

Introduction to Food and Beverage

Introduction to Food & Beverage (F&B) Operations

Key concepts, functional areas, and best-practice principles for managing a successful F&B department.

1. Overview of Food & Beverage Operations

Aspect	Description
Definition	The set of activities that transform raw ingredients into consumable products and deliver them to guests in restaurants, hotels, cafés, catering, and other venues.
Core Objectives	• Deliver high-quality food & drink • Ensure guest satisfaction • Control costs & maximize profit • Maintain safety, hygiene, and regulatory compliance
Typical Settings	• Fine-dining & casual restaurants • Hotel restaurants, bars, room service, banquets • Cafés, coffee shops, quick-service outlets • Institutional catering (schools, hospitals) • Event & conference catering

2. Organizational Structure

General Manager / Director of Operations

?

??? Food & Beverage Manager

? ??? Executive Chef / Kitchen Manager

? ? ??? Sous Chefs

? ? ??? Line Cooks, Pastry, Garde Manger, etc.

? ??? Restaurant/Bar Managers

? ? ??? Front-of-House (FOH) Supervisors

? ? ??? Service Staff (servers, bartenders, host/hostess)

? ??? Banquet & Events Coordinator

? ??? Purchasing & Inventory Officer

Structure varies by size and concept; some properties combine roles (e.g., chef-owner).

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3. Major Functional Areas Operations

Functional Area	Primary Responsibilities	Key Performance Indicators (KPIs)
Menu Planning & Development	• Conceptualize dishes & drinks • Costing & pricing • Seasonal & supplier considerations	• Menu item profitability • Menu engineering scores (e.g., “Stars, Plow?horses”)
Procurement & Purchasing	• Vendor selection & negotiation • Order placement, receiving, inspection	• Purchase price variance (PPV) • Supplier on?time delivery rate
Inventory Management	• Stock counting (par levels, FIFO) • Waste tracking	• Food & beverage cost % of sales • Shrinkage rate
Production (Kitchen Operations)	• Recipe execution, portion control • Kitchen layout & workflow • Equipment maintenance	• Labor productivity (covers per labor hour) • Kitchen output time
Service (Front?of? House)	• Guest greeting, order taking, delivery • Table setting, ambience • Upselling & cross?selling	• Table turnover rate • Guest satisfaction scores (e.g., NPS)
Banquet & Event Management	• Menu customization, staffing, logistics • Coordination with sales & AV	• Event profit margin • On?time execution rate
Financial Control	• Budgeting, forecasting, variance analysis • Payroll, cost controls	• Gross profit margin • Labor cost % of sales
Safety, Hygiene & Compliance	• HACCP, food safety, sanitation • Alcohol licensing, health inspections	• Inspection pass rate • Incident/accident frequency

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4. The Menu Cycle

Operations

1. **Concept & Market Research** – Identify target guest profile, trends, and competitive positioning.
2. ****Item Development**