

Food and Beverage Management

**For the hospitality, tourism
and event industries**


The third edition

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and Andrew Pennington**

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Preface

Modern day food and beverage (or foodservice) operations are continuing to improve in the quality of food, beverages and the service on offer. Professionalism is increasing, through better training and development, and there is a much greater understanding of customer needs. Additionally the quality of service is now becoming the principal differentiating factor when customers are choosing between different establishments. It is against this background that this text has been revised.

The content of this book is intended to be reflective of current industrial practice but this does not mean that it should be seen as a prescriptive book. It provides information and viewpoints on a variety of aspects of food and beverage management and considers various approaches which students and food and beverage practitioners will find useful. The book will also be of value to those in the hospitality, tourism and events industries who are responsible for purchasing food and beverage services.

The aims of the book are to:

- provide supporting information for those involved or likely to be involved, at a variety of levels, in food and beverage management;
- meet the needs of students and practitioners who want to acquire underpinning knowledge and skills in order for them to achieve competence in industry at the equivalent of up to level 4 NVQ;
- meet the broader needs of students studying for a range of qualifications including Higher Diplomas, Institute of Hospitality and foundation and undergraduate degrees;
- provide support for in-company training programmes, and
- provide a framework for the achievement of higher levels knowledge and skills.

The book covers aspects of the management of food and beverage (or foodservice) operations that are applicable to a wide variety of industrial sectors. We have also assumed that those using this text will have already acquired knowledge and skills in food and beverage operations.

The underlying thinking behind this text relies on the application of a systems approach to the management of operations. The text therefore proposes systematic approaches to the design, planning and control of

food and beverage operations, and also recognises the need to manage foodservice operations as operating systems. The book considers a food and beverage operation as comprising four distinct but interlinked operating systems: food production; beverage provision; food and beverage service as a delivery system, and food and beverage service as a customer process system. The component parts of the four systems are examined, as well as the linkages between them, and how these together create a food and beverage operation.

The orientation of the text is to set the consideration of the management of food and beverage operations within a broader business framework. Operations are not an end in themselves and food and beverage management is as much about the management of the business as it is about specific aspects of the food and beverage product.

This approach is reflected throughout the book, with the structure of the book being based on an adaptation of the foodservice cycle in order to provide for a logical presentation of the material (see Chapter 1 page 3). The user is led from consideration of food and beverage operations and the business environment, in Chapter 1, to the relationship between the consumer and the food and beverage product, in Chapters 2 and 3; the operational areas, equipment and staffing considerations in Chapter 4; the management of food production in Chapter 5; beverage provision in Chapter 6, and food and beverage service in Chapter 7. Chapter 8 considers events management in more detail and the book culminates with performance appraisal in Chapter 9 and strategic decision making in Chapter 10.

Learning is supported through the provision of an aim and objectives being identified for each of the chapters. These indicate the learning outcomes that may be achieved and they can also be mapped against the learning outcome requirements of different education programmes, or in-company training courses. In addition, three appendices are provided, which detail particular approaches: an operational calculations exercise is at Appendix A; a listing and explanation of operational and other financial ratios is provided in Appendix B, and an exercise on budget and trading results comparison and evaluation is set out at Appendix C. Teaching and learning is also supported through the provision of PowerPoint presentations available from the publisher's web site.

The main focus of the material is directly relevant to the management of food and beverage operations. For the business management areas such as marketing, personnel and finance there is already a range of well-established resources to support those areas. Although some applications

are covered within the book there are also specific references given to other information sources and further reading. Additionally high-level craft in the culinary arts is beyond the scope of the book.

Overall our view remains that successful foodservice operations are those that have a clear understanding of their customers' needs, which they continually seek to meet.

John Cousins, David Foskett and Andrew Pennington,
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Chapter extract

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