## **111** LIPACE

香港都會大學 李嘉誠專業進修學院 Hong Kong Metropolitan University Li Ka Shing School of Professional and Continuing Education

> Enriching Knowledge for the SS Tourism and Hospitality Studies Series: Introduction to Hospitality – Basic Knowledge of Food and Beverage Service Principles (New)

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# F&B Operations

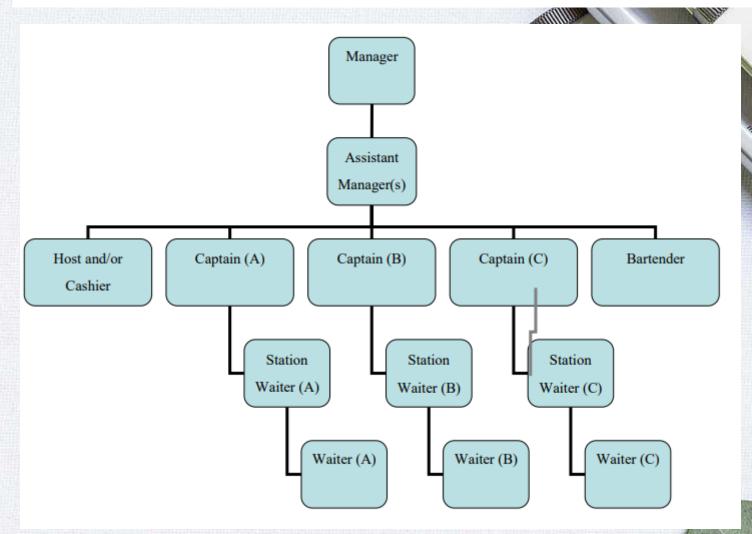
## Organization of

### Restaurant

## Organization of Restaurant

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### Food and beverage manager

- Dealing with all matters concerning spirits, wines and beers
- Purchasing, receiving, storing and issuing liquor as well as controlling the overall inventory
- Ensuring that the profit margins are achieved for each food and beverage outlet
- Promotion of the beverage department and marketing

### **Restaurant manager**

- Responsibilities to the customers, employer and staff training
- Responsibilities for health and safety;
- interviewing and selecting new staff

### **Station waiter**

- In larger hotels this position is sometimes called a chef de rang.
- This employee will work under the direction of the Station Head Waiter and serve customers.

## Examples of F&B departments in hotel

### Room Service (In-room dining)

- For enhancing the efficiency of this service unit, the room service department should be located conveniently near the kitchen and the service elevators.
- To ensure the freshness of food orders, hot dishes are kept in the warmer inside the service cart
- Close communications with the housekeeping department are essential to ensure no used trays and dishes are kept outside the guest rooms.

## Examples of F&B departments in hotel

Room Service (In-room dining)

### **Challenges:**

- Delivery of orders on time
- Making it a profitable department within food and beverage
- Avoiding complaints, e.g. food being cold or delivered late
- Forecasting when the busy times will be during a day or week.

## Examples of F&B departments in hotel

### **Stewarding Department**

The correct cleaning, drying and storage of all equipment used in the preparation and cooking of food is critical to prevent the spread of bacteria and cross-contamination.

### **Responsibilities of the Chief Steward:**

- Cleanliness of back-of-house
- Washing of pots and pans and other kitchen equipment
- Cleanliness of glassware, china and cutlery
- Inventory of chemical stock
- Maintenance of dishwashing machines;

## Relationship Between Food and Beverage Department and Other Departments

### a) Rooms Division

- has coordination with Rooms Division in performing different duties.
- housekeeping departments would help to collect used trays and utensils after the consumption of food items by in-room guests on each floor

### a) Engineering

- maintain all restaurant and kitchen facilities in good condition.
- repairing and conducting maintenance tasks for all kitchen equipment in a regular basis or upon request.

### a) Security

• the F&B department will inform the security in advance if large-scaled conferences or banqueting events are to be held in the property

## Relationship Between Food and Beverage Department and Other Departments

### d) Human Resources

• The need of F&B department in recruiting a large quantity of casual staff in case of peak season relies heavily on the support of the human resources department.

### e) Sales and Marketing

• F&B department should have close communication with sales and marketing department which aims at fulfilling the sales and marketing objectives set by the hotel in each financial year.

