

4 Food Service Operations and Techniques

Aim

Identify the various approaches and styles of food service and the management activities that can contribute to success.

Objectives

1. Identify the various food service concepts and delivery style.
2. Manage the tangibles and intangibles through an understanding of various service frameworks.
3. Identify challenges in managing the unpredictability, complexity and uniqueness of the customer and their demands.
4. Evaluate approaches to menu management, menu engineering and balance scorecard approaches.
5. Explore food and drink legislation and the morality and ethical issues in product selling.
6. Debate the use of tipping and the application of service delivery charges.

4.1 Food service styles: bars and restaurant offers

The food service business is broad and encompasses a variety of styles and outlets. From a formal dining restaurant through casual dining, fast food, kiosk style outlets to pop-up operations of handcarts and forms of roofed and non-roofed venues (weather permitting). In essence the traditionality of the delivery and experience has shifted to levels of creativity and differentiation that are framed only by the restriction of the environment and the stakeholders (e.g. government, owners, suppliers, staffing etc). No matter what the offer and the outlet style, each will have its unique customer base, some being larger than others and hence the level of demand and success will vary. With each offer type, as Peters and Waterman (1995) identified in their groundbreaking book, *In Search of Excellence*, they suggest that customers perceive service in their own unique, idiosyncratic, emotional, erratic, end-of-the-day and totally human terms. Perception is all there is.

It can be suggested that the way customer satisfaction is evaluated is based on several factors, all of which influence the level of satisfaction and ultimately repeat business. These can be identified as a mixture of: