Research on the Service Quality of Grandma's Home

Hao Wang

School of Management，Shanghai University

ABSTRACT: *To analyze the current situation and shortcomings of the catering service of the Grandma's Home, this study created a questionnaire on the service quality of the Grandma's Home according to the current business situation of the Grandma's Home, and collected the data through a relatively reasonable survey method, using SPSS to analyze the data and combined with customers' opinions.Five main problems of the service quality of Grandma's Home are summarized, which arethe taste of meals not meeting the requirements of customers, the service efficiency in busy hours relatively low, high employee turnover rate, few discount periods, and the performance appraisal system not perfect. In response to the five main issues, corresponding improvement suggestions are given based on the combination of literature: establishing standards for the production process of meals, improving service efficiency during busy hours, facing the flow of employees, establishing different preferential methods, and improving the existing performance appraisal system.*

KEY WORD: *Grandma's Home, Catering Companies, Service Quality, Service Quality Improvement*

I. INTRODUCTION AND LITERATURE REVIEW

1.1 Introduction of Grandma's Home

Grandma's Home was founded in 1998. The grandma's Home is spread all over the country, opening restaurants in more than 60 cities including Hangzhou, Beijing, Shanghai, Guangzhou and Shenzhen. The number of new stores opened at an average rate of 20 per year is increasing year by year. By 2020, Grandma's Restaurant Group has become a large restaurant chain with more than 8,000 employees.

1.2 Current Situation of Chinese Catering

The current situation and development trend of China's catering industry can be summarized as follows:Catering O2O (Online To Offline) remains strong. Catering O2O has developed rapidly in the past 2019, and will remain unstoppable in 2020. Models include group buying, food delivery, etc. At the same time, many catering companies have begun to develop their own online platforms;Intelligent restaurants are further developed. Before this, iPad ordering, and robot restaurants have appeared;Healthy ingredients are highly valued by consumers. In addition to mastering good techniques for cooking meals, the most important thing of the restaurant is to choose healthy ingredients.Chain operation is the trend of the catering industry. Chain operation can not only improve efficiency, reduce costs, but also help enterprises to break through the development of management problems. Chain operation has cost advantage, price advantage and brand advantage, which should be the main development direction of the catering business model.

1.3 Literature Review

Adbullahi Hussain and Gorodutse, Haim Hilman (2014) used a questionnaire survey method to analyze the data of 208 valid questionnaires in order to investigate the role of customer satisfaction in Nigeria＇s catering industry.The results show that there is a significant positive correlation between customer satisfaction and the construction of service quality. Further research shows that customer satisfaction is positively correlated with customer loyalty.Jaime Ortiz and Tao-Sheng chiu et al. (2017) analyzed the data of 262 respondents based on a three-factor framework model (cognition, influence, and intention). The following recommendations are given that catering companies must take various remedial measures to restore service failures and establish more attractive relationships with consumers.Wann-Yih Wu, Alfiyatul Qomariyah, Nguyen Thi Truong Sa et al. (2018) conducted research on service restoration using ANP and QFD. The results show that in terms of service recovery, the most effective means to deal with service failure is to correct the problem immediately, followed by apology, replacement and discount, which provides a reference for remedy after service failure.Chen, Shen, Fan (2015) through a case study of Haidilao found that human resource management can change the behavior and emotional state of employees by meeting various needs, and service quality can improve customer satisfaction and retention.Siti Nor Fadillah Binti Ahmad Shariff et al. (2015) investigated the revisit intentions of 9 Chinese restaurants in Malaysia in order to determine the relationship between service quality and food

quality and customer satisfaction. The research results show that service quality and food quality have a significant relationship with customer satisfaction, and a significant relationship with revisit willingness.

II. DATA COLLECTION AND ANALYSIS

2.1 Research Methods and Data Collection

Questionnaire survey is the main research method we use in the research process. First of all, collect the required data, and then observe and analyze the actual situation of the grandma's Home. Finally, combine the data with the actual situation of the Grandma's Home to find out the deficiencies in the service quality, and give suggestions for the deficiencies.

There are 14 questions in the questionnaire. In addition to basic questions such as gender and age, there are also questions such as consumption per person, meal frequency, dining environment, and discounts. See Table 1 for details.The questionnaire was compiled according to the actual situation of Grandma's Home. A total of 121 questionnaires were issued, namely, 121 tables of customers were surveyed. 109 questionnaires were recovered, among which three were not selected as a required topic, one was selected as a multiple choice, and five interviewees chose randomly without looking at the topics. There were 100 valid questionnaires, and the recovery efficiency was 82.6%.

