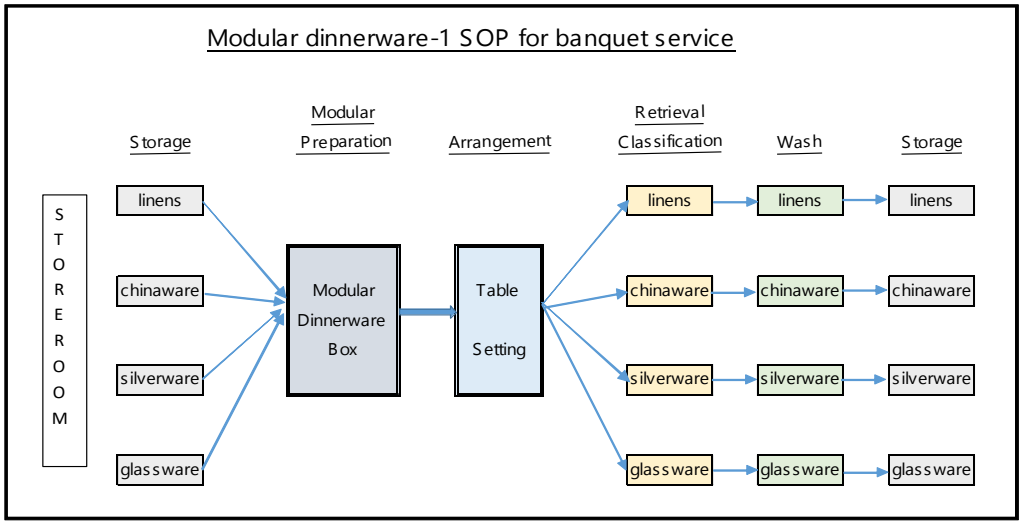
Figure 3: Modular Dinnerware for Chinese Banquet



The major difference between the modular dinnerware operation procedure and the traditional practice lies in the advance preparation of modular sorting boxes. Retrieval, classification, washing, storage, and other procedures do not change. According to the author's working experience in the catering division of Caesar Park Hotel (2002-2008), the storeroom usually prepares ten additional dinnerware boxes, especially for Chinese wedding banquets. Whenever a temporary addition is required, tables can be laid fast and effectively. Thus, customer needs can be immediately met. We believed if catering divisions follow this case as a model and implement the modular dinnerware SOP completely its operation efficiency and customer satisfaction can be improved (Figure 4).

Figure 4: Modular Dinnerware-1 SOP for Banquet Service



This modular banquet SOP is characterized by innovation, division of labor, work efficiency, and mobility. It aims to systematize the operation procedure for banquet table setting. Based on the implication of MOT and the concept of lean production, the new procedure has an elaborate division of labor and better efficiency. What the study expects to achieve are as follows:

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(1) The added link is an innovation that allows another check, which is helpful in keeping the cleanness of the washed dinnerware.
(2) With one more operation link, the division of labor is even more detailed, which helps the standardization of the service operation procedure.
(3) The use of environment and space is more flexible because modular dinnerware boxes are all carried with flat carts, which is movable and dynamic.
(4) Regular check is an indispensable part of implementing the modular SOP.

4. RESEARCH DESIGN

4.1 A Case Study from the KK International Tourist Hotel

This study conducted a three-month practical research with the banquet division of the KK International Tourist Hotel in Taiwan. Part of the "modular dinnerware" experiment was carried out in a small function room with Chinese round tables so it will not affect the hotel's normal operation. Based on the same number of tables, the traditional practice and the modular dinnerware SOP were conducted subsequently to compare the personnel allocation and use of time and check whether the results were congruous with the pre-set objective. In addition, we interviewed Mr. Guo, the Banquet Manager of the hotel and took his opinion as one of the measurement of the results.

4.2 Field Observation

The researchers observed the table setting procedure on the spot to ensure the objectivity of the comparison. The procedure follows the traditional practice. After confirming the number of reserved tables, service personnel first spread the tablecloth, and then placed the lazy Susan on which all the utensils and napkins were put in sequence and distributed to each seat. The tables in most ITHs are often large round tables in 180cm diameter with 10-12 seats. At the KK International Tourist Hotel, each table has ten seats but the main table has twelve. Upright flat carts and plastic baskets of different sizes were used to carry the dinnerware from the storeroom. The three-storey carts were for platters and side plates while the plastic boxes were for soup bowls, spoons, chopsticks, sauce dishes, chopstick holders, and folded napkins. Prepared dinnerware boxes were placed on the carts and distributed to one table after another. After all tables were laid, these carts would be pushed back to the storeroom. By then, we called it a complete table setting. We recorded the time, number of tables, and personnel allocation of eight experiments and calculated the average. From arranging empty tables to finishing the setting, the average time spent on ten tables was about 58 minutes (Table 1).

