

Hospitality in Managing Ballroom for Banquet Event and Breakfast Operations at Cluster of Sheraton Taoyuan Hotel Group Taiwan

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KEYWORDS	ABSTRACT
banquet, breakfast, event, hospitality, hotel	In the hospitality industry, the use of the Sheraton Taoyuan Taiwan Hotel Cluster ballroom is different from the use of hotel ballrooms in general. The Sheraton Taoyuan Taiwan Hotel Cluster ballroom is not only used for banquet events, but also for breakfast operations. This study aims to explain hospitality in ballroom management for breakfast operations and banquet events at the Sheraton Group Taoyuan Taiwan Hotel Cluster. The method used is a qualitative research method that includes observation, interviews, and literature studies. The results of the study show that ballroom management in banquet events and breakfast operations can be well organized in terms of room function arrangements, food presentation, event management and staff coordination in meeting guest needs.

INTRODUCTION

Hotel Cluster is a hotel that has several hotels in one group. Sheraton Taoyuan Hotel is a cluster hotel that has another hotel called Orchard Park Hotel, Orchard Park hotel is located very close to Sheraton Taoyuan Hotel which is on Yuanhang Street No.28 Daguan, Dayuan, Taoyuan City Taiwan, this hotel has 176 rooms with Deluxe, Executive, and Executive Suite room types. This hotel does not have a restaurant and only has one ballroom called Qianxi, because this hotel is a business hotel and focuses on group guests or guests in large numbers, the breakfast operation is carried out in the ballroom because the ballroom has a large capacity. When guests want to do lunch or dinner, guests can order in large quantities and will be done using direct service serving at the guest table. According to Khomsan (2002) Breakfast is an important activity before doing physical activity that day. A healthy breakfast should contain elements of four healthy five perfect. This means we really have prepared ourselves to face all activities with complete ammunition. And according to Moehji (2009). The result of not having breakfast will cause the body not to have enough energy to carry out activities, especially in the learning process because at night the body continues the oxidation process to produce energy to move the heart, lungs and other body muscles.

The breakfast operation at Orchard Park Hotel is done by using a buffet and is located at the Qianxi ballroom of the hotel with operating hours at 06.20-09.00 am. During breakfast operating hours, Qianxi Ballroom is only used as a breakfast venue, so events or meetings that will use the ballroom can only be held after breakfast operating hours are complete. Because this hotel is a cluster hotel, so the staff between these two hotels help each other when needed, such as when the breakfast operating hours at Orchard Park Hotel are finished and Sheraton Taoyuan Hotel needs more staff to help with operations at Sheraton Taoyuan Hotel, then the staff at Orchard Park Hotel will go to Sheraton Taoyuan Hotel to help with operations there. After finishing helping Sheraton Taoyuan Hotel, the Orchard Park Hotel staff has the right to return to Orchard Park Hotel to finish their shift.

Banquet is part of the Food and Beverage Service that serves and is responsible for selling food and beverages at special activities outside the restaurant (special events) after mutual agreement (Mertayasa, 2012). This event can be a formal banquet, wedding, conference, business meeting, or various other types of events involving food and beverage dishes on a large scale. Hosting a banquet involves careful planning, meticulous organization, and efficient coordination to ensure quality service to guests. The importance of serving guests is to increase guest confidence so as to bring back more guests. According to Sulastiyono (2011) Hotel is a place to eat, drink, rest for people who are or have finished traveling. Hotels are also a form of commercially managed accommodation, provided for everyone to obtain services, lodging, eating and drinking. According to Sihite (2000) People who travel not only to stay or rest, but for the purpose of conferences, seminars, meetings, weddings, birthday parties, exhibitions, and various other activities that require the provision of complete facilities and services that can satisfy their guests. Thus, the hotel as a commercial accommodation functions not only as a place of rest but also as a form of public service facility.

