

ASSESSMENT AND IMPROVEMENT OF QUALITY OF SERVICES IN RESTAURANT AND CATERING

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Purpose: The main aim of this study is to presents a comprehensive method of assessing the management system of the restaurant and restaurant and catering business and an assessment of the company's operating strategy. It focuses on key aspects such as proposing beneficial changes to the management system and creating a new effective strategy to achieve high organizational and economic results. A specific restaurant, SCG Italian Restaurant in Krakow, was evaluated using a methodology for assessing business performance, including a SWOT analysis.

Design/methodology/approach: The study used triangulation, combining a comprehensive literature review with a survey and in-depth, semi-structured interviews with customers, employees; restaurant service, as well as the local community and the regional community of the city, as well as opinions from the restaurant's website. SWOT method was used to assess the strategy of the catering company's operations, in which they used the method of marketing research.

Findings: The SWOT analysis (which was the basis for the assessment of the current management system) can be effectively used in the assessment of restaurant and catering business management systems, revealing errors in these systems, which facilitates the introduction of beneficial changes for the organization, including improving the company's image and achieving a high level of income and profits. The method should use the results of marketing research of both customers and information obtained in opinion surveys of local communities. Surveys dedicated to the catering industry was particularly useful in the assessment. The research revealed errors in the company's management system itself.

Research limitations/implications: If research is reported on in the paper, this section must be completed and should include suggestions for future research and any identified limitations in the research process.

Practical implications: The results of the study suggest that company should change their management system. It seems necessary to introduce a training policy and a process for monitoring the work of customer service employees. In addition to activities related to changing the management system, a key recommendation resulting from the study may be to redefine the company's business strategy, in particular the profile of target customers, the catering products or services offered and the quality of cleanliness. The conducted research allowed for a critical assessment of the management system and the development of specific recommendations for changes to the system along with the introduction of a new company strategy. The research emphasizes the need for owners to adapt their leadership styles by building trust, and ensuring

clear communication. The insights are particularly relevant for HoReCa¹ managers aiming to maintain productivity, engagement, and team unity.

Originality/value: This study fills a gap in the existing literature by focusing on the development of a complex methodology for evaluating the management system in the HoReCa target group in order to identify the reasons for the company's revenue constraints and low profit levels relative to its available potential (such as the size of the premises, the prestige of the neighborhood, the high standard of the building, the size of the plot, and the natural assets of the location). Presented methodology for assessing management system in a target group catering enterprise, the conditions that the new system should meet were presented, taking into account the company's resources and customer market needs. The SWOT analysis method allowed for the creation of a new strategy for an effectively operating organization and the achievement of high revenues and profitability. For the purposes of marketing research, original surveys were developed, which were addressed to residents and customers of the company.

Keywords: SWOT analysis, Market analysis, Customer satisfaction, Opinion surveys, catering enterprise.

Category of the paper: research paper.

1. Introduction

The SCG Italian restaurant in Kraków has been providing catering services for the last 15 years. The years 2020 and 2021 were the period of the COVID-19 pandemic, during which the restaurant was forced to suspend its operations. As a result, it lost its regular clientele and had to resume operations from scratch. Restarting the business was the ideal moment to conduct an analysis, identify existing management issues, and enable managers to develop the correct business strategy.

The restaurant owners commissioned research to determine the reasons for the significant decline in the restaurant's income and profits, as well as to identify the reasons for the decrease in customer numbers compared to the previous company from which it was acquired about 2 years ago. To this end, the owners commissioned an assessment of the restaurant's operations, enabling the development of a new alternative business management strategy. As part of the analysis, comprehensive opinion surveys were conducted among various stakeholder groups, including restaurant owners, managers, staff, the local community as well as residents of the city and tourists in the Old Town Center and the Kazimierz district (Cracow, Poland), the city centre community, restaurant customers, and visitors to the restaurant's website, aimed at gathering opinions on the quality of staff work and the operation of the restaurant, including the level of service, prices, and customer satisfaction. To gain a deeper understanding of the situation, qualitative approach was adopted, using in-depth, semi-structured interviews with different stakeholder groups. These interviews focused on different experiences and

¹ HoReCa - Hotel / restaurant / catering.

perspectives, especially the challenges of overseeing service teams, ensuring communication, and sustaining productivity.

The comprehensive research conducted allowed for the assessment of the correctness of the strategy implemented by the owners so far, the level of the gastronomic offer, the quality of staff work, and the general level of services. The research revealed irregularities in the business's functioning and management, including inadequate staff training, insufficient supervision by managers, setting excessively high prices for meals, and targeting the wrong customer group. The SWOT analysis also enabled the development of a new, revised operational strategy.

The article analyzes restaurants from the perspective of a broad group of stakeholders, from owners and employees to customers and potential customers (local residents and tourists). Focusing on their opinions, the study examines the key challenges and opportunities associated with running a restaurant and how managers are dealing with business in this new situation. Most of the existing literature focuses on the customer perspective, while the point of view of management and employees remains insufficiently explored – this gap will be filled in this study.

The primary aim is to identify how respondent perceive and assess the functioning of the Italian SCG restaurant located in in Kraków, as well as to develop a concept and program for enhancing the company's gastronomic activities. The research aims to develop a new business strategy for the restaurant and catering company. In addition, the study analyzed practical aspects of team management, such as maintaining productivity and collaboration without the physical presence of the owners.

The paper is structured as follows: introduction, literature review, research methodology, findings, and discussion.

2. Literature Review

Catering evaluation is most effective when using standardized frameworks for customer satisfaction measurement, supplemented by process mapping and qualitative methods as resources allow (Lončarić et al., 2023). Studies indicate that catering assessment methods vary in strengths and limitations. Standardized frameworks such as the Service Quality and Dining Service Quality models used in researches offer comparability in measuring customer satisfaction across key dimensions like food quality, reliability, and cleanliness (Yıldız, Yıldız, 2015). For example, Lončarić et al. evaluated 72 facilities using mystery shopping on a 3-point scale applied to 36 criteria, yielding practical insights (Lončarić et al., 2023). Similarly, Trafiałek et al. surveyed 1200 adults using cluster analysis and Principal Component Analysis to capture consumer choices and sustainability practices (Trafiałek et al., 2019). Multi-criteria

decision methods (e.g., Analytic Hierarchy Process and the Technique for Order Preference by Similarity to Ideal Solution) provide quantitative rankings and comparative assessments (Yıldız, Yıldız, 2015). Process mapping techniques (such as Service Blueprinting and Walk Through Audits) deliver detailed process insights for internal improvement, though they require more expertise and resources (Dobrowolska, Ossowska, 2016). Qualitative methods including focus groups and in-depth interviews reveal rich contextual perspectives even as they afford less standardization (Siebeneichler et al., 2007). Integrated approaches that combine survey data, qualitative insights, and established frameworks offer a comprehensive view but come with increased. Thus, the studies reviewed demonstrate that optimal method selection depends on the specific evaluation goal, available resources, and the desired balance between standardization and actionable detail complexity (Lončarić et al., 2023).

