

Fisherman's Tavern

Fisherman's Tavern, managed and owned by Cisco, is a sea-side restaurant in a vibrant, market-filled town with many locals and tourists.

Cisco manages the entire supply ordering of ingredients for the kitchen. He also creates the menu, while having no background in cooking at all. He orders all of his food supplies from Metro (a national and convenient supplier for businesses in the hospitality industry). Most of the meats and fish are not fresh, but frozen. Both beer and wine are available from a wide selection of national and international products. However, not many local products are among the choices for clients.

His highly-skilled chef, has expressed an interest in making the menu himself, amongst other suggestions. The waiters and other kitchen staff have asked that the tips be shared amongst employees, instead of going directly towards the business.

Cisco employs around 10 employees year-round, rotating his waiting staff regularly. The only permanent staff are his chef and one waitress. All other employees are students looking for a seasonal professional activity. He tends to hire different people each year, even though most of the time, they all perform very well. During the summer, when the restaurant closes the latest, Cisco employs students on a special contract, where they are paid by work shift, instead of by the hour.

Fred, the floor manager, excels at his work and does not need any assistance. The new waiters and waitresses require some training from Fred and other staff at first, but most often become efficient and work well afterwards. The kitchen staff works well under the directions of the chef. Most nights, Cisco is not at the restaurant, but living an early life of retirement outside. However, on the nights he is working alongside his employees at the restaurant, he likes to oversee what everyone is doing. He often makes comments and gives orders on different ways to do things, sometimes slowing down the speed at which clients receive their orders. He seems to take on several roles at once, including floor management, tending the bar, and overseeing the kitchen staff.

The Fisherman's Tavern is overall a profitable business, but its Google ratings are mediocre and it seems most clients are only tourists. Cisco pays more attention to the monthly earnings – which keep coming in – rather than the restaurant's online and local reputation. However, the employee team would like to see more local faces, friends, family and local business owners, come in as clients sometimes.

1. CSR and Community Impact

What actions could Cisco and his team take to improve their impact on the local environment and community?

2. HRM Practices

What employment and staff management practices could be introduced to make Fisherman's Tavern more socially responsible?

3. Applying the ROC Model

Using the ROC model (Respect, Openness, Continuity), how should Cisco rethink his relationships with staff and stakeholders? Answer pillar by pillar

4. Operational and Leadership Improvements

What changes in management style or business operations could help the restaurant run more effectively?