

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 service

Aim

This chapter considers various aspects in the management of food and beverage service.

Objectives

This chapter is intended to support you in:

- Developing your understanding of the service sequence and the service process
- Identifying and categorising food and beverage service methods
- Exploring the relationship between levels of customer service and resource productivity
- Developing approaches to the maintenance of good customer relations
- Dealing with the management of the volume in food and beverage service
- Identifying and applying sales promotion principles
- Managing the stages of the service sequence
- Controlling revenue.

7.1 The nature of food and beverage service

Food and beverage service is a difficult job. Whilst there have been changes in food and beverage service, with less emphasis on the high level technical skills (mistakenly bemoaned by some as deskilling) what wasn't initially being recognised was that other parts of the job are just as, if not more, important. The other thing that wasn't initially recognised was that the provision of high quality service was not confined to a particular type of restaurant and a particular type of service style. In other words excellence in food and beverage is not defined by the inclusion of a narrow range of high-level technical skills.

For food and beverage service the key requirements for staff are:

- Sound product knowledge
- Competence in technical skill
- Well-developed social skills
- The ability to work as part of a team.

Good food and beverage service is achieved where management continually reinforces and supports service staff in the maintenance of good standards of achievement in these aspects. Additionally the provision and maintenance of good service is primarily dependent on teamwork, not only among service staff but also amongst and between staff in other departments.

For managers within the foodservice operations, skills in marketing, staff management, team development, training, customer relations, financial management and operational management are necessary for the management of the service sequence and ultimately for the survival of the business.

7.2 Food and beverage service systems

Food and beverage service had traditionally been seen as a delivery system. However, as we saw in Chapter 1, food and beverage service actually consists of two separate systems, which are being managed at the same time. These are:

- 1 **The service sequence** – which is primarily concerned with the delivery of food and beverages to the customer
- 2 **The customer process** – which is concerned with the management of the experience the customer undertakes to be able to order, be served, consume and have the area cleared.

Separating the service process into two systems provides for a better understanding of the processes as well as providing an indication of the potential options for the organisation of food and beverage service.

Chapter extract

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