Restaurant and catering operations can be evaluated using SWOT analysis enhanced by multiple data collection methods and quantitative decision-making tools tailored to local contexts. Studies in Indonesia, Brazil, and Russia illustrate a structured use of SWOT analysis to assess operational effectiveness in restaurant catering (Santosa, Sari, 2020). In these cases, researchers:

- Collected and categorized data by observation, interviews, surveys, and documentation to populate SWOT matrices (Santosa, Sari, 2020).
- Integrated supplementary tools such as IFAS/EFAS² matrices, the Quantitative Strategic Planning Matrix, the analytic hierarchy process, and regression/dispersion analyses to quantify internal and external factors (Susantiet al., 2017).
- Evaluated key operational metrics including product quality (with one study noting 78% “good” ratings), hygiene, customer service, market positioning, and process efficiency (Santosa, Sari, 2020).

Santosa et al. (2020) recommend routine monitoring and menu innovation to sustain food quality and hygiene, while Susanti et al. (2017) and Yanti (2021) address product quality, cleanliness, and customer engagement through combined qualitative and quantitative techniques. Rojas et al. (2024) and Fainshtein et al. (2021) further demonstrate that coupling SWOT with advanced decision-making tools can prioritize improvements in customer service, supplier selection, and resource alignment (Ortega Rojas et al., 2024).

These studies show that a systematic application of SWOT analysis tailored through local context and enhanced by quantitative methods can effectively evaluate operational performance in restaurant catering activities.

Studies in restaurant and catering settings report that financial performance metrics, particularly sales change and revenue, consistently yield strong links to overall success. For example, econometric analyses and structural equation models across various contexts

² IFAS/EFAS - Internal Factor Analysis Summary / External Factor Analysis Summary.

including publicly traded restaurants and culinary MSMEs³ associate sales change and operating profit per guest with high performance ratings (Bufquin et al., 2017). According Mawuntu and Aotama, 2022 net profit margin of 34% as indicative of robust financial health. Customer centric measures also emerge as effective KPIs⁴. Four studies indicate that high customer satisfaction as measured by indicators such as the Customer Satisfaction Index and components of the 7P marketing mix is related to increased sales and improved market share. Additional operational indicators, including employee turnover, service quality, and compliance mechanisms, are highlighted in specific studies for their role in supporting effective performance evaluation. Diverse assessment methods, ranging from case studies and surveys to advanced econometric and data envelopment analyses, support these findings without any single KPI dominating the literature.

3. Methodology

The purpose of this paper is to presents a comprehensive method of assessing the management system of the restaurant and catering business and an assessment of the company's operating strategy. It focuses on key aspects such as proposing beneficial changes to the management system and restaurant and creating a new effective strategy to achieve high organizational and economic results.

The study used triangulation, combining a comprehensive literature review with a survey and in-depth, semi-structured interviews with customers, employees; restaurant service, as well as the local community and the regional community of the city, as well as opinions from the restaurant's website. SWOT method was used to assess the strategy of the catering company's operations, in which they used the method of marketing research. The main objective of research was to obtain answers to the following questions:

- Q1: If the service came immediately after arriving at the restaurant?
- Q2: If the customer was able to place the order quickly?
- Q3: If the customer received the ordered dishes quickly and efficiently?
- Q4: If the staff were friendly, polite, and knowledgeable?
- Q5: If the menu contained a wide selection of dishes?
- Q6: If the menu suited customer?
- Q7: If the dishes were nicely and aesthetically presented?
- Q8: If the dishes were tasty?
- Q9: If the ingredients of the dishes were fresh?
- Q10: If the portions were sufficient?

³ MSMEs - Micro, Small, and Medium Enterprises.

⁴ KPIs - Key Performance Indicators.

Q11: If the prices were adequate for the dishes offered?

Q12: If the location of the restaurant is attractive?

Q13: If the exterior, interior, and garden design of the building were attractive?

Q14: If the building and garden outside the restaurant were clean and well-kept?

Q15: If the interior of the restaurant was clean and well-kept?

Q16: When the prospect would be ready to visit the place, we showed in the photos?

The above analysis was based on a literature review and case study. The literature review allowed to identify the current state of knowledge and researches in the area of methodology to assessing and improving the quality of services in restaurant and catering business.

This article examines how SCG restaurant implemented customer service practices and how customers themselves evaluate them. The owners are the guardians of these practices in the company, so their perspective will also be examined. The perception of the employees themselves, whose work was being evaluated, was also important. The survey also took into account the opinions of the most important people for the target group of customers from the immediate vicinity and potential customers of the restaurant.

The study used the method of semi-structured face-to-face interview was conducted with owners, employees and clients of the selected restaurant. The informants were conducted based on a scenario derived from the purpose of the study. The study included an analysis of the restaurant's documents regarding to revenue, turnover, employees' number, employee responsibilities, menu offered etc.

The choice of the semi-structured face-to-face interview method was dictated by the fact that this form of material collection can show an in-depth picture of different stakeholder's perceptions of restaurant work, which would be difficult to capture only in a quantitative survey.

The use of this methodology made it possible to comprehensively achieve the research objectives.

Informants were conducted by the author of this article based on interview dispositions developed in accordance with the objectives of the study. Each session lasted about 25 minutes (the shortest interview - 10 minutes, the longest - 35 minutes). The informants were recorded with the consent of the participants. Later in the implementation of the study, transcription of the informants and data analysis took place to derive conclusions. Given the subject matter covered in the study, every effort was made to ensure that an atmosphere of trust prevailed during the informants. The research was conducted at the restaurant over a period of two four months in summer 2022. Surveys conducted locally in Wola Justowska in July and August 2022.

In addition, a SWOT analysis was conducted. SWOT analysis is a widely used strategic management tool for evaluating organizational strengths, weaknesses, opportunities, and threats (Helms, Nixon, 2010). It has been applied across various sectors, including business, tourism, and higher education (Kniazeva, Baskin, 2019; Leiber et al., 2018). The methodology has evolved over time, with researchers developing enhanced frameworks and integrating it

with other analytical approaches (Ghazinoory et al., 2011). SWOT analysis is particularly valuable for strategic planning, decision-making, and assessing business improvement initiatives (Gregurec et al., 2021). Its effectiveness in evaluating research methodologies in organizational studies has been explored, with findings suggesting it can bridge the gap between theory and practice (Leiber et al., 2018). However, researchers have also identified limitations and challenges in its application, emphasizing the need for careful implementation and interpretation of results (Zainuri, Setiadi, 2023; Leiber et al., 2018).

4. Findings and Conclusions

Due to the significant amount of material obtained, it was decided to place the findings and conclusions in a single chapter.

4.1. Business owner's perception

First, it was decided to find out the owner's opinion about the business. The author of this study based his analysis on guidelines provided by Italian restaurant owners SCG. The concepts and evaluation of restaurant and catering by business owners are presented below. The information obtained was divided into three groups:

- Target group related: We focus on local clients, mainly from Wola Justowska, However, we strive to reach as many potential guests as possible and become a recognizable restaurant, so that guests from all over Kraków visit us, We are visited by customers who expect cuisine and service at the highest level, They are usually wealthy people, On weekends, we are most often visited by families with children and groups of friends, People with higher education, earning above the national average, The bill for dinner for two people with drinks is approximately PLN 350.
- Events – group customers related: We are also interested in cooperation with companies for which we could organize corporate events, We organize baptisms, communions, and special events, We need to reach business clients and organize special events.
- Menu related: Customers usually come for lunch and dinner, We do not serve breakfast. In our opinion it is good direction.

