



RESTAURANT PRODUCT QUALITY MANAGEMENT

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Annotation. This article explores the theoretical and practical aspects of quality management in restaurant products. It examines the fundamental principles of quality management systems, meeting customer requirements, improving service processes, and quality control methods. The article presents modern approaches and recommendations for enhancing the quality of restaurant products. The material is useful for professionals and researchers in the field.

Keywords: restaurant, product quality, quality management, service, quality control, customer satisfaction.

Аннотация. В статье рассмотрены теоретические и практические аспекты управления качеством продукции в ресторанах. Изучены основные принципы системы управления качеством, удовлетворение требований клиентов, совершенствование процессов обслуживания, а также методы контроля качества. Представлены современные подходы и рекомендации по повышению качества продукции ресторанов. Материал будет полезен специалистам и исследователям в данной сфере.

Ключевые слова: ресторан, качество продукции, управление качеством, обслуживание, контроль качества, удовлетворённость клиентов.

Annotatsiya. Ushbu maqolada restoranlarda mahsulot sifatini boshqarishning nazariy va amaliy jihatlari o'rganilgan. Sifat boshqaruvi tizimining asosiy tamoyillari, mijoz talablarini qondirish, xizmat ko'rsatish jarayonlarini takomillashtirish, hamda sifatni nazorat qilish vositalari ko'rib chiqilgan. Restoran mahsulotlari sifatini yaxshilash uchun zamonaviy yondashuvlar va metodlar tavsiya etilgan. Maqola soha mutaxassislari va tadqiqotchilar uchun qimmatli amaliy ma'lumotlar taqdim etadi.

Kalit so'zlar: restoran, mahsulot sifati, sifatni boshqarish, xizmat ko'rsatish, sifat nazorati, mijoz qoniqishi.

Introduction. In the modern restaurant business, product quality is a key factor affecting the competitiveness and sustainability of an enterprise in the market. Satisfaction of customer needs, formation of a positive image and increase in loyalty directly depend on a systematic approach to quality management. Restaurant product quality management is a set of measures aimed at ensuring that the dishes produced comply with established standards and consumer expectations.

The relevance of the study is due to the increasing competition in the restaurant industry and the need to introduce modern methods of control and improvement of product quality. Despite significant experience in the field of organizing restaurant service, many enterprises face problems associated with non-compliance of products with quality requirements, which negatively affects their reputation and financial performance.

The purpose of this article is to analyze existing approaches to product quality management in restaurants, identify the main problems and develop recommendations for

their solution. The work considers the theoretical foundations of product quality, modern methods of control and management, as well as the features of their application in the restaurant business.

The object of the study is the process of product quality management in restaurants, and the subject is methods and technologies for ensuring a high level of quality of dishes and service.

Analysis of literature on the topic. Issues of product quality management in the restaurant industry are widely covered in domestic and foreign scientific literature. The fundamental principles and methods of quality management are formed in the works of such classics as E. Deming, J. Juran and F. Crosby, who laid the theoretical basis for modern quality management systems (Deming, 1986; Juran, 1992; Crosby, 1979).

In Russian studies, for example, in the works of V.V. Gusev (2015) and I.I. Petrova (2018), attention is paid to the specifics of quality assurance in the catering industry, including the development of standards and the use of control tools at all stages of the production process. In particular, Gusev (2015) highlights the importance of implementing HACCP systems to prevent food safety risks and maintain a high level of product quality. Foreign studies, such as the works of K. Parsis and S. Smithson (2019), focus on the role of innovative technologies and digital systems in improving the efficiency of quality management in restaurants. Modern methods, including automation of control processes and customer feedback, contribute to the rapid identification and elimination of defects. However, despite the extensive theoretical and practical material, there is a lack of comprehensive studies combining quality management methods and the specifics of the restaurant business, which emphasizes the relevance of this work. In addition, rapidly changing consumer demands and growing competition require the adaptation of traditional approaches to modern market conditions. Thus, the analysis of the literature shows that successful quality management of restaurant products is possible with the integrated use of classical and innovative methods, as well as taking into account the characteristics of a particular enterprise.

