

SWOT ANALYSIS OF THE FOOD & BEVERAGE DEPARTMENT AT GRAND PRINCE HOTEL OSAKA BAY : CASE STUDY FROM AN OJT STUDENT PERSPECTIVE

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ABSTRACT

This study aims to analyze the factors of Strengths, Weaknesses, Opportunities, and Threats faced by the Food & Beverage (F&B) Department at the Grand Prince Hotel Osaka Bay. This analysis is based on the On-the-Job Training (OJT) experience of students of the Tourism Study Program at Garut University. Data were collected through direct observation and six months of work experience at the hotel. The results of this study indicate that the F&B Department has advantages in high-quality service, menu diversity, and a good internal communication system. However, several obstacles were found such as lack of manpower during peak times, difficulty in adapting for foreign workers, and relatively high menu prices for customers. Based on the SWOT analysis, this study provides strategic recommendations to improve the operational efficiency of the F&B Department at the Grand Prince Hotel Osaka Bay.

Keywords : SWOT; Food & Beverage; Hospitality; On-the-Job Training; Grand Prince Hotel Osaka Bay

ABSTRAK

Penelitian ini bertujuan untuk menganalisis faktor-faktor Kekuatan, Kelemahan, Peluang, dan Ancaman yang dihadapi oleh Departemen Food & Beverage (F&B) di Grand Prince Hotel Osaka Bay. Analisis ini didasarkan pada pengalaman On-the-Job Training (OJT) mahasiswa Program Studi Pariwisata di Universitas Garut. Data dikumpulkan melalui observasi langsung dan enam bulan pengalaman kerja di hotel. Hasil penelitian ini menunjukkan bahwa Departemen F&B memiliki kelebihan dalam pelayanan berkualitas tinggi, keragaman menu, dan sistem komunikasi internal yang baik. Namun, beberapa hambatan ditemukan seperti kekurangan tenaga kerja saat musim puncak, kesulitan beradaptasi bagi pekerja asing, dan harga menu yang relatif tinggi bagi pelanggan. Berdasarkan analisis SWOT, penelitian ini memberikan rekomendasi strategis untuk meningkatkan efisiensi operasional Departemen F&B di Grand Prince Hotel Osaka Bay.

Kata kunci : Analisis Kekuatan, Kelemahan, Peluang, dan Ancaman, Makanan & Minuman, Perhotelan atau Pelayanan Tamu, Pelatihan Kerja

INTRODUCTION

The Food & Beverage (F&B) Department at Grand Prince Hotel Osaka Bay is integral to the hotel's operations, enhancing guest experiences through quality culinary offerings across multiple outlets including restaurants and catering services for events. In a five-star hotel setting, the F&B Department is crucial for maintaining high service

standards, which include excellence in presentation, cleanliness, and customer satisfaction (Jiang & Wen, 2020). It is essential to align these standards with guest expectations in order to solidify loyalty and repeat business (Darojat & Abdurahim, 2022). Additionally, given the diverse clientele consisting of international guests, staff must possess strong communication skills, particularly in languages such as English and Japanese (Liang et al., 2017).

The hotel employs a variety of dining options, featuring menus that range from traditional Japanese cuisine to international fare. Each restaurant adheres to stringent service protocols to ensure an overarching guest experience that meets the high expectations set forth by five-star ratings (Saputra et al., 2022). The presence of a multicultural guest demographic necessitates that F&B staff are adaptable and proficient in cross-cultural communication, an element increasingly emphasized in hospitality training (Choirisa, 2022). Consequently, the ability to offer customized service and unique culinary experiences is vital and contributes significantly to guest satisfaction and retention (Gómez et al., 2020).