4.2. Local vision of the company

For this purpose, the author visited the restaurant. According to the information received from the owner, the property comprises a building with an area of approximately 240 m² and a plot area of roughly 1300 m². The building is located near Decjus Park (Cracow, Poland) and visually in the greenery of the park itself. A site visit was conducted at the restaurant, encompassing the entire premises and the vicinity of the Italian SCG restaurant. The building

and the plot are located in Kraków, in Wola Justowska, at Królowej Jadwigi Street, in the immediate vicinity and even within Decjusza Park itself. It is a unique location in terms of the values of the surroundings: the old Decjusz Park, well-maintained, with old trees, lush park greenery, children's playgrounds, and a parking lot. The restaurant is preferably located about 80 meters from the road. Within a few dozen meters, there are restaurants: Gospoda, Galeria Artist Chromy, an Italian restaurant, a confectionery, and an ice cream parlor. Due to its advantages, such as location, plot size, and the standard of the building and surroundings, the restaurant has a unique character. Choosing the right business profile is key to adapting to these values: the type of customers, their financial status, the food offer, opening hours, and price level. It is beneficial to adapt the restaurant's business profile in such a way as to gain a competitive advantage over other businesses in the same environment.

Based on the local vision, the author of the study concludes that SCG restaurant has the potential to gain a competitive advantage over other restaurant and catering businesses thanks to benefits that other establishments do not have and are unable to obtain. The key advantages include: the restaurant's location in Decjusza Park, a peaceful atmosphere due to its distance from the main street, the presence of extensive greenery, including a large and aesthetic garden, and a large building with an architecture conducive to running a restaurant. An important issue is the fenced area ensuring safety for the youngest guests.

The interviews conducted lead to the basic conclusion that the restaurant is not well-known among the inhabitants of Kraków, nor among Polish or foreign tourists who can be found on the city's streets. From this, we can conclude that it is generally unknown. The restaurant has the potential to attract customers from the city of Kraków, although not all potential customers may be ready; customers set their expectations.

The result of 22 out of 50 people willing to visit the restaurant says that most people will not visit this restaurant. The result of 22/50 is very optimistic. The experience of survey research shows that respondents often do not want to disappoint the interviewers' expectations, knowing that they work for a restaurant, the result will be much lower. Taking half of the 22, i.e., 11 out of 50 respondents, were ready to visit a restaurant, which is a very optimistic result. According to the person analyzing this survey, most people aged 26 have no opinion on this subject. They do not want to visit the restaurant, but out of politeness they do not say so directly. Most people aged 26 do not have an opinion, according to those analyzing this survey. They are not willing to visit the restaurant and, out of politeness, do not state it.

4.3. Interviews and surveys

Several interviews were conducted, including those with staff, customers, residents of Wola Justowska, passersby, people staying in the area near the restaurant and Decjusz Park, and the property owner.

Interviews were conducted with 50 residents, who were asked about the restaurant SCG in various locations in Wola Justowska. Eighteen people confirmed that they knew the place. Of these, 13 people confirmed that they had been customers at the premises at least once. The opinions of these customers are diverse, but several of them were unsure when and under what name the restaurant was established (4 customers were satisfied, 1 was satisfied with the kitchen, but has some objections to cleanness, 1 was satisfied with the kitchen, but has some objections to service, another one was satisfied with the kitchen, but not with the service and cleanness, 1 was partly satisfied, in his opinion, the restaurant is too expensive, 1 customer left dissatisfied – the questionnaire was not completed, 1 customer did not receive service, 1 customer didn't like the service, therefore didn't order anything).

Moreover, the interviewers are not very willing to fill out the questionnaires; hence, the researcher suggested that he would fill in the fields himself according to informant's opinions. The survey questionnaire was developed earlier that included key questions about SCG restaurants. The survey questionnaires are attached as Appendix 1. The survey results are presented below.

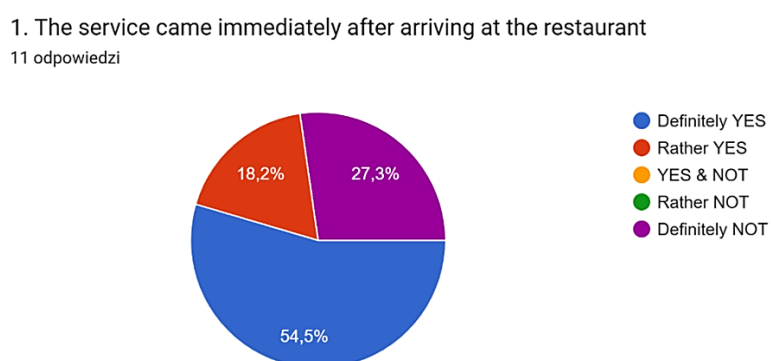


Figure 1. Question 1.

Source: Author's own.

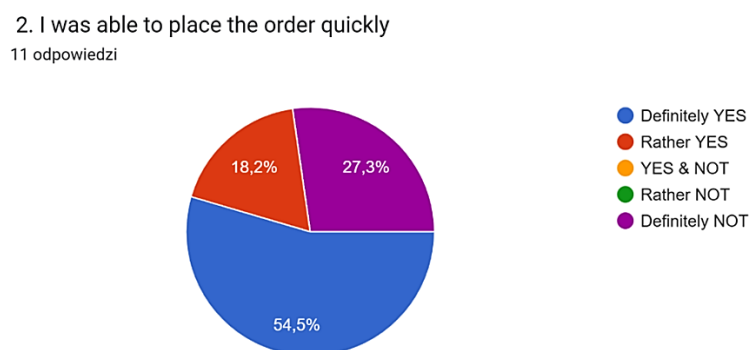


Figure 2. Question 2.

Source: Author's own.

3. I received the ordered dishes quickly and efficiently
10 odpowiedzi

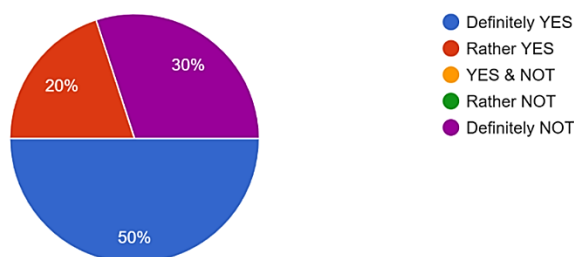


Figure 3. Question 3.

Source: Author's own.

4. The staff were friendly, polite, and knowledgeable
10 odpowiedzi

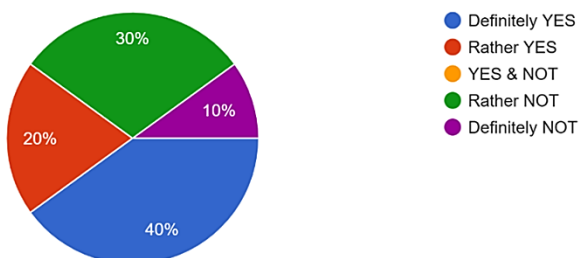


Figure 4. Question 4.

Source: Author's own.

The results from questions 5 (9 answers) and 6 (9 answers) are 100% positive, therefore, there is no need to show them, as the focus was only on areas for improvement.

7. The dishes were nicely and aesthetically presented
7 odpowiedzi

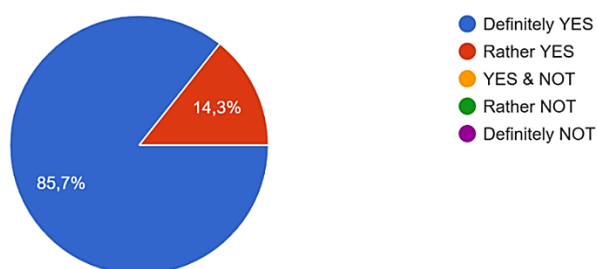


Figure 5. Question 7.

Source: Author's own.

8. The dishes were tasty
6 odpowiedzi

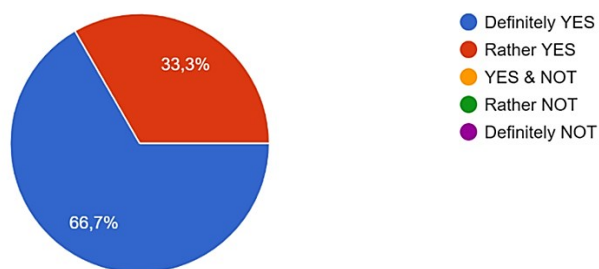


Figure 6. Question 8.

Source: Author's own.

9. The ingredients of the dish were fresh
8 odpowiedzi

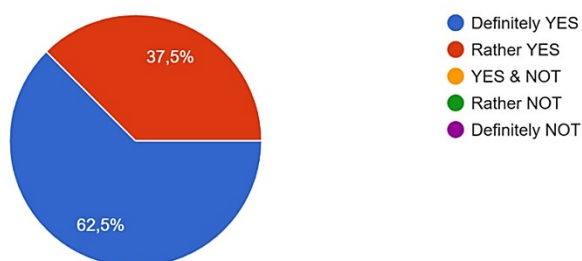


Figure 7. Question 9.

Source: Author's own.

10. The portions were sufficient
8 odpowiedzi

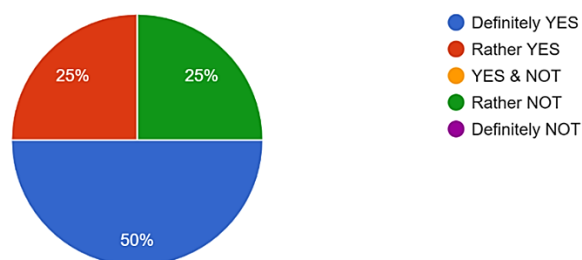


Figure 8. Question 10.

Source: Author's own.

11. The prices were adequate for the dishes offered
9 odpowiedzi

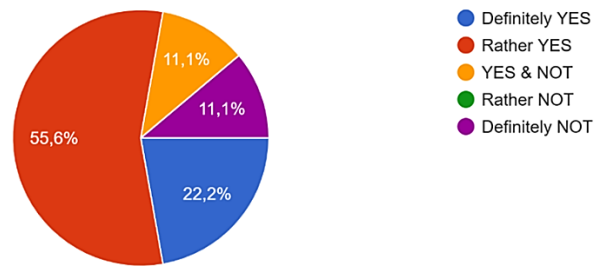


Figure 9. Question 11.

Source: Author's own.

The results from questions 12 (11 answers) and 13 (11 answers) are 100% positive, therefore, there is no need to show them, as the focus was only on areas for improvement.

14. The building and garden outside the restaurant were clean and well-kept.
10 odpowiedzi

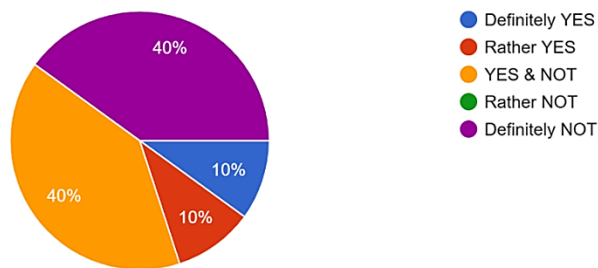


Figure 10. Question 14.

Source: Author's own.

15. The interior of the restaurant was clean and well-kept
10 odpowiedzi

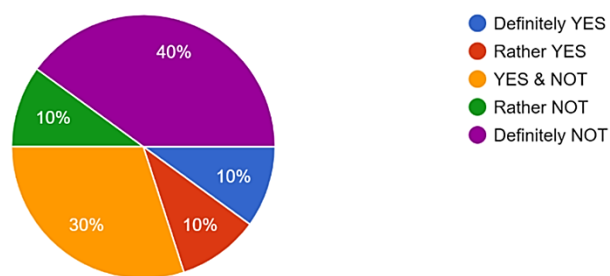


Figure 11. Question 15.

Source: Author's own.

The following conclusions were drawn from the surveys conducted during the interviews and they are presented below:

- Lots of praise about good, tasty food.
- Very favorable location, design, and interior, customers like the garden.

- No one reports an urgent need for parking.
- Critical comments to staff: slowness, lack of professionalism, and long waits.
- Comments on disorder, mess, and lack of cleanliness in the building and garden.
- A few critical comments about the kitchen.

It is worth mentioning that the opinions presented here are consistent with those found on the Internet, which are presented on the following pages of this analysis.

4.4. Perception of potential cyclists

Due to the fact that the restaurant's guests are cyclists, because there is a bike path running through the Decjusza Park. It was decided to ask them personalized questions as well.

These interviews were conducted with cyclists and the questions asked and the answers provided are presented below:

Q1: What would you like to order? A: Answer: Beer: 8/10, Cold drinks (cold water, soda): 9/10, Fresh juices: 3/10, Food: 9/10 (dishes mentioned were usually Polish cuisine and fast food). It is worth noting that cyclists complain about the lack of a catering point where cyclists can stop and eat. The restaurant has a food kiosk, which is currently not in use, but could be used to serve more than just cyclists and passersby.

4.5. Perception of potential customer

The restaurant owners indicated the target group of customers, which can be briefly described as affluent customers. One of the groups that spend relatively large amounts of money on restaurants in Kraków is customers, including Polish and foreign tourists, as well as Kraków residents. Research was conducted to determine whether this group was familiar with the SCG restaurant. For this purpose, short interviews were conducted on the Main Market Square and the Kazimierz districts. Twenty-five interviews were conducted in the Kraków Market Square, and twenty-five interviews were conducted in the Kazimierz district among passersby. During the interviews, a short marketing program was implemented during the summer holidays of 2022: Q1: Have you ever been to the great SCG restaurant, where they serve excellent Italian dishes? Here is a colorful photo of the garden and the interior of the restaurant – A: No (No 50), Q2: Do you know the SCG restaurant? – A: No (No 50), Q3: What is your opinion about this restaurant (based on photos)? – A: 50 positive answers: nice, interesting, how far, how to get there, is it expensive? Q4: Would you visit this restaurant? – A: Yes (No 22), A: No (No12), A: I do not know (No 26).