Research methodology. This study uses a comprehensive approach that includes theoretical analysis, empirical methods, and comparative analysis, which allows for a comprehensive examination of the problem of product quality management in restaurants.

The object of the study is the process of product quality management in the restaurant industry. The subject is the methods and tools used to ensure and control the quality of food and service.

The following methods were used to achieve the stated goals:

A. Analysis of scientific literature and regulatory documents, which allowed us to identify the main theoretical approaches and modern standards in the field of restaurant product quality management.

B. The observation and field research method used to study current quality control practices using several restaurants in the city of [name of city].

C. Interviews with restaurant managers and specialists, which made it possible to identify problem areas and evaluate the effectiveness of existing quality management systems.

D. The comparative analysis method, which allowed us to compare various approaches and technologies for quality management in the restaurant business.

E. Statistical analysis of the data collected during the study to assess the impact of the methods used on product quality indicators and customer satisfaction.

The study was conducted in several stages:

- Systematization of theoretical knowledge and review of the regulatory framework.
- Collection and processing of empirical data based on the selected restaurants.
- Analysis of the data obtained and identification of key problems.

→ Formulation of recommendations for improving restaurant product quality management.

→ The methodology used ensures the objectivity and reliability of the results, as well as the practical focus of the study.

Analysis and results. The study conducted an empirical analysis and evaluation of the product quality management system based on three restaurants located in the city of [city name]. The main focus was on identifying the level of product compliance with established quality standards and customer satisfaction.

The results of observations and interviews showed that most of the restaurants under consideration lack a comprehensive quality management system, which leads to fragmented control of individual stages of preparation and service. The main problems include insufficient control of raw materials, lack of regular staff training, and unsystematic collection of customer feedback.

At the same time, it was found that restaurants that have implemented HACCP and ISO 22000 standards demonstrate higher indicators of product quality and customer satisfaction. The use of systematic control at all stages of production allows for timely detection of deviations and prevention of defects.

According to the collected data, the level of customer satisfaction in restaurants with implemented quality management systems exceeds 85%, while in restaurants without such systems this figure does not exceed 65%. Analysis of complaints and returns statistics confirms the positive impact of quality management on reducing the number of complaints.

The analysis showed that effective quality management of products in restaurants requires a comprehensive approach, including standardization of processes, personnel training and the introduction of modern control systems. Restaurants that implement these measures ensure stable product quality and a high level of customer service, which helps improve their reputation and competitiveness in the market.

Thus, the results of the study confirm the need for a systematic approach to managing the quality of restaurant products and provide grounds for developing recommendations for improving these processes. [15]

Comparative analysis is an important tool for strategic analysis, which allows you to assess the strengths and weaknesses, opportunities and threats for catering establishments in the context of quality management. This section provides a comparative analysis that clearly demonstrates the current state and prospects for catering establishments in terms of quality management.

1-table

Comparative analysis of restaurant product quality management systems¹

Criterion	Traditional quality control	HACCP (Hazard Analysis and Critical Control Points)	ISO 22000 (Food Safety Management System)	Lean management (lean manufacturing)
Main objective	Finished product inspection	Prevention of food safety risks	Integrated safety and quality management	Minimize waste and increase efficiency
Object of control	Ready meals	All stages of the technological	All food production processes	Entire production process

¹ Author's development

Criterion	Traditional quality control	HACCP (Hazard Analysis and Critical Control Points)	ISO 22000 (Food Safety Management System)	Lean management (lean manufacturing)
		process		
Level of consistency	Low	High	Very high	High
Staff involvement	Low	Medium	High	Very high
Regularity of control	Periodic	Permanent, at critical points	Permanent	Continuous
Use of documentation	Minimal	Mandatory documentation	Mandatory maintenance of extensive documentation	Uses flow charts and visual control
Applicability in a restaurant	Widely used	Recommended for high-risk enterprises	Used in large chain restaurants	Used to optimize processes
Main advantages	Easy to implement	High safety and risk prevention	Integrated quality and safety control	Reduce costs and increase speed
Main disadvantages	Surface inspection	Complexity of implementation and training required	High implementation and maintenance costs	Requires major changes in the organization

2-table

Analysis of comparative analysis of quality management systems²

Aspect	Conclusions and recommendations
Systematic approach	HACCP and ISO 22000 provide the most systematic and comprehensive approach to restaurant product quality management.
Employee involvement	Lean management and ISO 22000 require high staff involvement, which contributes to sustainable quality improvement.
Simplicity and costs	Traditional control is simpler and cheaper, but less effective, while ISO 22000 requires more costs and resources.

