

Introduction to Food and Beverage Management

Introduction to Food & Beverage (F&B) Management

Key concepts, responsibilities, and best-practice frameworks for running successful food-service operations.

1. What Is Food & Beverage Management?

Aspect	Description
Definition	The planning, organizing, directing, and controlling of all activities related to the production, service, and sale of food and beverages in hotels, restaurants, cafés, catering firms, cruise ships, and other hospitality venues.
Core Goal	Deliver a high-quality guest experience while achieving profitability, cost control, and operational efficiency. • Menu development & pricing • Procurement & inventory • Kitchen & service operations
Scope	• Staffing & training • Marketing & sales • Financial management (P&L, budgets) • Compliance (food safety, licensing, labor laws)

2. Organizational Structure

General Manager / Director of Operations

?

?? Food & Beverage Manager (F&B Manager)

? ?? Executive Chef / Kitchen Manager

? ? ?? Sous Chefs, Line Cooks, Pastry Chef, etc.

? ? ?? Kitchen Steward/Porters

? ?? Restaurant Manager / Outlet Manager

? ? ?? Front-of-House Supervisors

? ? ?? Servers, Bartenders, Hosts

? ? ?? Bussers/Running Staff

? ?? Purchasing / Procurement Officer

? ?? Inventory & Storekeepers

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Smaller operations may combine roles (e.g., chef/owner). Larger resorts or cruise lines add dedicated departments for banquets, room service and specialty outlets.

3. Key Functional Areas

3.1 Menu Planning & Development

1. **Concept Alignment** – Ensure the menu reflects the outlet's theme, target market, and brand positioning.
2. **Costing** – Calculate **Food Cost %** = (Cost of Ingredients ÷ Menu Price) × 100. Aim for 25-35% for most restaurants; higher for fine dining.
3. **Pricing Strategy** – Use market analysis, perceived value, and contribution margin targets.
4. **Nutritional & Dietary Considerations** – Offer vegetarian, vegan, gluten-free, allergen-free clear options.
5. **Seasonality & Local Sourcing** – Reduces cost, improves freshness, supports sustainability.

3.2 Procurement & Supply Chain

Step	Action
Supplier Selection	Evaluate based on price, quality, reliability, certifications (e.g., HACCP).
Negotiation	Secure volume discounts, consignment stock, or flexible payment terms.
Ordering	Use par-level sheets & automated ordering systems to minimize stock-outs.
Receiving & Inspection	Verify quantity, temperature, and condition; reject non-conforming items.
Storage	Follow FIFO (First-In-First-Out) and proper segregation (dry, chilled, frozen).

3.3 Inventory Control

- **Par Levels** – Minimum quantity to keep on hand for each item.
- **Cycle Counting** – Regular, rotating physical counts to detect variances early.
- **Shrinkage Management** – Identify causes (spoilage, theft, waste) and implement corrective actions.

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3.4 Kitchen Operations

Management

Area

Primary Responsibilities

Production Planning Prep schedules, batch cooking, mise en place.

****Quality**