Initially, the pollsters attempted to distribute questionnaires to respondents for completion on their own, but practically no one was willing to do so. Tourists and residents of Kraków do not have time for long conversations or filling out surveys, so a simple one-question technique was used: Q: When would you be ready to visit the place, we showed in the photos? The respondents were asked to say a few words about what is most important to them in the premises. Of the fifty people invited to the interview, twenty-eight decided to continue the

interview in the form of oral answers to a single question. The answers were written, selected, and grouped, then summed up and presented in the table 1 below:

Table 1.
Perception of potential customers

I would visit the restaurant under the conditions:	No	Comments
Good food	28	All respondents put good food first
Reasonable, adequate prices	25	The respondents pay attention not only to the price level but also to the adequacy of the offer
Rich culinary offer (Salads, meat, cheese, buffet)	22	The respondents indicate that not only is tasty cuisine vital to them, but rich dishes are essential to them. Various types of dishes are mentioned, such as salads, meat, cheese, buffet, dinners with several fish and seafood dishes
Superb, nice, efficient service	20	The respondents point to the quality of service, describing it as calm, pleasant, and efficient
Large portions (not small)	12	Here, customers explain that it is desirable to serve rather large portions, while customers do not like small, modest portions, associating them with a cunning restaurateur
Air conditioning	10	Customers require thermal comfort in restaurant rooms. The interviews were conducted in the summer, with 18 on average temperature days and 10 on hot days. On 18 days of "normal" temperature, the respondents did not pay attention to air conditioning. Interviews conducted in very hot weather gave a 10/10 answer to the need for air conditioning in the restaurant space
Garden with coolness and greenery in the evening (cool garden)	10	An additional question was asked of the 10 people who indicated the importance of air conditioning in restaurants, specifically whether they would like to spend time in the fabulous garden on a hot evening
Evening events	15	This postulate was mentioned especially by young respondents, who were particularly willing on hot and warm evenings
Open late hours	15	These results prove that passersby in the center of Kraków and the Kazimierz District in July 2022 are interested in spending time in the evening park. It can be concluded that most participants are male tourists and young people
Convenient access	25	
Proximity to the center	21	
Cleanliness and aesthetics, nice interior	4	Due to the critical comments of Wola Justowska customers regarding "disorder and dirt" in the premises and on the SCG plot, an additional question was asked in the interviews to all respondents in the Kraków center about cleanliness and order. All customers consider: "Important, the most important, clear, necessary, indispensable"

Source: Author's own.

The interviews conducted lead to the basic conclusion that that the restaurant is not well-known among the inhabitants of Kraków, nor among Polish or foreign tourists who can be found on the city's streets. From this, we can conclude that it is generally unknown. The restaurant has the potential to attract customers from the city of Kraków, although not all potential customers may be ready; customers set their expectations.

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4.6. Summary of interviews and surveys

Based on local visits, surveys, interviews, and conversations with residents and restaurant staff, a diagnosis of the restaurant's current problems can be formulated. The most important thing is to eliminate mess and disorder on the plot and in the building. It is necessary to repair several damages and deficiencies, including a hole in the gate, finishing the roof over the pizza oven, and other essential repairs. Cleaning: cleanup the plot, remove garbage, scrap, etc. Clean the plot and the interior of the building. Improve service: service culture, speed, efficiency, and friendliness. This also raises a serious question regarding human resource management. Employees should be provided with appropriate motivation and information. They should not be demotivated by false or misleading information. Rewards for good work seem to be a good suggestion, while process instructions should be created to address comments and concerns about work (Pec, Lewicka, 2022). The owner should take care of logistics and provide the necessary facilities. Staff supervision. In such a large restaurant with a large number of employees, it is necessary for the owners to be present on the premises 100% of the time, and if this is not possible, a very professional and committed team of managers (at least two) should be in place. The chef should visit customers and engage in pleasant conversation about the cuisine, establishing contact with customers. As evidenced by the experiences of predecessors, such as Pomodorino and Per Tutti, the restaurant has achieved great popularity thanks to the systematic organization of special events on the occasion of.

4.7. SWOT analysis

Based on direct interviews, survey results, and online opinions, a SWOT analysis of the SCG restaurant was developed for SCG's catering business. The results of the SWOT analysis are presented in Figure 1.

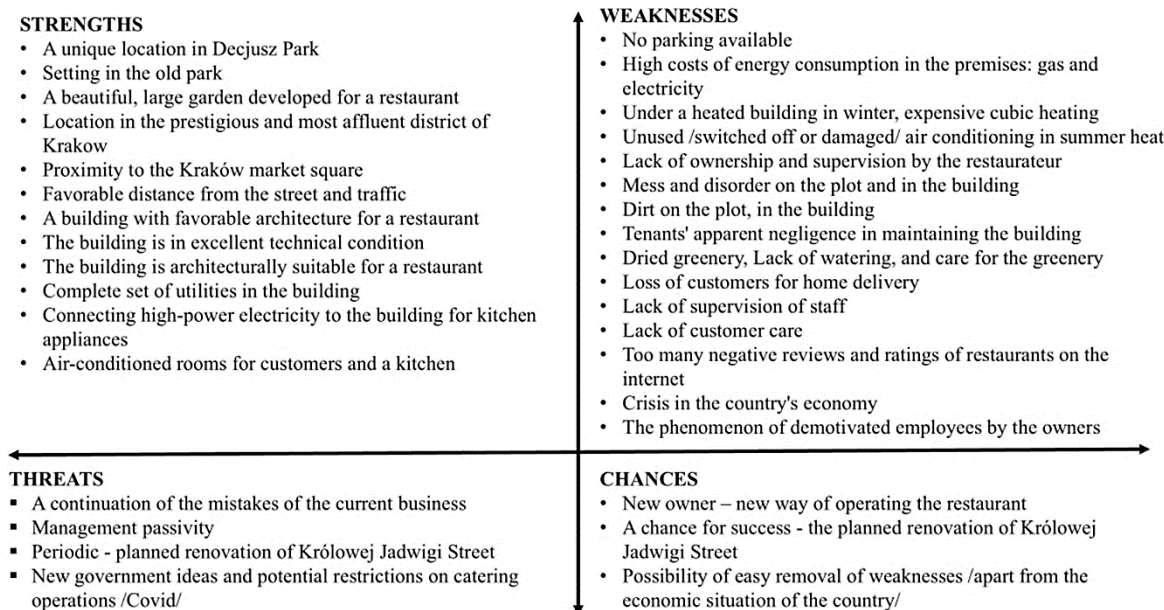


Figure 1. Swot analysis.

Source: Author's own.

4.8. SWOT analysis

Based on direct interviews, survey results, and online opinions, a SWOT analysis of the SCG restaurant was developed for SCG's catering business. The results of the SWOT analysis are presented in Figure 1.

Strengths are presented in points and do not require discussion. There is no need to make any changes here.

Weaknesses were presented and discussed thoroughly. Weaknesses of the SWOT analysis are the most crucial element of the analysis because they enable the identification of problems within the business. Their thorough analysis may allow for a diagnosis of the current business situation on the market and then for formulating an effective program to eliminate any irregularities or errors in restaurant management, thereby putting the business on a development path. It is essential to attribute individual weaknesses to their external or internal source. External sources are typically objective influences of the environment, and managers have no direct impact on them. Internal sources are subjective, often resulting from flawed management concepts, negligence, inability to manage, or selective personnel practices. These factors can and must be changed to put the business on the path to proper development. In conversation with Portobello staff (main competitors of SCG located in the neighborhood), the author learned that the restaurant has solved the problem of lack of parking by renting a parking lot for its customers. The author analyzed and verified this thesis; attendance at the neighboring Portobello restaurant was examined on several occasions, and interviews were conducted with Portobello customers and surveyed residents to gauge the importance of having a parking lot at the SCG restaurant. The respondents do not confirm the thesis that a parking lot is necessary

on the restaurant plot, and not a single respondent indicated that such a parking lot is an essential condition for visiting the restaurant. Customers who are familiar with the restaurant and have visited it for many years recall that, in the past, the restaurant had a parking lot. During the Pomodorino period, for example, customers would visit the restaurant in large crowds, waiting in line at the gate to enter on weekends. The thesis about the unimportance of the parking lot is confirmed by an on-site visit to the Portobello restaurant and an interview with the staff. There are customers in the restaurant at virtually all times, even though Portobello does not have a parking lot. The Portobello restaurant theoretically has access to 4 parking spaces, together with 3 other facilities: a small cafe, a grocery store, and a boutique, which means there is an average of 1 parking space per restaurant. In an interview with Portobello staff, the author received information that Portobello had solved the problem of a lack of parking and rented a square for its customers. As evidenced by the experience of previous tenants of the SCG restaurant, customers leave their cars in the free parking lot, a 2-3-minute walk along the park alley to the restaurant entrance. Based on interviews and survey, the author of this study does not believe the SCG restaurant needs a parking lot. If the owners want to "please" the clientele, you can consider renting a parking lot for SCG, similarly to the Portobello company. It has no significance for the restaurant's prestige, rating, popularity, or profitability. Another weakness identified were high costs of purchasing energy for restaurants: natural gas and electricity, and a crisis in the country's economy. The restaurant uses natural gas for space heating, hot water, and cooking on a gas stove. Apart from the gas stove, all kitchen appliances are powered by electricity, including convection ovens, refrigerators, cold rooms, coffee machines, dish steamers, and air conditioning. High energy consumption is typical for restaurant facilities, and in interviews with owners of other restaurants, we learned that their energy purchase costs have increased dramatically. Some owners are even terrified of the current increases in energy prices. The analysis of energy consumption, carried out on an index basis, reveals that energy consumption and costs in a large building are relatively low compared to average consumption standards in Poland. The crisis was currently visible both globally and in Poland. Despite the situation in the country, other restaurants in Wola Justowska continue to be visited by customers, such as Portobello and Gospoda. For instance, a customer's opinion states. In other places, all the tables were occupied, so we had to go home hungry. Moreover, the restaurant has the potential to reduce its purchase of gas and electricity to practically zero with full catering efficiency and high customer turnout. Next weakness identified was underheated building in winter - expensive space heating. As was presented in the study, the restaurant has great potential to reduce energy purchases to practically zero with full catering efficiency and high customer turnout. In addition, the cubicle heating installation should be improved, as a condensing gas furnace was connected to a traditional radiator heating installation and a gas furnace for heating domestic hot water, which were installed correctly last year. The next one indicated was unused /switched off or damaged/ air conditioning in summer heat. The building has an air conditioning system, but it is not used even in hot weather.

When asked to turn on the air conditioning, the staff tells customers that it is damaged and does not work. In interviews, customers indicated the need for air conditioning, and many of them mentioned that they were looking for a restaurant in hot weather where they could relax and "take a break" from the heat. If the restaurant does not have air conditioning, they leave. As the next weakness, was indicated lack of ownership supervision of the restaurateur. During an interview with the restaurant staff, it was discovered that the restaurant was run by the staff themselves, with minimal supervision from the owners. The staff did not see the owners for, for example a week. During this time, some negligence occurs because the staff does not have to strive for order or conscientious service. For example, there was no toilet paper in the toilet for several days, and it ran out. The staff informed customers that there was no paper. This phenomenon lowers the restaurant's rating, its prestige or rank on the market, and confidence in the quality of the services provided. The next one concerned mess and disorder on the plot and in the building. In interviews, surveys, and online opinions, customers note that the plot and the building itself are messy and untidy. Many customers indicate that these inconveniences do not favor their visit to the restaurant. Unfortunately, the on-site inspection confirmed the truthfulness of these negative opinions: the plot is generally dirty. The on-site visit confirms the customers' impressions; there may be hundreds of kilograms of garbage and waste lying around the plot, including old chairs, pipes, pieces of fencing, hollow bricks, and demolition debris. This waste is hidden behind the booth, in the greenery, or the grass, but unfortunately, it is too visible, and many customers do not accept such a mess. The kitchen area is dirty, with dirty papers, boxes, and garbage scattered on the floor. The glass facade of the kitchen is finished, but the large windows are broken, and the wall needs finishing (no window sill or window lining). The unfinished roof (without roof tiles or covering) above the pizza oven is covered in grain along the wall, and the visible, isolated wool of the roof outside is eye-catching. During the on-site visit, the customer's balcony was a mess, dirty, and there were unwashed dishes and dirty floor tiles. Not every customer is bothered by this state of affairs, but for a wealthy customer, it is unacceptable. It should be mentioned that the owners indicated the target customer for dinner for PLN 350 for two people. Such a client is classified as affluent and therefore demanding. Based on the opinion written on the internet, we can conclude that such people are unlikely to accept dirt or mess in the premises or their surroundings. The restaurateur's role in maintaining the building is visible. Restaurant business card. In psychology, attention is paid to the first impression a person makes when interacting with others or encountering things. The effect of a positive or negative first impression is widely recognized in business, hence the beautiful, richly decorated entrance doors and halls of hotels and restaurants. Unfortunately, in the case of SCG, customers are greeted at the entrance gate by a large, torn hole in the mesh, measuring 2 meters in width. The gate itself is dirty, covered with mold, and has not been painted for a long time. This is a clear anti-advertisement for the company that discourages demanding wealthy customers. A large tarpaulin hangs over part of the garden, but unfortunately, it is old, dirty, and has holes. Elements of this kind may

negatively impact the establishment's overall aesthetic, particularly when they are poorly maintained or visibly deteriorated. The building is visible from the alleys of Decjus Park. On the side of the park, there are annexes in the fence, which, from a distance, greet you with dirt and staleness. It could be seen from a distance that the dirt on the roofs is starting to cover them with self-seeding green plants: dried greenery, a lack of watering, and a lack of care for the greenery. The staff probably did not water the greenery thoroughly, which is why some plants simply withered, for example, thujas (*L. Thuja occidentalis*) along the park border of the plot. So, greenery should be cultivated. As further weaknesses were loss of customers for home delivery and lack of customer care. The previous owners of Man in Black, apart from stationary operations, also delivered home meals, mainly pizza. As evidenced by the level of revenues from this activity, it was profitable. The new owners of the company have stopped delivering meals to customers' homes for over a year. Naturally, other restaurants in the Wola Justowska district took SCG's place on the local market. Abandoning delivery is an irrational action that has taken away a significant part of the business's income and simultaneously reduced its advertising potential, as each meeting with a customer could have been used to deliver leaflets or other forms of advertising, including word-of-mouth advertising. Delivery was carried out by cars. It is proposed to use bicycles as a means of transport, and electric vehicles, such as scooters, are also recommended. These vehicles, interestingly marked with colors and constituting mobile advertising points, are also recommended. The cost of operating such vehicles is low, and therefore, the cost of delivery is low. The financial and advertising effects are significant. The possible return of deliveries will require time and determination to regain lost customers and acquire new ones. Many customers, both in interviews and online reviews, point to frequent negligence in customer service, including long wait times for the waiter to take the menu card, excessively long order processing times, and lengthy wait times for the bill. Customers are susceptible to long waits for service, and many of them have left the restaurant to go to the neighboring competition. Unfortunately, such opinions are repeated on the internet and constitute anti-advertising for the restaurant. Below are reviews of the restaurant available on the Internet. Only negative opinions have been included. Of course, there are also positive opinions, e.g. praise for tasty dishes, but what is good does not need improvement. Customer complaints were grouped into three categories: those concerning unprofessional behavior of staff, quality of food, and cleanliness of the premises.