Table 1:Questionnaire

| Number	Question
1	Your gender
2	Your age
3	Meal frequency
4	Number of meals
5	Per capita consumption
6	How long are you willing to wait
7	Ratio of server to table
8	Are you interested in theme restaurant
9	Core competitiveness of restaurants(Multiple choice)
10	What kind of dining environment do you like
11	What kind of service is the most important
12	The impact of preferential treatment on you
13	What kind of discount do you like
14	Which situation affects your consumption experience most

2.2 Data Analysis

Table 2: Basic Information

Gender	Male(45%)	Female (55%)			
Age	18-25(14%)	26-35(19%)	36-45(38%)	Over46(29%)	
Meal frequency	Everyday(2%)	3-4times/week (35%)	1-2times/week (50%)	1-2times/month (13%)	
Number of meals	1(3%)	2-3(36%)	4-6(34%)	7-10(19)	More than 10 (8%)

The basic information of the questionnaire is shown in Table 2. Next, the other topics are analyzed in detail. Questions 9 and 14 are related, so the two questions are cross-analyzed. As shown in Figure 1, consumers of different ages have different understanding of services. Except for the 26-35-year-old consumers, consumers of any age group think that "service" most affects their consumption experience, and this is the only one that shows an overall upward trend with age. Most consumers believe that "service" is the winning strategy for the catering industry.

**Figure 1: Options that Most Affect the Consumer Experience**
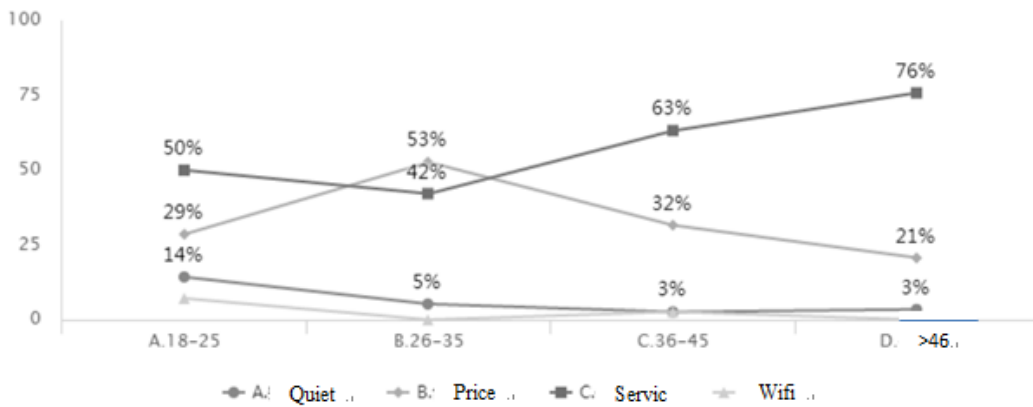
As shown in Table 3, The data in question 10 shows that there is a big difference between male customers and female customers in the choice of dining environment. There are 28.89% of male customers like quiet environment, and 47.27% of female customers also like quiet environment, 37.78% of male customers like the lively environment, but only 7.27% of female customers like the lively environment. The enlightenment that this can give to Grandma's Home is that if waiters add a sentence like "several men and several women" to welcome guests, and then arrange different dining environment for customers, customers may have a better consumption experience after dinner.

Table 3: Dining Environment Preferences of Different Genders

| X \ Y	Quiet	Lively	With music	Can watch TV
Male	13(28.89%)	9(20%)	6(13.3%)	17(37.78%)
Female	26(47.27%)	7(12.73)	18(32.73%)	4(7.27%)

Analyze the question5, take age as a prerequisite, and get Figure 2. With the increase of age, the "acceptable per capita consumption" has shown a significant increase. When customers reach a certain age, they also have their own savings, so the per capita consumption that they can accept increases accordingly. In this way, we can not only recommend meals at different prices according to customers' gender, but also according to customers' ages at different stages.

