



Fundamentals of
FOOD AND BEVERAGE
SERVICE MANAGEMENT

Siddharth Bedi
Anand Joshi

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CHAPTER 1

INTRODUCTION ON FOOD AND BEVERAGE MANAGEMENT

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ABSTRACT:

In-depth study of food and beverage management in the hotel sector is provided in this review article. Effective management techniques have become essential for assuring customer happiness, streamlining operations, and attaining financial success since the global food service industry is constantly changing. This essay conducts a critical analysis of a number of food and beverage management issues, such as menu planning, quality assurance, client satisfaction, sustainability, and technology integration. It summarizes trends, obstacles, and developments in this field by reviewing recent research and actual case studies. In the end, the article emphasizes the complexity of food and beverage management and how crucial it is to determining the hospitality experience.

KEYWORDS:

Beverage, Drinks, Food, Hospitality. Management.

INTRODUCTION

A significant portion of the operations of the hospitality sector and, in fact, of the economy as a whole, include providing meals and drinks away from home. Food and beverage operations are distinguished by their variety, much like the industry of which it forms a significant portion. Outlets vary from tiny independently owned and run businesses to massive multinational enterprises managing worldwide brands, from catering in prisons to catering in the most opulent hotels in the world. They include both private and public sector institutions [1], [2]. However, obtaining reliable statistics about the hospitality sector and food and beverage operations is very challenging because there is no universally accepted definition of what constitutes the various industry sectors and subsectors and, consequently, what should and should not be included.

Amount And Type of Food and Beverage Businesses

If the supply of food, drink, and lodging away from home is regarded to fall under the umbrella of the hospitality business, then all food and beverage outlets are obviously included. In other words, the supply of food and drink is but a small part of the larger hospitality business. Conceptually, this presents few issues, with the possible exception of take-out restaurants where, in certain situations, food may be brought home for consumption even if it is made and served away from the consumer's residence. However, in reality, it might be challenging to think of the hospitality sector as including all restaurants and other shops serving alcoholic beverages. This is because, despite several official and corporate definitions, the hospitality sector is often seen to have a significantly smaller reach. Many restaurants and bars were omitted from the official definitions. the Standard Industrial Classification (SIC, 1992) offers the hospitality industry a very wide scope, yet even here, several aspects of employee and welfare catering are either left out or are covered in other industries. This book takes the widest stance conceivable, attempting to take into account all variations of food and beverage operations wherever they may be found.

The most recent statistics on the size and breadth of the UK hospitality business are according to UK government sources. The statistics are based on a definition taken from the SIC 1992, which will be covered in more detail later. According to the statistics, the sector saw rather steady development over the first few years of the twenty-first century. With the exception of the hotel and motel industry, all other sectors have seen significant increases in the number of enterprises, with the restaurant, café, and take-out industry expanding by around 10% over the last four years. There are around 127,000 distinct enterprises that make up the hospitality sector as it is here defined [3].

A somewhat different view of the composition of the total of more than £70,000 million may be obtained by looking at turnover. For instance, despite a decrease in the overall number of enterprises, hotels and motels have seen an increase in turnover since 2002. This either indicates that the industry is consolidating into a smaller number of bigger enterprises or that each company is doing much better. The truth probably lies somewhere in the middle of the two. Given that a significant portion of hotel turnover is reliant on room sales, the restaurant and pub, bar, and club sectors have exhibited very high growth in turnover and may be viewed as the main sectors of food and beverage operations. The contract catering and contract food service industries have both seen rapid expansion. Restaurants are by far the biggest industry in terms of employment, followed closely by pubs, bars, and clubs. The hotel industry is increasing more slowly, while the contract food service industry is remaining stable.

DISCUSSION

Industrial Classification System

The UK government provided the data which is based on the SIC, 1992. Economically related activities may be categorized into "industries" for analytical reasons, such as agriculture, the production of automobiles, retail distribution, catering, and national government service. This method of categorizing activities is known as an "industrial classification." As a result, the classification may be utilized with differing levels of precision for various reasons. Typically, such a classification begins with a limited number of broad groupings of activities that are subsequently broken into increasingly finer divisions [4], [5].

By 1948 saw the release of the UK's first full SIC. Numerous revisions have been made to the classification, and the SIC was redrew in 2007 to conform with EU data requirements. The new classification system will go into force at the start of 2008. The new system, as indicated is far more extensive than the previous SIC, which only included four primary groups: hotels and other accommodations; restaurants, cafés, and takeaways; pubs, bars, and clubs; and canteens and contract cooking. There is a lot of information here, but it is important to look closely at the different headers to comprehend the distinctions between the various classifications. The new classification has a number of intriguing points that are worth noting.

1. First off, the descriptions and terminology utilized are quite specific and exact, identifying both the sorts of action that are included and those that are not. The omitted activities will have a separate heading in the national statistics.
2. The second definition of food and beverage operations is as businesses that provide finished meals or beverages that are suitable for immediate consumption. Here, the focus is on food and beverages that are ready to consume; it is not on the production or sale of items that need reheating or reconstitution. Supermarkets that offer a lot of sandwiches for immediate consumption as well as a lot of ready meals to take home

and cook for supper may run into some issues as a result. What part of this definition does a rotisserie chicken fit into?

3. Third, the classification now specifically includes mobile food stalls for the first time.
4. Fourth, the category of event catering was included. This industry has grown significantly over the last several years, although it may seem weird to include industrial or contract food service in this category. The bulk of public sector catering is still not included in this category of "other food services," which now also covers travel catering, cuisine at sporting venues, as well as catering at factories, offices, hospitals, or schools, but only on a contract or concession basis.
5. Fifth, what exactly is a beer hall?

Classifying enterprises that provide food and drink

For various reasons, food and beverage businesses may be categorized in a variety of ways. With the help of the SIC scheme discussed above, national economic data will be systematically collected and analyzed, enabling comparisons throughout the whole EU. Organizations like Keynote, a reputable market intelligence firm, focus only on commercial operations in restaurants, fast food, contract food service, hotels, public houses, and other establishments despite producing extremely detailed reports on a variety of industries, including hospitality and food and beverage operations (Keynote Publications, 2007). People 1st, the Sector Skills Council for the Hospitality, Leisure, Travel and Tourism sectors, which places a focus on personnel and their skill development to meet business demands, divided the sector into 14 categories, including Private ownership and contract food service companies are also significant. Subsidized catering often caters to niche markets alone, almost by definition[6], [7].

Of course, there are overlaps in every classification. There are two that are particularly significant. The first overlap relates to catering at a variety of private schools, colleges, and hospitals as well as in certain offices and work canteens, where the catering is conducted entirely on a commercial basis and is not in any way subsidized.

These establishments are included above under the subject of the business sector as commercial caterers to a niche market. The second problem relates to the many welfare or subsidized catering businesses that are run by catering companies that are themselves rigidly structured along commercial lines. Since the final product is often subsidized for the market, they have not been split out even if the operators themselves may be commercial businesses.

Cost and market-focused

Since these two concepts are strongly related to the specific industries that have been recognized, it is therefore useful to explore the general distinction between cost and market orientation within the hospitality business. Cost-oriented examples may be found mostly in the welfare sector, including catering for inmates, patients, and often "in-house" staff eateries, while market-oriented examples can be found in the hospitality, dining, and fast-food industries. It may be argued that a market-oriented strategy is necessary across the board for the industry. A market-oriented company exhibits the following traits:

1. A significant portion of fixed expenditures, such as rent, rates, management pay, and depreciation of buildings and equipment. Even if the number of sales fluctuates, this large proportion of fixed expenditures does not. A restaurant in a hotel is an example of a business with significant fixed expenses that must be paid for before a profit can be realized.

2. A stronger dependence on rising revenues than falling expenses to contribute to the establishment's profit levels. The consequence is that in order to raise the profitability of the company, more focus must be placed on growing sales than on cutting expenses (for example, by raising the average amount spent by consumers or by expanding the number of customers). This makes meticulous tracking of all sales in a firm focused on the market essential.
3. An erratic consumer demand for the goods, necessitating a higher focus on all forms of marketing and merchandising the product to minimize sales gaps and the need to more carefully monitor the capacity of the firm.
4. More likely to use a flexible pricing structure to attract clients during non-peak hours.

A cost-conscious company exhibits the following traits:

1. A smaller proportion of fixed expenditures and a larger proportion of variable costs, such as those associated with food and drink. In cost-oriented businesses, the proportion of variable expenses vary according to variations in sales volume. Employee lodgings often have a smaller share of fixed expenditures. As a result, obtaining huge sales quantities is less important.
2. A higher dependence on cost reductions than on revenue growth to help the establishment reach its anticipated profit levels. Therefore, in order to raise a cost-oriented company' performance level (budgeted revenue and profit), greater attention would be placed on lowering total operating expenses in areas like buying, serving sizes, and labor rates.
3. A somewhat steady demand for the goods on the market. Cost-oriented enterprises see a steadier demand for their goods than market-oriented ones do. This increases the predictability and controllability of planning and operations.
4. More likely to choose a fixed-price system that is more conventional.

There are certain segments of the hotel sector that are difficult to categorize as either cost- or market-oriented because they exhibit traits from both orientations intermittently throughout their operations. However, the majority of hotels fall into one of these two groups, and this has a significant impact on the company's culinary and financial policies, which are discussed subsequently [8], [9].

Beverage And Food Management

Over many years, there has been a great deal of interest in the description and nature of the manager's job. A model that has been created to compile a lot of this research for the hotel sector is shown in Figure 1.

Both stated and implicit objectives, and obligations, of hospitality managers are focused on maintaining the organization's survival and success, as well as their own personal interests, such professional advancement. To ensure that the guest feels welcome, that the facilities are usable by the guest, and that the operation will continue to provide service while also turning a profit are the three main types of objectives that management must be concerned with for hospitality firms. The organizational structure and culture, the economic climate, the national culture, the resources at hand, the cognitive and moral norms, and their own personal characteristics all influence the objectives that are established. Due to its distinctive service characteristics, the hotel business presents managers with a more unpredictable and complicated work environment than many other industries. The cultural variances of various corporate climates and surroundings, as well as the managers' own values, are then added to this complexity.

Managers in the hotel industry do a variety of responsibilities and activities, including the standard management functions of planning, organizing, commanding, coordinating, and controlling (often abbreviated as POC3), to achieve the objectives that have been specified. They often behave in a seeming ad hoc manner, always reacting to the unexpected brought on by the shifting surroundings. While managers engage in a variety of management tasks, their actions and/or decisions are, to some degree, unpredictable and subject to change. It's also not always consistent how managers choose to carry out the job. Therefore, the informal component of the job of a hotel manager might be regarded as being marked by diversity, variation, and instability[10], [11].

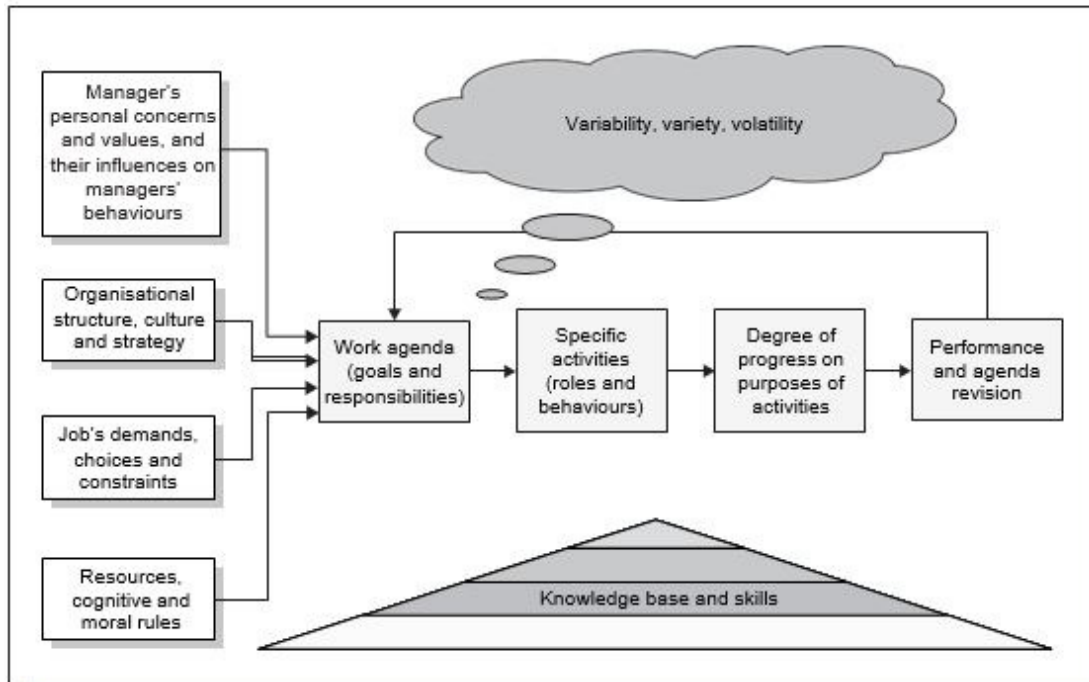


Figure 1: Exploring the manager's work in the hospitality industry

Each managerial action, however, is often linked to a certain management function. In other words, a managerial behavior's goal might be connected to one of the major managing tasks. For instance, a restaurant management can decide to interact with the customers to see how they feel about the service provided. Then, s/he will be able to provide a report on client satisfaction. The manager may also notice certain flaws in the level of service and, as a result, introduce staff members to the proper training exercises. Managers, especially those in the hospitality sector, are required to do these functional tasks since they are accountable for the accomplishments of their companies or organizational units. This establishes the official tone of the hospitality manager's duties. Managers' effectiveness is supported by their competences, which include their personal qualities, knowledge, and abilities. Managers' success is measured by the extent to which their objectives are being achieved. Managers in the food and beverage industry need to be knowledgeable enough to oversee daily operations and steer the company strategically. They must be capable of interacting with staff and visitors, achieving operational objectives while working within financial constraints, and quickly attending to client needs in order to provide high-quality real-time service. Hospitality managers must be capable of understanding cultural differences and handling varied circumstances effectively in a global work setting.

While this model provides the framework for what managers should be doing, research done by the University of Surrey for the HCIMA (now the Institute of Hospitality) in 1994 was intended to identify the kinds of management activities that could be seen as typical of various sectors of the hospitality industry across Europe. The research used a critical incident methodology to gather instances where managers believed their contributions or actions had significantly influenced the outcome of a situation; in some instances, the managers' skills and knowledge were effectively utilized, and in other instances, the managers felt their skills and knowledge were inadequate. Following that, these instances were divided into the four crucial categories of managing operations, managing the company, managing people, and managing personal abilities. After then, classifications were created for each of these areas. These 15 categories highlight the critical areas of expertise and knowledge that are necessary for every manager in the hospitality sector to be successful [12]. The information is derived from an analysis of the occurrences in relation to the major category areas by degree of management. The following management levels were used to account for the variations in titles and duties across industrial sectors:

1. Department heads and junior managers are responsible for overseeing a division within an operational unit. This would be comparable to the assistant manager of a fast-food establishment or the manager of the coffee shop at a hotel.
2. Managing a whole unit or a part inside a bigger unit is known as unit management or section management. This would be comparable to an executive chef, a unit catering manager, or the food and beverage manager of a small hotel working for a contract catering firm.
3. General Manager: In charge of a group of smaller units or a big unit made up of several parts. This would be equivalent to the manager of a few catering contracts or the food and beverage manager of a large hotel with several restaurants, conference rooms, and banquet halls.
4. Area managers are in charge of many distinct, sizable units or geographical regions.
5. Director: accountable for the administration and functioning of a whole organization.
6. Owner, operator, or partner.

CONCLUSION

Successful food and beverage management has become essential to success in the constantly changing hospitality sector. To remain competitive and satisfy the many demands of today's customers, a comprehensive strategy spanning menu planning, quality assurance, customer service, sustainability practices, and technology improvements is required. In light of shifting customer tastes, dietary trends, and environmental concerns, the literature review emphasizes the need of adaptation and innovation. In order to create unique dining experiences and maintain profitability as the business changes, it is essential to combine classic traditions with contemporary technologies and techniques. Food and beverage businesses may negotiate the complexity of the sector while producing great services that appeal to a wide and demanding customer by becoming aware of current trends and making the most of technology.

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CHAPTER 2

A COMPREHENSIVE REVIEW ON THE RESTAURANT SECTOR

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ABSTRACT:

An essential part of the worldwide hospitality economy, the restaurant sector is thoroughly examined in this review study. The restaurant industry is essential for satisfying gastronomic cravings, social connections, and cultural experiences. This essay examines the sector's many facets, including its historical development, commercial methods, practical difficulties, and upcoming developments. This assessment tries to provide a thorough overview of the restaurant industry's current situation and future prospects by looking at it from a variety of angles, including customer preferences, technical developments, sustainability initiatives, and economic consequences. The sector's importance in both local and global settings is highlighted by the complex interaction between culinary innovation, consumer involvement, regulatory frameworks, and market dynamics.