The F&B Department also encounters numerous operational challenges, such as varying guest numbers, staffing limitations, and shifts in market trends within the culinary landscape (Helalat et al., 2024). Implementing a robust strategy is paramount for maintaining operational efficiency and bolstering competitive advantage in a saturated market, particularly in a prominent tourist location such as Japan (Bangwal et al., 2022). The involvement of On-the-Job Training (OJT) students enriches the operational dynamics, providing fresh insights and perspectives on the department's strengths, weaknesses, opportunities, and threats (SWOT) (Tao et al., 2024). This practical involvement fosters an environment where students can contribute to evaluations that guide the department toward improved efficiency and innovative practices.

As a pivotal segment within the wider hospitality industry, the F&B Department is not merely responsible for food service but also plays a crucial role in shaping memorable experiences that enhance customer loyalty to the hotel (Cheng & Kao, 2022). The competitive nature of the hospitality sector necessitates that offerings are not only diverse but also meticulously managed to sustain quality standards and foster innovation in service delivery (Kim et al., 2021). Therefore, rigorous management practices are

essential for ensuring the longevity and competitiveness of hotel operations on a global scale (Lee et al., 2019).

SWOT analysis serves as a comprehensive tool for assessing the operational effectiveness of the F&B Department. It enables the identification of internal strengths and weaknesses, alongside external opportunities and threats that may influence the department's operational stability (Singh, 2024). This detailed understanding is vital for crafting effective management strategies aimed at optimizing service quality and boosting operational efficiency (Wu et al., 2022). The student insights gained from the OJT experience bring unique perspectives, particularly in evaluating day-to-day operations, enabling the crafting of informed recommendations for strategic improvements (Deng et al., 2019).

The study's methodology centers on a SWOT analysis to comprehensively assess the F&B Department's performance and outlines the direct experiences of OJT students, thereby offering pragmatic strategies for enhancement (Webster & Cain, 2023). The data for this analysis is sourced from OJT reports over a six-month period at the Grand Prince Hotel Osaka Bay, providing practical insights into the operational challenges and dynamics present within the department (Khatri, 2019). Previous literature highlights the need for well-rounded experiences in hospitality training, making this study particularly timely and relevant given the ongoing evolution of the hospitality landscape post-pandemic (Fauzan, 2023).

In conclusion, the main investigative focus of this study revolves around the operational strengths and weaknesses of the F&B Department at Grand Prince Hotel Osaka Bay, along with identifying potential opportunities for improvement and external threats to sustainability. The outcomes of this research are anticipated to significantly contribute to the development of targeted operational strategies, serving as a resource for educational institutions and industry professionals keen on enhancing the quality of hospitality and job training for future practitioners (Chepkwei, 2021).

METHODOLOGY

Research Method

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229).

This study utilizes a qualitative approach, specifically employing a case study method to gain an in-depth understanding of the operational conditions of the Food & Beverage Department at the Grand Prince Hotel Osaka Bay, based on the experiences of On-the-Job Training (OJT) students. The case study approach is advantageous as it enables a comprehensive analysis of the various factors influencing departmental performance, including strengths, weaknesses, opportunities, and threats (Indrastana et al., 2023; Zhu et al., 2023). Data were gathered from OJT reports of students who completed six months of practical training at the Grand Prince Hotel Osaka Bay. The primary forms of data collection include direct observations and reflections on the students' work experiences, which constitute the foundation for the SWOT analysis performed (Chang et al., 2019). Additionally, a literature review was conducted to enhance the understanding of industry trends and standards, particularly concerning the management of Food & Beverage services within five-star hotels (Stirling et al., 2017).

Research Procedures

The research procedure consists of several well-defined steps:

1. Research Preparation

This involves gathering initial information regarding the Grand Prince Hotel Osaka Bay and its Food & Beverage Department's operational systems (Sabirin et al., 2018).

2. Data Collection

Direct observations, informal interviews with F&B staff, and analyses of OJT student reports constitute the data collection process (Vélez & Ribes-Giner, 2015).

3. Data Analysis

The SWOT analysis method is used to systematically identify the internal strengths and weaknesses of the F&B Department, along with external opportunities and threats (Holyoak, 2013).

4. Interpretation and Preparation of Results

This stage involves compiling and synthesizing findings based on the analyzed data, culminating in strategic recommendations aimed at enhancing departmental performance (Dawson et al., 2011).

