

Introduction to Food and Beverage

Introduction to Food and Beverage (F&B) Operations

Operations

Designed as a quick-reference guide for students, trainees, or new managers.

1. What Is Food & Beverage Operations?

Aspect	Definition
Scope	All activities that transform raw ingredients into consumable products and deliver them to guests.
Core Functions	• Purchasing & receiving • Storage & inventory control • Production (kitchen, bar, bakery) • Service (dining room, room service, banquets) • Cost control & financial reporting
Typical Outlets	Restaurants, cafés, bars, lounges, banquet halls, in-room dining, catering, food trucks, vending.

2. Organizational Structure

General Manager

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?? Director of Food & Beverage

? ?? Restaurant Manager(s)

? ?? Banquet & Events Manager

? ?? Bar/Lounge Manager

? ?? Kitchen (Executive Chef ? Sous Chefs ? Line Cooks)

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?? Purchasing/Procurement Manager

?? Cost Control/Finance Analyst

?? HR & Training Coordinator

Key principle: Clear reporting lines reduce miscommunication and improve accountability.

3. Key Departments & Their Responsibilities

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Department	Primary Duties	Typical KPIs
Operations		
Purchasing	Supplier selection, order placement, price negotiation, receiving inspection	Cost of goods sold (COGS), on-time delivery %, vendor performance
Receiving & Storage	Check deliveries, record inventory, store per FIFO/LIFO, temperature monitoring	Stock accuracy, waste %
Production (Kitchen/Bar)	Menu execution, portion control, sanitation, equipment maintenance	Food waste %, ticket times, labor productivity
Service	Guest interaction, order taking, table setting, upselling, handling complaints	Guest satisfaction scores, table turnover, average check
Banquet & Events	Event planning, menu customization, staffing, setup & breakdown	Event profit margin, on-time execution
Cost Control	Menu costing, variance analysis, budgeting, forecasting	Gross profit %, menu contribution margin
Human Resources/Training	Recruitment, scheduling, safety & HACCP training, performance reviews	Turnover rate, training completion %, labor cost %

4. The F&B Service Flow (Step-by-Step)

1. **Reservation / Walk-in** – Capture guest data, assign tables/sections.
2. **Greeting & Seating** – Host welcomes, checks preferences (e.g., high chair, accessibility).
3. **Menu Presentation** – Server offers menus, highlights specials, answers questions.
4. **Order Taking** – Use POS system; repeat back for accuracy; note dietary restrictions.
5. **Kitchen Communication** – Order sent to kitchen/bar; tickets printed or displayed.
6. **Preparation** – Kitchen follows standardized recipes; monitors cooking times.
7. **Plating & Service** – Food delivered hot, garnish applied, beverage poured.
8. **Check-in** – Server checks satisfaction, refills drinks, offers desserts.
9. **Bill Presentation** – Accurate split, applicable taxes/tips, payment processing.
10. **Post-Meal Follow-up** – Thank guest, solicit feedback, clean/reset table.

Visual tip: A flowchart on the wall of the back-of-house helps new staff see the sequence at a glance.

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5. Menu Development Basics

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Element	Considerations
Concept & Target Market	Align cuisine style, price point,