### Modes of operation

- Independent ownership
- Chain ownership
- Franchise
- Profit Making Focused
- Non-Profit Making Focused

## Independent ownership

- Self-financed single or unrelated restaurants
- The owner has the power to make decisions
- The outlook, internal design, menu, raw food purchase, operation, financial management and restaurant development are decided by the owner

## Examples - Independent ownership

## Chain ownership

With the great investment, standardized and systemized management. Expand the scale.

- Single-concept chains
- Multiple-concept chains
- International food services chain
- Local food services chain

## Local examples – Chain ownership

**Maxim's Catering Group** 

### International examples - Chain ownership

### **McDonald's (USA)**

- the world's largest restaurant chain by revenue
- serving over 69 million customers daily in over 100 countries across 37,855 outlets (2018)

### International examples - Chain ownership

### Yum! Brands (USA)

- has over 53,000 restaurants in more than 155 countries
- territories primarily operating the company's restaurant brands KFC, Pizza Hut and Taco Bell
- global leaders of the chicken, pizza and Mexican-style food categories

## Franchise

- The parent company licenses the trademark to the company to operate
- Operate based on the parent company's trademark, services, products, and training
- The franchisee must pay a certain fee or a certain percentage of the parent company's revenue

## Example - Franchise

• 包點料理

• La Kaffa Coffee

## Profit & Non-Profit Making Focused

### ◆ Profit Making Focused

Food and beverage services available in the market are commercial-based

### ◆ Non-Profit Making Focused

Food and beverage services are mainly subsidized or welfare in their nature Emphasize on cost reduction

## Examples- Non-Profit Making Focused

### Cafe 8

- A unique collaboration between the Hong Kong Maritime Museum and The Nesbitt Centre
- Provides employment opportunities to those with special needs

### Different food service markets

- Hotel Market
- Leisure Market
- Business and Industrial Market
- Student Market
- Retail Market
- Transportation Market
- Health Care Market
- Other Public Sector Market

## Different food service markets

### **Business and Industrial Market**

• built inside the commercial or industrial buildings which provide a convenient dining place

#### **Hotel Market**

• Service providers in the hotel market represent those restaurants or outlets

#### **Leisure Market**

• operating in the sites of tourism attractions or leisure places

## Different food service markets

#### **Transportation Market**

 provided in transportation, such airplanes, rails and cruises

#### **Student Market**

• Cafeterias or canteens operated in schools or universities

#### Health Care Market

 refer to meals provided in hospitals and nursing homes

#### **Retail Market**

• self-service operations which sell food and beverage items for 'on-site' consumption

Characteristics of different types of restaurants

- Fine Dining Restaurants
- Casual Dining Restaurants
- Café
- Specialty Restaurants
- Fast Food Restaurants
- Bars

## Fine Dining Restaurants

#### Theme

- ✓ Noble & elegant decoration
- ✓ Spacious which provides certain levels of customers' privacy
   ✓ With soft lights & music

✓ A la carte menu
 ✓ Orders can be customized
 ✓ Use expensive food and focus on freshness & origin

Menu

#### Service

✓ High staff to guest ratio
✓ Require table manner
✓ Service charge of 10% is required

## Examples - Fine Dining Restaurants

**China Tang (The Landmark)** 

• Traditional Chinese cuisine

## Casual Dining Restaurants

### Theme

 ✓ Provide a casual environment
 ✓ Design for target customers, provide roomy seats
 ✓ Less formal in

decoration

 ✓ Dishes are moderatelypriced
 ✓ Provide a la carte menu, some will provide buffet
 ✓ In a popular price

Menu

### Service

 ✓ No formal dress code or dining etiquette
 ✓ Simple table setting
 ✓ Lower staff-to-guest ratio

## Examples - Casual Dining Restaurants

### Outback



Café

### Theme

- ✓ Provide soft music and light
- ✓ Provide a comfortable environment to guests
   ✓ Roomy seat

### Menu

- ✓ Simple menus with limited choices
- ✓ Simple menu, mainly provide drinks & finger food
- $\checkmark$  Purchase in the cashier

### Service

✓ Self-service
✓ No table setting
✓ Free seating and no reservation is needed

Examples - Café

### **Starbucks**



## Specialty Restaurants

### Theme

 ✓ Create a comfortable environment
 ✓ Match the theme of the restaurant

### Menu

- ✓ The menu is centre to a theme
   ✓ ranged from ethnic to
- healthy cuisine

### Service

✓ Need to wear the same uniform

 ✓ Varied from low staff-toguest ratio to full service
 ✓ Provide a relax feeling to guests