Research Location and Timeline

This research is rooted in the internship experience undertaken at the Grand Prince Hotel Osaka Bay, Japan. The internship extended over a period of six months,

spanning from March to September 2024. The hotel was selected for its adherence to high standards in the Food & Beverage sector, aligning closely with the study's focus on global hospitality practices (Sukirman, 2019). This timeframe was deemed appropriate for a thorough exploration of the interns' experiences and the operational practices within the hotel, leading to a rich dataset for subsequent analysis (Chu et al., 2012).

Data Collection and Participants

The primary data source is the internship report, which includes daily logs, challenges encountered, and reflections on the adaptation process. Additional insights were gathered from interviews with housekeeping staff and supervisors at the hotel. The participants include:

1. A foreign intern who documented their experience.
2. Japanese food and beverages staff working alongside the intern.
3. Supervisors overseeing food and beverages operations at the hotel.

By integrating qualitative data from these diverse sources, this study aims to provide a multi-faceted understanding of how global Food & Beverage standards are implemented within the culturally specific context of Japan (Ferreras-Garcia et al., 2019). The analysis will emphasize the effectiveness of current adaptation strategies and explore potential improvements to facilitate better integration for foreign interns within the hotel environment.

RESULTS AND DISCUSSION

The first stage in this research is collecting information about Grand Prince Hotel Osaka Bay, especially the Food & Beverage (F&B) Department. This information is obtained through literature review, informal interviews with hotel staff, and document analysis related to F&B operations. This information collection helps in understanding the work system and operational dynamics in the department.

The data in this study were collected through direct observation during the students' OJT period in the F&B Department of Grand Prince Hotel Osaka Bay. The students recorded their work experiences, interactions with staff and guests, and challenges they faced in daily operations. In addition, informal interviews were conducted with staff to gain a deeper perspective on the working conditions and constraints in the department.

The collected data was then analyzed using the SWOT method. This analysis

aims to identify the strengths, weaknesses, opportunities, and threats faced by the F&B Department. Each finding from observations and interviews was categorized based on SWOT elements and evaluated to find significant patterns or trends in the department's operations.

Interpretation of the results was done by linking the findings of the SWOT analysis with hotel management theory and F&B industry trends. The results showed that the F&B Department of Grand Prince Hotel Osaka Bay has advantages in service quality and menu variety, but faces challenges in terms of workforce availability and adaptation for foreign staff. From these results, improvement strategies and recommendations were formulated to improve operational efficiency and competitiveness of the F&B Department.

Based on data obtained from OJT student experiences, a SWOT analysis of the Food & Beverage Department at Grand Prince Hotel Osaka Bay was conducted to evaluate the strengths, weaknesses, opportunities, and threats faced by this department in daily operations.

Strengths :

- Majority of the staff have English communication skills, which helps in serving international guests.
- Wide menu variety with high quality standards, able to meet various guest preferences.
- Professional working environment that supports team collaboration, creating a conducive working atmosphere.
- Effective internal communication system through the use of smartphones and online communication groups, facilitating operational coordination.

Weaknesses

- Lack of manpower when guest volume increases, causing service to be less than optimal.
- Difficulty adapting for foreign workers to a work system that uses Japanese as the main language.
- Organizational structure is not clearly displayed in the work area, making it difficult for new staff to recognize the positions and roles of colleagues.
- Time for food preparation and serving is often limited, especially during peak hours.

Opportunities

- The hotel's strategic location close to various tourist attractions provides the potential for increasing the number of guests.
- The increasing trend of international tourists ahead of Expo 2025 in Osaka provides an opportunity to expand market share.
- Innovation in digital services, such as app-based booking and payment systems, can improve operational efficiency.
- Collaboration with local suppliers to introduce Japanese food ingredients as an added value for guests.

