

9 Food Service Operations Management

Aim

Explore the uniqueness in food service operations management and identify the practice of good service design to create sustainable competitive advantage.

Objectives

1. Explain service operations management and the role it plays in business success.
2. Explore service design and the importance of service strategy in managing food and beverage operations.
3. Identify how service strategy is linked to the firm's competitive advantage and embedded in a sustained way.

9.1 What is operations management?

Operations management (OM) involves designing and controlling the production of goods and services, to ensure that businesses are efficient in using resources to meet customer requirements. It is the management of an entire production system that converts inputs (raw materials, labour, consumers, and energy), into outputs (goods and services) for consumers. The operations function is critically important for any organisation because it seeks to ensure the processes are managed both efficiently and effectively. Operations management encompasses all the various activities that are undertaken in managing the resources which produce and deliver products and services.

Managers in food service businesses are the people who have responsibility for managing some, or all, of the resources which make up the operations function. Their performance will be judged on how effectively and efficiently they manage the many operational processes. The operations manager is constantly analysing the activities and resources which they are responsible for.

9.2 The origins of operations management

OM was historically the domain of the manufacturing industries, and arose in the post-industrial revolution era, based on Taylor's management philosophy of scientific management or '*Factory Management*' in the search for effi-