## Examples - Specialty Restaurants

**Cabin Crew Coffee** 

Wonder Garden Cafe

## Fast Food Restaurants

#### Theme

 ✓ Simple and clear decoration
 ✓ Mainly use a vital logo
 ✓ Narrow seat but provide a personal seat

### Menu

- ✓ Limited choice in the menu
- ✓ Most of the food are cooked
- ✓ Simple food and easy cooking

### Service

 ✓ Little interactive between guests and staffs
 ✓ Very low staff-to-guest ratio
 ✓ Little or no waiting time

## Examples - Fast Food Restaurants

### **FIVE GUYS**

**Shake Shack** 

#### Bars

#### Theme

 ✓ Dim lights & music
 ✓ Some will arrange performances
 ✓ have a bar table with bartenders preparing drinks visible to the customers

#### Menu

 ✓ Mainly provide beverage and party food
 ✓ Some provide discount in non-peak hours to attract more businesses

#### Service

 ✓ Only accommodate age 18 or above
 ✓ Some require membership for entrance

#### Examples - Bars

#### **Bar Pacific**

#### Types of menu

- À la carte Menu
- Table d'hote Menu
- Carte du jour
- Children's Menu
- Banqueting Menu
- Cocktail Menu (finger food)
- Cycle Menu

## Objectives of menu

- Make a menu profitable for a commercial operation.
- To identify the food and drink to be offered and portions to be served.
- To identify the quantities and quality of food and beverage ingredients to be purchased.
- It contributes in a big way to the business's market image.
- Menus are effective marketing tools if they are designed with the needs of the target markets in mind.



Types of menu

#### A la carte Menu

• list out all dishes and provide the price for each dish

#### Table d'hote Menu

• set menu

- a fixed number of courses
- limited choices within each course

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Types of menu

#### Carte du jour

• The menu will be renewed every day

#### Children's Menu

• Smaller food portion compared with adult's menu

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• Mainly with colorful food

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Types of menu

#### **Banqueting Menu**

- include different kind of food include appetizers, main courses and dessert
- dishes will be presented individually

#### Cocktail Menu

- Usually no menu card
- Dishes can be hot or cold

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## Consideration – menu planning

Customer-related factors	Food-related factors
Types of customers to be attracted	Cost & price of the food materials
Spending power	Supply of food materials
Dining sequence	Nutritional value of food
Special requests	Variety and the number of choices
	Food hygiene and safety

<b>Operation-related</b> factors	Marketing-related factors
Kitchen size and facilities	Competitors' practices
The restaurant's location	Decoration of restaurant
Operational hours	Marketing tool
Skills of the kitchen staff	Variety and the number of choices
	Language

## Comparison of different types of menu

Advantages of applying non-selective menus

Advantages of applying selective menus

- Additional staff are not required in the production;
- Simpler and easier to control purchasing;
- Less costly due to the limited items required;
- Better and easier portion control.

- Often less expensive as the menu can be balanced with less expensive items;
- A large quantity of food is not required as you have more varieties to choose from;
- Items can be frequently updated based on changes in trends and seasonality → stimulate the consumption of target customers.

## Comparison of different types of menu

Selective vs Non-selective menu

	Selective vs Non-selective
À la carte Menu	Highly selective
Table d'hote Menu	Less selective to non-selective
Carte du jour	Less selective to non-selective
Children's Menu	Mostly non-selective to non-selective
Banqueting Menu	Non-selective or advanced requests are required for any changes
Cocktail Menu (finger food)	Non-selective since menus are confirmed in advance. True menus are usually not required or provided in the service process.
Cycle Menu	Less selective to moderately selective

Menu pricing

Cost-based Approach

Food cost percentage =  $\frac{\text{Food cost}}{\text{Selling price}}$  x 100%

- In generally cases, the food cost percentages of restaurants are ranged from 20 to 30%.
- Some exceptional cases, such as steak and seafood items can have higher food costs.
- Beverages usually have lower food cost percentages, meaning a higher profit margin can always be achieved by restaurants through selling of beverages and alcohols.

Menu pricing

#### Subjective Approach

• Pricing through this approach is not based on the consideration of food production cost but other factors

e.g, Some fast-food restaurants would use this approach by pricing some menu items below the market prices to attract customers. This 'lowest price' approach can especially help in increasing the market share and it usually works well under the assumption that customers who come for a 'low-priced' item would also purchase other items in their dining experiences.