Figure 2:Per Capita Consumption
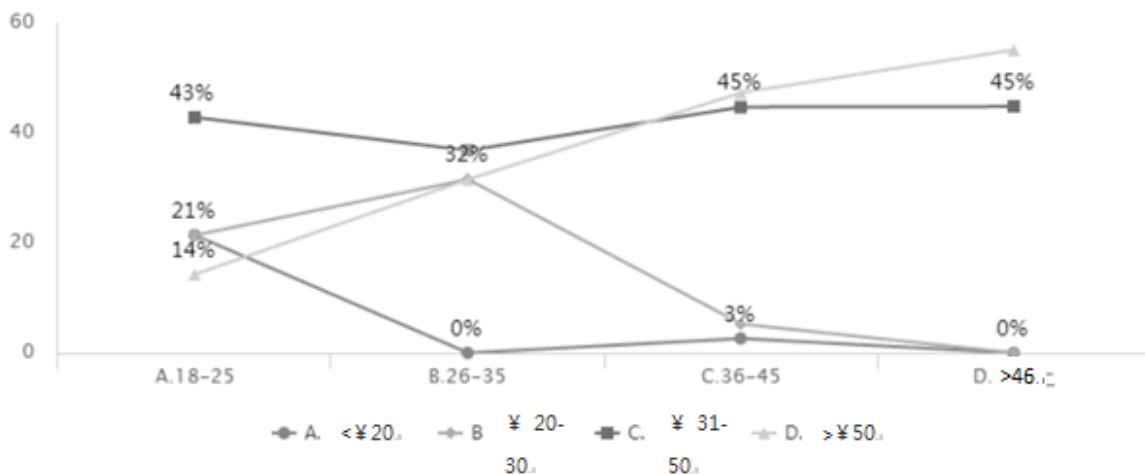
Analyze the question 13, take age as a prerequisite, and get Figure 3. With the increase of age, the preferences for preferential methods will change greatly. Customers aged 36-45 and above 46 years old prefer discounts such as "Member". The data in the second question also shows that these two age groups have the largest number of customers, accounting for 67% of the total.

Figure 3: Preference of Discount Model
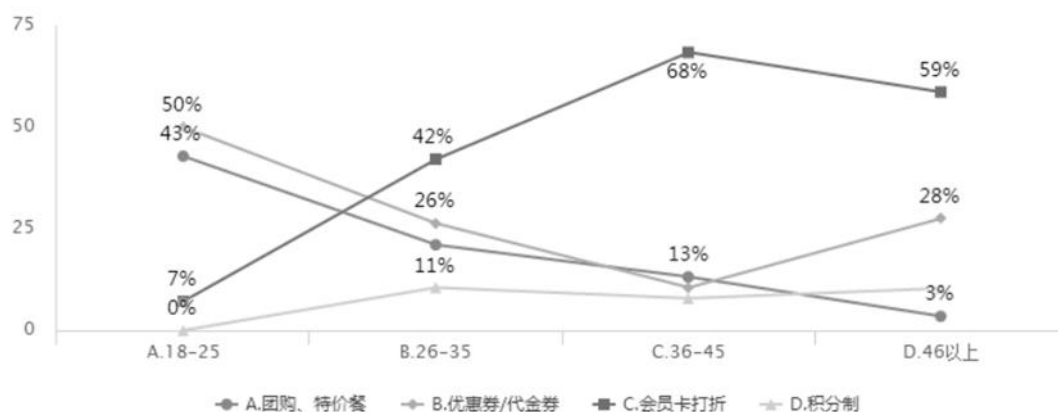
2.3Problems Existing in the Service of Grandma's Home

After analyzing the data of the questionnaire, it is not difficult to find that the customers' demand in the restaurant has some characteristics. In short, the taste of the meals is the most important, and the waiting time can't be too long. As long as the timely service is provided, even if the number of service personnel is small, it doesn't matter, and we hope to get discount discounts and so on.

The taste of meals does not meet the requirements of customers.In the data of question 9 of the questionnaire, 86% of the customers think "taste" is the core competitiveness of the restaurant, 76% think "service" is the core competitiveness. In question 14, similar to question 9, which has no "taste" option, 61% think "excellent service" is the most important. The main reason for dissatisfaction with taste is that the chef may not pay attention to making meals, which may result in too much or too little seasoning, or some raw materials are not fresh due to sales problems. Customers found a certain meal very delicious in the place, but the experience at Grandma's Home was not as good as the one they had eaten before, which caused dissatisfaction in taste.

Service is inefficient when busy. The question 6 of the questionnaire data shows that 52% of customers are willing to spend 6-10 minutes waiting time for a meal, and the question 7 shows that 72% of customers believe that "as long as the service is timely". Customers are not willing to make too many concessions when waiting for food, but they will not take a watch while waiting for food. As long as the time is not too long, it will basically not affect their consumption experience."Service is inefficient when busy" is mainly reflected in the fact that customers feel that the serving speed is too slow, and the speed of the waiter providing service is relatively slow compared to the past. The cause of this problem can be summarized in two points. First, the restaurant's employees can only meet the needs of customers during non-busy hours, but there are obvious shortcomings during busy hours; Second, the service is not standardized and the staff's services are more casual, which is the main reason for the inconsistency of services.

High employee turnover rate. Salary, job level, marital status and gender, and a sound performance appraisal system are the main reasons for employees to leave. Salary must not only meet the daily expenses of employees, but also allow them to have a certain amount of savings to support their families. A good performance appraisal system not only allows employees to work better for their grandmothers, but also allows them to see hope for improvement.

