

Food and Beverage Management

For the hospitality, tourism and event industries

The third edition

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Design and setting by P.K. McBride

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Food and beverage operations and management

Aim

This chapter aims to set the scene for the rest of the text.

Objectives

This chapter is intended to support you in:

- Identifying the foodservice cycle as a tool for the systematic examination of foodservice operations
- Establishing the relationship between the foodservice cycle and the content and structure of this book
- identifying and applying a systems approach to foodservice operations
- Categorising the industry sectors
- Exploring the nature of the foodservice product
- Identifying the nature of customer demand
- Analysing the business environment in order to identify factors which may affect the success of a foodservice organisation
- Identifying the legal framework in which the foodservice industry operates.

1.1 Food and beverage operations

Food and beverage (or foodservice) operations are concerned with the provision of food and a variety of beverages within business. The international foodservice industry provides millions of meals a day in a wide variety of types of operation.

- *Food* can include a wide range of styles and cuisine types. These can be classified by country, for example, traditional British or Italian; by type of cuisine, for example, oriental; or a particular speciality such as fish, vegetarian or health food.
- *Beverages* include all alcoholic and non-alcoholic drinks. Alcoholic beverages include wines and all other types of alcoholic drink such as cocktails, beers and cider, spirits and liqueurs. Non-alcoholic beverages include bar beverages such as mineral waters, juices, squashes and aerated waters, as well as tea, coffee, chocolate, milk and milk drinks and also proprietary drinks such as Bovril.

The various elements that make up a food and beverage operation can be summarised into the eight stages of the foodservice cycle, as illustrated shown in Figure 1.1. Foodservice operations are therefore concerned with:

- 1 The consumer needs and market potential in the various sectors of the foodservice industry.
- 2 The formulation of policy and business objectives that will guide the choice of operational methods that will be used.
- 3 The interpretation of demand in order to make decisions on the range and type of food and beverages to be provided, as well as other services, and the service levels and prices to be charged.
- 4 The planning and design to create the convergence of facilities required for the food and beverage operations and making decisions about the plant and equipment required.
- 5 The organisation of provisioning for food and beverages and other purchasing requirements to meet the needs of the food production, beverage provision and the service methods being used.
- 6 Operational knowledge of technical methods and processes and ability in the production and service processes and methods available to the foodservice operator, understanding the varying resource requirements (including staffing) for their operation, as well as decision-making on the appropriateness of the various processes and methods to meet operational requirements.
- 7 Control of costs of materials and other costs, such as labour and overheads, associated with the operation of food production, beverage provision and other services, and the control of revenue.
- 8 The monitoring of customer satisfaction to continually check on the extent to which the operation is meeting customer needs and achieving customer satisfaction.

Chapter extract

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