

Chapter Eight Outline Food and Beverage

- i. Quote: George Bernard Shaw
- ii. Chapter Opener: Sometimes It's More Difficult Than It Seems
- I. Introduction
 - A. Provision of food and beverages is key to fulfilling basic human needs
 - 1. Physiological need (nourishment) is obvious
 - 2. Social need often also fulfilled while dining
 - B. Tourists provide important source of revenues to some but not all food service operations
 - 1. Depends on location and targeted segments
 - 2. Some establishments rely virtually entirely on local customers
 - 3. Personal tastes are particularly important in food and beverage service but basics are consistent
- II. Major Influences on the Development of Food and Beverages
 - A. Travel and discovery
 - 1. Quest to explore led to spread of food and beverage offerings
 - 2. Discovery of new foods, especially spices, were one of the reasons for exploration
 - 3. Roman Empire was particularly important in the development cuisine
 - 4. Travel after the end of the Dark Ages added foods from distant lands
 - 5. Colonization increased popularity of regional cuisines
 - 6. Now food preferences serve to motivate travel to destinations
 - B. Science and technology
 - 1. Science and technology have made highly perishable foods available worldwide all year long
 - 2. Refrigeration and freezing technologies allow foods to be stored and transported without decreasing their original quality
 - 3. New cooking technologies have increased yields and quality
- III. Building a Culinary Heritage
 - A. Food and beverage (F & B) operations vary
 - 1. Commercial restaurant operations vary from quick service to elegant, full service
 - 2. Food service establishments also include employee and institutional food service
 - B. The beginnings of modern foodservice practices
 - 1. France is credited with the first restaurant
 - 2. French Revolution led to the opening of many restaurants by the former chefs of the slain nobility
 - 3. Most early lodging places and restaurants offered simple table d'hôte

4. Marie-Antoine Careme's grand cuisine led to the a la carte restaurant which features a list of suggestions
 5. Escoffier working in the Savoy and Carlton Hotels changed the methods and organization of foodservice and kitchens
 - a. Refined the concept of courses, a sequence of dishes during a meal
 - b. Developed the station concept, eliminating the duplication of effort and improving efficiency in the kitchen
- C. Planning to meet guest expectations
1. Guest experience involves interrelated factors; e.g., menu design, place setting, plate presentation, style of service
 2. Consider target segments and their desires in designing menu
 3. Choice of service ware and place settings
 4. Artistry of food presentation on plate
 5. Style of guest service; e.g., self-serve, Russian
- D. Rhythm, timing, and flow
1. Brigade system, developed by Escoffier, assigns set tasks to specific personnel
 2. Rhythm, timing, and flow of production lead to excellence in food service
 - a. Rhythm: Coordination of each required task and activity
 - b. Timing: Sequencing of each task/activity to produce desired result
 - c. Flow: Mix of rhythm and timing resulting in smooth, efficient operation
- E. Adding value to food and beverage experiences
1. Successful food and beverage operators differentiate their operations by focusing on guest service, price/quality value, unique foods, or dining experiences
 2. Two typical designs to delivering food and beverages
 - a. Designed to serve "captive" audience; e.g., ski resort patrons
 - b. Designed to attract guests who have many providers to choose from
 3. Food and beverage operations may be used to attract guests to a hotel or resort property
 - a. By creating a desired public image and defining place in the market
 - b. By attracting desired business; e.g., meetings
 - c. By creating new business opportunities; e.g., brunches, wine tastings
 4. Food and beverages may be offered merely to fulfill need for food but often are used to increase the overall profitability of the property/organization

- F. From ten to ten thousand
 - 6. Many unique challenges to feeding groups on a one-time basis
 - 7. Most properties have multi-purpose rooms for catering and banquets
 - 8. Catering sales managers work with planners to develop a banquet event order that provides the details of satisfying the group's food and beverage needs

IV. Building Profitable Operations

- A. Food and beverage industry faces thin profit margins and fierce competition
 - 1. Highest failure rate of all types of business
 - 2. Owners often do not have the necessary business skills to succeed
 - 3. Benchmarks used to measure performance; e.g., sales per seat, sales per employee, and number of times a seat turns in one day
 - 4. Tourism service suppliers are turning in increasing numbers to the expertise provided through branded concepts from successful franchisors
- B. Balancing payroll costs with productivity
 - 1. Labor and food the two largest controllable expenses of F & B operations
 - 2. High employee turnover/need to find and train new employees is constant challenge for food service managers
- C. Food quality and food costs are the results of effective purchasing
 - 1. Food cost is large expense of F & B operations
 - 2. Purchasing, receiving, and inventory control procedures help reduce costs
 - 3. Prime vendor agreements link operators to suppliers to negotiate price and secure consistent supply and quality of products

Do You Think all Food is the Same

The following exercise/mini-lecture can be used to highlight operational and cost considerations for food and beverage operations.

Cutting Cans

Materials Needed. In order to complete this exercise you will need three similar size cans of green beans or peas of varying quality (we use # 303 cans) from different processors (different labels on the cans), three large white plates (we use 10" plates), three clear glasses, and a can opener. Be sure to purchase cans from the same location.

Procedures Followed. Remove the labels from the cans prior to class and number the bottom of each can to correspond to the appropriate label. Be sure to note the price of each can. Arrange the demonstration area so that each can has an accompanying plate and glass. Select either one student or a small group of students to open each can. Then have them pour out the liquid from each can into the glass. Next, have them pour out the contents of the can onto the plate.

Evaluation. All students should now have the opportunity to evaluate the quantity and quality of each can's contents. We have used the following worksheet for this exercise. Please modify to meet your learning objectives.