Table 1: Record of Traditional Table Setting from June to September 2017

Frequency	Date	Place	Number of table	Personnel allocation	Time spent on table setting (min)	Total time spent on each table (min)	Time/ personnel
1	June 10	Hall A	20	6	110	5.5	18.3
2	June 21	Hall B	18	6	105	5.8	17.5
3	July 7	Hall E	30	8	180	6	22.5
4	July 19	Hall C	12	4	70	5.8	17.5
5	July 27	Hall A	22	6	130	5.9	21.7
6	August 16	Hall T	10	4	55	5.5	13.8
7	August 24	Hall B	18	6	100	5.6	16.7
8	September 5	Hall C	12	4	72	6	18.0
	Total		142	44	822	5.8	18.7

Note:
(1) The average time spent on each table is about 5.8 minutes so the time spent on ten tables is about 58 minutes.
(2) The ratio between the time spent on table setting and the number of personnel needed is the average time each person spends.

4.3 Test for Modular Dinnerware-1 SOP (packing all the dinnerware into boxes)

The modular dinnerware-1 SOP included packing everything up, such as the glassware. The test was conducted in a banquet room that can hold ten Chinese round tables. After these tables were positioned, four staff members of the hotel pushed the cart with modular dinnerware boxes to each table, taking out tablecloths and spreading them on tables. After putting the lazy Susans, they took all the dinnerware out of the boxes and put them on the tables in order. After that,

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they were divided into two pairs and each pair was assigned to a table to distribute the dinnerware to each seat. Finally, they sent all the empty boxes back to the storeroom to finish the table setting. The results show that the time spent on packing up the modular dinnerware boxes was reduced from 34 minutes to 22 minutes and the time of on-site setting was shortened from 36 minutes to 28 minutes. Therefore, the total time was lessened from about 70 minutes to 50 minutes. The test was carried out eight times in three months. The average of these eight tests is shown in Table 2.

Table 2: Record of modular dinnerware-1 test from June to September 2017

Frequency	Date	place	Number of tables	Personnel allocation	Time of packing	Time spent on table setting	Total	Total time spent on each table (min)	Time/ personnel
1	Jun. 13	Hall C	10	4	34	36	70	7	17.5
2	Jun. 21	Hall T	10	4	32	34	66	6.6	16.5
3	Jul. 5	Hall T	10	4	30	32	62	6.2	15.5
4	Jul. 18	Hall C	10	4	30	32	62	6.2	15.5
5	Jul. 27	Hall D	10	4	31	32	63	6.3	15.75
6	Aug. 15	Hall T	10	4	28	30	58	5.8	14.5
7	Aug. 22	Hall C	10	4	26	28	54	5.4	13.5
8	Sep. 5	Hall T	10	4	22	28	50	5	12.5
	Total		80	32	233	252	485	6.1	15.16

Notes:

(1) The packing time includes the amount of time spent on folding napkins.

(2) Modular dinnerware-1 means all the dinnerware, including glassware, will be packed into boxes.

(3) The average time each table needs is about six minutes. Since eight tests were conducted, ten tables need about 50 minutes.

4.4 Test for modular dinnerware-2 SOP (without the glassware)

The staff members on duty suggested that glassware should not be packed into the boxes because they are fragile and washed in glass washers. To follow this suggestion, this study designed the modular dinnerware-2 SOP in which glassware were not packed into the boxes. The test was also conducted in a banquet room that can hold ten Chinese round tables. After these tables were positioned, four staff members of the hotel pushed the cart with the modular dinnerware boxes that exclude glassware to each table, taking out tablecloths and spreading them on the tables. After putting on the lazy Susans, they took the dinnerware out of the boxes and put them on the tables in order. Then, they pushed a cart with plastic baskets in which glassware are loaded and uploaded, including all the goblets, spirit cups, and red wine glasses. After that, they were divided into two pairs and each pair is assigned to a table to distribute the dinnerware to each seat. Finally, they sent all the empty boxes and baskets back to the storeroom to finish the table setting. The results show that the time spent on packing up the modular dinnerware boxes was reduced from 26 minutes to 18 minutes and the time of on-site setting was shortened from 42 minutes to 31 minutes. Therefore, the total time was lessened from 68 minutes to 49 minutes (if lipped glasses and Shao-Shing wine glasses are needed, all of them would be put into the glass rack). The test was carried out eight times in three months. The average of these eight tests is shown in Table 3.