KEYWORDS:

Food, Hospitality, Industry, Management, Restaurant Sector.

INTRODUCTION

The large range of food and beverage establishments makes it difficult to distinguish between them. Some stand out as being quite different. Others are more difficult to classify. The list of food and beverage management sectors in this book is not all-inclusive, and when trends shift, new sectors will appear. The relevant descriptions of the restaurant subsectors in this chapter are based on the knowledge of food and beverage managers, academics, and research in the most recent sector definitions. Basic rules, monetary concerns, and catering difficulties unique to each subsection's kind of outlet are covered. Discussions on average spending, normal capacity, output potential, and current technology are made wherever feasible. Full-service restaurants are categorized by income stream in this chapter's section. The key income sources of operations that sell food and operations that sell beverages are examined. In this section, examples of popular restaurant guides are also examined. The restaurant guidelines provide a useful point of reference when attempting to distinguish between different restaurant kinds and styles since licensing requirements vary from nation to nation [1], [2].

Guides to restaurants

When deciding which restaurant they would like to visit, customers often consult restaurant recommendations. A placement in a restaurant directory may be the difference between a successful company and one that struggles to draw customers for the food and beverage management. Restaurant guides may provide a simple method of categorizing food and beverage enterprises. Every food and beverage manager should consequently have knowledge of the most popular restaurant guidelines. The Michelin guide is a well-known publication that awards restaurants between 1 and 3 stars based on the quality of their food. The Michelin Man, who represents restaurants with excellent meals at fair costs, is also

included in the book. The guide also rates the atmosphere, décor, and overall vibe of the place on a scale of five levels, from moderately comfortable to luxurious establishment. The Michelin city guide to New York was published in 2006. A Michelin star unfortunately often gives the owner carte blanche to demand exorbitant charges[3], [4].

The USA's restaurant guide, TheMobiltravelguide, rates establishments from 1 to 5 stars. Starting with a restaurant that offers a unique experience via its culinary specialization. The ideal eating experience in a country is at the top of the scale. Another tourist reference that assigns restaurants a diamond rating from 1 to 5 is the AAA. The Michelin one, two, and three star ratings are roughly equal to three, four, and five star/diamond ratings. In the UK, the 'Good Food Guide' is an annual publication that uses anonymous inspectors to grade restaurants from 1 to 10. A restaurant receives a 1 if it is recommended and ranks in the top 1% of all restaurants nationwide; a 10 if it receives the equivalent of a threestar Michelin rating. The 'AA Restaurants and Pub Guide' is another resource worth noting. The Zagat survey is a different resource. Although it does not provide an official assessment of the establishment, the Zagat poll gathers consumer feedback on restaurants. MenuPix.com is one of the biggest online restaurant and menu directories. More than 16,000 restaurant menus from different US locations are available on the internet. Any food and beverage manager may use it as a terrific resource to acquire tips on what to do and what not to do when creating their own menus[5].

DISCUSSION

Upscale eating

A large à la carte menu, silver service, high-quality facilities and décor, service accompaniments, etc. are just a few examples of the high standards that fine dining restaurants provide in every element of their business. They may be found as standalone restaurants or in four- and five-star hotels. Currently, only a tiny portion of eateries between 3 and 5 percent of all eateries across all segments of the catering industry can be considered fine dining establishments. But as long as there is a segment of the eating-out market that demands the highest standards in every aspect of a restaurant's operation and can afford to pay the high prices charged, the small market that quality restaurants serve will continue to exist. The financial policies of fine dining establishments reflect their profit-oriented business practices. The smaller percentage of variable costs in these businesses and the necessity to pay the higher personnel expenses are the key causes of the higher GP levels of à la carte and high grade restaurants. The margin of safety, which is the gap between an operation's break-even point and its maximum possible production, is impacted by the high proportion of fixed expenditures associated with fine dining establishments. A decrease in sales volume would have a significant impact on the profitability of high fixed cost establishments because high fixed cost operations have a narrower margin of safety than those with lower fixed costs. The extensive price discretion that hotels and high-end restaurants have access to further complicates their pricing system. Therefore, the balance between these businesses' prices and the amount of their sales must be carefully determined, and again, this would be reflected in their financial strategies[6].

The typical bill at a fine dining establishment may be between £50 and £120 or even more per person. The cost of the meal to the client is not as significant a factor in determining the operation's sales in higher average spending power activities; generally speaking, the more expensive an operation is, the less elastic its demand is. Therefore, the demand for the catering services provided by high-end restaurants and hotels tends to be rather inelastic, meaning that a significant change in pricing will not have a significant impact on the

business's sales. The marketing strategies of these businesses are able to very precisely define their market and focus their advertising and merchandising campaigns at this market level due to the narrowness of the market that premium restaurants serve. The high ASP of these businesses must be reflected in their marketing strategies; if they are unable to compete on price with other catering companies, they must instead turn to other facets of their business, such as food quality and service standards, for competitiveness. Such establishments often have a celebrity chef serving as their executive chef. Sometimes the quality of the dish may earn a restaurant a Michelin star, driving up demand to the point where menu prices quickly follow [7], [8].

Fine dining establishments are characterized by a high capital expenditure need, a large percentage of fixed expenses, the perishability of their product, and an inconsistent demand for that commodity. All of these elements result in a strong dependency of these businesses on consumer needs, making high-end hotels and eateries seen as very market-oriented. Fine dining establishments are more reliant on their market for existence than the welfare sector's cost-oriented operations, which has significant ramifications for their fundamental policy-making choices. Advertising in reputable periodicals, gaining complimentary restaurant reviews in reputable newspapers and magazines, and collaborative promotions with credit card companies are just a few examples of how restaurants may use covert marketing to their advantage. These might improve the kind of impression the business is attempting to make. Frequently, the restaurant will engage with a PR firm that has the knowledge, connections, and resources to do this.

The traditional technique of production, based on the *partie* system, is still the most often utilized way of food preparation in the kitchens of fine dining establishments. According to the sort of food being prepared, production is separated into several regions in a kitchen using the *partie* system. For instance, there might be up to seven primary production parties in a big hotel kitchen: roast, vegetables, larder/salads, *entrée*, fish, soup, and pastry. Depending on the amount of food that has to be produced by each party, each of these sections may be further split. Fresh ingredients define the product at fine dining establishments, and the use of convenience foods is either completely avoided or kept to a minimum [9], [10].

The sort of catering enterprise and its pricing point both affect the manner in which food is served. Generally speaking, a business's service level grows more elaborate and complex as its pricing level increases. However, there has been a shift away from silver service and toward plated service approaches in fine dining establishments. This is mostly because the chef has far more influence over how a dish looks in the kitchen. When a consumer spends £40 on a main course, they expect not just exceptional food quality but also good dish presentation. Additionally, the industry's good fortune in having trained workers has rendered fashion trends like *flambé* and silver service obsolete. However, it is important to keep in mind that there may soon be a return of the *Flambé* service performed right in front of the consumer. Although there are still *flambé* items on the menu, they are often made in the kitchen. However, a recent trend would indicate that, at the very least in fine dining, the *flambé* serving style may return.

With an operation's pricing level comes an increase in both the complexity of food service styles and beverage service styles. For instance, the wine service is far more elaborate at a high-end *à la carte* establishment than it is in a *table d'hôte* establishment. A wine server would serve the wine during the course of the dinner at a high-quality restaurant that had a comprehensive wine selection. A smaller wine selection would be supplied at a lower ASP catering establishment, and the wine would typically be served by the staff person manning the customer's table rather than by a dedicated wine waiter. A cocktail bar or other kind of

bar that serves customers at their own tables may be located next to high-quality restaurants. This bar setup is uncommon in lower ASP enterprises; typically, guests for the table d'hôte restaurant would utilize the main hotel bar. The top of fine dining establishments has seen the most shift in recent years. Given that the menu item sets the restaurant apart from its rivals, an executive chef may often serve as both the owner and manager of such a business. Although there will still be a sous chef in charge of the operations and chefs de parties in charge of certain areas of the kitchen, many commis chefs will help the chefs de partie with the more routine jobs[11].

In front of the house, a restaurant manager now often replaces the maitre'd, a head waiter, and a chef de rang in charge of a station with a commissary waiter. In establishments with a lengthy wine selection, a wine server with a commis may also be present. Communication between the production and service employees is crucial at fine dining establishments. The restaurant will not keep its reputations if the chef prepares an amazing meal only to see it melting away on the hot plate due to service employees not receiving a timely notice. Technology for electronic point of sale and mobile point of sale systems has advanced significantly. Without physically going to the kitchen, the waiter may submit specific instructions regarding a dish and be informed through the MPOS. When just a few servings of a specific dish remain or if he wishes to emphasize a particular dish, the Chef may immediately inform all waiters.

Technology has made it much simpler to measure employee performance. The list of data that POS systems may give on an employee includes: how many clients the employee serves per hour; how much income the employee makes; how long it takes to service a table; how much customers tips left; and so forth. With the use of this information, it may be determined if a staff member needs further training, needs to be complimented for their outstanding performance, or needs to be reviewed since they don't appear to meet the acceptable criteria. Due to how simple it is to acquire this information, the team may share it, which in and of itself can inspire employees by allowing them to discuss what is happening at work.

Nightclubs, bars, and pubs

Pubs have carried the food agenda in their establishments even farther with the relatively recent phenomena known as Gastro pubs, even though bars technically speaking are focused on the selling of beverages solely and the provision of entertainment. Nightclubs often include eateries on their premises. The UK market is expected to increase positively in the future, according to Mintel. The Gastropub is a conventional pub that has been modernized with a full-service restaurant whose menu often compares well to that of a fine dining venue. Every food and beverage manager's favorite task has always been the selling of drinks.

With a gross profit margin of 65–70%, drinks sometimes assist in seeing a firm through difficult times. Even though many nightclubs charge an admission fee, this is mostly done to pay for the entertainment costs, such as the cost of a DJ or a band. As a result, there may be additional money from nightclubs. There has been concern that the implementation of new anti-smoking regulations will result in a significant decline in such establishments' revenue. However, in May 2007, it was reported that the anti-smoking laws have not deterred customers, and businesses like Wetherspoons in the UK have announced 3% higher profits than anticipated.

The traditional pub is a kind of institution found in the UK that roots its operation primarily in the local community with, often, a catchment area of little more than 5 miles, while bars and nightclubs tend to draw younger audiences. Pub owners often provide live music evenings or organize and promote event nights like bingo or karaoke to counteract this. In

addition to local radio and TV stations, bars and nightclubs often run advertisements in regional newspapers and magazines. When a nightclub wants to publicize a major event, young people often hand out flyers. Similar to a pub, they often host themed evenings or a unique feature in an effort to draw in more customers. Bars and clubs often provide a wide selection of drinks and cocktails. In bars and pubs, service is always provided in a counter-style manner, whereas table service or butler-style service may sometimes be seen in select nightclubs. When a drink is included in the admission fee, this form of service is typical, and the client may provide a ticket while receiving a drink from staff members who are passing around trays full of the designated drink. At least 10 different varieties of beer and/or ale are often available at pubs, and frequently, goods from nearby breweries are included on the menu. However, the majority of pubs nowadays are controlled by huge corporations, who rent the establishments to owners who are then required to purchase the company's brews.

Staffing

Because the pace of business is often quite high and one barperson may have to service one order every one to three minutes, bars and nightclubs will need to have well-trained bar employees working behind the counter. Since most customers at pubs will need beer, the required abilities are not as difficult as in bars and nightclubs where business volume is higher. Security is a concern for staff members at pubs and clubs. An operator will often prefer to outsource their security to a security firm since insurance prices might be rather costly.

Restaurants At Hotels and Private Club

Due to the wide range of catering outlets that may be found in a single hotel, hotel food and beverage administration is one of the most complicated sections of the catering business. Luxury haute cuisine restaurants, coffee shops, specialty restaurants, room and lounge service, cocktail bars, banqueting facilities, and staff restaurants are just a few of the many catering services offered by hotels. . Additionally, some hotels provide cuisine and bar services in places like their swimming pools, health clubs, discos, and other leisure spaces. They also often have vending machines available.

The kind and selection of catering establishments in hotels will be greatly influenced by the hotel's size. A licensed bar and a restaurant with a limited table d'hôte or à la carte lunch and dinner menu may be found in small hotels with up to 30 to 40 rooms. A medium-sized hotel with up to 100 rooms would typically feature two restaurants, including an à la carte restaurant and a grill room/coffee shop that serves a table d'hôte menu. In a hotel of this size, the bar could also include a small range of food.

These small- and medium-sized businesses very sometimes provide room service these days; instead, facilities for preparing tea and coffee in the room are more often offered. The widest selection of dining options can be found in large hotels with several hundred rooms, including traditional haute cuisine restaurants alongside more unusual specialty restaurants, lounge and cocktail bars, several coffee shops with varying degrees of room service, some of which offer only a small selection of snacks.

The many catering options available in hotels vary depending on the operation's nature and target market, in addition to its size and scope. For instance, a medium-sized resort hotel where visitors typically stay for two to three weeks would need to provide a range of food and beverage options to meet their various and evolving demands while they are there. However, a transitory hotel, such one that is close to an airport and where a guest's typical stay may only be one or two nights, may only need to offer fairly basic catering services.

The demand for hotel accommodations is strongly related to the demand for food services provided by hotels. The need for hotels and other forms of lodging for travelers, as well as for food and beverage services, is assured by the UK's and other countries' expanding tourism industries. The dining room is a characteristic of exclusive gentlemen's clubs that predates the idea of an exclusive restaurant for members only, like Mosimann's in London. It is noteworthy since it informs us about the development of member-only restaurants.

Outlets for food and drink in hotels

In many hotels, the food and beverage department's role in running an à la carte restaurant and a 24-hour room service—neither of which may contribute significantly to net profits—is crucial for the establishment to earn a four- or five-star rating. Their contribution of service and facilities also enables the establishment to significantly raise its room rates. By doing this, the hotel will have a better chance of increasing both its overall revenue and net profit. Notably, hotels have recognized the untapped potential of their eateries. The most recent data indicates that the food and beverage industry is a significant source of revenue for most hotels and many hotel owners chose one of two primary alternatives. Outsourcing is the one that is the simplest. With outsourcing, the hotel just leases the restaurant's premises to a management business, which produces a product that can be sold to both hotel guests and the general public. There are certain divisions within catering corporations that focus on outsourcing to restaurants. For instance, Restaurant Associates is the Compass Group division that specializes in outsourcing. The hotel management's second choice is to renovate the restaurant on their own.

The initial costs may be high, but the advantages may outweigh the rent paid to contract out the space. For instance, one of the biggest issues hotel restaurants had was that their establishments would be on a middle floor, requiring customers to trek through the reception area and up an elevator before seeing a restaurant with sometimes exorbitant prices and out-of-date menus. Many prospective consumers would pass such hotels without even thinking about stopping by the restaurant.

The restaurant should be on the ground floor and have a separate entrance to the high street from those that hotel guests may use. Both highly skilled and motivated employees and updated menus that can compete with other high street restaurants are essential. In general, guests spend more money on average at hotel catering establishments than they do at comparable establishments outside of hotels. This is especially true of the hotel's high-quality restaurants, but it's also true of less pricey establishments like coffee shops, where the average sales price (ASP) of hotel guests may be greater than in comparable businesses situated, for instance, on a town's main street. These kinds of catering establishments charge greater pricing, which increases sales per employee and income each trading hour. Long trading hours are often required in fast-food enterprises with lower ASP per customer in order to achieve large volume sales.

CONCLUSION

The restaurant business is still a vital cornerstone of the hospitality sector and is constantly changing to suit the shifting needs of customers and social shifts. The assessment makes clear that the industry has seen extraordinary changes over time, driven by a variety of causes including shifting customer tastes, globalization, technological improvements, and an increasing focus on sustainability. The incorporation of online platforms, digital marketing, farm-to-table methods, and experiential dining ideas show the industry's flexibility and resilience even in the face of ongoing problems including increased competition, shifting market circumstances, and complicated regulatory requirements. The industry's function as a

cultural hub and economic contributor remains crucial as it develops and adapts to changing desires. The information presented in this analysis helps to provide a comprehensive knowledge of the restaurant industry by illuminating the different factors that influence its dynamic and varied terrain.

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CHAPTER 3

AN OVERVIEW ON THE CONTRACT, TRAVEL AND CATERING FOR THE PUBLIC SECTOR

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ABSTRACT:

The contract, travel, and public sector catering is examined in this chapter. Contract caterers often provide services to the public sector and travel catering companies. However, there are still instances when businesses provide their own in-house catering, and by breaking the industry up into three parts, it enables us to talk about the key distinctions between the different businesses. The three subsectors have had a sharp rise in recent years, with some, like the cruise ship industry, displaying signs of economic growth that will likely last for at least the next 10 years.