Staff behavior towards customers: The waiter was rude; he treated us like we didn't matter. He threw us printed cards on a regular printer.....and the waiter didn't know what to order, We didn't see anyone from the staff, so I paid attention. When the lady came and cleaned up, she told us that she would be back soon with the cards, and we could place our order. She would also bring something to put under the table (I would like to point out that about 20 minutes have passed since we arrived). After another dozen or so minutes of waiting for the cards, without even asking if we could get something to drink, my family and I decided that we would rather go to the competitor next door (It was a hit). I will only add that my family and I went to this

place on average once a month before the owner changed, and I have never experienced greater ignorance from the staff, We waited 15 minutes for the menu after asking for it twice, and finally went to the bar to get it. The waitress who gave them to us said she would be there in a minute. Another 15 minutes passed, and no one came to us. I left the place upset because the staff couldn't come to the table for half an hour. My daughter started crying because she was determined to eat pizza. I don't know why we were so ignored. Could it be a small profit for a father with a small child? The service is a bit unclear, The waiter gave us a card without informing us that one of the dishes and drink options was only drinks, It only came out when I placed the order, We were there today, waited for the menu card for about 20 minutes, and then we waited another 20 minutes to order. There was one small group inside. We didn't try the food, so I can't judge. Very weak, It is necessary to work on the service and atmosphere, Terrible restaurant. We came with a team of 4 people. The waiter was rude; he treated us like dirt. He threw us cards printed on a regular printer, even though others were getting nice ones. We were given cards with higher prices than those displayed in front of the entrance. There were no drink cards, and the waiter didn't know what we can order, I want to share with you my good impressions of this place, but I don't even know what the local dishes taste like.

The conclusion appears to be straightforward: Staff should be trained, and their professionalism in customer service should be monitored.

Quality of food: We didn't get a question about how the steak was done, The food was poor, and the portions were small, It is worth taking care of the appetizer, as well as the salt and pepper, Well... something is not as it was... the same dishes, but completely different... maybe the accountant has become the new chef... I visit this place many times, and it's sad to see the initial splendor of the cuisine fade away. This is no longer a place to which I invite my guests... Ah, the photos of the dishes are historical - that's how it was... and I don't see the Italian chef either. Passion - something seems to be missing..., I didn't like the food and drinks! The pizzas are very watery, which makes the pizza base wet, doesn't look appetizing, and doesn't taste good either. The lemonade didn't contain sugar at all; it was just water with lemon. You can't call it lemonade! Overall, very disappointing, do not recommend!

Cleanliness: The toilet was dirty, and the flush was broken, The toilets are a disaster, When we arrived, the table was wobbly and dirty. We didn't see anyone from the staff, so I paid attention. When the lady came and cleaned up, she told us that she would be back soon with the cards, and we could place our order. She would also bring something to put under the table (I would like to point out that about 20 minutes have passed since we arrived). After another dozen or so minutes of waiting for the cards, without even asking if we could get something to drink, my family and I decided that we would rather go to the competitor next door (It was a hit). I will only add that my family and I went to this place on average once a month before the owner changed, and I have never experienced greater ignorance from the staff. I hope that at least your food is tasty, The place changes owners constantly, but the playground is neglected.

Nails in the playhouse, and electric cables lying on the playhouse. Poorly, The photos show nails sticking out of the steps leading into the house. It hasn't been fixed for a month.

In an interview with the staff, we learned about several reasons for the low customer turnout in the restaurant: The crisis is to blame, The Lack of parking is to blame, The poor location of the restaurant is to blame, The fault is the bad luck that haunts the restaurant, quote: "... some fate...", The staff explained that they were repeating the words of the restaurant owner.

As proven in this study, the current problems of restaurants are not influenced by either the crisis, the Lack of parking, or the poor location of the restaurant. As for fate, or bad luck, as can be seen from the income obtained by the current owners of the restaurant, reality does not confirm this thesis; on the contrary. The previous owners of the restaurant, e.g., Pomodorino, achieved very high incomes, and the restaurant became very popular. On summer weekends, a queue of people would form at the entrance, waiting for seats, despite the restaurant having about 200 seats. From the perspective of effective institutional management, negative information that demotivates staff should not be shared. The mechanism of demotivation in this case is to create the association that they do not influence anything (Lewicka, 2014; Krot, Lewicka, 2015). Therefore, they do not have to work hard or try to attract customers; the restaurant is doomed to liquidation, so there is no hope for long-term and secure employment.

Threats identified in the SWOT analysis are presented below. The first identified threat was the continuation of mistakes made in previous activities and the risk of making new wrong decisions. In the last week of August 2022, the SCG premises were closed. The owners organized a meeting with the premises staff, informing them of the business's liquidation. At the same time, the company's manager announced that the premises would not be closed. Still, the restaurant's operations will be reduced after September 1, 2022, with the facility closed to customers. The activity will be limited to the export of dishes to customers. When it comes to export profitability, the experience of the previous Włoszczyzna company, which was over a year ago, is at the SCG premises. As the owners of Włoszczyzna informed the staff, the daily turnover averaged over 3000. This yields an average monthly profitability of PLN 40,000-50,000. PLN with efficient management. According to the author of this study, the plan mentioned above is considered risky and potentially incorrect. Launching deliveries requires re-entering the delivery market, as the restaurant has effectively lost customers to the competition for over a year. This requires costs, marketing, determination, ideas, and time. In an unoptimistic scenario, a few weeks, or rather months. Suppose the owners of SCG see the high profitability of the export business, and they have a large and beautiful premises with a plot at their disposal. In that case, they should sublet the building and the plot to another company that is able and willing to continue stationary operations. For exports, only a kitchen is needed. You can rent a kitchen like this locally for next to nothing. Not using company resources is a downright business sin. Firstly, the restaurant benefits from valuable resources, including a prime location in Wola Justowska, the most favorable spot in Decjusz Park, the largest plot with the most beautiful greenery, spacious interiors with green windows,

and a freshly renovated appearance. No restaurant in Wola Justowska has such resources. As the owners of SCG fear, the planned renovation of Królowej Jadwigi Street and the suspension of car transport for several months will result in the absence of customers. According to the author of this study, the renovation can be used to develop the restaurant and regain the lost customers of Wola Justowska, who will have to look for a place on site. After all, none of the residents will move out of the house, so the local customer base will not only not be lost, but even enlarged. Currently, residents of Wola Justowska easily go to Kraków for lunch or dinner. The entire gastronomic base of the city of Kraków is available to wealthy residents of Wola Justowska within a 15-minute travel and walking time to the premises. After the road is closed, these wealthy residents of Wola Justowska will be forced to look for premises in the local area. If the managers of the SCG premises "shine" with their offer, they will attract customers, and therefore, the road renovation can be used as an opportunity for success. This strategy is called "flight forward" in management.

