Food and Beverage Management

Sixth edition

Bernard Davis, Andrew Lockwood, Peter Alcott and Ioannis S. Pantelidis



Contents

	List of figures	xiii
	List of tables	xvii
	Preface to the sixth edition	xix
	Acknowledgements	xxi
1	Introducing food and beverage management	1
	Chapter objectives	1
	Introduction	1
	Size and scope of food and beverage operations	2
	Food and beverage management	9
	Managing the meal experience	20
	Summary	32
	Review questions	32
	Further reading	32
2	Classifying food and drink service operations	34
	Chapter objectives	34
	Introduction	34
	Why classify? What is the problem?	35
	Approaches to classification	36
	Summary	44
	Review questions	44
	Further reading and references	44
3	Restaurants and events – the direct market	45
	Chapter objectives	45
	Introduction	45
	Direct food and drink service operations	46
	Hotel, bed and breakfast, hostels and membership clubs	54
	-	

viii CONTENTS

	Fast food	61
	Summary	74
	Further study options	74
	Review questions	75
	Further reading	75
4	Contract foodservice, travel and public sector catering – the indirect market	76
	Chapter objectives	76
	Introduction	76
	Business and industry	77
	Education	82
	Travel	84
	Hospitals, the services and prisons	91
	Summary	92
	Further study options	92
	Review questions	93
	Further reading	93
5	Developing the concept	94
	Chapter objectives	94
	Introduction	94
	The concept	95
	Feasibility study	96
	The business plan	99
	Financing the operation	103
	Facility design and layout	108
	Summary	109
	Further study options	110
	Review questions	118
	Further reading	119
6	The menu	120
	Chapter objectives	120
	Introduction	120
	Types of menu	121
	Menu offering	126
	Menu pricing	135
	Menu knowledge	143
	Nutrition	144
	Beverage menus/lists	145
	Menu merchandising	151
	Summary Further study options	153 153
	Review questions	155
	Further reading	155
	i uruici i caulilg	100

7	Purchasing and storage	157
	Chapter objectives	157
	Introduction	157
	Purchasing	158
	The purchasing procedure	161
	Price and quality performance	162
	The purchasing of foods	163
	The purchasing of beverages	168
	Receiving of food	170
	Storing and issuing food	171
	Stocktaking of food and beverages	171
	Receiving of beverages	173
	Storing and issuing of beverages	173
	Summary	175
	Further study options	175
	Study exercise	176
	Review questions	176
	Further reading	177
8	Production and service	178
	Chapter objectives	178
	Introduction	178
	Hazard analysis and critical control point	179
	The planning of food service facilities	179
	Food production methods	184
	Beverage production methods	194
	Food and beverage service methods	195
	Food service methods	196
	Beverage service methods	214
	Summary	219
	Further study options	219
	Study exercise	221
	Further reading	221
9	Controlling the operation	222
	Chapter objectives	222
	Introduction	222
	Understanding the cost and profit structure of the business	223
	The objectives of food and beverage control	234
	The stages of control: pre-operational control - the planning phase	239
	The stages of control: the operational phase	243
	The stages of control: the post operational phase	255
	Summary	269
	Further study options	269

x CONTENTS

	Review questions	269
	Further reading	270
10	Staffing issues	275
	Chapter objectives	275
	Introduction	275
	Employment in the hospitality industry	275
	Recruitment and selection	278
	Staff training	280
	Staff scheduling	280
	Supervision and communication	283
	Staff turnover	286
	Legal framework	288
	Summary	292
	Further study options	292
	Study exercise	292
	Review questions	294
	Further reading	294
11	Food and beverage marketing	295
	Chapter objectives	295
	Introduction	295
	Marketing	296
	Advertising	310
	Public relations	315
	Merchandising	317
	Sales promotion	318
	Personal selling and up-selling	320
	Digital marketing for restaurants	321
	Summary	324
	Further study options	324
	Review questions	324
	Further reading	325
12	Managing quality in food and drink service operations	326
	Chapter objectives	326
	What is quality?	326
	Why is quality important?	331
	Managing quality in food and drink service operations	332
	A systematic approach to quality management	333
	Developing approaches to quality management	338
	Examples of quality management in practice	342

	Conclusions	348
	Review questions	348
	References	348
	Further reading	349
13	Trends and developments	350
	Chapter objectives	350
	Introduction	350
	Consumer trends	350
	Environmental trends	353
	Ethical trends	357
	Technology trends	362
	References	365
	Index	367