

Food and Beverage Management

**For the hospitality, tourism
and event industries**

Fifth edition

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Preface

Food and restaurant styles are continuing to change to meet the challenges of the demands being made by increasingly diversified, knowledgeable and value conscious customers. Underlying trends include an increasing interest in common causes such as environmental concerns, humanitarianism and animal welfare, requirements for enhanced business ethics, and changes in dietary demands.

In addition, there continue to be staggering developments in food technology, kitchen and production methods, the application of operations management techniques, greater application of information technology, and a greater understanding of the use of architectural and interior design, have created new possibilities and alternatives.

Expansion of the industry has generally meant greater choice. This, together with potential skill shortages and drives for efficiency, has seen a streamlining of food and beverage operations. Increasing competition has also meant the quality of the service and the perceived value of the experience by customers are now the main differentiators between those operations that are endeavouring to attract similar customers.

It is against this background that this book has been revised.

Content

The content of this book reflects current industrial practices. It provides information and viewpoints on a variety of aspects of food and beverage management and considers various approaches, which students and food and beverage practitioners will find useful. The book will also be of value to those in the hospitality, tourism and events industries who are responsible for purchasing food and beverage services.

Aims

The principal aims of the book are to:

- provide supporting information for those involved, or likely to be involved, at a variety of levels, in food and beverage management;
- meet the needs of students and practitioners who want to acquire underpinning knowledge and skills in order for them to achieve competence in the industry;
- meet the needs of students studying for a range of qualifications, including City and Guilds, BTEC, Institute of Hospitality and foundation and undergraduate degrees, higher apprenticeship and post-graduate programs;

- provide support for in-company training programmes, and
- provide a foundation on which to build further knowledge and skills.

The book covers aspects of the management of food and beverage (or food service) operations that are applicable to a wide variety of industrial sectors. We have assumed that those using this text will have already acquired knowledge and skills in food and beverage operations.

Structure

The structure of the book has continued to be based on an adaptation of the food service cycle. Thus, the reader is led from consideration of food and beverage operations in Chapter 1, to concentrating on concept development in Chapters 2 and product development in Chapter 3. Chapter 4 covers operational areas, equipment and staffing considerations before moving on food production, in Chapter 5; beverage provision, in Chapter 6; and food and beverage service in Chapter 7. Chapter 8 considers events management in more detail and the book culminates with performance appraisal in Chapter 9 and strategic decision making in Chapter 10.

Using the book

The book can be approached in two main ways: either by working through the various chapters in the order they are presented, or by selecting what parts of the book are relevant to a particular learning programme or job. The structure of the book is outlined in Figure 1.2, which is on page 4. The structure identifies the relationship between the chapters of the book and it can also be used to identify what parts of the book might be relevant at the time

Whatever approach is adopted it is recommended that all of Chapter 1 should be covered first, as this chapter essentially lays the foundations for the rest of the text. It also places the consideration of food and beverage (or food service) operations and management within context.

Learning support

Learning is supported through the provision of an aim and identification of objectives for each of the chapters. These objectives indicate the learning outcomes that may be achieved. These outcomes can be mapped against the learning outcome requirements of different education programmes, or in-company training courses. Also included within the text are examples of a range of learning activities.

Three appendices are also provided, which detail particular approaches: Appendix A contains a listing and explanation of performance measures - also referred to as key performance measures (KPIs); Appendix B provides an example operational calculations exercise, and Appendix C sets out an example exercise on trading results comparison and evaluation.

Teaching and learning are also supported through the provision of PowerPoint presentations, which are available from the publisher's website at: <http://www.goodfellowpublishers.com>.

Focus

The main focus of the material is directly relevant to the management of food and beverage operations. Business management areas such as marketing, personnel and finance are already supported by a wide range of well-established resources. Although some applications of these are covered within the book, references are given to other information sources and further reading.

Overall

Our view remains that successful food service operations are those that have a clear understanding of their customers' needs, which they continually seek to meet.

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