The chapter's objective is to provide a broad overview of the industries so that the reader may comprehend the types of technology that are often used as well as the marketing and financial ramifications for each industry. In the context of the public sector, this study explores the complexities of contract administration, travel arrangements, and catering services.

Public organizations must provide necessary services to residents while abiding by strict rules and financial restrictions. Transparency, equity, and accountability are ensured through effective contract management in the procurement process. Travel arrangements, a crucial aspect of operations in the public sector, need careful planning to keep costs in check and guarantee prompt execution.

KEYWORDS:

Catering, Contract Management, Public Sector, Travel.

INTRODUCTION

In the last 10 years, contract catering has developed significantly, and it is now usual to see contract catering firms investing in any of the industries discussed in this chapter. Contract catering has historically been connected to institutional or non-profit settings, such as canteens at work, hospitals, and schools.

Today, however, contract catering companies like Compass and Sodexo have expanded beyond the bounds of conventional contract catering, and it is usual for these companies to create brands under which to run restaurants. According to the BHA, contract catering generated just under £4 billion in income in the UK alone in 2006, a 0.8% decrease from the previous year.

The fall of contract catering in healthcare, the MOD, local governments, and private education is noteworthy. Under the purposes of this text, we will define contract caterers as people or businesses that take on the duty of managing and running a business' catering facilities in accordance with that business' policies under a specific contract agreement. Typically, contract caterers are hired for a certain amount of time, after which the agreement may be extended or canceled as desired by both sides [1], [2].

Five basic categories may be used to classify catering contracts:

1. Cost plus/management fee: Under these agreements, the customer is charged both the operation's operating costs and a management fee.
2. Fixed price/performance guarantee contracts: These include entire cost-sharing agreements that prohibit cost increases.
3. Profit and loss concession: The customer and the caterer agree to split the business's gains or losses.
4. Total risk: The caterer, who keeps all profits, will cover the whole investment.
5. A contract that is just for purchases.

Contract caterers are involved in all kinds of industrial catering situations, from small independent businesses to large multinational corporations, and they may do so for a variety of reasons, including the organization's dissatisfaction with the current services, staff meetings where complaints about the quality of the catering have been made, repeated attempts to improve the facilities that have failed, or the company's desire to avoid getting involved [3], [4].

1. Commercial catering

Industrial catering is simply catering that occurs in businesses. For instance, large retail chains may provide food for their staff, yet most often they would engage a contract caterer even if they sometimes may have an in-house catering section. The cuisine provided to staff members of businesses that provide financial services is another example of industrial catering. Catering operations at oil rigs, building sites, and training or convention facilities might also be included. In fact, the subsector has a turnover that surpasses £660 million annually. Typically, organizations and caterers will agree on a fixed pricing, profit/loss sharing, and entire risk agreement.

2. Event planning

The majority of the time, regular employees work in these operations. Since caterers sometimes operate other businesses in adjacent locations, personnel mobility may be a possibility. This adaptability may be crucial, particularly when staff absences or illness must be covered at several locations. Technology for holding food is crucial. It is possible to employ an off-site central kitchen that services many enterprises. It is crucial to make sure that food quality is maintained throughout delivery and transportation. Technology used at electronic points of sale may reduce waste by aiding in sales forecasting. For marketing reasons, communication tools like access to host corporate electronic boards or intranets and group email lists may be a huge benefit to the caterer.

DISCUSSION

Event management is a growingly significant component of hospitality management. The supply of food and drink is often of paramount significance to ensure the success of the event, even though event management encompasses all those parts that are necessary to arrange a successful event. Numerous elements that are inherent in this sort of catering influence policy choices pertaining to event catering. The season comes first. The second is the concentration of events that take place during these months, most of which occur on the weekends, especially on Fridays and Saturdays, when a business must work to increase sales. Third, the caterer has access to a lot of information before the organized events, such as the

number of guests to be catered for and for which mealtimes, such as lunch or dinner; their arrival and departure times; the menu they will receive; and the cost per person[5]–[7].

The fundamental regulations governing event catering are often rather unique to this kind of cuisine. The regulations established will only apply to function commerce if it is an establishment's only source of revenue. However, in other institutions, like hotels, the event space may be one of several catering options. Nevertheless, even in these companies, the budgeting department often makes choices pertaining specifically to this department. Sports stadiums, locations for football, cricket, rugby, and other games, private health and fitness clubs, golf courses, and other sporting events all provide food services. Each nation has a vast number of locations, and catering businesses are widely dispersed, making it difficult to measure the industry. In 2004, Mintel estimated the industry. Valued £354 million in the UK. The UK industry is anticipated to generate more than £400 million in income today as a result of the addition of new venues since 2004. These include the Wembley and Arsenal Stadia in London, which opened in 2007 and 2006, respectively. There are 365 stadiums in the UK, compared to 1,726 in the USA at the moment. With 9,379 stations worldwide, the sales of food and beverages alone must now account for well over £10 billion in revenue.

There are three standard kinds of agreements that caterers and venue owners often enter into. The first is a performance guarantee in which the venue receives a portion of the money made by the contracted caterer. The second scenario is one in which the venue only rents its facilities, resulting in a predictable cash stream. The third arrangement is a more recent one in which the venue and caterer collaborate to form a joint company and divide any profits earned equally. Catering services are provided at places like museums, theaters, cinemas, historic structures, zoos, animal parks, and art galleries. The captive structure of the market may be the reason why price and quality seem to be the two main managerial concerns. Since 2006, the market in the UK has grown to approach £2 billion. However, the sector's development is far slower than that of free-standing eateries, suggesting room for improvement. A sizable portion of entertainment venues choose to maintain their catering in-house, despite the fact that the bulk of them outsource it. This is more common in theater and movie theater catering.

Travel Catering

There are some characteristics unique to travel catering i.e., road, rail, air, and sea that are not often seen in other food and beverage outlets. It typically entails feeding a large group of clients that arrive to a catering facility at the same time and who need to be fed in a timely manner, like aboard an aircraft. Only enough food and drink is provided on board the aircraft to last for a certain number of meal intervals. Alternative supplies may not be easily accessible if for whatever reason this dish cannot be provided to clients. The physical surroundings of the serving location, such as turbulence on an aircraft, may make it especially difficult to provide the food and drinks. The sorts of eateries previously mentioned often appeal to a narrow and distinct socioeconomic clientele. 'Mixed markets' are a common need for travel catering. Last but not least, there are the issues with staffing these food and beverage establishments, including the added expenses for the transportation and serving of the food and beverages, the lack of available space, and the issue of security while the business is in motion. There are four primary categories of travel catering: airline catering, cruise ship and ferry catering, train catering, and roadside catering.

1. Airlines

The emergence and significant expansion of the low-cost or "no frills" airline phenomena has been the dominant new trend in the airline sector in Europe during the last 10 years.

Companies like Rynair and Easyjet have had phenomenal development. Although the whole airline industry grew by an astounding 30% between 2000 and 2006, the cost of in-flight food has been on the decline recently, mostly as a result of the rise of low-cost carriers. Over the last 25 years, there has been a significant growth and development in the airline catering industry. The growth of the service, which began with sandwiches and flasks of tea, coffee, and alcoholic drinks, has followed a trajectory similar to that of aircraft development. However, at low-cost carriers, the product has returned to the standard trolley with sandwiches, chocolate-covered sweets, and a small range of drinks on sale. Terminal catering and "in-transit" or "in-flight" catering are the two primary divisions of airline catering. In an effort to change the widely-held consumer view that aircraft food is bland, airlines have undertaken a variety of trials. High street labels have been included into the food packaging on several aircraft. Airlines often hire a well-known chef to develop their menu as part of their marketing efforts since the quality of the cuisine is frequently exploited in their marketing campaigns as a distinctive selling feature. It's worth noting <http://www.airlinemeals.net> as an interesting resource. This website allows users to post images of their in-flight meals[8], [9].

2. Styles of goods and services

The in-flight food service varies greatly depending on the class of travel, the kind of trip, and the length of the journey. With the meals portioned onto plastic trays that are provided to the passengers and from which they eat their meals, the food and beverage servings are very standardized for economy travelers. Use of disposable cutlery, napkins, and other items may improve cleanliness while requiring less carrying and storage space. Another contemporary trend is gourmet meals served on airplanes. Airlines are hiring famous chefs to ensure a "Gourmet Brand" in their menus. Examples include Guy Martin of the three-star Le Grand Vefour Hotel in Paris, who works for Air France; Govind Armstrong of Table 3.8 in Miami and Los Angeles, who works for Air New Zealand; and Christian Petz of Vienna's Restaurant Palais Coburg, who works for Austrian Airlines. While Chicago chef Charlie Trotter introduces delicacies made for exclusive United Airlines customers, Dallas restaurant owner Stephan Pyles is collaborating with American Airlines. Executive chefs will often test a menu as it is being developed to verify that they have made allowances for the lower than usual air pressure, which may alter both the customer's perception of flavor and their ability to digest it. Additionally, food is just warmed on board rather than being prepared. The preparation of meals involves chilling them for twelve to sixteen hours before holding them at low temperatures.

Food is portioned in front of the consumers and any additional garnishes, sauces, etc. are added in accordance with their urgent needs when service is provided from a gueridon cart. The use of fine glasses and cutlery together with bone china plates may create a posh eating experience. Some airlines provide their first class and business travelers with a complete silver service menu. The fact that this function is often farmed out to a specialized catering company, which will provide a comparable service to multiple airlines, is a hallmark of airline catering. Except for cheap airlines, the cost of the food is often included in the rate. Due to the increase in air travel, there is now fierce rivalry, and one component of an airline's overall operation that is highly competitive is its food service. Gourmet meals supplied to airports by the SkyMeals firm are a current intriguing idea in the USA.

In addition to self-service and waiter-service restaurants, air terminal food and beverage options often include licensed bars and vending machines. Airport terminals are home to several of the well-known restaurant chains that are often visible on high streets. The in-flight catering is provided by the flight attendants, who often prioritize the passengers' health and

safety before serving food and beverages to them. This is particularly true if the passengers are traveling in economy class. Airlines that want to gain a competitive edge should educate and reward employees who provide great service, even if health and safety should always be the flight attendants' first priority. The two basic problems with airplanes are weight and space. It is crucial to make sure that on-board ovens are smaller, lighter, and use less energy. Airlines could one day be able to provide a cuisine that has been entirely prepared on board thanks to technological advancements.

3. Freight boats/cruise ships

One of the hospitality industry's fastest-growing segments is the cruise liner business. From around 500,000 in 1970, the number of passengers increased to more over 12 million in 2006. According to projections, the worldwide cruise industry will carry 20 million passengers by 2012, with the USA and the UK dominating the cruise ship passenger market. Budget or "no frills" cruise lines are becoming more prevalent thanks to new firms like Caspi Cruises and Easy Cruise, while more established ones like Thomson or Louis Cruise Line are expanding their fleet. On the other side, ferry boat catering has suffered as a result of the sharp decline of ferry travelers brought on by the rise of low-cost airlines. According to Mintel Reports, the UK's onboard catering business was valued at £155 million in 2005, a 19% decline from 2000.

Ferry boat catering is very competitive even if development in the cruise liner industry is anticipated. According to Mintel, the negative trend will continue far into 2010. Traditional cruise lines are attempting to be more creative by providing optional extras alongside their all-inclusive packages. Wedding and honeymoon packages are two additional items that cruise lines often provide. The marketing methods of cruise lines are being expanded to target hitherto untapped market niches. They are forced to use creative thinking to find new methods to market their goods without competing with more established companies due to increased competition in the budget market. The majority of liners use a variety of promotional strategies, including special promotions, discounts during the off-season, presents for clients' anniversaries, and other celebrations.

The supply of food and beverages on small sea route ferries differs from that on major cruise or passenger ships, where the catering facilities constitute a crucial component of the service provided by the shipping company and are often included in the fee. Because they are a crucial selling point in a cutthroat market, the catering facilities on cruise ships are of a high caliber. However, due to the need to feed a large number of passengers quickly, cost is often a more significant consideration on short maritime routes. As a result, the catering services offered are frequently of the fast-food kind. With firms like Princess Cruises providing meals in customer rooms or suite balconies to ensure additional food and beverage profits, it seems that cruise ship companies are more imaginative than ever. Celebrity chefs like Todd English on the Queen Mary 2, Nobu Matsuhisa, Wolfgang Puck, Marco Pierre White on the new P&O Ventura, and Gary Rhodes on two P&O ships, the Oriana and Arcadia, are all exhibiting the "gourmet bug" in the cruise industry. Depending on the cruise ship, service emphases might vary from full silver service to self-service and buffet. Due of the small distances involved, cafeteria or takeaway service is frequently used on ferry vessel [10]–[12].

4. Trains

In contrast to ferry and in-flight meals, rail catering is generating more revenue, according to Mintel Reports. Terminal catering and in-transit catering are the two categories that make it most practical to split rail catering. In the UK, there are 2,500 train stations. Low-cost airplanes are the greatest threat to rail, although the 2003 launch of Eurostar increased the rail

market share in the UK. Passenger counts grew by 20% as a result of Virgin Trains' launch of the Pendolino train and enhancements to the West Coast Mainline. In 2005, sales in the US were \$79 million.

Public Sector

Prison catering, college and university catering, public catering, as well as the services, have all witnessed expansion in the public sector. However, there has been a drop in catering in local government, hospitals, and schools.

1. Schools

In the past, the school lunch catering service was set up on a dietary basis with a daily or weekly per capita allocation to make sure the kids got enough nutrition from their meals. The majority of schools used to run their dining halls on a family-style or self-service basis, with the classic "meat and two veg" lunch being the standard. The offer of a snack-style lunch as an alternative to or substitute for the main meal has replaced this traditional arrangement. Nowadays, many schools offer snack meals' such as baked potatoes, pizzas, sandwiches, rolls, pies, soups, yoghurts, etc., and the kids may pick from this assortment in the same way they would in a cafeteria. Some communities no longer provide school meals at all and instead only provide dining room space for students to bring their own lunches from home. Whether or not this trend

Whether to go on in the future is questionable. However, it does seem probable that the snack-style meal, which has already been offered, will continue to provide an option to the regular school lunch. Numerous local educational bodies use specialized contract caterers to provide this service. In order to assure a higher standard of food in schools, celebrity chef Jamie Oliver launched his campaign for school meals in 2005. His TV show had a significant impact on political circles, which led to promises of budget increases for schools.

2. Colleges and universities

For the academic, administrative, technical, and secretarial personnel, as well as for full- and part-time students and guests, all institutions of further and higher education provide some kind of food facilities. In this area of the business, the catering service experiences underuse of its facilities throughout the three holiday times and often on weekends. Universities are independent organizations that manage their own food operations. However, the Higher Education Funding Council for England, which provides them with funding on behalf of the exchequer, requires them to publicly account for their spending. A subsidy on capital expenditures, such as structures and equipment, "landlord's" expenses, rent, and rates as necessary, is permitted under the HEFCE's catering policy. With a few limited exceptions for certain colleges, they are anticipated to break even. Residential facilities attached to residence halls that may serve breakfast and evening meals for an all-inclusive price per term and central facilities that are open to all students and staff and typically serve lunches and snacks throughout the day along with beverages are the two basic types of university catering units that have historically existed. The services provided by the student union and the independently run senior common rooms must be freely competed with by these food establishments.

3. Hospitals

In the last ten to twenty years, hospital catering facilities have significantly improved, and as a consequence, new hospitals in particular now have access to well-organized and managed food services. Hospital catering is a unique kind of catering since patients are often unable to

leave and pick other facilities. As a result, particular consideration must be given to the food and drinks so that patients are encouraged to consume the meals that are offered.

The hospital catering service is often set up such that staff pays for all of the meals rather than giving patients a per capita allocation. Many hospitals used a decentralized strategy where patients' meals and drinks were portioned at the point of delivery in the wards. The interval between the food being made and the patients actually getting it, however, often resulted in the patients receiving cold, unappetizing meals. A centralized technique that includes preparing the patients' trays in or adjacent to the primary production area is often used to replace this manner of meal serving. In order to minimize the time between the meal being prepared and supplied to the patient, they are transferred from here to the different floors by trucks or mechanical conveyors, where they are then delivered straight to the patients.

CONCLUSION

Additionally, catering services are crucial for public sector events and facilities, thus dietary restrictions, sustainability, and cost-effectiveness must be carefully taken into account. This paper gives insights on streamlining contract processes, boosting travel logistics, and upgrading catering services to meet the varied demands of the public sector via an extensive analysis of best practices and case studies. To achieve organizational efficiency and meet the demands of residents, the public sector must handle contracts, travel, and catering services effectively. Public enterprises may guarantee fair procurement procedures by putting in place open and accountable contract management strategies. Planning ahead for travel not only reduces expenses but also improves operational preparedness. Furthermore, successful public sector events and facilities depend on catering services that put dietary needs, sustainability, and affordability first. Adopting best practices in these areas as the public sector develops is essential for maximizing resource allocation, boosting stakeholder satisfaction, and sustaining the principles of openness and accountable governance.

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CHAPTER 4

CONSTRUCTING THE IDEA OF A NEW BUSINESS:A REVIEW STUDY

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ABSTRACT:

The goal of this chapter is to provide an overview of some of the resources accessible to aspiring food and beverage managers as well as how existing managers approach a new business. This essay investigates the conception and assessment of an original company concept within the dynamic entrepreneurial environment. Finding market gaps, comprehending client wants, and coming up with creative solutions are all steps in the process of developing a new company idea. This study explores the critical phases of ideation, feasibility evaluation, and strategy development via a thorough review of the current literature and case studies. In order to turn a concept into a workable business plan, it highlights the need of market research, competitive analysis, and sustainable value proposition. This article seeks to give an organized framework for prospective entrepreneurs to polish and verify their new company ideas by combining insights from multiple disciplines.

KEYWORDS:

Business Idea, Business Plan, Entrepreneurship, Market, Research.

INTRODUCTION

Any management or entrepreneur in the food and beverage industry may find it difficult to launch a new firm. During periods of rapid economic growth, such as 2005 and 2006, there were 60 to 65 restaurant closures annually in London, UK. Despite the fact that the number of new restaurant openings outpaces restaurant closures, one cannot help but wonder why so many businesses fail, frequently just one or two years after opening. The issue may be that many investors lack market knowledge and often jump into investments before making sure that they have potential. They often don't take any action to reduce the risks associated in their business choices and instead let their "Gut Feeling" guide them. To guarantee that the lot greater investment into the project will be justified, it is crucial to comprehend the market and make a little first expenditure. The reader will get insight into the food and beverage industry and the important factors that must be taken into account by being aware of the first actions that need to be followed when opening a new restaurant[1], [2].

The Ideas

A creative spirit and passion are necessary for restaurants since a strong idea may make the difference between success and failure. The concept may not always be clear until after a feasibility study is completed, but most of the time the potential restaurateur has a clear sense of what he or she wants to do based on experience and skill that is accessible. The issue comes if the restaurateur is so invested in his or her idea that they go forward even after a feasibility study shows that it is very unlikely to succeed in a certain location. There are several instances of ideas that, although being profitable in their first phase, failed when they tried to launch a chain of eateries. As in the examples of Fish! And Chez Gerard, two restaurants that

had incredibly successful original ideas but overexpanded and had to shut a number of their locations. A competent restaurateur must always be aware of the state of the market, prepare ahead before making significant choices that may affect the company, and be adaptable enough to react to rapid market changes as show below in Figure 1.

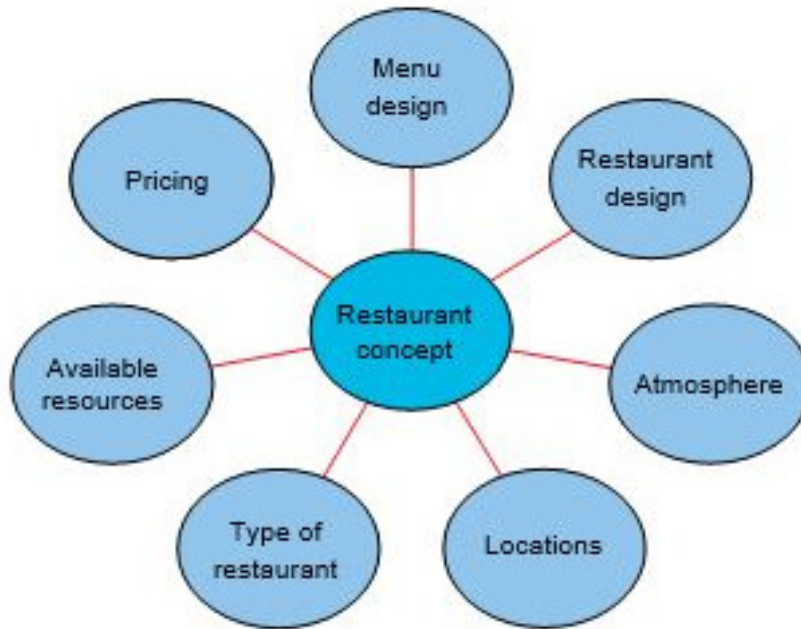


Figure 1: The Considerations of Restaurant Concept

There are three main factors to consider while selecting an idea.

1. Fast food joints and other eateries with high volume sales but poor profit margins.
2. Mid-range eateries with reasonably priced full-course meals.
3. Expensive eateries that depend on huge margins [3], [4].

Additionally, the restaurant may have a specific ethnic theme featuring dishes from, to mention a few, Chinese, Japanese, Korean, Italian, Greek, Mexican, Caribbean, English, French, German, Indian, and Thai. Chinese and Indian cuisine are the two most popular ethnic food types in the UK, according to Mintel. When examining the idea, you desire to build in the region, gaps in the market are usually a fantastic place to start. Consider a different location or adjust your subject entirely if, for instance, there are a lot of Chinese eateries in your neighborhood. Restaurant owners often think about how formal or casual they want their business to be. Then, make a decision on setting the correct mood by carefully evaluating the menu items offered, the furniture and silverware and crockery used, lighting, the acoustics, and any music the restaurant may play, in addition to the interior design of the restaurant. Selling alcoholic drinks is another significant factor. This choice will have an impact on the atmosphere of the restaurant as a whole as well as the kind of license the restaurant owner will require. The next important choice is the Menu, which is briefly discussed in Chapter 6. Pricing is obviously crucial since costly menu items or menu items that make no profit might put the company in a precarious financial situation. Whether the business will provide delivery or takeout service is a final choice. For certain restaurants, the income from takeout orders often matches that from dine-in guests[5].

DISCUSSION

The feasibility study is a crucial tool for determining if a project has a good chance of succeeding or failing. A feasibility study is a document that the restaurateur creates after researching the market and the economy to better understand the setting in which the company is envisioned and the anticipated return on investment.

Study of feasibility

1. Location

The crucial topics that must be addressed remain substantially the same, despite the fact that there are several manuals for doing feasibility studies. Here, we provide a general to more specific method to the feasibility research. Starting with the location might help save time and money since gathering data is often the most challenging and time-consuming activity. Any prospective restaurateur seeks to answer two key questions. What kind of restaurant ought I to start? How can I access it? When the feasibility study is finished, the first question is often addressed and redefined, and the response to the second question might be the difference between success and failure.

It is a mistake that is made far too often to commit resources to a certain site only because it has a shockingly inexpensive lease without taking the market or the location's suitability to the idea into account. No matter how amazing the idea for a restaurant is, if it is difficult to get there, it may end up being empty. If a restaurant is located on the incorrect side of the street, for instance, consumers may not even think to stop to look at the menu during busy summer months when they would prefer to stroll in the side of the street that provides shade. Potential consumers may be turned off by a restaurant that takes a lengthy walk and has little to no parking. The accessibility of the restaurant for people with disabilities and its proximity to busy roads must both be taken into account. A restaurant must also be visible since many depend on walk-in customers; if the restaurant is hidden or difficult to find, it will be challenging to establish a solid base of customers. It's crucial to make sure that signage can be put up to direct prospective clients. External illumination is crucial for guiding and attracting customers. The outside of a structure may serve as a draw or a turnoff [6].

How near is the restaurant to prospective customers as well as to sources of business-like offices, hospitals, and hotels? Projecting possible consumers based on their proximity to the business is a nice concept. Looking out for traffic and pedestrian patterns as well as figuring out peak and off-peak times is helpful since the amount of the traffic may also be a significant impact. Other factors include potential neighborhood projects, safety concerns, environmental challenges, and limits, to mention a few. To make sure that the site is a suitable fit for the proposed sort of restaurant, it is crucial to create a thorough profile of the place and the surrounding neighborhood [7], [8].

2. Regional market

Determining the market's geographic size is simpler when the market's location is in mind. A typical error is to overestimate the distance that prospective clients are willing to travel to see the company. A gloomy outlook is often preferable than one that is too enthusiastic. Getting demographic information on the individuals who live or work in the designated area is the next stage. Through local chambers of commerce, business development centers, market reports, and local economic development agencies, it is possible to collect demographic information such as age, gender, education level, and income as well as information on business growth trends, tourist visits, etc. Reports from consulting companies often show

consumers' eating out behavior and preferences, including favorite menu items, frequency of meals out, favored restaurants, etc. Such reports may assist to clarify the idea and better comprehend the population's economic features.

3. Competition

Understanding the competition helps one to understand market prospects and demand. One typical error is to limit your analysis to eateries that adhere to a certain theme. Therefore, a fast-food operator can be tempted to save money by focusing just on similar businesses in the market and omitting to look into other types of eateries. It's crucial to keep in mind that every restaurant competes for customers' disposable cash and time; as a result, any food and beverage operator, regardless of their business model, will have an impact on the industry. One may get useful information about the sort of menus supplied, the quality of the food and service, pricing practices, and even an estimate of the competitor's revenue by visiting current restaurants. Your profitability may be impacted by how many of your rivals are individually owned and how many are a part of a chain. Chain restaurants, for instance, will be able to reduce costs because economies of scale allow them to purchase commodities at cheaper prices. How successfully can one compete if a rival is selling the same thing at a much cheaper price? It's crucial to keep an eye out for restaurant reviews in the neighborhood newspaper or travel guides to learn about the establishment's reputation. Not just existing eateries must be taken into account. Investigating recent restaurant closures and attempting to determine the causes of the closures will provide insight into the neighborhood market. Additionally, any knowledge about potential rivals might be crucial. You may opt to either find a new location or reconsider the idea if, for instance, you were expected to be the only seafood restaurant in town but discover that similar concepts have opened and closed in the past or that one will soon open only a few blocks away from your position.

4. Market trends

Industry trends might assist in identifying possible risks or opportunities early on. For instance, the sector may see larger turnovers during periods of rapid economic expansion since consumers have a tendency to dine out more often. It's crucial to consider how consumer demand has changed over the last three to five years, as well as what kinds of restaurants seem to be succeeding. What dietary and beverage trends are there among consumers? We could see a shift away from fast food toward healthy eating or an expansion of the vegetarian or vegan sector. A few areas where there could be new advancements include food production, customer service, price, and governmental laws. For instance, you would need to follow by EU laws in order to use the term "Organic" if you wanted to build an organic restaurant anywhere in Europe.

5. Financial estimates

The restaurateur is ready to make some projections to estimate the business turnover and to be more specific about expected numbers in areas like customer average expenditure, number of covers, and potential costs once all the data has been gathered and location, market, competition, and industry have been analyzed. Weekly, monthly, and yearly predictions should be used to examine financial forecasts since seasonality will affect business and breaking the year up into seasons will make it simpler to estimate more precisely. Restaurants are readily influenced by the day of the week as well; often, a restaurant may discover that one day is busy while another may be quiet. This could be difficult to estimate for a new restaurant, however competitive studies ought to have helped. If the business is already open, past data makes forecasting simpler. If an existing restaurant plans to grow or add a second or third location, they may want to do a feasibility study.

6. Developing the idea

The restaurateur will be able to assess the company concept and determine if it is a viable enterprise thanks to the knowledge they have so far. The idea may then be abandoned or improved upon to maximize investment returns. Concept development in the food service industry is categorized by Jones and Merricks as new concepts, concepts that, while not new, are entering a market for the first time, concepts modified to provide greater consumer satisfaction, concepts repositioned to target new market segments, and concepts extended to appeal to a wider market segment. Customer preference is the key to the idea, and for most types of concepts, this can be reasonably predicted. However, for completely new concepts that have never been tried before, it may not be as simple. When a new idea is introduced, the customer often is unaware of its preference for the product, therefore even if polling the public may not reveal this, it is often discovered that the public prefers the product after it is really made available.

Plan of Business

A company's projected course of action for a given time is outlined in the business plan, which often includes a thorough listing and analysis of risks and uncertainties. It looks at the proposed items, the market, the industry, the management policies, the marketing policies, the production demands, and the financial needs for the small firm. It is important to note that there is often misunderstanding between a restaurant feasibility study and the business plan. This may be the case since the business plan will be developed using a lot of the findings from the feasibility research. The management discusses important challenges that were found in the feasibility study in the business plan and explains how he or she plans to handle them. The writing style of the business plan might vary depending on the audience it will be read by. For example, if the operator chooses bank financing over investor financing, certain elements of the plan may get more prominence. Potential investors may be searching for large returns on investment, while a bank may be seeking for a strong strategy and assets that would assure loan repayments.

When engaging prospective investors, a well-written business plan is crucial. A copy of the business plan will often be requested by lenders and investors, and it is frequently one of the most important resources used to determine whether or not to lend or invest. The distinctive differentiator is the core of a strong business strategy. The distinctive feature of the company that assures prospective financiers will think about funding the venture. The key components of a business strategy are shown in the sections that follow[9].

Despite the fact that this is the first part of a business plan, it is usually a good idea to write it last so that it contains all the important information that the operator wants to convey to possible investors. The majority of investors will only take five minutes to review a proposal, and if the executive summary does not capture their attention, they are unlikely to continue reading. The name of the company, the type of restaurant, its unique selling proposition, market expansion and current trends, the management team and its strengths, financing requirements and projections, how the funds will be used, a description of the operations, and the anticipated return on investment are the main topics that a good executive summary explores.

1. Description of the restaurant concept

The firm and the nature of the product/service offering are described in greater depth in the second section of the business plan. A typical inclusion is a sample menu. A purpose statement and the intended legal structure of the restaurant, such as whether it will be a

limited corporation, a partnership, or single ownership, are often included. A timeline of significant occasions, such as how long it will take to get the operation functioning. The concept's explanation and any benefits it could have over the competitors.

2. Market research

The data that was acquired during the feasibility study may be used in this section. It is possible to characterize the area, define and analyze the local market, and examine market trends, as well as current and future competitors. Threats to the market that have been identified must be mentioned here. A plan's strengths and weaknesses must be analyzed for potential lenders or investors to make a decision. If there are no problems, the plan may be too pessimistic and the researchers may have overlooked important data.

3. PESTLE evaluation

The PESTLE analysis technique is another one that is often used to examine the organization's external environment. Political, Economic, Social, Technological, Legal, and Environmental concerns and considerations that must be taken into account while establishing the company strategy are represented by the acronym. When choosing how to go forward with their business, the user of this specific technology is able to view the wider picture. These are only a few instances, and the lists are by no means exhaustive, but they will help readers better understand how to utilize the PESTLE tool. Below is a list of some topics under each area that readers may want to examine. Political topics, include terrorism, war, political trends, and Economic, Social, Technology, Legal, and Environmental considerations.

4. SWOT evaluation

Often, as part of the market planning process, the planned operation's strengths, weaknesses, opportunities, and threats will be examined. SWOT analysis is a comprehensive examination of all internal and external factors affecting the business. It's common to allude to internal strengths and weaknesses as well as exterior opportunities and dangers. Consider a fast-food restaurant as an example. One of its intrinsic advantages may be the product's quality, since consumers are certain that they will always get the same high standard of food. However, a flaw may be found in the restricted menu options or the take-out packaging design, which may not adequately preserve the food's proper temperature for an extended period of time. There may be opportunities for expanding the menu selection by providing more items, sauces, and accouterments without having to invest in more expensive manufacturing equipment or look for new and more cost-effective packaging. Threats may come from rival fast-food restaurants or a sharp rise in the price of a key raw material, which would have an impact on the price of the product for the consumer and the operation's mix of sales. SWOT's usefulness as a management tool lies in its thorough examination of every facet of a business. Therefore, it would involve a thorough analysis of each marketing function discussed with a focus on how the marketing mix is created [10], [11].

5. The leadership Group

Investors and lenders should pay close attention to this area. The management team's strength will have a big impact on their choice. If Gordon Ramsey, for instance, approached a bank for financing of a new company, the bank may decide to support the firm based only on Ramsey's profile. It is crucial that this part shows how the management team can handle the company successfully and how their combined expertise can ensure a successful project. In this section, the management team members' backgrounds, their expertise in the field of food

and beverage management, and their roles in this specific project are all described. The business's ownership structure, board of directors, and members' backgrounds are all depicted, along with the organizational structure.

6. Operations

This section of the plan specifies how the business will be operated and will include examples of the implementation tactics. Here, associated expenses, service standards, manufacturing standards, and quality control will all become clear. A marketing strategy, a production plan, a service plan, a description of the staff, and customer support are more specifically included in the operations plan.

7. Business dangers

Threats that might potentially harm the business are revealed. The restaurant owner informs the reader that there are dangers involved with the company by outlining these potential outcomes. Potential investors value such candor and knowledgeable businessmen and will anticipate that company dangers will typically be mentioned in the business plan. Threats from the inside and the outside, insurance arrangements, and emergency preparations are a few of the topics that need to be addressed.