A sociologist who has a deep understanding of hotel guest behavior, a hotel is “a place designed to provide comfort, security, and service to guests who stay.” In this perspective, hotels are not just about providing bedrooms, but also creating an environment that provides comfort and safety for guests (Mill, 2009). Therefore, hotels are related to the guest experience which involves not only physical accommodation but also other aspects that make guests feel comfortable during their stay. According to Sudarsono (2016) Hotel is one type of accommodation business that uses part or all of the building, by offering lodging services, restaurant services and other services. Hotels are commercially taking into account all advantages and disadvantages, which aim to make a profit. There are several types of hotel: Business Hotel, Resort Hotel, Boutique Hotel, Suite Hotel, Inn Hotel, Casino Hotel, Luxury Hotel, Apartment Hotel, Capsule Hotel, Transit Hotel, and Underwater Hotel.

According to Rusdina (2014) Operations Management is one of the three main functions of every organization that is closely related to other business functions. That is because all organizations sell, calculate, and produce to find out how to segment operational management in organizational functions. Meanwhile, according to Pustaka Setia (2014) Operations management is one of the three main functions of every organization that is closely related to other business functions. That is because all organizations sell, calculate, and produce to find out how to segment operational management in organizational functions. Operations management is the most expensive part of an organization. A large percentage of revenue in various companies is used for operations management functions. Operations management can provide great opportunities for organizations to increase profits and improve services to society or customers. In essence, operations management involves making smart decisions and managing resources efficiently to achieve organizational goals, whether in terms of producing goods or providing services.

Production and operations are activities that process organizational resources into useful products or services to meet market needs (Agustin, 2020). Through production and operations management, it is expected to be able to create quality products and competitive advantages in an increasingly complex business environment. According to Sri, et.al. (2020) In a hotel section, the department that has responsibility for food and beverage services is called Catering which is one of the departments that has the task of serving food and drinks.

The form of serving food and drinks can affect the development of a hotel, seen from the presentation of food and drinks served. According to Cornell (2016) In the article “Food and Beverage Management” published in “Cornell Hotel and Restaurant Administration Quarterly,” the F&B department is also responsible for stock management, procurement of food ingredients, menu planning, and organizing special events such as weddings or conferences. Efficient stock management is an important factor in controlling costs and ensuring the availability of fresh ingredients. According to Parasuraman (1990) in the book

“Delivering Quality Service,” good food service is one of the key factors that influence guest satisfaction. Food quality, presentation, as well as the dining experience also contribute to the hotel's image.

Technological advancements have brought about changes in the way F&B departments operate. App-based food ordering management, online room service, and the use of technology in event organization are some examples of how the F&B industry has adapted to digital developments. In the context of Sheraton Group Taoyuan Hotel, the F&B department plays an important role in providing guests with an exceptional culinary experience. The hotel's F&B is committed to providing a wide array of food and beverage options, from local to international cuisines, that cater to guests' needs.

As a guest-facing department, F&B plays an important role in ensuring that guests are satisfied with the service and food provided. By focusing on quality, diversity, and the use of technology, the F&B department at Sheraton Taoyuan Hotel strives to provide their guests with a memorable culinary experience. According to Rusdina (2021) Banquet is an outlet of the Food & Beverage Department which is tasked with handling all kinds of party or banquet activities organized by the hotel itself as well as by a committee or other parties who make orders at the hotel. Banquet activities are the organization of banquet activities held by an outside party with a banquet party for a purpose. Because banquet activities are directly related to related parties, banquet sections often face challenges in managing diverse events (Sukma, 2021). Organizing a romantic wedding event may require a different approach than a large business conference. Therefore, adaptability and flexibility in the Banquet Section are important.

In the digital age, the ballrooms at Sheraton Group Taoyuan Hotel Cluster have been upgraded with technology. Event bookings can be made online, and Banquet Department staff use event management software to make arrangements easier. State-of-the-art audiovisual equipment is also available to support presentations and entertainment in events. The importance of ballrooms in the hospitality industry cannot be underestimated. It is one of the main factors in attracting large events and guests looking to hold a special occasion. By focusing on efficient ballroom management and providing high-quality services, Sheraton Taoyuan Hotel makes the ballroom an important element in increasing guest satisfaction and hotel revenue.