The discount period cannot meet customer needs. The data in question 12 shows that only 4% of customers are completely indifferent to discounts. The data in question 13 shows that 52% of customers like "member" discounts.Customers will ask "Are there any special meals" before the meal, and will habitually ask "Can you get a discount" after the meal. From these two details, it is not difficult to see that the discount is very attractive to customers. The main reason for the lack of discount periods is that the renewal cycle of special meals is too long and there is no complete membership system.

The performance appraisal system is not perfect. Many enterprises engaged in the catering industry do not have a set of perfect performance appraisal system, as long as they are not late for work, do not leave early, and do not have conflicts with customers. However, it is difficult to accurately evaluate whether an

employee's work meets the requirements or not, and it is also difficult to take it as the standard for promotion. An enterprise lacks a perfect performance appraisal system, the root of the problem is that the managers do not pay enough attention to it.

2.4   Suggestions on the Problems Affecting the Service of Grandma's Home

Establish the standard of meals making process. (1) Establish raw material purchasing standard; (2) Establish raw material processing standards; (3) Establish cooking standards for meals. Through the formulation and implementation of the above standards, we can effectively reduce the probability of meals that do not meet the requirements of customers, but this situation can not be completely avoided. If there are still meals that do not meet the taste requirements of customers after implementing the standards, then we should take effective remedial measures in time. Good remedies can not only eliminate customer dissatisfaction, but also make them more agree with the company.

Improve service efficiency. (1) Standardized operation; (2) Increase the number of employees; (3) Staff training.

Face up to employee turnover. (1) Priority for married employees; (2) Reform salary management mode; (3) Provide more development opportunities for female employees.

Establishreasonable preferential treatment. (1) Establish a reasonable membership system; (2) Establish other preferential policies. Different customers have different preferences for preferential methods. Multiple and diversified preferential methods are more favorable to customer satisfaction.

Optimize the existing performance appraisal system. The following principles need to be observed. (1) System optimization principles; (2) The principle of combining objective reality with evaluator's subjective intention; (3) The principle of combining democracy with centralism; (4) Specific and measurable is the principle of standard setting.

III.   CONCLUSION

With the development of the catering industry, more and more investors choose to enter this industry, but the average life span of catering companies reveals the fierce competition in this industry. Grandma's Home has a certain degree of competitiveness among many catering companies in Hangzhou, but there are still some shortcomings in terms of service quality. We summed up the five main factors that affect the service of Grandma's Home, such as the taste of meals, the service efficiency in busy hours, preferential time, employee turnover rate, and perfect performance appraisal system. Through reading the relevant literature and combining with the management knowledge learned, the paper finally made improvement suggestions corresponding to the five influencing factors, most of which considered the cost control.

In the context of the continuous development of the catering industry and the increasing competition in the same industry, consumers pay more and more attention to the service quality of enterprises. It is very difficult for enterprises to transform their existing advantages into victories, and enterprises will lose their competitiveness with the development of competitors.Only by discovering its own shortcomings, and then improving the shortcomings through scientific theories combined with practice, and effectively improving its own service quality, can Grandma's Home become the best among the many catering companies in Hangzhou.

BIBLIOGRAPHY

[1]. Abdullahi Hassan Gorondutse,Haim Hilman. Mediation effect of customer satisfaction on therelationships between service quality and customer loyalty in the Nigerian foods andbeverages industry: Sobel test approach[J]. International Journal of Management Scienceand Engineering Management,2014,9(1):1-8.
[2]. Jaime Ortiz,Tao-Sheng Chiu,Chih Wen-Hai,Che-Wei Hsu. Perceived justice, emotions, and behavioral intentions in the Taiwanese food and beverage industry[J]. International Journal of Conflict Management,2017,28(4):437-463.
[3]. Wann-Yih Wu,Alfiyatul Qomariyah,Nguyen Thi Truong Sa,Yingkai Liao. The Integration between Service Value and Service Recovery in the Hospitality Industry: An Application of QFD and ANP[J]. International Journal of Hospitality Management,2018,75:48-57.
[4]. Chen,Shen,Fan. Hai Di Lao Hot Pot: From Employee Stimulation to Service Innovation[J]. Journal of China Tourism Research,2015,11(3):337-348.
[5]. Siti Nor Fadillah Binti Ahmad Shariff,Massyittah Binti Omar,Siti Nurhanifah Binti Sulong,Hayati Adilin Binti Mohd Abd Majid,Hairunnisa Binti Mohamad Ibrahim,Zuratulraha Binti Jaafar,Muhamad Shah Kamal Bin Ideris. The Influence of Service Quality and Food Quality Towards Customer Fulfillment and Revisit Intention[J]. Canadian Social Science,2015,11(8):110-116.
[6]. Yen,Yeh,Lin. Psychological empowerment and service orientation: A study of front-line employees in the food and beverage industry[J]. Journal of Foodservice Business Research,2016,19(3):298-314.