

# Overview of Food and Beverage Operations

## Overview of Food and Beverage (F&B) Operations

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

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## 1. Core Objectives of F&B Operations

| Objective                      | Why It Matters                                                    |
|--------------------------------|-------------------------------------------------------------------|
| <b>Profitability</b>           | Generate revenue while controlling costs (food, labor, overhead). |
| <b>Guest Satisfaction</b>      | Deliver consistent quality, taste, and service to build loyalty.  |
| <b>Safety &amp; Compliance</b> | Meet health codes, food safety regulations, and labor laws.       |
| <b>Brand Consistency</b>       | Align every outlet with the property's image and standards.       |
| <b>Operational Efficiency</b>  | Streamline processes to reduce waste and speed service.           |

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## 2. Main Segments of F&B Operations

1. **Restaurants & Bars** – à la carte, buffet, quick-service, fine-dining, lounge, cocktail bar.
  2. **Room Service** – in-room dining, mini-bars, turndown service.
  3. **Banquets & Events** – weddings, conferences, corporate functions, catering.
  4. **Retail & Take-Away** – coffee shops, deli counters, grab-and-go outlets.
  5. **Back-of-House Support** – kitchen, storage, procurement, laundry (linens, uniforms).
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## 3. Organizational Structure (Typical Hierarchy)

General Manager (GM)

?

?? Director of Food & Beverage (or F&B Manager)

?

?? Restaurant Manager(s) / Outlet Manager(s)

? ?? Chef de Cuisine / Executive Chef

? ? ?? Sous Chefs

? ? ?? Kitchen Staff (cooks, line chefs, pastry, etc.)

? ?? Front-of-House Supervisor

? ?? Servers / Bartenders

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- ? ?? Host/Hostess, Busser
- ?
- ?? Banquet & Events Manager
- ? ?? Banquet Captain / Service Staff
- ?
- ?? Room Service Manager
- ? ?? Room Service Attendants
- ?
- ?? Purchasing / Procurement Officer
- ?? Inventory & Receiving Clerk

Size and titles vary by property; smaller hotels may combine roles.

## 4. Key Operational Processes

| Process                | Primary Steps                                                                                                                                                                                     | Key Performance Indicators (KPIs)            |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Menu Planning          | <ul style="list-style-type: none"><li>• Market research ?</li><li>• Cost analysis (food cost %) ?</li><li>• Recipe development ?</li><li>• Nutritional &amp; allergen labeling</li></ul>          | Menu engineering score, contribution margin  |
| Purchasing & Receiving | <ul style="list-style-type: none"><li>• Supplier selection ?</li><li>• Order placement ?</li><li>• Delivery inspection ?</li><li>• Stock rotation (FIFO)</li></ul>                                | Purchase price variance, receiving accuracy  |
| Inventory Control      | <ul style="list-style-type: none"><li>• Daily par checks ?</li><li>• Cycle counts ?</li><li>• Waste tracking ?</li><li>• Adjust par levels</li></ul>                                              | Food cost %, waste %                         |
| Food Preparation       | <ul style="list-style-type: none"><li>• Mise en place ?</li><li>• Cooking ?</li><li>• Plating ?</li><li>• Holding (if applicable)</li></ul>                                                       | Kitchen yield %, order turnaround time       |
| Service Delivery       | <ul style="list-style-type: none"><li>• Guest greeting ?</li><li>• Order taking ?</li><li>• Food/drink delivery ?</li><li>• Table maintenance ?</li><li>• Check?out</li></ul>                     | Table turnover, guest satisfaction score     |
| Banquet Execution      | <ul style="list-style-type: none"><li>• Event brief ?</li><li>• Menu &amp; layout planning ?</li><li>• Staffing schedule ?</li><li>• Service run?through ?</li><li>• Post?event debrief</li></ul> | Banquet revenue per seat, service error rate |
| Cleaning & Sanitation  | <ul style="list-style-type: none"><li>• SOPs for equipment, surfaces, utensils ?</li><li>• HAC</li></ul>                                                                                          |                                              |