METHOD

Research design is the methodological framework used to plan and organize a research study. It includes the selection of research methods, data collection, data analysis, and interpretation of results. In this study, the research design used by the author is a qualitative method, which involves collecting data by means of interviews, observations and document studies with a focus on an in-depth understanding of the research topic.

According to Creswell (2012) qualitative research design is an approach used to understand and explain social phenomena by collecting descriptive data that focuses on the meaning, views, and experiences of individuals. In qualitative research design, researchers seek to gain a deep understanding of the research subject, in this case, about operations management in the Banquet Section in the hospitality industry.

The research location chosen for this study is Sheraton Group Taoyuan Hotel in Taiwan. The selection of this location is based on the relevance to the hospitality industry, which is the main focus of the research. Sheraton Group Taoyuan Hotel is where one of the authors did her internship in the hospitality industry. The selection of this hotel was also driven by the coincidence that the hotel was experiencing the aftermath of the COVID-19 pandemic. The research time lasts from October 15, 2022 to September 31, 2023. This period of time has been determined to enable comprehensive data collection and in-depth analysis of the operations management strategy at the Banquet Section of the Sheraton Group Taoyuan Hotel Cluster.

Interview is a data collection method that involves direct interaction between the researcher and the respondent with the aim of obtaining information or views directly from the respondent on a topic or issue being researched. The interview process often involves a series of questions asked by the researcher and responses given by the respondent in oral form. According to Cohen, et.al. (2017) interviews are a method used to explore in-depth understanding of individual beliefs, values, and views. Interviews allow researchers to explore various aspects of respondents' experiences and perceptions.

Observation is a data collection method that involves direct observation of research subjects, objects, or events without significant intervention or influence from the researcher. Observation allows researchers to objectively record certain behaviors, events, or characteristics. This method can be used in a variety of research contexts, including social science, education, and behavioral science. According to John (2017) observation is a technique that allows researchers to understand the context and phenomena being observed through direct observation. Observation can be done with varying degrees of involvement, ranging from passive observation to more interactive observation. According to Biklen, (2007) in the book "Qualitative Research for Education: An Introduction to Theories and Methods" explains that observation is a way to collect data by observing and recording what is seen. Observation is often used in qualitative research to gain an in-depth understanding of the situation being observed.

Furthermore, Creswell, (2013) in his book entitled "Qualitative Inquiry and Research Design" explains that document analysis is a technique that involves reading and interpreting documents to develop a deeper understanding of the research topic. Document analysis may include archival research, historical reports, or meeting notes relevant to the research. According to Silverman, (2016) in his book entitled "Qualitative Research," document analysis is an approach that allows researchers to collect and interpret information contained in written documents such as reports, records, or organizational policies. By analyzing documents, researchers can identify patterns, themes, or changes over time that are relevant to the research.

RESULTS AND DISCUSSION

Sheraton Taoyuan Hotel, located in Taiwan, is one of the large hotels located very close to the airport, only 10 minutes away, 20 minutes to get to the High Speed Rail or fast train. It is an international tourist hotel with business, leisure, and transit functions. With a capacity of 265 rooms that have elegant room, deluxe room, executive room, and executive suite types with modern design. It has a state-of-the-art shock absorption system that can withstand a magnitude 8 earthquake and ensure maximum safety for guests. In addition to modern and comfortable guest rooms, in connection with business and leisure needs, it also provides a Chinese restaurant called Hee Yuet Lau, a western restaurant called U kitchen, and a Japanese restaurant called Hanamizuki, Lounge Bar, Club Oasis, Ballroom, and Meeting Room. Sheraton Taoyuan Hotel has one large ballroom called Taoyuan Ballroom which has a capacity of 1500 people.