Considering the following aspects of menu design:

- Book-folded or a single sheet
- Colour
- Type of card or paper used
- Language used and the font size and type
- Size of the menu
- Cover design



- The menu cover should reflect the identity or the décor of the restaurant.
- The paper or card chosen needs to be of good quality, heavy, durable, stain and grease resistant.
- Menu design should be unique, simple, highly recognizable.
- Clip-on inserts in menus may be used to advertise daily specials and upcoming events.

Book-folded menu

Window-folded menu

Table tent

Sandwich menu

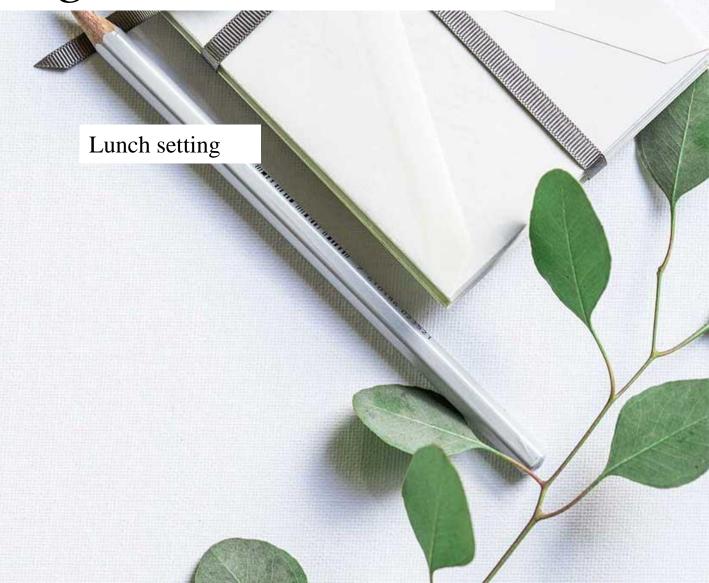
# **Table Setting**

#### Table Setting

Portrays the image of the business and the ambience of the dining areas

## Kinds of Table Settings

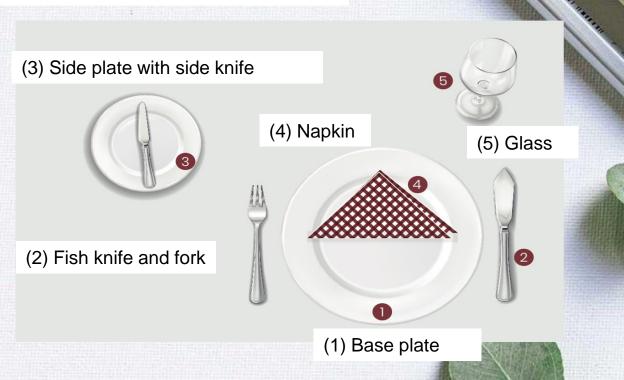
Formal dinner setting



## Kinds of Table Settings

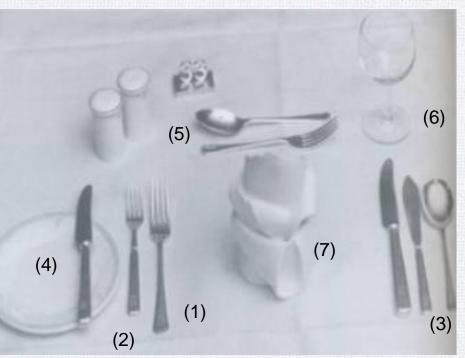
• À la carte setting Menu with all the dishes individually priced. Cooked to order. List of dishes.