Threats

- Tight competition with other hotels in the Osaka area offering similar services.
- Fluctuations in guest numbers due to changing tourist seasons affect operational stability.
- Relatively high food and beverage prices compared to restaurants outside the hotel may cause guests to look for other alternatives.
- Challenges in maintaining service quality standards as guest numbers increase.

SWOT Matrix To provide a clearer picture of the strategic position of the Food & Beverage Department at Grand Prince Hotel Osaka Bay is in table 1.

Based on the results of the SWOT analysis and SWOT matrix above, several strategies can be applied to improve the performance of the F&B Department:

1. SO (Strengths-Opportunities) Strategy – Leveraging strengths to capture opportunities:
 - Using strategic location advantages to attract more tourists with special promotions and packages.
 - Improving digital services with a more efficient and faster online ordering system.
 - Cooperating with local suppliers to add variety to the menu with Japanese ingredients.
2. WO (Weaknesses-Opportunities) Strategy – Overcoming weaknesses by utilizing opportunities:
 - Recruiting additional workers, especially part-time workers to cope with the surge of guests during peak seasons.
 - Providing Japanese language training for foreign staff so they can adapt more quickly.
 - Creating a clearer organizational structure for more efficient work coordination.
3. ST (Strengths-Threats) Strategy – Leveraging strengths to overcome threats:

- Maintaining service quality standards with regular staff training.
 - Optimizing internal communication systems to be more effective in handling guest complaints.
 - Developing more competitive price promotions to attract guests compared to restaurants outside the hotel.
4. WT (Weaknesses-Threats) Strategy – Reducing weaknesses and avoiding threats:
- Adjusting food prices with discount programs for guests who stay for a long period.
 - Increasing work efficiency by using technology such as self-ordering kiosks to speed up the ordering process.
 - Developing training and workforce regeneration programs to reduce dependence on senior staff.

By implementing the right strategy, the F&B Department of Grand Prince Hotel Osaka Bay can optimize its operations, improve work efficiency, and provide better service to guests.

DISCUSSION

In this study, a SWOT analysis has been utilized to identify various operational aspects of the Food & Beverage (F&B) Department at the Grand Prince Hotel Osaka Bay. This discussion will delineate the relationship between findings obtained through observation, interviews, and literature reviews, and how they inform strategies for enhancing the operational efficiency of the department. Based on data collection results, the primary strengths of the F&B Department are found to be high service quality, menu diversity, and an efficient internal communication system Suprajitno et al. (2021)Sharifah et al., 2023). The presence of staff who excel in English communication and possess experience in the hospitality industry enhances the department's ability to provide superior culinary experiences for international guests (Quan et al., 2023). However, notable weaknesses persist, particularly regarding insufficient manpower during peak guest volumes and the challenges foreign staff face in adapting to a work environment where Japanese is the primary language.

The F&B Department also has substantial opportunities, especially with the anticipated influx of international tourists ahead of Expo 2025 in Osaka. The ongoing trend of digitalization within the hospitality industry presents further opportunities to amplify operational efficiency through the implementation of digital ordering systems

and service automation (Aswad et al., 2023; Baihaqy & Subriadi, 2024). Nonetheless, the department does confront various threats that could impact its performance. These include intense competition from external restaurants, fluctuations in guest numbers due to seasonal tourism variations, and relatively high food prices compared to alternative dining options in the Osaka Bay area (Hamsal et al., 2024; Duncan et al., 2022).

From the SWOT analysis results and the subsequent SWOT matrix created, it is evident that the strategies requiring implementation must be both adaptive and innovative. The SO (Strengths-Opportunities) strategy can be leveraged to expand market share by promoting meal packages tailored for tourists who stay at the hotel, while utilizing technology to enrich customer experiences (Astiena et al., 2022). Conversely, the WO (Weaknesses-Opportunities) strategy could involve enhancing language training for foreign staff and developing a more adaptable work system to mitigate labor constraints (Burmam et al., 2022).

To address the identified threats, the ST (Strengths-Threats) strategy is essential in ensuring that service quality standards remain high, regardless of increasing guest numbers. This can be achieved through regular staff training and bolstering internal coordination to minimize service errors (Rahayu et al., 2022). Meanwhile, the WT (Weaknesses-Threats) strategy should prioritize improving operational efficiency by integrating digital technology and adjusting food prices to remain competitive in the marketplace (Baxter et al., 2018).

By implementing these strategies, the F&B Department at the Grand Prince Hotel Osaka Bay can sustain its competitive edge within the hospitality industry while enhancing operational efficiency and guest culinary experiences. Continuous monitoring and regular evaluations must support the strategy's implementation, ensuring that every executed policy can be refined in response to evolving operational needs and emerging trends in the hotel industry (Lyapina et al., 2020).

The SWOT analysis indicates that the F&B Department at Grand Prince Hotel Osaka Bay possesses several advantages that can be utilized to augment its competitiveness. The primary advantages are high-quality service, a diverse menu, and an effective internal communication system. Nevertheless, challenges persist, particularly concerning workforce availability, difficulties in adapting for foreign staff, and operational challenges during high-demand periods (Jung et al., 2024; Miura et al.,

2021).

One actionable strategy is to increase workforce efficiency through the recruitment of part-time staff or interns to handle peak seasons effectively. Additionally, providing Japanese language training for foreign staff and creating multilingual menu guides can facilitate faster adaptation (Ghavifekr & Yue, 2021). The utilization of technology, such as digital ordering systems and kitchen automation, can further enhance operational efficiency and minimize guest wait times (Kruszyńska-Fischbach et al., 2021).

From a marketing standpoint, adjusting pricing strategies and offering special promotions for hotel guests could entice more customers to utilize the hotel's F&B services, rather than seeking alternatives outside (Sampaio et al., 2023). Collaborating with local suppliers and innovating menu options that feature local Japanese ingredients may also create a unique offering that appeals to international guests (Báez-León et al., 2021). Through these measures, it is anticipated that the F&B Department will improve service quality, operational efficiency, and overall competitiveness in the hospitality sector.

CONCLUSION

Based on the results of the SWOT analysis conducted on the Food & Beverage (F&B) Department at the Grand Prince Hotel Osaka Bay, it can be concluded that this department has a number of strengths that can be utilized to improve service quality, including the ability of staff to communicate with international guests, a wide variety of menus, a professional work environment, and an effective internal communication system.

However, this department also faces several challenges that need to be overcome, such as a lack of manpower when guest volumes increase, difficulties for foreign staff to adapt to a work system that uses Japanese, an organizational structure that is not yet fully clear, and limited time for food preparation during peak hours.

Opportunities available to the F&B Department include the hotel's strategic location close to various tourist attractions, an increase in international tourists ahead of Expo 2025 in Osaka, innovation in digital services, and collaboration with local suppliers to improve menu quality. On the other hand, threats include intense competition with other hotels and restaurants in Osaka, fluctuations in guest numbers

due to tourist seasons, and relatively high food prices compared to alternatives outside the hotel. To face the challenges and take advantage of the opportunities, an effective strategy is needed to improve the operational efficiency and competitiveness of the F&B Department.

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TABLE

Table 1. SWOT Matrix of the Food & Beverage Department at Grand Prince Hotel Osaka Bay

Strategic Factors	Strengths	Weaknesses
Opportunities	1. Strategic location near tourist attractions 2. Trend of increasing international tourists ahead of Expo 2025 3. Innovation in digital services 4. Collaboration with local suppliers	1. Lack of manpower when guest volume increases 2. Difficulty in adapting to Japanese for foreign staff 3. Unclear organizational structure 4. Food preparation time is limited during peak hours
Threats	1. Tight competition with other hotels in Osaka	1. Difficulty competing with restaurants outside hotels in

	2. Fluctuation in number of guests due to tourist season 3. Food and drink prices are relatively high 4. Service quality standards are difficult to maintain with an increase in the number of guests	terms of price 2. Limited staff means service is less than optimal when busy 3. Dependence on senior staff which can hinder workforce regeneration
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