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Figure 5: Modular Dinnerware-2 SOP for Banquet Service-Revised

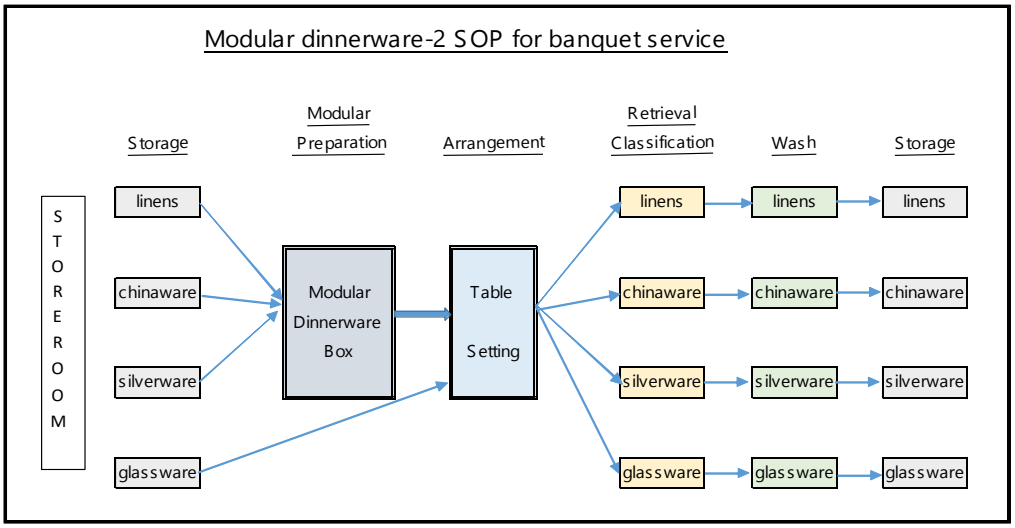

Table 3: Record of Modular Dinnerware-2 Test from June to September 2017

Frequency	Date	Place	Number of tables	Personnel allocation	Time of packing	Time spent on table setting	Total	Total time spent on each table (min)	Time/ personnel
1	Jun. 13	Hall C	10	4	26	42	68	6.8	17
2	Jun. 21	Hall T	10	4	25	41	66	6.6	16.5
3	Jul. 5	Hall T	10	4	25	38	63	6.3	15.75
4	Jul. 18	Hall C	10	4	24	36	60	6	15
5	Jul. 27	Hall D	10	4	25	38	63	6.3	15.75
6	Aug. 15	Hall T	10	4	22	36	58	5.8	14.5
7	Aug. 22	Hall C	10	4	21	34	55	5.5	13.75
8	Sep. 5	Hall T	10	4	18	31	49	4.9	12.25
	Total		80	32	233	252	482	6.0	15.06

Notes:
(1) The packing time includes the amount of time spent on folding napkins.
(2) Modular dinnerware-2 means glassware was not packed into the boxes.
(3) The average time each table needs is about six minutes. Since eight tests were conducted, ten tables need about 49 minutes.

4.5 Comparison between Traditional and Innovational Modes

The total time of the modular dinnerware test one and two was 50 minutes and 49 minutes, respectively. Compared with 58 minutes, the total time of the traditional practice, the efficiency was improved by about 13.8%-15.5%. In addition, the ratio between time and personnel increased by 18.9%-19.5% (Table 4). The results show a significant difference. The main reason is probably the innovation in operation procedure. Under the improved SOP, the staff's work efficiency is promoted. After they are familiar with the procedure, they are willing to accept it.

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Table 4: Operation Time Comparison

Number	Way of table setting	Average	+/-(%)	Final average	+/-(%)	Time/personnel	+/-(%)
1	Traditional table setting	58	100%	58	100%	18.7	100%
2	Modular dinnerware-1	60.6	4.50%	50	-13.80%	15.16	-18.93%
3	Modular dinnerware-2	60.3	3.90%	49	-15.50%	15.06	-19.47%

Note: The above average means the mean of ten tables and the time is calculated in minutes.

Photos were taken during the process of packing the modular dinnerware into boxes and table setting. Two modular dinnerware SOPs were compared (Figures 6 and 7). The results showed that the modular dinnerware SOP for banquet services can be applied to the banquet divisions of IHTs worldwide and serve as a reference for relevant managers.