Table Setting: Large joint knife and fork



## Kinds of Table Settings

• **Table d'hote setting** Menu is at a set price, usually with two or three courses. Fixed price

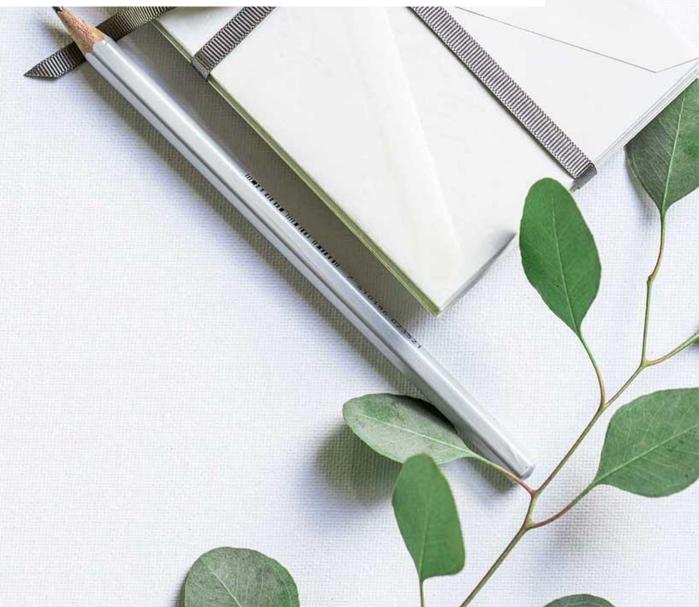




- (1) Dinner(main course) knife and fork
- (2) Fish knife and fork
- (3) Soup spoon
- (4) Side plate and side knife (bread plate and butter knife)
- (5) Dessert (sweet) spoon and fork
- (6) Wine glass
- (7) Napkin

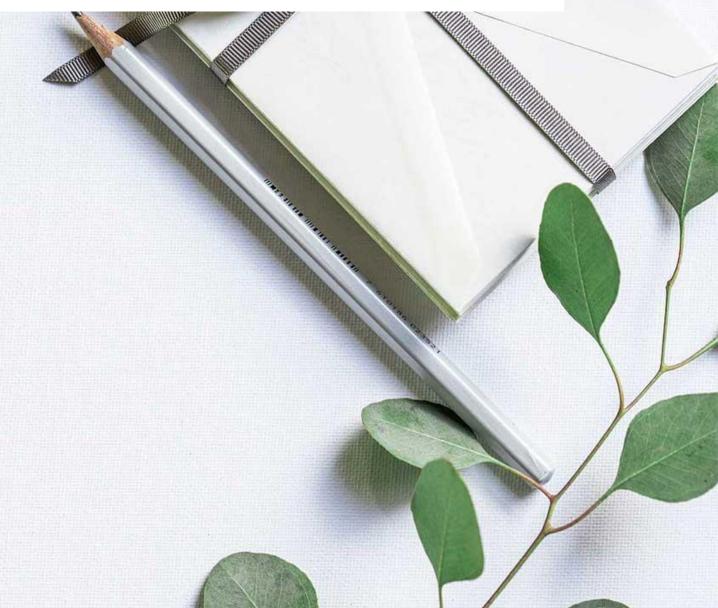
#### Silverware, Tableware and Glassware used

1. Silverware and Tableware



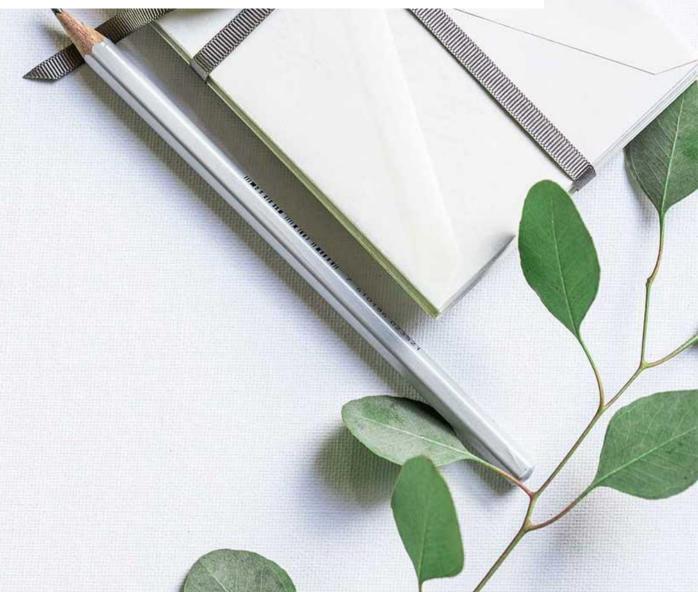
#### Silverware, Tableware and Glassware used

2. Glassware



#### Silverware, Tableware and Glassware used

3. Bar Equipment



# Ambience of a Restaurant

# Factors can affect the ambience of a restaurant

- Décor
- Uniforms
- Senses

## Factors can affect the ambience of a restaurant

#### Décor

- Style of interior furnishings
- Design and Theme
- Decoration
- Colour of the lighting

