

Introduction to Food and Beverage

Introduction to Food and Beverage (F&B) Operations

Operations

Designed as a quick-reference guide for students, new managers, and anyone entering the hospitality industry.

1. Core Concepts

Concept	Definition	Why It Matters
Food & Beverage Operations	The coordinated activities that produce, service, and sell food and drinks to guests.	Drives revenue, shapes guest experience, and reflects brand identity.
Front-of-House (FOH)	Guest-facing areas: dining rooms, bars, lounges, banquet halls, and the service staff.	Directly influences satisfaction and perceived service quality.
Back-of-House (BOH)	Production zones: kitchen, pantry, storage, dishwashing, and support staff.	Controls food safety, cost control, and operational efficiency.
Revenue Centers	Distinct profit-generating units (e.g., restaurant, bar, banquet, room service, catering).	Enables performance tracking and targeted cost-management.
Cost Centers	Areas where expenses are tracked but not directly revenue-producing (e.g., kitchen labor, utilities).	Essential for budgeting and profitability analysis.

2. Organizational Structure

General Manager (GM)

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?? Director of Food & Beverage

? ?? Restaurant Manager

? ? ?? Sous-Chef / Kitchen Manager

? ? ?? Floor Supervisor / Maître d'

? ?? Bar Manager

? ?? Banquet & Catering Manager

? ?? Room Service / Mini-Bar Manager

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?? Support Functions

?? Purchasing / Procurement

?? Inventory Control

?? Human Resources / Training

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Key points

- **Clear reporting lines** reduce confusion during service peaks.
 - **Cross-training** (e.g., FOH staff learning basic BOH tasks) improves flexibility.
 - **Specialist roles** (sommelier, pastry chef) add value in upscale operations.
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3. Service Styles

Service Type	Typical Settings	Process Highlights
À la Carte	Fine dining restaurants	Menu items prepared to order; table-side plating.
Table d'Hôte / Set Menu	Hotels, cruise ships	Fixed multi-course menu; limited choices, streamlined kitchen flow.
Buffet	Banquets, resorts	Self-service; emphasis on food safety, replenishment timing.
Counter Service	Cafés, fast-casual	Guest orders at a counter; quick turnover, limited table service.
Room Service	Hotels	Delivery to guest rooms; requires insulated carts, precise timing.
Catering/ Banquet	Conferences, weddings	Large-scale production; menu engineering for bulk service.

4. Key Operational Areas

4.1 Menu Planning & Engineering

1. **Concept Alignment** – Menu reflects brand, target market, and kitchen capability.
2. **Costing** – Calculate *Food Cost %* = (Ingredient Cost ÷ Menu Price) × 100. Aim for 25-35% in most operations.

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3. **Pricing Strategy** – Use contribution margin, competitor analysis, and perceived value.
4. **Menu Layout** – Eye-tracking research suggests placing high-margin items in the “sweet spot” (upper right quadrant).

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4.2 Purchasing & Receiving

- **Approved Supplier List** – Guarantees quality and consistent pricing.
- **Purchase Order (PO) Process** – PO