

# [Food and beverage operations essay sample](https://assignbuster.com/food-beverage-operations-essay-sample/)

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• The director of food and beverage reports to the general manager and is responsible for the efficient and effective operation of the following departments: – Kitchen/catering/banquet – Restaurants/room service/minibars – Lounges/bars/stewarding

Introduction to Hospitality Fifth Edition John Walker

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Food and Beverage Management
• The skills needed by a food and beverage director:
– Exceeding guests’ expectations in food and beverage offerings and service – Leadership – Identifying trends – Finding and keeping outstanding employees – Training – Motivation – Budgeting – Cost control – Finding profit from all outlets – Having a detailed working knowledge of the frontof-the-house operations Introduction to Hospitality Fifth Edition John Walker Copyright ©2009 by Pearson Education, Inc. Upper Saddle River, New Jersey 07458 All rights reserved.

Figure 5–1 Food and Beverage Division Organization Chart for a Large Hotel

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Kitchen
• A hotel kitchen is under the charge of the executive chef, or chef in smaller and mediumsized properties • Some executive chefs are called kitchen managers • Controlling costs is an essential part of operations; as labor costs represent the most significant variable costs, staffing becomes an important factor • Financial results are generally expressed in ratios, such as food cost percentage and labor cost percentage

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Food Operations
• Restaurant managers are generally responsible for the following: Exceeding guest service expectations Hiring, training, and developing employees Setting and maintaining quality standards Marketing Banquets Coffee service In-room dining, minibars, or the cocktail lounge Presenting annual, monthly, and weekly forecasts and budgets to the food and beverage director Copyright ©2009 by Pearson Education, Inc. Upper Saddle River, New Jersey 07458 All rights reserved.

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Bars
• The profit percentage on beverages is higher than it is on food items, making bars an important revenue source • The responsibilities of a bar manager include the following: – Supervising the ordering process and storage of wines – Preparing a wine list – Overseeing the staff – Maintaining cost control – Assisting guests with their wine selection – Proper service of wine – Knowledge of beers and liquors and their service Introduction to Hospitality Fifth Edition John Walker Copyright ©2009 by Pearson Education, Inc. Upper Saddle River, New Jersey 07458 All rights reserved.

Bars
• Bar efficiency is measured by the pour/cost percentage • Pour cost is obtained by dividing the cost of depleted inventory by sales over a period of time – Food and beverage directors expect a pour cost between 16– 24%

• Hotel bars are susceptible to the same problems as other bars – All beverage service staff should receive training in responsible alcoholic beverage service – Another risk bars encounter is pilferage – The best way to prevent these occurrences is to have a good control system—which should include shoppers

Bars
• In a large hotel there are several kinds of bars:
Lobby bars Restaurant bar Service bar Pool bars Minibars Night clubs Sports bars Casino bars Catering and banquet bar

Stewarding Department

• Responsibilities of Chief Steward:
– Cleanliness of back of house – Cleanliness of glassware, china, and cutlery – Maintaining strict inventory control and monthly stock check – Maintenance of dishwashing machines – Inventory of chemical stock – Sanitation – Pest control – Forecasting labor and cleaning supply needs Introduction to Hospitality Fifth Edition John Walker Copyright ©2009 by Pearson Education, Inc. Upper Saddle River, New Jersey 07458 All rights reserved.

Catering Department
• Catering:
– Includes a variety of occasions when people may eat at varying times

• Banquets:
– Refers to groups of people who eat together at one time and in one place

• Terms are used interchangeably

Figure 5–2 Organization of Catering Department

Catering Department
• The director of catering reports to the food and beverage director, and is responsible for selling, servicing, catering, banquets, meetings, and exhibitions • The director of catering must be able to: – Sell conventions, banquets, and functions. – Lead a team of employees. – Make up departmental goals and objectives. – Set individual and department sales and cost budgets. – Set service standards. – Ensure that the catering department is properly maintained. – Be creative and knowledgeable about food, wine, and service. – Be very well versed in the likes, dislikes, and dietary restrictions of various ethnic groups.

Catering
• For meetings, a variety of room setups are available depending on a client’s needs; the most frequently selected meeting room setups are: – Theater style – Classroom style – Horseshoe style

Figures 5-3, 5-4, and 5-5 Seating Styles

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Catering Event Order
• Also know as the banquet event order
– Prepared for each function to inform the client and hotel personnel about essential information to ensure a successful event – Prepared based on correspondence with the client and notes taken during the property visits

Figure 5–7 Catering Event Order

Catering Coordinator
• Manages the office and controlling the function diary (now on the computer) • Must see that the contracts are correctly prepared and checks on numerous lastminute details • Operates web-enabled technology tools, such as Newmarket International’s Delphi System Introduction to Hospitality Fifth Edition John Walker Copyright ©2009 by Pearson Education, Inc. Upper Saddle River, New Jersey 07458 All rights reserved.

Catering Services Manager
• Duties include: – Directing the service of all functions – Supervising the catering house persons – Scheduling the banquet captains and approving staffing – Cooperating with the banquet chef to check menus and service arrangements – Checking that the client is satisfied – Checking last-minute details – Making out client bills immediately after the function – Adhering to all hotel policies and procedures – Calculating and distributing the gratuity and service charges – Coordinating the special requirements with the DOC and catering coordinator

Room Service/In-Room Dining
• 56% of all properties offer room service and 75% of airport properties provide room service • Generally, the larger the hotel and higher the room rate, the more likely they will offer room service • Challenges include: – – – – Delivering orders on time—especially breakfast Making room service profitable/forecasting demand Avoiding complaints of excessive charges Having well-trained and competent employees

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Trends
• The use of branded restaurants instead of hotels operating their own restaurants • Hotels opting not to offer food and beverage outlets • Making outlets more casual • Using themes for a restaurant • Standardized menus • Converting one beverage outlet into a sportsthemed bar • Technology being used to enhance guest services and control costs.