Finally, chances (opportunities) identified in the SWOT analysis were presented. Suppose restaurant operations are resumed in an SCG restaurant. In that case, it can be expected that the new or existing managers will demonstrate professionalism and address the weaknesses in the current SCG operations. The building or plot does not require any significant outlays; only tidying up, removing garbage and construction waste, or minor repairs, such as repairing a hole in the gate or a roof over the pizza oven, are necessary. Improving the heating, starting the air conditioning, and painting the mesh - these are ongoing repairs and maintenance.

Additionally, staff training and comprehensive supervision of the premises' operations are now standard in the catering industry. The author of this study thought about the opinions of professionals in the field of professional management and the market success of restaurants. If the business owner had exceptional experience in gastronomy or was supported by outstanding culinary professionals, e.g., Italian chefs, the risk of opening an "author's" restaurant is acceptable. Unfortunately, the rule is that restaurateurs approach the topic with excessive optimism; hence, the average result of market verification for the catering business is approximately 10% survival. Professionals suggest establishing a franchise, e.g., of a pizzeria. On average, over 90% of restaurateurs achieve success here. You can go two ways here: the first is a place for everyone, or Premium – an elite restaurant. Franchises or requirements is worth noting. For premises of 70-80 m² /the smallest premises accepted by the franchise/. You can earn 10,000 in a small place. PLN net, but also PLN 80 thousand. zloty. In moderately attractive locations, pizza sales are at least 80 pieces a day. In good locations, pizza sales average around 200 pieces a day. The average receipt for pizza is for people who order 1, 2, or 3 pizzas, and it costs PLN 70-75. The cost of a receipt is estimated at PLN 50 on average, with a daily turnover of 4 thousand zloty. This gives a monthly income of PLN 120,000. Zloty. 30% of this amount is the cost of semi-finished products. 80 thousand left. PLN from which employee and premises costs should be deducted. If you sell a modest amount of 80 pizzas, you can earn approximately PLN 50,000 a month (€ 11,778.58) in profit.

The unique location, district, high standard of interior, and the plot of the SCG restaurant place the premises at least a "premium" standard in the catering industry. AmoriPomodori, an elite franchise chain of Pizzerias supports the restaurateur in running a catering business. It is worth taking advantage of the franchisor's advice, experience, contacts, renovation team, and access to equipment and supplies for catering production. Using the experience of AmoriPomodori, a restaurateur with little experience can start and run an elite restaurant with high profitability. Visible advertising a new company such as "We are opening a restaurant here..." seem to be a good idea. A grand, very festive opening (inauguration, gala) with many guests, combined with a presentation of the owners and chefs and a tasting of delicious dishes and alcoholic beverages accompanied by music is a good solution. It is also worth emphasizing the importance of organized events eg.: events on all holidays: e.g., Children's Day, Mother's Day, Halloween, Valentine's Day. The restaurant has the potential to attract local customers. As evidenced by interviews and surveys, it is necessary to satisfy customer tastes, i.e.: Good food, Good, adequate prices, Rich culinary offer/salads, meat, cheese, buffet..., Superb, nice, efficient service, Large portions (not small), Comfort / Air conditioning in summer, heating in winter, cleanliness, Evening events, Special events, Open late: 11 p.m. and later, Cleanliness, aesthetics, and order in the building and garden. These postulates were discussed in the analysis and do not require discussion. A customer who comes and is satisfied will come back and recommend friends.

Interviews were also conducted with individuals who possess extensive knowledge of the restaurant market in Kraków. One of the popular methods of acquiring group customers, attracting tourists to the center of Kraków is to establish contact with hotels, motels, electric vehicle drivers for tourists, or tour guides. In practice, a receptionist, pilot, or driver has the opportunity to advise restaurant customers and has a significant influence on the customer's decisions. Individual tourists often consult receptionists for restaurant recommendations. Establishing direct contact with receptionists is a common practice among restaurateurs. Pilots can advise and even make decisions about where the tour group eats, for example, a bus of tourists can bring them back from the tour of Auschwitz on the way back. The pilot recommends the restaurant to the tour, which has to stop somewhere for lunch along the way anyway. The pilot calls the restaurant, orders the menu, and specifies the number of dishes. It is essential that a bus can arrive near the restaurant and drop you off, and after, e.g., an hour, you can take the tour. In the case of restaurants, there are favorable conditions for this. Tourists tour the city of Kraków in specially equipped electric vehicles. Several people usually rent them. Drivers have the opportunity to acquire customers for the restaurant, and even deliver them to the place. The distance from the market to the restaurant is up to 15 minutes. In the case of a group of, e.g., six good customers, it is profitable for the restaurateur to even cover the travel costs by billing the driver.

The owners' decision to close the SCG restaurant also has positive consequences, i.e., new opportunities for a new development path, means a new stage of the SCG operations. This gives a chance for a "new life" to a new company with a new name. The author hopes that current or future owners will use the study for the dynamic development of the company.

5. Discussion

The conducted survey research, along with interviews with restaurant customers, Krakow residents, and tourists, allowed for the development of a SWOT analysis for the gastronomic restaurant business. Research shows that the previous managers (until 2003) of the restaurant made several mistakes in property management: they failed to maintain order and cleanliness on the premises and within the building. They also showed an inability to manage staff by failing to supervise the wait staff. Customers pointed out the long wait time for the staff to take to deliver the meal, and the staff's unfamiliarity with the card. SWOT analysis also revealed that the restaurant has unique advantages, particularly its location in Decjus Park in Krakow, a large plot of greenery, a spacious building with high-quality finishes, and architecture that is favorable to the restaurant. The managers' task is to utilize the available resources to achieve maximum business profitability.

The comprehensive research conducted allowed for the assessment of the correctness of the strategy implemented by the owners so far, the level of the gastronomic offer, the quality of staff work, and the general level of services. The research revealed irregularities in the functioning and management of the business, including: inadequate staff training, lack of supervision by managers, setting excessively high prices for meals, and targeting the wrong customer group.

A SWOT analysis allowed for the development of a new, corrected operational strategy, in particular:

- the purpose of changing the profile of the target customer living approximately 2 km from the restaurant,
- introduction of lunch dishes to the offer at prices even 50% lower than those currently offered,
- conducting training of customer service staff to maintain high standards (time to "deal with" the customer up to 1-2 minutes, order execution time up to 5 minutes, cold drinks, up to 15 minutes for a hot cooked dish),
- introduction of high standards of cleanliness and order in the premises and the surroundings of the building,

- the need to constantly supervise the work of customer service staff and the kitchen staff.
- introduction of a new target customer group: a local customer with a high income who uses lunches, dinners, and breakfasts, particularly meals for entire families with children.

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Appendix

Table 2.
Survey questionnaire

	Definitely YES	Rather YES	YES & NOT	Rather NOT	Definitely NOT
The service came immediately after arriving at the restaurant					
I was able to place the order quickly					
I received the ordered dishes quickly and efficiently					
The staff were friendly, polite, and knowledgeable					
The menu contained a wide selection of dishes					
The menu suited me					
The dishes were nicely and aesthetically presented					
The dishes were tasty					
The ingredients of the dishes were fresh					
The portions were sufficient					
The prices were adequate for the dishes offered					
The location of the restaurant is attractive					
The exterior, interior, and garden design of the building were attractive					
The building and garden outside the restaurant were clean and well-kept					
The interior of the restaurant was clean and well-kept					

Source: Author's own.