Orchard Park Hotel's guests are erratic, when the number of guests in one day does not reach 20 people, the breakfast operation hours are eliminated and the breakfast service from 6:00 am - 9:00 am for guests is replaced with a breakfast box containing sandwiches, fruit, and bottled drinks. Hotel Orchard Park also reserves the right to request guests to have breakfast at Sheraton Taoyuan Hotel which is located opposite Hotel Orchard Park. For staff management, Hotel Orchard Park only has one supervisor and one training person, for breakfast operations of Hotel Orchard Park two people are certainly not enough, so every day Hotel Orchard Park is looking for part time to help run the breakfast operations and depending on how much occupancy each day. Because Orchard Park Hotel does not have lunch and dinner services, when the breakfast operation hours are finished the supervisor and training must move to Sheraton Taoyuan Hotel to help the restaurant operations there. The shift schedule at Orchard Park Hotel is from 5:30 am to 2:00 pm,

the schedule can change according to the supervisor and the event, if there is an event at night, the shift schedule is usually split or there is overtime.

The Banquet function plays an important role in creating an exceptional experience for guests and event organizers. By planning, coordinating, and providing quality services, the Banquet Department helps ensure that events run smoothly and satisfactorily. Banquet services can vary and are tailored to the type of event, the guests invited, and the needs and preferences of the event organizer. Some types of banquet service include Table Service, À la cart, Table d'hôte, Buffet Service, Family-Style Service, Cocktail Service, Pre-plated Service, Food Stations, Butler Service, Chef's Table, Hors d'oeuvres, Bar Service, Room Service. The type of banquet service can be customized according to the policies and objectives of the event organizer. Choosing the right type of service can affect the atmosphere of the event and the guest experience.

Breakfast or breakfast is the first menu eaten in the morning before someone does activities. In Indonesia there are 3 types of breakfast menus, namely continental breakfast is a simple type of breakfast, American breakfast is a complete morning meal usually called full American and Indonesian breakfast is a type of Indonesian specialty food that is served not too much. Wiwoho (2008) writes:

1. Continental breakfast is a simple type of breakfast and consists of:
 - a. Fruit juice (orange, lemon, pineapple, etc.)
 - b. Bread (toast, brioches, croissants, rolls, brown bread)
 - c. Jam and marmalade
 - d. Coffee, tea, milk or chocolate
2. American breakfast which is a complete morning meal usually called full american consists of:
 - a. Bread and butter
 - b. Juice and fruits
 - c. Cereals or porridge
 - d. Egg dishes (scrambled, fried, boiled, poached, and omelettes)
 - e. Meat (ham, bacon, sausage, etc.)
 - f. Pancakes and waffles
 - g. Jam and marmalade
 - h. Coffee or tea
3. Indonesian breakfast is a type of typical Indonesian food that is served not much consisting of:
 - a. Fried rice and fried egg or other
 - b. Chicken porridge and nasi uduk or others
 - c. Coffee or tea
4. Oriental breakfast is a type of food originating from countries in Asia which consists of:
 - a. Porridge
 - b. Fried noodles
 - c. Fried rice
 - d. Dim sum
 - e. Baozi
5. Vegetarian menu is a type of food that uses plant-based food sources as the main intake in the daily menu.

The Ballroom is one of the important assets in the Banquet section of the Sheraton Group Taoyuan Hotel Cluster. This space is often used to hold special occasions, such as weddings, receptions, large conferences, and other social events. Ballrooms usually have a large capacity and are equipped with facilities that make them ideal for various types of events. The Banquet Department at Sheraton Group Taoyuan Hotel Cluster works hard to manage the ballroom well. This includes careful planning, suitable room arrangements, food

menu selection, and organizing entertainment events if needed. All of these aim to provide a special experience to guests holding events in the hotel's ballroom.

Ballroom Management for Breakfast and Banquet

Through research and observation during the internship on Ballroom Management for Breakfast and Banquet Operations at Sheraton Group Taoyuan Hotel, the placement of ballroom space used for breakfast and also banquet or event operations requires proper management and is made as good as possible.

