

SIXTH EDITION



FOOD & BEVERAGE MANAGEMENT



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Food and Beverage Management


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

Sixth edition

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David Graham and Amy Hollier**



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Introduction to the sixth edition

Food service operations 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.

Throughout the industry, work is underway to re-establish the future of food and beverage operations in the wake of the COVID pandemic. New opportunities to manage the risks are appearing and ensuring awareness of these opportunities will help to better manage the business.

Ethical and environmental concerns are also influencing food service development. The food service industry is a substantial user of resources. There are now increasing efforts to achieve sustainable and responsible sourcing, save energy, reduce waste, reduce pollution, adopt fair labour standards, and ensure the long-term sustainability of the business.

Expansion of the industry continues to mean greater choice for the customer. This together with potential skill shortages and drives for efficiency, continues to encourage a streamlining of food and beverage operations. Increasing competition also continues to reinforce that the quality of the service, and the perceived value of the experience by customers, as being the main differentiators between operations that are endeavouring to attract similar customers.

It is against this background that this book has been revised. Managing food and beverage operations, in the new industry reality, is supported by the principles and good practice covered in this book.

Content

The content of this book reflects current industrial practices. It is not intended to be a prescriptive book. Information and viewpoints are provided on a variety of aspects of food and beverage management and various approaches are highlighted, 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 are seeking to enhance their 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, undergraduate and postgraduate degrees;
- 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 based on the Food Service Cycle as outlined in Figure 1.2 (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: 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, human resources and finance are already supported by a wide range of well-established resources. Although some applications of these business management areas 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.

John Cousins, David Foskett, David Graham and Amy Hollier

September 2022

About the authors

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