## Factors can affect the ambience of a restaurant

#### Uniforms

- A uniform is a set of standard
- clothing worn by an employee of a hospitality organization while participating in that organization's activities

# Factors can affect the ambience of a restaurant

Senses

- Sight
- Touch
- Hearing
- Smell
- Temperature



# Kitchen Operation

## Types of Kitchens

Food preparation area

Banqueting kitchen

Grill room

Pastry kitchen

#### Kitchen Design

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- Calculate the kitchen size
- Design for easy manoeuvrability
- Modern equipment standards
- Energy efficiency
- Ventilation & maintenance

#### Well-planned Kitchen

- **Designed** easily managed
- Management easy access & good visibility
- **Products** easy flow of raw materials to finished product
- **Personnel -** a good workflow & good time management
- Containers/Equipment/Utensils separated into specific process areas
- Storage areas clean and tidy

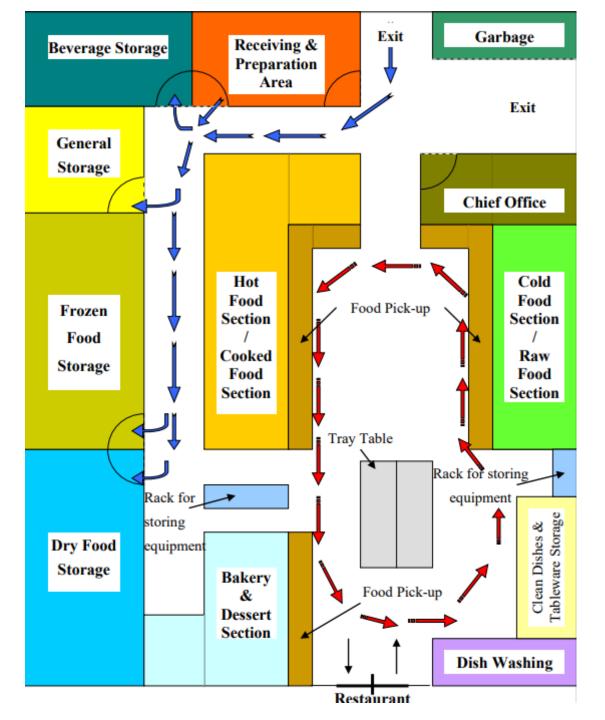
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#### Considerations - kitchen design

- Type of restaurant
- *Kitchen's area*
- Menu content and equipment
- Number of staff
- Equipment characteristics and water, electricity supply
- Sequence of presentation
- Guest capacity and dining specialty
- Efficient district design
- Follow the law



#### Kitchen layout



#### Kitchen organizational chart

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## Responsibilities of different Station Chefs

Station Chef	Responsibilities
Sauce chef	Sauté station & preparation of most of the sauces
Roast and Grill chef	Grilled/broiled/roasted items
Fish chef	Fish & shellfish items
Vegetable chef	Hot appetizers, soup & vegetable/starch/pasta
Pantry chef	Cold appetizers, canapés & salads
Relief Chef	Fills in at any position
Pastry chef	Baked items & sweets

# Future Development



#### Reshaping menus

- Food offers for a post COVID-19 world will need to change dramatically. Menus will need to be more 'delivery' friendly or be able to be hosted in newly designed workplace restaurants.
- Any sharing, or self-service style food to be removed

https://www.hospitalityandcateringnews.com/2020/04/futur e-workplace-catering-forecast/



#### Health and safety

- Specific training and development will be required by teams in a new socially-distanced environment.
- Customers and guests will need to be offered guidance and information about new ways of working and measures taken to minimize risk.
- Restaurant hosts and guides are likely to be deployed to guide people through zones and control the movement of people.



Future workplace catering forecast – Shift based footfall

- Some city businesses are likely to implement shift patterns for those who come to the office.
  'A' and 'B' teams are likely to be deployed on a weekly basis.
- There are likely to be lunch shifts in some organizations to reduce traffic and queuing wherever possible.



Future workplace catering forecast – Intelligent technology

- There will be more emphasis on using technology to pre-order food.
- Technology will communicate key messages to customers and guests to help reassure them during the initial post-lockdown period.
- 'Click and collect' is expected to feature heavily during the initial months.

#### Thank You