

A CASE STUDY ON “AUTHENTIC CUISINES” WITH REFERENCE TO EMPLOYEE ENGAGEMENT

Abstract

This case study focuses on employee involvement in particular and how it applies to management concerns in general. It is incredibly difficult to convey the principles without using case studies or real-world examples. The author has made an effort to offer support with a case study to help readers grasp the subject better. In this instance, the owners' plight and the difficulties they have in beginning a new firm as recent grads are the main topics of discussion. Mr. Natesh and Mr. Ramesh are two recent graduates from an esteemed university who came home with a strong desire to share their expertise and original culinary creations with the Indian people.

Keywords: Employee Engagement, Start-up, Authentic Cuisines, Retention Strategies.

Author

Dr. Pallavi
Head of Department
Department of BBA & BBA
(Aviation Management)
HKBK Degree College
Bangalore, Karnataka, India.
pallavi542009@gmail.com

After finishing their BE course of study at the University of Europe, Mr. Ramesh and Mr. Natesh returned home to Bangalore and opened a restaurant - “Authentic Cuisines”. While there are many hygienic and nutritious options available, the partners, who are close friends, wanted Indians to experience the flavor of Western cuisine. The restaurant was somewhat neither successful nor well-liked. Mr. Ramesh was eager to learn why, so he planned to hire a candidate who could assist in uncovering the causes. Spite of numerous calls for advertisements, they were able to identify a limited number of deserving candidates, but because the restaurant was still in its infancy, they were unable to persuade them to work there. Following a thorough search, a manager named Ms. Sandya, an MBA graduate from a reputable college, was recruited to identify the causes behind the problem. As Sandhya solicited input from customers and employees, she learned that although customers like the food, they were dissatisfied with the lengthy wait time required to complete their orders. She conducted an analysis and discovered that there were several pointless barriers that might be removed. She established a regular time for completing the order. Also, she became aware that some tastes did not have sufficient demand. She also made the decision to discontinue selling such varieties. As a result, within a short period Sandhya was able to attract the customers. The involvement of Mr. Natesh in everyday operations infuriated the staff. Employees took Mr. Ramesh's directions seriously and followed them for the most part; Mr. Natesh's orders were mostly ignored.

The management was successful in building restaurants across a number of locations over the years, but as time went on, they discovered that the profit was declining despite changes to the menu and efficient operating practices. When Ms. Sandya was promoted to HR manager, she discovered that staff members were experiencing a lot of operational issues, which left room for departure. Daily grocery arrangements were within the purview of Mr. Abhinav and Mr. Amar. The adjustments to the meal were to be decided by Mr. Karthik and Mr. Somu depending on the groceries available. The staff members responsible for preparing Chinese cuisine were Mr. Chandra, Mr. Lokesh, and Mr. Naveen. Indian food was handled by Mr. Samuel and Mr. Indrajit. A few more workers were working in the Australian, Dutch, and Russian kitchens.

Over the years, the management were successful in opening restaurants in several areas, as time passes, the management found that the profit was deteriorating in spite of additions to cuisine and effective operating procedures in place. Ms. Sandya was promoted as HR manager, she found out that there are many operational problems being faced by staff leaving space for resignation. Mr. Abhinav and Mr. Amar were responsible for arranging daily groceries. Mr. Karthik and Mr. Somu were to decide the changes in the menu based on groceries available. Mr. Chandra, Mr. Lokesh and Mr. Naveen were the employees involved in cooking Chinese dishes. Mr. Samuel and Mr. Indrajit were responsible for Indian cuisines. There were few more employees engaged in Russian, Netherland and Australian cuisines in particular Mr. Nagesh and Mr. Bala.

Mr. Nagesh and Mr. Abhinav frequently disagreed, which made it impossible to purchase the supplies needed to prepare dishes in the Russian, Dutch, and Australian cuisines, which delayed work completion and decreased customer satisfaction. A dear friend of Mr. Abhinav's, Mr. Lokesh caused Mr. Nagesh a lot of issues. Given that Mr. Chandra and Mr. Bala were close friends, the distribution of food went without a hitch. Mr. Nagesh and Mr. Abhinav are working since its inception.

The frequent arguments between Mr. Nagesh and Mr. Abhinav prevented the procurement of the ingredients required to produce dishes in the Russian, Dutch, and Australian cuisines, which caused a delay in task completion and reduced customer satisfaction. Mr. Lokesh, a close friend of Mr. Abhinav's, gave Mr. Nagesh a lot of trouble. Given the tight friendship between Mr. Chandra and Mr. Bala, the food distribution went off without a hitch. Since the beginning, Mr. Nagesh and Mr. Abhinav have been employed. The manager, Mr. Bharath, was more focused on administration than on employee problems or communication. Mr. Bala loved to introduce new recipes that he had just learnt from a friend abroad, but he was afraid to tell the boss. Mr. Bala also observed that manager would agree Mr. Chandra for any changes.

The management requested Ms. Sandya update the factors contributing to the decline in profits. After conducting research, Ms. Sandya discovered the causes. Cooking resources, such as groceries or utensils, are not readily available. Likewise, workers in each section lack proper understanding, there is no coordination between the order location and the food delivered to customers, and there are issues with perceived organizational support (POS) and person-organization fit. Ms. Sandya recommended an official mechanism called Site Specific Impact Assessment (SSIA) based on the study to interact with all stakeholders at various places to resolve their concerns. Sandya made sure a solid organizational structure was in place and employed techniques for staff retention.

I. QUESTIONS

1. Identify the problems faced at the restaurant.
2. If you were appointed as manager, what initiatives would you implement to overcome the current situation?
3. As HR manager, can you predict some upcoming challenges that can be faced by the employees?
4. Design the organization structure based on the above situation

II. CASE ANALYSIS USING EFFECTIVE EMPLOYEE ENGAGEMENT TIPS

1. Empathy and Passion
2. Transparent Communication Channels
3. Healthy Work Environment
4. Effective Leaders
5. Availability of sufficient resources
6. Development Focused Trainings
7. Safety Measures
8. Recognition and Reward Mechanism
9. Freedom level of decision making
10. Encourage OCB (Organizational Citizenship Behavior)
11. Psychological Empowerment
12. Feedback system not related to appraisals
13. Outbound Training Programs
14. Get-together
15. Celebrations
16. Lunch together