8. Financial estimates

There would be no incentive for one to invest if the firm did not make financial sense. The financial reports have to demonstrate a thorough comprehension of the company and its viability. While established firms should also provide three to five years' worth of prior real data, new businesses might also display projections. A balance sheet, a statement of cash flow, and a profit and loss statement are typically the anticipated financial statements. Forecasts are shown out at least five years. It is possible to get monthly, quarterly, and yearly reports on financial estimates. In most cases, a break-even analysis is also presented.

CONCLUSION

The process of taking a company idea from conception to effective manifestation is complex and calls for creativity, critical analysis, and strategic planning. Entrepreneurs must have a thorough understanding of market dynamics, consumer behavior, and emerging trends in order to generate innovative company concepts.

The literature and actual examples show that a successful company venture is built on the combination of creative ideas and thorough study. To further secure investor interest and long-term development, an idea's viability, sustainability, and connection with a compelling value proposition all play crucial roles.

The information presented in this article aims to help prospective company owners navigate the difficulties of turning their innovative concepts into successful enterprises in the context of a constantly changing global market.

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CHAPTER 5

REVIEW ON THE MENU OF THE FOOD AND BEVERAGES

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ABSTRACT:

This essay examines the art and science of creating a tasty and useful food and drink menu for different restaurants. A strong menu is an essential tool for promoting a restaurant's brand, improving the dining experience for patrons, and boosting sales. In-depth examination of layout, typography, graphics, and content structure are among the study's primary topics. It also looks at pricing, menu engineering, and seasonal offers from a strategic standpoint.

This article offers a thorough framework for restaurant owners and managers to design menus that appeal to consumers, pique appetites, and maximize financial performance by fusing concepts from psychology, marketing, and culinary arts. Any establishment that sells food and beverages relies heavily on its menu as a sales tool. For the consumer, it lists the available products, displays pricing and any additional fees, and when combined with other elements from the outside, it may define the kind of food service being provided. The menu should, from the viewpoint of the institution, achieve the goals of the marketing, catering, and financial policies.

KEYWORDS:

Beverages, Customer Experience, Drink, Food, Menu Design.

INTRODUCTION

The catering policy should be influenced by the marketing strategy to ensure that the goods provided and the manner in which they are run best satisfy the demands of the target market. The catering policy addresses the scope of the menu to be served, its format, and the proper manner of service, all of which have an influence on the amount of space needed, the kind of equipment to be acquired, the degree of expertise needed, and the necessary staffing levels. The financial policy strives to produce revenue and profitability within budget by controlling costs, increasing volume, and setting prices [1], [2].

There are really just two sorts of food menus: the table d'hôte and the à la carte, despite the fact that there are many different types of eating venues offering many different types of dining experiences. There are various variations of each of these two kinds of menus that are used in daily life.

1. Having a limited menu.
2. Only offering three or four courses, on average.
3. A small range of options within each course.
4. A set selling cost.
5. Having all of the dishes ready by a certain time.

This style of menu often offers the most well-liked foods and is simpler to manage. The set price is fixed regardless of what the customer orders, or it may vary based on the primary dish ordered. Occasionally, an extra item may be offered at a supplement fee. A table d'hôte

menu will often be shown to a client together with an à la carte menu at many restaurants. Breakfast, lunch, and supper table d'hôte menus are options. Their many modifications are used in:

1. Banquets: A banquet menu is a fixed menu provided to all guests at a defined time for a given fee that often offers no options at all, unless the client notifies the caterer in advance that certain guests need, example, a vegetarian or kosher meal.
2. Buffets: Depending on the occasion and the price charged, buffet type meals range greatly from the straightforward finger buffet, where all prepared items are proportioned to a small size so that the customer may consume it without the use of cutlery, to the exotic fork buffets, where both hot and cold food is available and where many large dishes will be carved and portioned for the individual guest. Buffets are regularly provided for events including conferences, press conferences, pre- presentations, and wedding receptions. As they provide a constrained menu, a limited selection of just what is on the buffet, a predefined fixed price, and all the items are accessible at a certain time, buffets may be categorized as a kind of table d'hôte menu [3].
3. Coffee houses: Today's hotels and restaurants often utilize a coffee house menu, a more contemporary variation of the table d'hôte menu. This kind of menu is distinguished by:
 - i. Having a fixed menu that is often available from twelve to eighteen hours a day.
 - ii. Being moderately priced, with often distinct prices for each dish or menu item.
 - iii. Providing a selection of foods that are appropriate for snacks, light meals, lunch, and supper.
 - iv. Providing a small selection of items that are either already cooked, fall under the convenience food category and take little time to prepare, or are easy and fast to prepare, such as omelets, hamburgers, etc.
 - v. The provision of a streamlined service, such as plate service, counter service, etc.

When a particularly high number of customers must be served as quickly as possible, the coffee shop menu in certain places may be substituted for two to three hours with a special morning menu giving a limited selection.

4. Cyclical menus: These are table d'hôte menus that are repeated repeatedly for a certain amount of time, like four months, and are, for example, for three weeks. In order to establish a pattern of client demand for a menu item and therefore help with buying, preparing goods, and staffing needs, they are often employed in hospitals and industrial catering.

A free option from the card or menu is referred to as "à la carte" and is identified by:

- i. Typically giving more options and being bigger than a table d'hôte menu.
- ii. Listing all of the foods that the restaurant could provide under the course titles.
- iii. Every meal is made to order.
- iv. Separate pricing for each dish.
- v. Typically costing more than a table d'hôte menu.
- vi. Often include expensive, unusual, and seasonal meals.

There may be a plat du jour or "speciality of the house" section on an à la carte menu. Typically, this comprises of one or two prepared, separately priced main courses that vary daily. A la carte menus are more challenging to manage than standard table d'hôte menus due to their vastness and the unpredictable demand of each item.

DISCUSSION

The visitor may sometimes be given a special promotion menu in addition to the à la carte menu, which is a kind of à la carte menu. This kind of menu focuses on the sale of a certain item from the menu in order to pique consumer attention, raise average client spending, and ultimately boost revenue and profit for the caterer. Promotions may be done by producing appealing menus specifically for things like:

1. When a wider selection of shellfish and unique cuisines would be made accessible.
2. Soft fruits, when special meals would include berry fruits such as strawberries, raspberries, loganberries, etc.
3. During the hunting season, when pheasant, grouse, etc. were featured in pâtés, soups, and special main course dishes.
4. Food prepared or cooked at the table, such as steak Diane, crêpes Suzette, etc.
5. Dishes made using seasonal ingredients, many of which are included in the aforementioned categories.

Menu Options

The way that the food and beverage selection is presented and served has altered significantly. Traditionally, high-level service consisted of either silver service, when each component of the meal was served separately from silver flats or plates, or trolley service, where food was either prepared or cut at the table and vegetables were silver served. Following this came table or family service, when the main dish was served and the vegetables and sides were set out in dishes for the guests to assist themselves. Plated service, where the whole meal was pre-plated, and self-service, where the client picked and received their food from a service counter, were at the lowest end of restaurant service. In order for the more costly trolley or silver service styles to reflect in the more expensive menu items, printing, and overall restaurant atmosphere, menu creation followed these service methods. Plated service is currently seen as the standard option at many of the world's finest premium restaurants because to changes in food presentation style spurred by nouvelle cuisine and sustained by the rise of celebrity chefs. With vegetables, sauces, and other fixings, the chef almost constructs the food on the plate, giving it a presentation or painting-like appearance. The status of plated meals has changed, and the menus must reflect this shift in presentation style. Due to the fact that all things are already on the plate and that certain customers may be allergic to or intolerant to certain foods, it is very important for menu descriptions to be precise and helpful. The breadth and frequency of adjectives used in descriptions has increased, and these adjectives are comparable to those used to describe works of art in many aspects. For the chef and restaurateur, this is the image they want to project as part of the character of their business and of themselves [4]–[6].

Menu items' contents

The information on food menus vary depending on the kind of meal, the market group it is targeted at, the event, the cost of the food, the nation or location, etc. Table d'hôte menus sometimes only include three to four dishes. A hotel room service breakfast menu will include three or four courses from both a traditional breakfast and a continental breakfast, as well as a variety of ancillary items like newspapers, magazines, or early morning beverages. Depending on the establishment, there will also be a variety of breakfast delivery times. Nevertheless, it is normal for the same à la carte menu to be served all day long. For

instance, in the UK, heavier dishes like thick vegetable-based soups, farinaceous dishes, meat puddings, meat stews, steamed fruit, and sponge puddings are typically served for lunch, while lighter dishes with more delicate flavors are typically served for dinner. These dishes include specialty consommés, poached fish with delicate flavors and frequently intricate garnishes, hot and cold sweet and savory soufflés, etc. Many of these classic foods are now included on menus at any time of the day as a result of a marketing drive for what marketers refer to as retro dishes—items that were popular in the past but have since fallen out of favor and are once again available on our menus. This is especially true of foods that nutritionists claim to be unhealthy, such as steaming suet puddings, which have significant nostalgic appeal. The courses or portions of a traditional complete à la carte meal would be split into a maximum of 14 parts. An elaborate luncheon or dinner menu, or a table d'hôte menu, might be created from this comprehensive breakdown of the components[7], [8].

The mix of the different menu items relies greatly on the event, the prices to be charged, and the preferences of the client. There is a set sequence for the menu's sections, which is observed out of custom. The caterer may put together the individual dishes on table d'hôte and à la carte menus using this established order, and they can also recommend to customers suitable special and/or event menus with a range of durations. Although it is quite uncommon for a menu's available courses to be delivered in their entirety, as a general rule, it can be said that when a lot of courses are presented, the portion sizes are often rather tiny. The 16-course meal prepared by M. J. Leto and W. K. H. Bode does not include coffee. They are served in the following order: cold starter, soup, hot starter, egg and farinaceous, fish, small hot meat dishes, big meat joint, small cold meat course, sorbet, roast with salad, vegetable, potato, warm sweet, cold sweet, cheese, and fresh fruit.

Menu preparation

As previously said, the menu is the primary marketing and sales tool accessible to the restaurateur. As a result, paying close attention to every little detail is essential to make this operate well and is a positive step towards a successful food and beverage business. The menu conveys a variety of information to the consumer through "copy," or the words used to describe the dishes, as well as more subtly through color, layout, the quality of the materials used, and style. This information needs to be conceptually reflected throughout the entire restaurant.

The menu helps establish a customer's degree of expectation along with other tangible aspects of a business. The restaurant owner's main goal in the pursuit of a successful and lucrative company should be to meet or even surpass this client expectation. Because the menu is so important to operational style, pricing structure, and overall concept design, it's crucial to consider the location, the market within this catchment area, and how it will fare against local competition during the planning stage. A modest restaurant with high-end, high-quality food may succeed in a wealthy residential neighborhood.

Despite how significant they may be, a menu's design goes beyond its typography, color scheme, images, form, and manufacturing materials. Consumers of today are fully aware of how capable current computers are of producing prints and images of the highest quality. It is reasonably easy and affordable to produce high quality, colorfully designed menus with plenty of images with a little advanced software and a decent quality color printer. Therefore, a catering company places greater emphasis on the content and presentation of its menu items in order to appeal to customers on a visual level. Using language may be challenging, especially when blending several languages, like English and French. The restaurant owner could want to add classically called meals by including French, but when the two languages

are mixed, the dish is often described in a mixture of pseudo-English and French that is impossible to distinguish. The menu may be printed in the language of the nation that the restaurant is meant to represent, but it is crucial that an exact description of each item be provided and correctly translated into English. This allows for the style and content of the menu to reflect certain themes or events.

Modern materials and somewhat cheaper manufacturing costs should guarantee that menus are always maintained tidy and appealing. Customers will see the establishment as being of a poor grade if the menus are damaged, dirty, have prices overprinted on them, or in certain situations, have new prices put over old ones. Menus should be simple to understand, accurate, and allow customers to estimate their expected spending amount. They should also make it apparent whether there will be any extra fees, such as service costs. Where necessary, menu items should have accurate descriptions that take into account the expectations of customers about the kind of restaurant the menu represents and the level of service they may anticipate. According to consumer expectations and current market trends, the menu should accurately represent the restaurant's offerings. "Menus should be created to promote the restaurant and persuade customers to eat." The typical client reads the menu for about two minutes. Using the word "reading" to describe something that is only a fast scan could be too hopeful. In under two minutes, your menu must convey the complete variety of food and drinks available and persuade the customer to purchase what will fulfill both their needs and your financial goals [9], [10].

1. Structure of the menu

The longer it takes customers to choose their meal or glass of wine, the wider the menu. Customers may not be completely satisfied with what is delivered if it is too brief. With the understanding that the longer a menu is, the more management control would be required, caterers must adapt the length of their menu to the specific demands of their consumers. Unless the customer is very experienced, the length of the wine lists supplied by many restaurants is often especially bewildering and humiliating. Wine lists of this kind won't do much to boost a restaurant's potential sales unless they are exceptionally well organized and include extra information to assist guests make their pick. How a menu is laid up should take into account how a client typically reads one. Figure 5.7 gives an illustration of this. To allow a restaurant to meet its financial objectives, it must effectively use the key regions of the menu.

2. Size and shape

The size and form of the menu may enhance and compliment the facility's distinctiveness. A food or beverage menu must be simple to use and easy to understand for the client. There are countless shapes and sizes that the menu can take, from a chalked-up menu on a blackboard to a large illuminated display board with photographs, traditional menu cards, tent cards, placemats, menus printed in the form of a fan, and even hand-printed menus on silk handkerchiefs as keepsakes for banquet guests. There are financial ramifications, especially when using a professional printing firm, so taking into account how long a menu may be used or how much soiling might be anticipated should be a part of the decision-making process.

Menu Savings

For the caterer to generate appropriate profits and for the consumer to feel satisfied that they are receiving value for their money, menu pricing must satisfy two criteria. The demand for precision is crucial in both situations. Customers nowadays are more sophisticated in their dining choices, more people dine out, many are well-traveled, and practically everyone has

developed a sense of quality and value from watching celebrity chefs and other food-related television programs. Chapter 7 discusses a few areas of profitability, but for the purposes of the menu, profitability primarily consists of three components: margin per item, sales mix, and volume. A restaurateur's pricing strategy should consider all aspects of the business, including expected return on investment, market demand, competition, where price should be compared to quality, industry standards for operation style, and location, especially where this may have an impact on operational expenses like staff costs, rents, and council fees. It is simple for restaurant owners to forget that they are truly talking about pounds, dollars, euros, etc. and that percentages do not always convey the whole story since a lot of time is spent on study of profitability and pricing, often known as menu engineering [11].

CONCLUSION

A complex fusion of psychology, commercial strategy, and aesthetics goes into the creation of a food and beverage menu. A successful menu goes beyond just being a list of things; it transforms into a dynamic tool that engages guests, communicates a restaurant's identity, and affects purchasing choices.

Menu designers may create a balanced culinary narrative that leads customers through a pleasant eating experience by using visual design principles, taking psychological triggers into account, and using clever pricing tactics. Menus are kept current and appealing by regular menu refreshes and constant adaptation to shifting consumer tastes and culinary trends. In the end, a well-designed menu goes beyond just offering a variety of foods; it becomes an essential component of the gourmet experience that restaurants provide to their customers.

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CHAPTER 6

REVIEW ON THE OPERATIONS INVOLVING PURCHASING AND STORING OF FOOD AND DRINK

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ABSTRACT:

This review article explores the important facets of the food and beverage industry, concentrating on the complex procedures of buying and storage. Effective management of these activities is crucial in the foodservice sector to guarantee product quality, cost-effectiveness, and adherence to safety regulations. The article examines current methods, techniques, and developments in the area of sourcing food and beverages, including supplier relations, inventory control, and sustainable practices. The assessment provides insights into maximizing supply chain efficiency while reducing waste by looking at how purchase choices and storage strategies interact. A complete knowledge of how strategic buying and storage strategies work together to improve the overall performance of food and beverage operations is fostered by the synthesis of best practices from both areas.

KEYWORDS:

Beverage, Food, Purchasing, Restaurant, Storage.

INTRODUCTION

Operations in the food and beverage industry typically adhere to the input, process, output paradigm. The process include the storage, preparation, cooking, and other steps. The outputs are the meals and drinks that will be sold using the service concept. Food and beverage operations conceptually begin with a notion for a theme or a preferred restaurant style. This will help the menu, which will have an immediate practical impact on the business. Other factors will include the amount of space available, how the space is organized, the kind of service provided, and, if it is a part of a group, the number and location of the locations. If the restaurant is part of a complex with other businesses, such a hotel, food court, hospital, or shopping mall, then additional factors may have an impact on the idea and operating style. Although the design of such a process often begins in reverse, the operational process must always go from input to output[1], [2].

The catering policy, the marketing strategy, and the financial policy are used to create an output aim. As a result, the restaurant's operational features are created to support the cuisine, service, and other areas of the business. Challenges with quality, staffing, and financial goals. The last section of operations deals with controls, including how they are put in place and evaluated.

