

Chapter 5

Food and Beverage Operation Management

ABSTRACT

This chapter will describe the “functions of food and beverage management” and operations within a hotel/resort setting, which is the most comprehensive operation to manage due to the many food and beverage sub-departmental operations. It includes the basics of food and beverage management, the people involved, the back of the house and front of the house operations, and the equipment required for the operation and production. The reader will understand what it takes to run a food and beverage operation, will be familiar with all duties and responsibilities of a food and beverage director, understand the stakeholders involved in all aspects of the operation, including guests, and understand the equipment required to run a food and beverage operation.

INTRODUCTION

Food and Beverage Service operations are very complex and challenging to manage. It involves the interaction of the personnel, management, owners, and people from outside the operation.

A typical food and beverage operation in a large hotel setting can consist of up to twenty sub-operations and even more, including profit centers and support centers operated by hundreds of staff members. Table 1. shows an example of the various departments/ outlets of a large hotel operation.

In principle, food and beverage management is very comparable to any other business management, except that it is a complicated and challenging business. It is extensive and not discipline-specific because it does not involve the supervision of one small department or a single operation; instead, it consists of managing several sub-departments and operations. It is also complicated because it operates 24/7/365 around the clock for many segments of the industry. When we think of a resort hotel, a hospital operation, a military food service, the business runs 24 hours a day to support and meet the demand of the people who depend on such a service (Angelo, & Vladimir, 2001; Ninemeier, 2015; Pantelidis, Lockwood, & Alcott, 2018).

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Table 1. Example of departments in a typical large hotel operation

	Profit Centers		Support centers
1	Fine dining restaurant	18	Sales office – PR Office
2	Ethnic restaurant	19	Reservations office
3	Coffee shop	20	Room service office
4	Lobby espresso bar	21	Cost control
5	Pool restaurant	22	Purchasing
6	Piano bar	23	Receiving
7	Snack bar	24	Storeroom
8	SPA bar	25	Security
9	VIP floors private bars	26	Training office
10	In-room mini-bar	27	Maintenance
11	Room service	28	Outside contractors
12	Golf/tennis bar and snack service	29	I.C.T. Personnel
13	Breakfast room	30	Housekeeping
14	Banquet rooms	31	Stewarding
15	Banquet bars, including mobile bars	32	Florist - landscaper
16	Outside catering	33	Music – entertainment
17	Fast food restaurant	34	Drivers and parking

The effective Foodservice Manager must be well trained in all aspects of the operation, from receiving to production, service, sales, and human resources management. Ideally, he/she must have years of industry experience and must be a visionary leader. Because we live in an era where people continuously strive for a better and more comfortable and healthier lifestyle, there is a constant demand for change, especially socio-cultural and technological changes. Therefore, an influential and visionary leader must base his/her leadership on the knowledge gained from multiple sources: from the educational institution and the practical experience gained through past events in the industry. Thus, envisioning a better working environment conducive to better results; higher satisfaction for all stakeholders through higher profits and greater prosperity. Hence, to be an effective Foodservice Manager or Director of Food and Beverage in any operation, whether in a luxury resort hotel or a hospital, one must have a comprehensive knowledge of all aspects of the food and beverage services operation, often referred to as “Front and Back of-the-House” expertise and experience. The manager also needs the necessary skills to manage the entire administration.

Specific topics about essential knowledge, such as human resources management, accounting, finance, IT-MIS management, facility planning, and design, and entrepreneurship, are presented separately in their chapters. This chapter will present and discuss specific topics about the required knowledge necessary to run a food and beverage operation. To simplify inferences and avoid repetition in this chapter, we will refer to all food and beverage management positions as “Food and Beverage Director” or (FBD).

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