

Food and Beverage Management

For the hospitality, tourism and event industries

The third edition

**John Cousins, David Foskett and
Andrew Pennington**

The Food and Beverage Training Company, London

**The London School of Tourism, Hospitality and Leisure, University
of West London**



Published by Goodfellow Publishers Limited, Woodeaton, Oxford, OX3 9TJ
<http://www.goodfellowpublishers.com>

Copyright © John Cousins, David Foskett and Andrew Pennington 2011

All rights reserved by Goodfellow Publishers Limited. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher.



Design and setting by P.K. McBride

4

Operational areas, equipment and staffing

Aim

This chapter aims to outline key considerations in the planning, design, equipping and staffing of foodservice operations.

Objectives

The chapter is intended to support you in:

- Developing a systematic approach to the planning, designing, equipping and staffing of foodservice operations
- Identifying the factors to be taken into account when making operational choices
- Ensuring compliance with health and safety requirements.

4.1 General considerations

The food and beverage manager responsible for a large operation, as well as dealing with staff reporting directly, reviewing financial performance, monitoring quality standards, overcoming obstacles and fine tuning the operation, also has to consider innovation. Creating new operations, or renovating existing ones, means being involved in developing new concepts or rethinking old ones. This can include activities such as creating new design, developing new menus, beverage lists and rethinking approaches to production and service, which then includes looking for new plant, equipment such as crockery, glassware, flatware and cutlery, through to uniforms, and so on.

Trends in the international market have an impact on foodservice businesses so it is necessary to stay in touch with forming trends. The dangers for foodservice businesses are that they can flounder because too much has been spent on interior design that could not be afforded or the business has suffered because the concept is not harmonised with effective staffing and menu and beverage list design.

There is a tangible relationship between the nature of the market, the type of demand being met and the budget available. In a competitive market unless the operation is unique, it has to be more attractive. Customers need a reason for coming to a particular operation rather than another offering similar products.

4.2 A systematic approach

The systematic approach to designing, planning, equipping and staffing of a foodservice operation includes giving consideration to a wide variety of factors. These can be grouped under six broad headings:

- The market needs
- Operational needs
- Space allocation and requirements
- Finance availability
- Sustainability
- Hygiene, health, safety and security.

■ The market needs

The needs of the market, or rather the need of the establishment to provide products to meet the determined market needs, may be ascertained by working through the first three stages of the foodservice cycle (see Chapter 1, page 2). These are:

- 1 Consideration of the potential market and the needs of the consumer.

- 2 The determination of policies and the business objectives, including the determination of the scope of the market needs that the operation is intended to serve.
- 3 The interpretation of demand, which identifies the type, range and scale of the food and beverage services to be provided.

Giving consideration to and making decisions within the first three stages of the foodservice cycle, (much of which has already been discussed in Chapters 1 to 3), a framework will have been established within which systematic consideration can be given to the planning and design of the facilities for the food and beverage operation and determining the plant, equipment, and staffing required.

Operational needs

Included in the consideration of the planning and design of facilities and the staffing of the operation, is the determination of the various operational methods that will or are to be used. This includes:

- Receiving and storage methods
- Production systems and methods
- Service system and methods
- Dining arrangements
- Clearing methods
- Dishwashing methods
- Control methods
- Disposal of waste and waste products.

The movement of food and beverages through a foodservice operation should follow a logical sequence starting with receiving and storage functions and continuing through to the disposal of waste products and waste. This can be illustrated as shown in Figure 4.1.

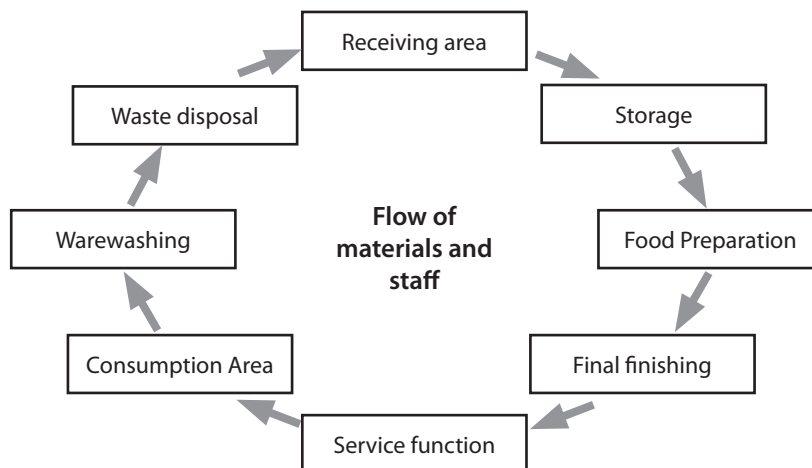


Figure 4.1: The flow of materials and staff (Source: developed from CESA, 2009)

Chapter extract

**To buy the full file, and for copyright
information, click here**

[http://www.goodfellowpublishers.com/academic-publishing.php?promoCode=&partnerID=&content=story&st](http://www.goodfellowpublishers.com/academic-publishing.php?promoCode=&partnerID=&content=story&storyID=258)

[oryID=258](http://www.goodfellowpublishers.com/academic-publishing.php?promoCode=&partnerID=&content=story&storyID=258)



All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recorded or otherwise, without the written permission of Goodfellow Publishers Ltd

All requests should be sent in the first instance to

rights@goodfellowpublishers.com

www.goodfellowpublishers.com