The management and regulation of the expenses and income associated with running the catering operation in hotels, restaurants, hospitals, schools, employee restaurants, and other facilities may be referred to as food and beverage control. Controls are required for a variety of reasons, including the more apparent ones like sustaining profitability, quality, and dependability as well as the less visible ones like worker morale, disciplinary issues, and recruiting expenses. It considers food and beverage control procedures in further depth.

In the part titled "health and safety," the 1995 Food Safety Act provides a full explanation of the legal obligations related to the procurement, delivery, storage, handling, processing, and sale of food and drinks [3], [4].

Purchasing

In line with the establishment's catering policy, purchasing is "a function concerned with the search, selection, purchase, receipt, storage, and final use of a commodity." This implies that the person hired to buy food and drink for a business will also be responsible for receiving, storing, and issuing all commodities, as well as being involved in the reason why items are bought and how they are used in the end. This position may fall under the category of procurement and fall within the purview of the finance division in many corporations.

In the control cycle, the purchase function is crucial. If it is not handled well, it may lead to issues that often leave the organization and its customers with unacceptable levels of expenses and profits. Without specifications for commodities, there would be no quality or quantity requirements, which would lead to over- or under-ordering as yields for the goods would be unknown. Only quantity could be monitored by the receiving department; quality monitoring would not be possible. Given the wide variations in product quality, it would be challenging to work in the shops and preparation areas. Finally, if departments were consistently given non-standardized commodity products, it would be difficult to evaluate their performance adequately.

Duties of the buying department

A large portion of the buying manager's duties, especially in smaller organizations, have been incorporated into other job functions. Orders are often placed with suppliers by the senior chef or the chef's assistant; for liquor supplies, the restaurant management or cellar manager places orders. With the possible exception of small owner-operator establishments, orders would typically be made with authorized suppliers on terms and conditions that had already been approved by management and were typically under the authority of the finance department. In bigger corporations, the buying position may be covered by a purchasing clerk or procurement officer in the finance office.

DISCUSSION

The Process of Buying

Consider making purchases as a process rather than a single event. It takes more than merely calling or sending an email to make a purchase. You don't want to run out or overstock, says Brown.

The process may be divided into the following eight steps:

1. Each division of the company will have predetermined stock levels and a process for replacing stock. This might be a request form from a staff member with authorization, such as the head chef, restaurant management, or storekeeper. Many stock out or low stock warnings are raised automatically by the system in today's more advanced electronic point of sale systems. These systems may even create an order in bigger businesses and deliver it electronically to the chosen supplier.
2. In order to establish contracts, such as the price to be paid and delivery performance with specific reference to the time, date, and location of delivery, the source of supply is often chosen in advance by the department manager or by head office.

3. You may place an order over the phone, online, or in writing.
4. Acceptance of the requested items and correction of any inconsistencies in the amount or quality of the goods supplied, as well as checking delivery notes and invoices.
5. Verifying the product temperature upon delivery and documenting it in writing.
6. Examining the packing or containers for damage and rejecting those that are not in excellent shape.
7. Regularly monitoring and writing down the temperature of the delivery vehicle.
8. Moving goods to the ordering department, the shops, or the basement.

The process must adhere to the Food Safety Act of 1995 and the established Hazard Analysis and Critical Control Point for an establishment, which should reflect the type of establishment and the market it is in, for example, a hospital or first-class restaurant, the location of the establishment in relation to that of its suppliers, the size of storage facilities available, and the forecast of future risks. If adequate standards are to be met, all establishments should develop a strong buying strategy and control system. "Buying is not a distinct activity. Every time you make a purchase, it should be in line with the general objectives of your business. As fashion changes, so must you, the buyer [5], [6].

The process of choosing a supplier

With competitive prices and worldwide marketplaces, choosing a supplier should be carefully considered. A new supplier should be sought out with care, and thorough inquiries should be undertaken in at least the following areas. Larger corporations will first do normal credit reference checks to confirm the legitimacy of companies.

1. Complete information on the business and the variety of goods they offer.
2. A current pricing list copy.
3. Specifics of the trade terms.
4. Information about other clients.
5. Product samples.

The size of the firm, the whole variety of goods, the size of the processing and storage facilities, the size of their transport fleet, and the management team should all be inspected before acquiring food from any possible supplier. It is a crucial procedure that belongs to the due diligence requirements and should be documented in the organization's HACCP policy. Selected suppliers will be added to a list of authorized suppliers, and their performance will be regularly assessed using performance standards developed for each category of products. Price, quality, and delivery are often included.

Quality Performance and Price

While the price paid for items is significant, the majority of purchasing choices are driven by value for money and suitability for the intended use. Continuity of supply and the development of a long-lasting connection with a supplier are crucial to any organization and can have more significance than saving a few cents per item. The cheapest item is not always the greatest purchase; often, a cheap item is of poor quality and may not function effectively in accordance with buying requirements, such as not being purchased from an ethical source, being genetically modified, or not being created using organic methods.

Delivery effectiveness

This refers to the supplier's capacity to adhere to the delivery dates and timings set out by the customer. The items will be supplied promptly when needed and when personnel is available to efficiently verify them for quantity and quality. The Food Safety Act of 1995 regulates temperature restrictions for food deliveries, which are subject to the establishment's HACCP history [7], [8].

The Buying of Food

When buying food, it is important to take into account the actual cost of the item in comparison to the price shown on the supplier's printed price list. The invoice price minus any discounts that may be claimed must be included into the real cost estimate together with the manufacturing expenses, storage costs. The calculation of a true cost may very well show that purchasing an item in five-case lots rather than a fifty-case lot at a lower price is more cost-effective, or that the production costs of an item make it too expensive to purchase it in that condition, and that purchasing the item already processed by a manufacturer may be more cost-effective in the long run. There are seven primary purchase options available when buying food. The specific approach used is often influenced by the establishment's location, nature, and size, as well as by the kind of food being bought and its buying power. For purchasers to choose which mode of purchase to employ and to negotiate the purchase price, it is crucial that they have access to reliable data on the consumption and use of significant commodities [9], [10].

1) Buying via a contract or a bid

The term "purchasing by contract" refers specifically to big-scale catering operations, such as Wimbledon fortnight, when certain items are required in enormous numbers. The organization may advertise the tender in the trade press, for instance, inviting proposals to provide fresh fruit and vegetables for a year or for a specific event. There are two typical forms of contracts utilized.

1. The contract with a certain time frame, which attempts to establish the source of supply and the price of commodities for a specified time frame, often three or six months. When the costs of things are fixed for a certain amount of time, it has the additional benefit of helping with budgeting and pricing. This minimizes the time and labor required for negotiating and ordering. This method may be used to contract for things having a generally consistent price, such milk, cream, bread, etc.

2. The quantity contract, which tries to maintain the supply of a certain amount of a necessary good at a predetermined cost over a specific trading time. The purchase of frozen fruit and vegetables for a banquet or the summer are typical examples of situations when a quantity contract is advised since the supply might be impacted by the weather and lead to price fluctuations. Noting that a contract is a legal document, the terms should be drafted by the firm's attorneys to protect against potential areas of contention or, alternatively, drafted in accordance with recommendations provided by one of the professional associations [11], [12].

2) Buying with paid reserve

When it is required to guarantee the ongoing availability of a menu item, which is very important to a restaurant, this strategy is utilized. When these items are a feature, large catering firms may buy the whole production from one supplier or set of providers. The complete catch of local fisherman or hand-raised or specifically bred meat are a few

examples of items that may be obtained via this way. A certain amount of trust in the relationship is necessary for this to work since trade must be equally fair to both sides.

3) Total amount

Few big suppliers are able to provide caterers with a comprehensive supply service of all goods, hence they are the only ones that use this strategy. With just one supplier to deal with, less paperwork to do, and far fewer deliveries, this offers many benefits. The biggest drawback is being dependent on a single large supplier, whose pricing may not be as competitive as when utilizing several suppliers, and whose selection of certain goods could be limited. Although it is not often utilized by businesses, it is employed by organizations like the British Army for logistical purposes, including distribution abroad, sometimes in difficult regions.

4) Specifications for food purchases

A buy specification is a brief explanation of the needed level of quality, size, and weight for a certain item. Each specification would be unique to a given business and would have been chosen by members of the management team, such as the buying manager, head chef, and food and beverage manager, based on the catering policy, the menu needs, and the establishment's budget. Copies of the specifications, as well as those issued to all suppliers on the "approved suppliers list," should be kept on file by the appropriate management members.

Specifications are created for the following reasons:

1. It provides a commodity purchasing standard for an establishment so that a standard product is accessible for the restaurant's kitchen to produce for the client.
2. It outlines the exact requirements for the provider in writing, which helps the supplier maintain a competitive price.
3. It gives specific information about the acceptable food standards to the storeman and the products receiving clerk.
4. It educates personnel about possible product variances, such as those in size, weight, quality, number, etc.

The degree of quality assurance that is needed may not be achieved even with a detailed product specification, and there are situations when this cannot be verified by the organization, such as when a product has had radiation treatment or has undergone genetic modification. The Food Standards Agency is in charge of overseeing food regulation in the UK, and although they do not dictate specifications to the degree that the caterer desires, they do provide safety measures and standards that are compliant with both UK and European Community laws. It is well-established to grade fruits and vegetables grown in the European Community, classify carcass meat, and regulate the use of product that has been genetically modified or exposed to radiation.

A product specification, often known as "product identification," is a statement of all the qualities that must be present in a product in order to satisfy a certain demand for a good or service. It often contains product details that can be checked after delivery and that suppliers and customers may simply exchange.

The "purchase specification" indicates a far wider idea than the "product specification," which simply contains information about the product. The purchase specification comprises all product information as well as details on the relevant supplier services that buyers expect

from suppliers that provide them with items. According to Feinsein and Stefanelli, "they typically seek long-term relationships with a variety of primary sources and intermediaries and want to iron out every detail regarding product characteristics and desired supplier services before entering into these relationships."

Details on fair trade, sustainable practices, food air miles, and ethical sourcing may be included of a purchasing specification. Many consumers are interested in these topics, so providing information about them on menus or other promotional materials might help your business' marketing efforts.

As companies have their own 'branded' quality assurance and strict specifications, branding has helped caterers to be more rigorous when establishing specifications. Typically, brand protection entails suppliers providing money-back guarantees for goods or production that fall short of client standards. This, together with rules governing packaging and labeling, enables caterers to make confident product purchases.

Even though many organizations still use this kind of buy specification, writing the original specification involves a significant amount of time and effort in addition to extensive knowledge of the specifications.

Even when this is done, it still requires considerable ability to transform a striploin into portion-controlled steaks even if it is often roasted whole. Many organizations choose to buy pre-cut steaks and joints at a price and quality set by the provider as convenience items become more popular [13]–[15].

The Acquisition of Beverages

Similar to buying food, buying alcoholic and non-alcoholic drinks has the goal of getting the greatest possible product for the best possible price for a particular use. It is crucial that enough attention be paid to this area since drinks typically contribute more to profits than meals and because processing them into finished goods for the client requires far less manpower. When buying drinks, it's crucial to keep in mind that branded items are more likely to appeal to consumers.

The following aspects of beverage purchases are often discernible:

1. The sources of supply are scarcer and often constrained.
2. Because beverage purchases are so expensive, it is crucial to take stock holding size, value, and security into account. Particularly if you want to preserve them for any length of time, wines need appropriate storage.
3. The wine and spirit industries provide free advice and support with purchases; this is especially useful for creating and keeping up a strong wine selection.
4. It is challenging to assess quality elements and requires specialized expertise to recognize them. Additionally, clients want staff members to have product expertise, especially when serving wines, thus this necessitates organizing or attending tasting sessions on a regular basis; your wine supplier often facilitates these.
5. Because there are fewer standard buying units than there are for food, price and stock management are easier.
6. The product meets a defined standard. A well-known wine from a reputable shipper will be of a standard for a certain year, but there may be several grades and a broad variety of ungraded products available with food items. Many items, such as minerals, spirits, etc., have

a standard that will not change over time. Additionally, food products may be bought in a variety of formats, including fresh, refrigerated, frozen, tinned, etc.

7. The cost of alcoholic drinks does not change as much as the cost of meals.

A beverage chosen for a wine list should suit customer expectations and be consistent with the restaurant's or wine bar's operational style. It should go well with the meal selection, be offered for purchase for a long enough time, and be reasonably priced. Before a wine is added to a wine list, it should be determined if the wine chosen as the house wine will be available continuously. Wines that are unusual or end-of-the-bin may provide diversity and interest to the wine list, so they shouldn't be disregarded simply because they are scarce. These companies buy wine in the country of origin and export it to the nation where it will be marketed. Typically, shippers are only interested in the wine from a certain location. This implies that the selection of goods they can offer is limited. In addition to this issue, shippers are unlikely to want to work with clients other than elite businesses or extremely big corporations. Wine shippers often purchase their goods from a wine and spirit wholesaler.

These are often independent wine enterprises or the wine divisions of big brewers. The brewing companies prioritize selling their own label goods above other proprietary ones. Wholesalers provide the caterer with a regular delivery service in addition to a very broad selection of all drinks. Additionally, they may help the caterer by providing marketing materials for both bar and restaurant sales. Due to the intense competition in the beverage supply industry, wholesalers will provide a variety of marketing and merchandising help to certain customers. This approach was covered in regard to food earlier in the chapter. A very small selection of spirits, wines, beers, etc. are sold at very low costs in cash and carry establishments or supermarkets, but no further services are provided. When there are exceptional deals or in times of need, they are helpful. This technique of buying has restrictions since it often only applies to the selling of wines. It may be a practical approach to purchase 'end of bin' wines in modest amounts from a private residence or from another hotel or catering business. This may be an interesting and helpful source for wines for a particular occasion if the wine buyer has solid wine expertise. The amount given is unlikely to make this technique of buying wines acceptable for inclusion on a typical wine list.

CONCLUSION

The complex interplay between food and beverage operations, especially in the areas of buying and storage, emphasizes the crucial importance of these components to the performance of the foodservice sector. Effective storage techniques assure product safety, reduce waste, and maximize inventory levels, while strategic buying selections affect product quality as well as cost-effectiveness. Adopting sustainable sourcing methods, technology-driven inventory management systems, and proactive supplier relationships are stressed in the literature study. In order to ensure that food and beverage operations run smoothly as the culinary scene changes, cutting-edge storage methods must be integrated with creative buying tactics. Last but not least, this synthesis makes it easier to produce culinary experiences that meet current consumer expectations and industry requirements.

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CHAPTER 7

A REVIEW ON THE OPERATIONS INVOLVING PRODUCTION AND SERVICE OF FOOD AND DRINK

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ABSTRACT:

In-depth analysis of the production and service processes used in food and beverage businesses is provided in this study. The global economic and cultural environment are fundamental to the food and beverage sector, which necessitates effective and customer-focused manufacturing and service methods. This assessment examines these operations' essential components, including purchasing, culinary processes, menu planning, customer service, and more. This paper provides insights into boosting operational efficiency, maintaining quality standards, and providing outstanding dining experiences by examining current practices and new trends. For the survival and expansion of firms in this dynamic industry, a seamless integration of production and service is essential.

KEYWORDS:

Beverage, Food, Production, Management, Service.

INTRODUCTION

The phase of the food flow that is primarily concerned with the processing of raw, semi-processed, or prepared food- stuffs may be referred to as food production. The finished product may be in a ready-to-serve condition, as in the case of the traditional process, or it may go through some kind of preservation before being presented to the consumer, such as cook-chill or cook-freeze. The processing of a raw, partially prepared, or prepared beverage product to make it ready to serve before it is given to the client may be referred to as beverage manufacturing. For instance, a semi-prepared product like a cordial would only need to be partially prepared, but a raw beverage product like tea would need to be entirely treated before being given. A bottled fruit juice or bottle of wine may be considered a fully prepared beverage product. It is not always possible to differentiate between the fine line that separates food and beverage manufacturing from food and beverage service. It might be difficult to determine when manufacturing stops and service starts[1], [2].

Because of this, it is sometimes required to include specific details about, say, food service when explaining food production methods so that the production technique may be understood in the context of the whole catering operation and not in isolation. The choice of which food and beverage manufacturing technique to use in a certain catering operation is made at the first planning stage; at this time, the target market and, therefore, the kind of catering facility to be provided, have been determined.

The initial design of a food service facility is essential to the operation's long-term performance, and it requires time, money, and dedication to prevent expensive errors later. The food production and service model must at the very least be acceptable for the sort of operation the organization demands, as well as following all food hygiene rules, particularly those pertaining to holding temperatures for hot or cold food. Practically speaking, inviting the neighborhood Environmental Health Officer to the location before laying out the kitchen

or installing equipment is often quite beneficial. Getting them "on board" now may serve as the foundation for a positive working relationship in the future and reduce the danger of breaking law or engaging in ethical behavior.