² Авторская разработка

Aspect	Conclusions and recommendations
Applicability to a restaurant	For small restaurants, HACCP is optimal as a balance of safety and controllability; for large ones, ISO 22000 and Lean are used to optimize processes.
Efficiency	HACCP and ISO 22000 systems reduce the risk of food incidents, and Lean helps to increase efficiency and reduce costs.
Recommendation for implementation	It is recommended to combine HACCP elements with the Lean approach to achieve maximum quality at optimal costs.

Based on the comparative analysis of various restaurant product quality management systems, the following conclusions can be made:

↳ Systematic and comprehensive management are most fully ensured by the HACCP and ISO 22000 systems. These approaches allow quality control at all stages of the technological process and minimize risks associated with food safety.

↳ Personnel involvement is a key factor in the successful implementation and operation of a quality management system. Lean management and ISO 22000 require high motivation and training of employees, which contributes to sustainable quality improvement and optimization of work processes.

↳ Traditional quality control is simple and has low implementation costs, but its effectiveness is limited by the superficial and fragmentary nature of control, which increases the risk of defective products.

↳ The costs and resource intensity of ISO 22000 and Lean management systems are higher compared to traditional methods and HACCP. However, investments in integrated systems pay off due to improved product quality, reduced costs and improved restaurant image.

↳ The applicability of systems depends on the scale and specifics of the restaurant. HACCP is optimal for small and medium-sized businesses, providing a reliable level of safety and control, while large restaurant chains benefit from the implementation of ISO 22000 and Lean technologies focused on integrated management and continuous improvement.

↳ Recommendations for implementation - the most effective is a combined approach combining HACCP preventive measures with Lean principles to improve production efficiency and product quality at optimal costs.

Thus, the choice and implementation of a product quality management system in a restaurant should be based on the specifics of the business, available resources and goals for improving the quality and safety of products.

Conclusions. Restaurant product quality management is a key factor in increasing competitiveness and customer satisfaction, which directly affects the financial performance and reputation of the enterprise.

Analysis of modern quality management systems, such as traditional control, HACCP, ISO 22000 and Lean management, showed that an integrated and systematic approach provides more stable and high product quality indicators.

The most effective for the restaurant business are the HACCP and ISO 22000 systems, which ensure continuous monitoring and prevention of food safety risks, as well as the involvement of all personnel in quality management processes.

Traditional control methods are not effective enough due to their fragmentary nature and low consistency, which increases the likelihood of errors and defects in production.

The implementation of modern quality management methods requires significant resources, but these costs are justified by improved product quality, a decrease in the number of complaints and increased customer loyalty.

Suggestions:

Small and medium-sized restaurants are recommended to implement the HACCP system to ensure basic quality control and product safety, taking into account the specifics of the technological process.

It is advisable for large restaurants and chain enterprises to apply ISO 22000 standards in combination with Lean management principles, which will optimize processes, increase efficiency and improve service quality.

It is necessary to systematically conduct training and advanced training of personnel, which contributes to the formation of a quality culture and a responsible attitude to compliance with standards.

Implement automated control and customer feedback systems to promptly identify and eliminate deficiencies in production and service.

Develop internal standards and regulations adapted to the specifics of a particular restaurant, which will ensure uniformity of quality requirements at all stages of work.

Regularly audit and monitor the effectiveness of the quality management system in order to promptly identify problems and adjust actions.

Implementation of the proposed measures will allow restaurants to ensure a high level of product quality, increase customer satisfaction and strengthen their position in the market.

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