Hotel Orchard Park as part of the Sheraton Group Taoyuan Hotel cluster has a ballroom called Qianxi Ballroom which has a capacity of 1000 people and can be divided into two parts, being Qianxi 1 and Qianxi 2. Qianxi 1 has one small room at the edge of the ballroom which has been arranged for breakfast buffet. It has a cloth curtain that can be closed or opened as needed, so that when the breakfast operating hours are over and the ballroom will be used for banquet events the area used for breakfast can be closed with a curtain and not seen by guests. Events held in the Ballroom can only be held after breakfast operating hours are complete, if guests want to hold an event for 500-1000 people, the Ballroom can be opened and become one ballroom large enough for a maximum of 1000 people.

Qianxi 2 is usually used for banquets or weddings, Qianxi 2 has a stage that can be adjusted according to guest needs, has a sophisticated sound system and LCD projector, so that when guests hold a wedding at Qianxi 2 it will look luxurious and modern. Qianxi 2 also has a door adjacent to the kitchen area, so that when the event takes place the process of taking food from the kitchen also does not take a long time and a lot of energy, both for the kitchen department so that the chef can directly control the exit of food from the kitchen and arrive at the guest table. Qianxi 2 can also be a fairly large ballroom with a maximum capacity of 1000 people by opening the partition between the Qianxi 1 and Qianxi 2 ballrooms.

In running breakfast and banquet operations, Hotel Orchard Park has one Supervisor and one trainee with one work division time (shift). Because Hotel Orchard Park does not have a restaurant and only has breakfast operations in the morning and uncertain banquet events, Hotel Orchard Park only has one shift from 05:30 to 14:00 noon. If there is a banquet event at night, the shift time is changed to a split with the division of working hours from 05:30 to 10:00 in the morning and starting again from 17:00 to 21:00 in the evening. Or it can also be overtime, it all depends on the supervisor's decision, when breakfast operations and banquet events are busy, Hotel Orchard Park will look for casual children to meet operational needs so that they are met. When breakfast operating hours are over and Hotel Sheraton Group Taoyuan needs people for events or operational needs at Hotel Sheraton Group Taoyuan, then the supervisor and trainee must go to Hotel Sheraton Group Taoyuan which is across from Hotel Orchard Park to help with operations there until work hours are over or can also work overtime according to the decision and direction of the supervisor. After completing the assistance at Hotel Sheraton Group, the supervisor and trainee return to Hotel Orchard Park.

Here is the division of tasks when breakfast operations at Hotel Orchard Park are running:

1. Greeter

The waiter is responsible for welcoming guests, asking for the guest's room number and asking for the number of guests and escorting guests to the table then offering coffee or tea to guests. Those who are usually assigned to be Greeters at Hotel Orchard Park are supervisors or casuals.

2. Clear up and Re-Set-Up

The waiter is responsible for picking up dirty cutlery that has been used by guests and cleaning or re-setting the table that has been used by guests when the guest has finished breakfast so that the table can be used

again by the next guest. Usually, this task is done by casuals or if the occupancy is not much and there are no casual children, this task is done by trainees.

3. Buffet Station

The waiter is responsible for checking the buffet area starting from the cleanliness of the buffet and the stock of food that is still available, when the stock of food in the buffet is almost running out, the waiter has the right to confirm with the chef and add to the buffet stock. Usually, this task is done by trainees.

The division of staff tasks above is indeed very flexible because it must be adjusted to the existing schedule and the supervisor's decision from the Sheraton Group Taoyuan Hotel. This means that a staff member in one work shift can be placed in several departments or other hotels in one cluster at the Sheraton Group Taoyuan Hotel.

Operations at the Orchard Park Hotel do not always run smoothly, the Orchard Park Hotel also has several shortcomings that can hinder smooth operations such as limited space and no restaurant so that breakfast operations are carried out in the ballroom. The Orchard Park Hotel also only has one ballroom so it must often arrange and partition the ballroom area to adjust to existing banquet events. Having a kitchen area that is quite far to get to the breakfast area, so it is very time consuming and inefficient when operations are taking place.

In addition to the shortcomings at the Orchard Park Hotel, the Sheraton Group Hotel also has several shortcomings, because this is a cluster hotel that has hotel buildings very close together, only a 5-minute walk, so working hours must adjust to the operations of the two hotels and must move around which is quite time consuming and energy consuming. Sometimes there is miscommunication between the Sheraton Group Taoyuan Hotel and the Orchard Park Hotel.

Although the Sheraton Group Hotel has some shortcomings, but between the two hotels also have some mutually beneficial advantages. The cluster hotels are located very close together and when one of the hotels needs something, the two hotels can help each other, and when one of the Sheraton Group Taoyuan Hotels does not have enough space to store goods, they can be stored at the Orchard Park Hotel. Sometimes one of the hotels has a fairly crowded event that allows for a shortage of people or staff, then the two hotels can communicate with each other and arrange the division of work time according to the needs of the two hotels. On the other hand, there is good communication and cooperation between departments of the two hotels to create a successful event.

With the various shortcomings above, there are several ways to overcome these shortcomings so that operations can continue to run well, such as establishing better and more detailed communication between the two hotels, preparing and arranging the ballroom area as well as possible according to use, and arranging work hours as well as possible so that all tasks run and are completed well.

Use of Ballroom for Banquet Event and Breakfast Operations

Orchard Park Hotel does not have a restaurant or meeting room, it only has one ballroom that can be divided into two and all activities that want to be done at Orchard Park Hotel such as banquets, weddings, meetings, birthday events as Rusdina's theory, (2021) Banquet is a Food & Beverage Department outlet that is tasked with handling all kinds of party activities or banquets organized by the hotel itself or by a committee or other party that makes orders at the hotel. can be done at the Qianxi ballroom, including breakfast. Breakfast operating hours at the Qianxi ballroom start from 06:20 to 09:00 in the morning, Before carrying out

breakfast operations, the waiter must first prepare the ballroom area such as turning on the lights, preparing drinks (milk, coffee, and tea) and taking food from the kitchen to be arranged in the ballroom area.

The ballroom and kitchen areas are quite far apart, so when breakfast is busy and there are lots of buffet foods that are almost finished, you have to run to the kitchen to get food to add to the buffet. This breakfast uses a buffet menu that has a variety of menu choices ranging from fried rice, fried noodles, porridge, vegetables, salad, fruits and bread cooked directly by the chef. Checking the equipment for guests and ensuring that everything is clean and ready to be used by guests. Rechecking the name tags on each breakfast menu are correct and there is nothing wrong. After rechecking everything needed for breakfast, then open the ballroom door, turn on the computer and prepare the system, after everything is ready then it is ready to welcome guests with a smile. Asking for the room number when guests arrive, inviting guests to come in and enjoy breakfast. Taking and cleaning guest cutlery when guests have finished eating, checking that the food available at the buffet is still sufficient for operations, cleaning the buffet area to keep it clean, adding food that is almost finished. When there are not many guests in the breakfast area and operational hours are almost over, the waiter together with the chef closes or clears up all food and drinks at the buffet as well as cutlery that has been used by guests. Cleaning the buffet and guest area tables, placing all dirty equipment and cutlery in the steward department. Sweeping and mopping the breakfast area so that tomorrow morning the area is clean and ready to receive guests. Taking all equipment that has been washed clean by the steward department and rearranging it according to its place, rearranging the buffet for the next day, ensuring that everything is ready for tomorrow's breakfast operations. All these show how hospitality in managing ballroom Managing Ballroom for Banquet Event and Breakfast Operations at Cluster of Sheraton Taoyuan Hotel Group Taiwan running well and set.

CONCLUSION

Based on the research of the use of ballrooms for breakfast and banquet operations in the Sheraton Group Taoyuan Hotel Cluster, the following conclusions can be drawn that hospitality in managing ballrooms for breakfast and banquets involves the mobility of staff who are empowered according to the needs of the busy hotels in one Sheraton Group Taoyuan Hotel cluster. The use of ballrooms for breakfast and banquet operations at the Orchard Park Hotel can be used for banquets after breakfast operating hours from 06:20 to 09:00 am are finished. The usage of ballroom at the Sheraton Taoyuan Hotel, it can be used at any time.

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