Student Name(s): _____

Attributes	Can 1	Can 2	Can 3
Amount of Liquid			
Color of Liquid			
Uniformity of Contents			
Color of Contents			
Texture of Contents			
Overall Evaluation of Contents			
Rank each can with one being the most expensive to three being the least expensive			

Once students have evaluated the contents have them select which one they would recommend for specific foodservice settings, e.g. institutions, fast food, fine dining. Next, reveal the label and the price of each can and have students discuss the implications of the matches they have made.

V. An Ounce of Prevention Is Worth a Pound of Cure

- A. Food safety and sanitation are the responsibility of managers and employees
- B. Employee training and work procedures plus properly maintained equipment lead to a safe food service environment
- C. The ServSafe program developed by the National Restaurant Association provides the knowledge to properly design a food safety management system that monitors and reinforces food safety principles

VI. Beverages

- A. Alcoholic beverages are often used in foods to enhance flavor
- B. Beverages serve as a compliment to food and the dining experience
- C. In many countries, alcoholic beverages are more commonly part of dining than in North America
 1. Beer with the Big Mac in Germany

2. Vending machines providing sake and beer in Japan
- D. Beverage operations
 1. Successful beverage operations depend on the same business principles as food service operations
 2. Operators have turned to automated pour systems to help control costs
- E. Keeping spirits under control
 1. Legal liability of third-party injuries after serving a guest alcohol
 2. Society's closer focus on driving and drinking
 3. Need for training of employees to recognize drunk customers and respond with appropriate tactics
- F. Coffee, Tea, Or?
 1. Times have changed and non-alcoholic beverages have gained in importance due to their financial significance.
 2. Pairings of non-alcoholic beverages and foods should also be taken into consideration when designing and pricing menus.

VII. Summary

You Decide

Major Topic: Expense accounts and restaurant bills

Suggestions for In-class discussion:

This You Decide focuses on the difference between business and personal expenses. Business travelers can be reimbursed for travel expenses, especially meals, on a per diem basis, or they may be reimbursed for actual expenses based on receipts they submit. Many organizations will reimburse travelers for meals but not for alcoholic beverages. This issue is raised when the patron wishes to be given a handwritten receipt that hides the expense he incurred for the alcoholic beverages he consumed at the restaurant.

Since Jim is a loyal customer, should the cashier bend the rules and give him a handwritten receipt? Why or why not?

Should the cashier explain the problem to the manager and ask him or her what to do?

Is Jim being dishonest by asking for a receipt that does not break out the charges for alcoholic beverages?

Should the manager at the Bull and Bear have the computer program changed so that customers receive receipts that show only a total amount?

This is an excellent You Decide to generate differing opinions. Often students who have worked

in bars and restaurants will differ in their opinions from those who have not. Students also should think about the “root” of the problem and how it could be handled. There are really four players in this scenario; Jim, his company, the restaurant and its employees, and society. What are the benefits and harm to each?

Discussion Questions

1. How has travel expanded our acceptance of different food and beverages?

Early explorers returned to their homelands with foods from distant lands. The Greeks and Romans were particularly interested in expanding their culinary enjoyment. Colonization and immigration also introduced millions of people to foods from other countries and cultures.

2. How have scientific and technological advances increased the availability and variety of foods and beverages?

Developments in science and technology have allowed preservation of foods that allows them to be stored for lengthy periods of time and transported long distances. New methods of production, such as aquaculture, has also made certain foods more abundant and, therefore, less costly.

3. Why are the concepts of rhythm, timing, and flow important in food service operations?

Coordination (rhythm), sequencing (timing), and flow of operations are needed to produce meals that are high in quality and served at appropriate times. These concepts allow a party of four to dine on very different entrees, etc., but to all eat at the same time, therefore helping fulfill the group’s social needs as well as their nutritional needs.

4. How can food and beverage operations be used as a marketing tool?

The type of food and beverage offered by a property helps define the property within the marketplace. The availability of food service can attract revenue to other departments of the property; for example, rooms. Conferences and other meetings usually require food service and, therefore, a hotel must supply F & B in order to gain conference or meeting business. Food and beverages can also generate new business. For example, offering poolside snacks for guests increases revenue by providing added services for the guests to purchase.

5. Why must food service operators pay attention to detail and watch every penny?

F & B is a highly competitive business and profit margins are very thin. Labor and food costs are high and difficult to control due to turnover and perishability. Standard operating procedures in hiring, training, purchasing, and inventory control are crucial to ensure that the operation can cover costs and show a profit.

6. Why is sanitation such an important issue in food service operations?

Food service sanitation is necessary to keep the food and beverages served to guests safe for human consumption. Illness, bacteria, and disease can be transferred from employees to guests through improper food and equipment handling. In addition, bacteria exist within all foods and can grow to lethal levels if food is not prepared and stored in a sanitary manner. Health inspections are mandatory for all food service establishments, and operations can be shut down if conditions are deemed unsanitary.

Additional Short Answer Questions

1. Since food and beverage experiences are very personal, how do food service managers design programs that will please customers and keep them coming back?
2. How have advances in science and technology improved the efficiency and effectiveness of foodservice operations?
3. Why has the brigade system withstood the test of time?
4. What considerations are involved in planning menus?
5. Explain the meaning of the statement “It all comes down to rhythm, timing, and flow.”
6. How do foodservice operators distinguish their operations from other outlets and offerings?
7. Why is it so difficult to run a profitable foodservice operation?
8. Describe the legal and social concerns that influence the decisions managers of establishment which serve alcoholic beverages must consider.