Figure 6: Photos during the Modular Dinnerware-1 SOP Test

		
* Staff members are packing up the dinnerware boxes	*The contents of the dinnerware boxes	* Modular dinnerware box-1 is loaded
		
* Modular dinnerware boxes on the flat cart	* Two staff members are setting the table	* Table setting completed

Figure 7: Photos during the Modular Dinnerware-2 SOP Test

		
*Dinnerware box sample - without the glassware	* Staff members are packing up the dinnerware boxes	*Table setting

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*Table setting	* Two pairs of staff members are setting the table	*Table setting completed

4.6 Numerical Verification and Analysis

This study uses the SPSS version 20 statistical software and adopts the method of non-parental "T test" to verify that the "time-to-manpower ratio" of "traditional practice", "modularity 1" and "modularity 2" experimental results respectively. According to the experimental results of modular tableware operation in this study, two hypothetical settings for the study are as follows:

(1) null hypothesis (H_0): Modular tableware work flow has no significant effect on the banquet hall table setting efficiency.

(2) alternative hypothesis (H_1): Modular tableware work flow has significant effect on banquet hall table setting efficiency.

Table 5: Pair Sample T Test

			Mean	S.D.	df	T	p value
Pair1	traditional	vs.	3.09	2.79	7	3.14*	.02
	module 1						
Pair2	traditional	vs.	3.19	2.70	7	3.34*	.01
	module 2						

*p<.05

According to the results of T test without paired samples, the T value of traditional method and module 1 = 3.14 (p <.05), the T value of traditional method and module 2 = 3.34 (p <.05) , Paired 1 and paired 2 are below the significant level of .05, then reject the null hypothesis, to retain the opposite hypothesis, so the modular 1 and modular 2 tableware operating procedures of the international tourist hotel (ITH) banquet table setting efficiency is significant Higher than traditional practices.

4.7 Expert Interviews

In addition to the above mentioned tests, this study also conducted in-depth interviews with the Banquet Manager and the Assistant Manager of the banquet division of KK International Tourist Hotel. Mr. Guo, the Banquet Manager of the hotel, held that an ITH should plan the modular dinnerware area in accordance with the actual space of its banquet room. If its banquet room can hold up to 100 tables, the glassware, he suggested, should not be placed into the boxes and the dinnerware boxes can be a little smaller. If a flat cart can be loaded with 6-8 boxes, it will need about 5.5 square meters, including two square meters for carts and three point five square meters for the dinnerware. If the SOP changes, the personnel allocation also needs to be correspondently adjusted. However, the modular dinnerware practice can be designed and staff can be trained. For this reason, it is also a good change. Guo said the proportion of the dinnerware to expected number of guests proposed was reasonable and correct. But he added that apart from the increase in dinnerware, the storeroom also needs to be expanded.

Mr. Chen, the Assistant Manager of the hotel, mentioned that staff members might get more rest time because of the changed SOP. For example, suppose there was a banquet tomorrow afternoon. Using the traditional practice, they must set the table this night. But using the modular dinnerware SOP, the dinnerware had been packed in boxes; you could send a few people to set the table by tomorrow morning. In this case, the service personnel could arrange the room this night before going off duty or they could arrange the table and go home, leaving the table setting for others on the next morning. This is a question of human resource arrangement and it is related to the management mode of a banquet division. Furthermore, some hotels provided tablecloths and napkins in different colors for customers. Thus, when implementing the modular dinnerware SOP, tablecloths and napkins of different colors could be offered so customers could choose.

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Thanks to the support of the banquet division of the KK International Tourist Hotel, this study could test whether the new practice is implementable. Through advance communication and coordination, this study smoothly finished eight tests. The results were actually helpful for field operation, especially in dealing with temporary addition of tables. In addition, the modular dinnerware SOP works best for some occasions where banquets are immediately followed by conferences because such scenario requires service personnel to set the table in the least time. All banquet personnel agreed that this innovative procedure could meet the customer needs.

5. CONCLUSION

Any SOP for banquet services are based on past experience and have to be slightly modified to match the status quo of each hotel. When a service person moves from one place to another, he/she would bring his/her skills to a new place where he/she would adjust himself/herself to the local SOP. This is the replication of experience and standards. However, the replication needs a few adjustments because the banquet division in each ITH is different in size, market positioning, brand image, price, and service quality. In addition, personnel quality is another factor that needs to be taken into account. Since many part-timers work in banquet divisions, the service quality must be affected. Taking into consideration all these factors, including personnel, time, place, and environment, you can design a workable new practice.

Human beings are creatures of habit. When a person gets used to a way of doing something, he/she will not use other ways. But when he/she has no choice but to adopt a new way of doing things, he/she may be unaccustomed to it at the very beginning. As time goes by, he/she will get used to it. On the contrary, if he/she accepts it at first, he/she would presuppose it as the correct method.

Unlike the traditional operation procedure, staff members are unfamiliar with the modular dinnerware SOP during the introduction stage. However, as time passes and with more practice, the new procedure can be developed as a habit. At that time, you can redefine SOP. Thanks to the strong support from Banquet Manager Guo of the KK International Tourist Hotel, this study was smoothly performed.

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