Critical control point analysis and risk assessment

Whether they are microbiological, chemical, or physical in origin, dangers may be identified and controlled in a systematic manner using the Hazard Analysis and Critical Control Point method. Each business is obliged to do an analysis that may identify any possible danger for that specific organization, even though many food and beverage companies are likely to have a lot of the same risks. The local EHO will be able to provide guidance on how to do this as well as suggestions for the kinds of records you should maintain for the specific service in issue[3]. A food safety management system may be established and executed using HACCP's seven critical steps as shown in Figure 1. Each product category will need application of the systematic method.

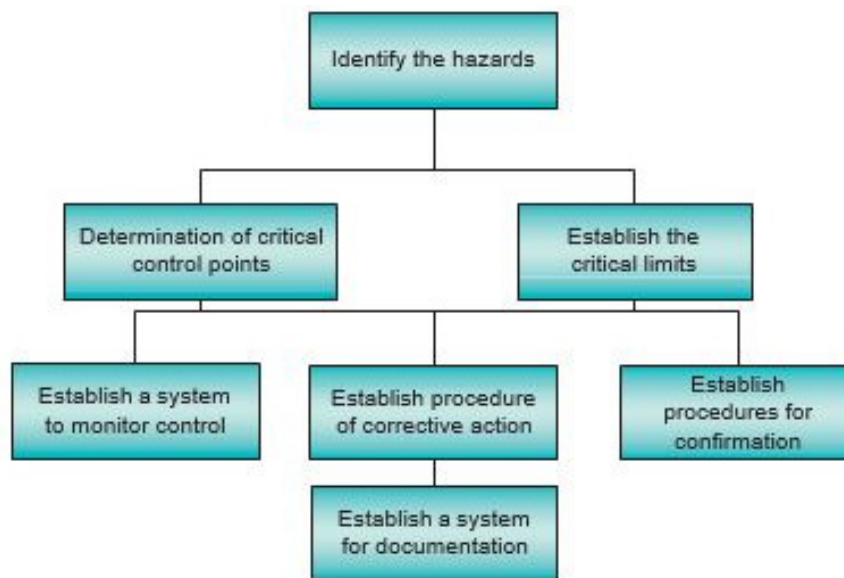


Figure 1: illustration of the procedure based on an HACCP

DISCUSSION

The design of kitchen facilities:

Planning for food service facilities is more difficult than planning for many other kinds of projects. This is as a result of some of its distinctive qualities, which include the following:

1. The many types, options, and grades of raw materials that are accessible.
2. A few basic materials' high perishability.
3. The large range of prepared and semi-processed items that are offered.
4. The final product's perishability.
5. Some cuisines have a quick turn-around time; for instance, freshly delivered products may be cooked and presented to customers around midday, with the money collected by afternoon.

6. Rarely is the product brought to the consumer; rather, the customer must travel to the product to buy it and typically eat it on the premises.
7. No amount of time may be spent storing the item.
8. Within the same business, a broad range of clients may be served.
9. In every given outlet, a range of manufacturing and service techniques could be in use.
10. The procedure must adhere to the HACCP policy.

An inherent issue with food production planning is that customer demand for the food service facilities is not constant; the restaurant, cafeteria, or fast-food outlet is only in demand during specific times of the day, primarily breakfast, lunch, and dinner. This results in peak periods of activity at specific times of the day, and troughs of comparative inactivity in between. The catering facility's need to provide various menu items or "products" for each meal period and sometimes even a distinct style of food service adds to the complexity of this issue. A hotel restaurant could, for instance, provide a continental-style buffet service for breakfast, a table d'hôte menu with plated service for lunch, and an à la carte menu with silver service for dinner.

The significance of effective food service planning must be emphasized. It comprises a variety of interconnected activities that are mutually reliant and, when combined, constitute a fully integrated system. Cost restrictions are present at every step of the planning process, and money is set aside specifically for the construction of the building, interior furnishings, equipment, etc.; this money must be spent carefully since making short-term savings typically results in higher long-term expenditures. Low initial design, low labor utilization, loss in food quality standards, excessive operating expenses, and a general lack of customer approval are all everyday problems for poorly planned facilities. Planning a food service area must include having adequate food holding temperature controls at the point of serve for both hot and cold meals. Increases in the amount of "short cuts" personnel are ready to use to make their job procedures more efficient or simple are the probable result of a badly structured food service area [4]–[6].

Objectives

A written declaration of the operation's goals is the first stage in developing a catering facility. A food service operation's main goal must be to provide a catering outlet targeted at a certain market segment of the population. The catering facility's other goals are complementary to this one, with some of them taking precedence over others in different catering situations. For instance, the main goal of a commercial restaurant might be to maximize returns on capital in the shortest amount of time, whereas the main goal of an industrial cafeteria might be to provide a subsidized catering facility, in which case the net profit is no longer the most important goal. However, general planning goals may be established for all kinds of catering facilities, and they include the following:

1. Customer appeal: A catering facility's primary goal is to provide catering services to a specifically identified market segment. The planning of the facility may start after the market segment to be served has been determined. Customers have expectations about the type of establishment, the caliber of the food, and the level of service they will receive when they enter a restaurant, cafeteria, or any other type of food service operation. If the catering facility wants to attract customers, its image must be consistent with those expectations. However, over the last ten years, hotel restaurants have made an attempt to turn this around, not just as a source of money but also as a component of their overall marketing strategy. For many

hotels, food and beverage has not historically earned the same amounts of revenue as the rooms sector. It is crucial that this coordination between the catering and customer service operations extends across the whole facility. For instance, a client would expect a high-class restaurant to have a comprehensive à la carte menu, silver service, only linen on the tables, well attired service employees, etc. These many elements of the business work together to provide the consumer a complete image. Therefore, it is crucial that the catering operation be designed holistically during the planning stage so that all the many components of the production and service come together to create a facility that is targeted at a certain market group.

2. Cost management: Regardless of the kind of catering facility, expenses must be kept under control. In a catering business, these costs include the upfront planning and construction expenditures as well as the ongoing costs for things like food, labor, and gasoline. Even those operations, such as subsidized catering facilities, should strive to keep costs to a minimum so that any "profits" made may be reinvested in the operation, reducing the overall running costs of the operation. Some operations, such as commercial restaurants and cafeterias, are built specifically with a profit target to achieve.

3. Facilitate production and service: To facilitate production and service, production and service spaces and equipment must be laid out ergonomically in the kitchen, restaurant, and bars. Particularly essential factors in workplace design include which equipment should be attached and which should be free-standing, storage options, the height and breadth of the workbenches, the height, size, and form of the tables, the needs for lighting, heating, and noise reduction, etc. If properly considered, all of these characteristics of a food service facility lead to a work environment that is safe to design and a seamless flow of personnel and supplies.

4. Material handling: In a catering operation, the transportation of goods should be arranged to entail as little handling as possible. The movement of materials should, wherever feasible, be as straight-forward as possible, for instance, from the storage area to the workstation for preparation. Backtracking and traffic cross-flows should be avoided since they may lead to accidents and are time-consuming. When developing materials handling for a catering business, the planner has access to a variety of tools: flow process charts, string diagrams, journey charts, etc. These tools all help the planner create a materials-handling system that minimizes actual handling. The time that workers spend handling items might be converted into labor expenses as the employee is not preparing the materials for sale while he is carrying or moving them. Use mechanical assistance, such as conveyor belts, trolleys, carts, etc., where they will reduce the amount of manual handling of products. All of these may be integrated into the first strategies. Only if it is deemed to be cost-effective may mechanical assistance or labor-saving devices be obtained.

5. Labor utilization: The application of management techniques like work-study, motion economy, etc. is crucial to the planning of effective labor usage. In order to create thorough job descriptions and work schedules, the tasks that must be completed in the catering operation's production and service sections must be identified, and the most effective way to do those duties must be analyzed. The need to develop effective food production and service areas that increase staff productivity is a consequence of the constantly rising labor expenses in catering operations today [7]–[9].

6. Management and supervision: During the planning stage, attention must also be paid to the responsibility of managing and monitoring the catering operation, especially the production and service staff. This entails setting aside enough time and space for staff

meetings, training sessions, and demonstrations, among other things, so that management can make this an ongoing process rather than something that is made available to all employees at the beginning of their employment but is never updated. Other aspects of managing the catering facility, such as overseeing daily expenditures for food, labor, and gasoline, should also be taken into consideration. It is important to implement effective feedback information systems that can provide management with the kind of data they need to make judgments about the effective functioning of the catering business.

7. Hygiene and safety requirements: For the benefit of both customers and staff, hygiene and safety requirements must be taken into consideration while developing a catering business. Currently, EHOs in the UK have the authority to examine and, if necessary, shut down establishments with inadequate hygienic standards. All catering enterprises must be aware of and completely adhere to the laws governing the hygienic management of premises and the current fire rules. The fire officer must be notified of any new layout or design inside licensed facilities. It is also advantageous to get feedback from the local council's environment health department so that no further changes are needed after a future inspection.

8. Cleaning and upkeep: Considering the ease of cleaning and maintaining the property during the planning stage is closely tied to the safety and hygienic conditions of the food service facility. The design of the equipment, such as movable units that can be pushed away of the wall and cleaned behind, sufficient room beneath the equipment so that the floor can be washed, etc., are some of the aspects that must be taken into consideration in this situation. Regular equipment maintenance is also crucial if expensive failures and potential accidents are to be avoided.

9. Flexibility: Being flexible at the early planning phase might reduce the overall expenses of an operation. Planning ahead for this shift may significantly ease the transition or changeover phase because most catering facilities experience some kind of modification over their lifespan. The majority of changes in a food service business are made to the ingredients or production methods utilized; for instance, if a lot more convenience meals were used, less labor and equipment would be needed, and more kitchen space would be available. These kinds of modifications must be planned for in advance so that the operation may manage them effectively when and where they are required. It is not unusual for not all of the necessary funding to design and run a production facility to be available at once, necessitating the implementation of the plans in phases over a two- to three-year period when the funding becomes available. For instance, it may take a catering operation until the second year of operation to be able to purchase some specific pieces of equipment; it is crucial that this has been considered during the planning stage and that the basic services of gas, electricity, water, drainage, lighting, ventilation, etc. are fully accessible and have allowed for an increase in capacity.

The key needs mentioned above should serve as the foundation for designing a food service facility if it is to make the best use of the resources, including money, materials, and labor, that are available. If there isn't enough planning done up front, the organization will lack focus and may end up attempting to "be everything to everyone." The business may subsequently be forced to try to serve mixed markets for which it was not intended and, as a result, lacked the requisite infrastructure.

Methods For Food Production

The traditions of catering, which have had a significant impact on the production methods used today, must be considered while studying the food preparation techniques now in use.

Over time, during a labor-rich era, food manufacturing techniques in the catering sector changed. The conventional kitchen layout developed around the separation of jobs into parties, which was first brought into the UK in the latter half of the 19th century. This was the phase of the *partie* system's development. Because of the strict divisions between the sectors, there was a high staffing ratio in relation to the amount of meals provided.

The technology in hotel and restaurant kitchens changed very little or not at all over the first half of the 20th century. The majority of managers and chefs were educated in the old conventional techniques that produced outcomes that were mostly acceptable, so they saw no need to alter. The old conventional procedures have only seen alterations in the past thirty years. These reforms began slowly and in the industrial sector rather than in the hotel and restaurant kitchens. As experienced catering employees started to become scarce, the main food suppliers conducted technological research, and their goods gradually gained acceptance by the catering business. The growing price of the space required for a typical kitchen further encouraged this. Traditional culinary activities were beginning to vanish more quickly. The first cook-freeze operation started in the UK in 1966, and as a result, both cook-freeze and cook-chill technique variants were developed. The information that follows is a review of the primary food and beverage production techniques presently in use. It is crucial to remember that the Food Safety Control of Temperatures Act of 1990 governs all food processing [10], [11].

Traditional techniques

The bulk of food purchased through the traditional party technique is raw, with very little falling into the category of what we today refer to as "convenience foods." There are facilities for receiving and storing items, preparing, cooking, holding, and serving meals, as well as for dishwashing. The utilization of labor fluctuates throughout the day, peaking right before the serving of each meal. Similar circumstances apply to culinary equipment, which is generally underutilized overall but is used well for brief periods of time. This results in inefficient usage of gas and electrical appliances, which are often switched on in the morning and remained on throughout the day despite only being used for a few hours. All things considered, it is a costly method to run a kitchen due to the labor, equipment, and energy needs as well as the space and resources required to run it.

Using conventional methods to produce convenient meals. It is possible to bring convenience meals into a typical production kitchen. Convenience food consumption in conventional manufacturing might vary from partial to almost total dependence on the broad selection of products that are now offered. However, a coordinated catering system is the only way to make the maximum use of such quick items. The systems approach is fundamentally based on considering the operation as a whole, taking into consideration the impacts of changes to one component of the system on other components. Therefore, the consequences on labor, equipment, space, and most importantly, the consumer, should all be taken into account if convenience foods are to be brought into a conventional kitchen that traditionally used only fresh produce.

The production and service parts of the food flow system are divided using centralized production techniques, either by location or time or both. Food that is made centrally may be conveyed in a ready-to-serve condition, such as hot, or it may need some kind of regeneration at a satellite or end-kitchen, such as cooled or frozen food. Food may also be transferred to the point of service in batches or in pre-portioned amounts. This kind of food production rose to popularity in the 1970s and 1980s mostly as a result of the welfare sector's need for centralized production and the cost reductions that came with it. Central production units are

no longer in such great demand, mostly because of their high operational expenses, owing to the changing nature of the catering industry in general and hospital catering in particular. Modern hospital catering provides a broad variety of high-quality foods and drinks that are prepared and delivered to a high level.

Methods For Producing Beverages

In this context, both alcoholic and non-alcoholic drinks are referred to as "beverages." The amount of preparation required before these various drinks can be served to customers varies, but in most cases it's the non-alcoholic drinks that fall into the categories of raw and semi-prepared products, while the alcoholic drinks are typically already fully prepared.

1. Raw beverages: Compared to the other categories, these beverage items need more processing before being presented to the client. Tea, coffee, and cocoa are a few examples of these drinks, which may take up to fifteen minutes to reach a serving-ready condition. Although in some specialized restaurants or coffee shops the tea or coffee making facilities may be an integral part of the total food service being offered by the catering operation, the preparation of these raw beverage products may be done away from the service area and the customer, for example in a stillroom in the kitchen of a large hotel.

2. Semi-prepared drinks: These are alcoholic beverages that don't need preparation from the raw product state but aren't quite ready to be served either. Fruit cordials, which just need water to be added, are an example of semi-prepared drinks. Iced coffee and cocktails may also fall under this category.

The production of these partially prepared drinks may also be included in the service, such as the showmanship involved in mixing drinks in a cocktail bar.

3. Fully prepared beverages: These include bottled fruit juices, spirits, wines, and other beverage items that need little to no preparation before being presented to the customer. Most of the time, completely prepared drinks are served to customers right in front of them, whether they are spirits at a bar or wines at a table, for example.

A catering operation's beverage production style should reflect the way that food is produced, therefore a high-class restaurant would provide a wide selection of alcoholic and non-alcoholic drinks.

However, in a cafeteria setting, just a small selection of drinks would be available, and non-alcoholic drinks like tea, coffee, or orange squash may even be "prepared" by customers themselves, using devices like vending machines or tea, coffee, or soft drink makers, for example.

In a catering business, the choice of the beverage production technique should be given the same weight and care as the selection of the food production method. For instance, tea or coffee are often the last course of a customer's dinner, and the quality of these drinks may make or break a reputation.

The production of beverages shouldn't be delegated to untrained personnel, including the staff members who prepare the tea and coffee in the stillroom and the bartenders who mix drinks and cocktails. The following are the prerequisites for effective beverage production: high-quality raw materials, such as a good tea or coffee blend; appropriate equipment; properly cleaned stills or machines; the availability of cocktail shakers, strainers, etc. if cocktails are being offered; and finally, employees who have been trained for the tasks they will be performing.

It is important to routinely inspect the hygiene and cleanliness requirements of beverage equipment as well as the level of beverage production in a catering service. The process for producing beverages must be such that it will work within the institution's financial constraints and achieve the profit goals specified in the financial policy.

Just as with food production, poor management of the manufacturing of beverages may significantly affect the establishment's gross profit; as a result, enough time, thought, and funding must be given to this issue such that the best beverage manufacturing technique is determined for the specific catering business.

The number of coffee shops has significantly increased in the twenty-first century, with the beverage "coffee" being the focus of the business and its main source of revenue. The market comparison for coffee shops looks at the whole ambiance as well as the quality of the coffee and other drinks supplied.

CONCLUSION

The key to success in this thriving business is the complex interaction between food and beverage production and service. Businesses may successfully negotiate the challenging terrain of customer expectations and industry competitiveness by concentrating on optimizing procurement methods, improving kitchen operations, creating enticing menu designs, and providing exceptional customer service.

Given the shifting tastes of current customers, the analysis of contemporary practices highlights the need of innovation and flexibility. A comprehensive strategy for integrating production and service operations will be crucial for firms to not only survive but also prosper in a market that is becoming more and more competitive.

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CHAPTER 8

AN ANALYTICAL REVIEW ON THE CONTROL OF FOOD AND BEVERAGE

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ABSTRACT:

The intricate world of food and beverage regulation within the hotel business is explored in this review article. In the food and beverage industry, efficient control systems are crucial for cost optimization, quality maintenance, and customer satisfaction. This essay offers a thorough examination of the many approaches and techniques used to manage the processes of sourcing, manufacturing, distribution, and service. It looks at how to successfully regulate food and drink by integrating technology, inventory management, portion control, pricing strategies, and staff training. This study explains the difficulties and possibilities in developing effective control systems and provides insights into their wider implications for boosting corporate profitability and competitiveness via a thorough review of the literature.

KEYWORDS:

Beverage, Customer Satisfaction, Food, Hospitality, Industry, Management.

INTRODUCTION

The direction and management of the expenses and income associated with running the catering operation at a food and beverage facility may be referred to as food and beverage control. No matter the size, a successful holistic food and beverage control is essential for every sort of food and beverage organization. Depending on the kind of business, the cost of food and drink might vary by up to 50%. In restaurants, sales of food and drink are sometimes the sole sources of income additional sales from merchandise and room rentals are sometimes possible. Food and drink are the primary daily expenses in public sector catering, staff restaurants, and similar operations. These costs are governed by budgets and may receive some amount of subsidy, either across the board or per unit. The operation's size affects the degree of control. In comparison to a small operation, a big group operation would need considerably more accurate, thorough, and current information. A bigger business will also be able to support the control with a computerized system whereas a smaller company would not be able to. If control is to be relevant and successful in both situations, the kind and amount of data necessary must be established judiciously. The reader will be acquainted with the ideas of buying and pricing, which respectively. Two crucial components make up the last link in the chain of efficient food and beverage regulation. At this point, it's critical to make the constraints of a control system clear [1], [2].

1. A control system can only spot business trends and trouble areas. Such issue regions cannot be automatically fixed by the system.
2. A control system will need ongoing management oversight to make sure it operates effectively.
3. Management action is required for a control system to assess the information supplied and take appropriate action.
4. The goals of food and beverage regulation

A food and beverage control system's goals may be summed up as follows:

1. **Income and expense analysis:** The study only looks at the revenue and expenses associated with the food and beverage activities. Each selling outlet often conducts a revenue analysis that takes into account elements including the amount of food and beverage sales, the mix of sales, the average spending power of consumers throughout the day, and the total number of customers served. The examination of expenses covers labor, portion, and departmental food and beverage expenditures. The success of each outlet may then be described in terms of gross profit, net margin, and net profit[3], [4].
2. **Establishing and maintaining standards:** The creation of a set of standards that are unique to a given enterprise, like a chain of steakhouse restaurants, is the cornerstone of the operation of any food and beverage outlet. Without clear criteria, neither management nor employees would be able to evaluate an employee's performance in an efficient manner. An effective unit would have the established standards documented in manuals sometimes referred to as SOPs, which should be easily accessible to all workers. Once the standards have been established, maintaining them is always a challenge for an operation's management. Regularly monitoring the standards attained by observation, analysis, and customer feedback may help with this. When required, training sessions can be held to re-establish the standards.
3. **Pricing:** Providing a solid foundation for menu pricing, including quotes for special occasions, is a key goal of food and beverage control. Determining food menu and beverage list prices is crucial in light of accurate food and beverage costs, other main establishment costs, and general market considerations like the average customer spending power, the prices charged by competitors, and the prices that the market will accept .
4. **Waste prevention:** Revenue, cost, and profit margin objectives are defined in order to meet an establishment's performance criteria. In order to operate at these levels, it is vital to avoid material waste brought on by issues like inadequate planning, excessive output, the use of non-standard recipes, etc. Only an effective technique of control that covers the whole cycle of food and beverage control, from the organization's fundamental principles to the management control after the operation has been finished would allow for this.
5. **Fraud prevention:** A control system must prevent or at the very least limit the potential for fraud by customers and employees. Customers commonly engage in fraud by purposefully leaving a business without paying, making false claims that the food or drink they partially or entirely consumed was unpleasant and indicating they will not pay for it, contesting the number of drinks served, or making purchases with stolen checks or credit cards. Overcharging or undercharging for things supplied, as well as theft of food, drink, or money, are common instances of employee fraud.
6. **Management information:** It is crucial for a control system to provide correct, current information for the creation of periodic management reports. This data should be sufficient to allow for a thorough evaluation of performance for each outlet of an enterprise and comparison to previously established requirements.

DISCUSSION

When managing an operation, information overload may be a significant problem. Numerous reports and statistical data are often sent to management, but they may not know how to utilize them or lack the time to take action. Therefore, it is essential that the appropriate control be applied depending on the size of the operation. For instance, a small operation might not need daily, weekly, or periodic reports, whereas a larger operation is likely to need them so that management can act both promptly and preventively.

Special Food and Beverage Control Problems

Controlling food and beverages is often more challenging than controlling materials in many other sectors. The following are the key causes:

1. **The product's perishability:** Food, whether it is raw or prepared, is a perishable good with a finite shelf life. Therefore, the caterer must make sure that she purchases food that is of the proper quality and quantity in response to the anticipated demand, and that it is kept and processed appropriately.
2. **Unpredictability in business volume:** Most catering businesses have erratic sales. The amount of business fluctuates often from day to day and in many establishments from hour to hour. This leads to fundamental issues with the quantity of goods that must be produced and acquired, as well as the necessary staffing.
3. **Unpredictability in the menu mix:** Caterers often provide customers with a broad selection of menu options in order to remain competitive and satisfy a certain market. It might be difficult to predict client preferences for menu items in addition to customer volume. Therefore, accurate forecasting is required as part of the overall food and beverage management system.
4. **Food and beverage operations have a short cycle** because they move along more quickly than many other industries, which leaves little time for numerous control activities. Items ordered one day may be received, processed, and sold the same day or the next day. Cost reporting is done daily or at least weekly in bigger catering firms because of this. Additional issues, especially with perishable goods, include the difficulty of finding produce at times related to the price that is affordable in comparison to the selling price, as well as the fact that due to produce's short shelf life, products cannot be purchased too far in advance of their requirement.
5. **Departmentalization:** A lot of food and beverage enterprises have several manufacturing and service divisions, each of which sells a distinct product and follows a separate set of rules. Therefore, the ability to provide distinct trading outcomes for each of the producing and selling operations is required.

The Principles of Control

The three main stages of effective control systems and processes are planning, execution, and management control once the operation is complete. Without defining the fundamental rules first, it is difficult to manage an efficient catering business. The senior management of an organization establishes policies, which are predetermined rules outlining things like the market or sector of the market being targeted, how it is to be catered for, and the amount of profitability/subsidy to be attained. While there may be broad national rules for public sector operations, such as for hospital catering, regulations in general are specific to individual businesses and facilities. Before opening for business, a catering organization should have its rules well defined. These policies should then be updated anytime a significant change occurs, such as when a restaurant chooses a new theme to target a different market niche[5]–[7].

In a large organization, it is ideal for policies to be documented and reviewed on a regular basis in light of current operations and emerging trends; however, in smaller organizations, communication issues do not exist to the same an extent as they do in large organizations, making it less important to formally formulate and commit policies to paper. There are three fundamental policies that should be taken into account:

1. The degree of profitability, subsidy, or cost limits to be anticipated from the firm as a whole, as well as the contribution to the overall profit, subsidy, or cost limits that is to be

expected from each unit, and then from the departments within them, will be determined by the financial policy. This entails creating goals for the company as a whole, as well as for every unit and department within it. As a result, the financial strategy for a major hotel will include profit goals for the hotel as well as separate profit goals for the lodging, catering, and other departments. The overall goal for the catering department will be determined by the financial policy, which will then be broken down into goals for the various restaurants, pubs, and event venues. An industrial contract catering operation's financial strategy will establish the operation's general goal, the amount of management fee and subsidy, as well as the cost caps per unit.

2. The marketing strategy will outline the general market the operation aims to target as well as the specific market segment on which it plans to focus. In order to sustain and enhance the success of its business, it should also continuously recognize the current and future needs of the customer. It is clear from the aforementioned that the broad market that a large city hotel aims to serve could be divided into the specific segments of the various types of users, each with different and specific consumer requirements, of, for instance, the coffee shop, the carvery, the cocktail bar, the banqueting rooms, etc.

Budgeting and a break-even analysis

A management requires benchmarks to measure the performance of the operation with in order to establish a successful food and beverage control system.

1. Spending plan

A budget is a plan that reflects an establishment's policies and specifies the business operations for a certain trading period. It is often represented in financial and/or quantitative terms (e.g., total value of payroll, number of customers, etc.).

The trading period is typically one year, although it's sometimes divided into thirteen four-week review (or control) periods or thirteen-week quarters, with each quarter consisting of two four-week and one five-week period.

In order to compare findings with those of other equivalent periods in the same year as well as those of past years, it is essential that the periods stay the same regardless of the technique used. It is important to take notice of bank holidays and significant occasions that happen throughout various times of the year.

The phrase "budgetary control" is a form of control in which specific accountability for different budgeted outcomes is delegated to the relevant management and a constant comparison of the actual results and budgeted figures is made. When there are differences between the two, it is important to determine the causes of the differences and take the required action. Budgets must be created with the intention of being plainly attainable; otherwise, they are of little use. Three things are the three goals of financial control:

- i. To provide a strategy for a certain trading time, to direct and control a corporation in accordance with its declared policies, and to make the best possible use of its resources.
- ii. To establish performance benchmarks for management so that their work may be evaluated.
- iii. To define degrees of financial accountability and promote financial understanding.

In order to guarantee a higher degree of dedication and a knowledge of the goals, objectives, challenges, and potential vulnerabilities of the institution, the senior management of an

organization prepares budgets in conjunction with the different managers and department heads. Operating and capital budgets are the two primary categories. As the name suggests, capital budgets are those that are focused on an establishment's assets and liabilities, such as cash, plant, and equipment[8], [9].

Operating budgets, which comprise sales, cost of sales, labor, maintenance, head office expenditures, etc., deal with an establishment's daily revenue and spending. When examining the food and beverage control system, food and beverage managers will be particularly concerned with this kind of budget.

2. Prices, earnings, and sales

For ease of understanding, consider budgeting as having six phases. The kind and scale of the company have a significant impact on the level of complexity and sub-division in departmental budgets. The first phases are:

- i. Calculating the business's necessary net profit in proportion to the capital invested and the risk associated. As an alternative, the amount of assistance needed or accessible for non-profit organizations is hypothesized.
- ii. Creating the sales budget: This affects the estimated expenses for food, drinks, labor, and certain overheads as well as the amount of sales needed to generate the appropriate net profit or subsidy.
- iii. Creating the administration and general budgets, which include funds for things like head office costs, advertising, rates, insurance, etc. Some of these could be thought of as fixed budgets, meaning they are unaffected by changes in business volume, such as head office costs, advertising, rates, etc.; whereas others could be thought of as flexible budgets, meaning they are affected by changes in business volume, such as telephones, laundry, etc.
- iv. The creation of the capital expenditure budget, which includes funding for things like new cooking equipment, furnishings for bars and restaurants (together with any installation costs), etc.
- v. The creation of the cash budget, which is the most crucial of the capital budgets since it predicts cash inflows, outflows, and the resultant cash balance at certain times in the period.
- vi. Creation of master budgets: As previously mentioned, master budgets are created for the balance sheet, profit and loss account, and trading account.

In order to provide answers to the questions mentioned above, break-even analysis is often used. The connection between fixed, semi-fixed, and variable expenses at certain company volumes may be simply illustrated on a graph thanks to break-even analysis. This makes it possible to establish the break-even point and the amount of sales required to generate a certain amount of net profit. The volume of company at which total expenses equal total revenues and neither a profit nor a loss is realized is known as the break-even point. The technique is predicated on the suppositions that the selling price stays the same regardless of the volume of business, certain unit costs stay the same over the sales range of the charted period, only one product (such as a meal) is being produced or sold, the product mix stays constant in terms of cost price and volume, and labor and machine productivity is constant.

The expenses, prices to be charged, the volume of business, and the profit are all impacted by almost every planned activity or decision in a firm. Profits are influenced by the ratio of selling prices to expenses, the variety of items offered, and the number of sales. In order to help food and beverage management choose the optimal course of action both now and in the future, the break-even approach reveals how all of these aspects interact with one another.

Pricing is a complex issue that relies on many factors, including a company's cost structure, its specific profit goals, the degree of competition, and the general state of the economy.

Basic Principles

1. Producing a plan

The four fundamental principles of food and beverage production control must be understood before we can discuss techniques of food and beverage control. Planning, standard yields, common recipes, and standard serving sizes (PYRS) are among them. PYRS should assist management in cost control, standard setting, and customer happiness when used in a food and beverage company. Because drinks often contribute more to profits than food does, the manufacture of beverages has to be closely regulated. Production planning, commonly referred to as volume forecasting, is the process of predicting the amount of sales that will occur at a certain institution during a given time frame, such as a day, a week, or a month. The following are the goals and objectives of production planning:

- i. To make purchases easier, especially of perishables, and to make sure that the right stock levels are maintained, as well as to ease the establishment's cost management for food and beverages.
- ii. To lessen the issue of food waste and how to utilize it, beverage wastage, or customer discontent when there aren't enough meals and drinks available.
- iii. To match supply with demand by estimating how many meals and beverages will be supplied during a certain meal hour.
- iv. To make it possible to compare the actual and potential amount of sales and, if required, take remedial action.

When the bulk of the food orders are placed or at a certain time in the future, such a month in advance, an initial forecast is created. According to this preliminary projection, the restaurant will sell an expected total of meals, as well as an estimated amount of each menu item. A more in-depth forecast would be created for each individual food outlet in the case of a big hotel with several such outlets. The season, and consequently the weather predictions for that time of year, past popularity of menu items, significant local events (fêtes, shows, etc.) that are likely to draw a larger-than-average number of people to the establishment's typical catchment area, any sales campaigns the business is currently promoting, etc. are all factors that need to be considered at this stage[10], [11].The first estimate is then revised, often one or two days before production day, to enable a more precise projection to be generated. Any adjustments that may be required to staff scheduling, food purchases and requisitions, etc. should be done as soon as feasible based on this new information. An institution may use a variety of management tools and assistance to help with production forecasts and planning.

2. Standard yields

For example, the standard yield for a whole fillet of beef is the number of fillet steaks that will be available for cooking and final sale to the customer after the fillet is trimmed and any undesirable meat is removed. The standard yield of a particular food product is the usable part of that product after initial preparation, or the edible part of that product after preparation and cooking. The typical yield should account for any viable trimmed meat. Standard yields for almost all commodities, including meat, fish, veggies, etc., may be obtained at big enterprises that purchase huge amounts of food each week. Standard yields can only be calculated in smaller businesses for more costly meat or fish, such entire fillets, lobsters, salmon, etc.

CONCLUSION

Effective food and beverage regulation is a complex task that spans a variety of hospitality sector professions. This paper's thorough assessment of the literature highlights the need of combining different control methods in order to strike a delicate balance between cost, quality, and customer experience. Intelligent use of technology to speed operations, rigorous inventory management to cut waste, well-calibrated pricing strategies to reflect value, and continual staff development to maintain service quality are all essential components of effective control techniques. Implementing strong food and beverage control systems is essential for companies hoping to succeed in this cutthroat industry as the culinary scene changes and consumer expectations increase. This study not only provides best practices for practitioners looking for resources, but it also clarifies how food and beverage control is changing and how it affects the larger hospitality industry.

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CHAPTER 9

ANALYSING THE EFFECT OF ISSUES RELATED TO STAFFING

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ABSTRACT:

This essay explores the many problems that modern businesses confront when it comes to personnel. Recruitment, selection, training, and retention procedures are all part of staffing, a crucial aspect of human resource management. The complexity of staffing challenges is explored in the study, which also addresses topics including talent acquisition, attrition rates, and workforce diversity. This research offers insights into prospective techniques for efficient staffing management by examining the effects of staffing difficulties on organizational performance and employee well-being. For firms looking to maximize their staff and manage the changing employment environment, a thorough awareness of these challenges is essential. However, it is inevitable that those managers may get engaged in more severe disciplinary or grievance procedures. Although this book does provide a brief overview of these processes, it would be wise to obtain expert counsel before handling more serious concerns. The high amount of worker turnover is exacerbated by the fact that the hospitality business is one of several that draws huge numbers of part-time, seasonal, and casual employees, especially at lower grades.

KEYWORDS:

Human Resource, Management, Recruitment, Staffing.

INTRODUCTION

Since most managers spend the majority of their time managing people, this chapter's primary goal is to provide managers an overview of staffing concerns they should be aware of. Both the UK and EU legislatures have strict regulations regarding employee employment, and as with any document addressing these topics, modifications are regularly made. In the usual course of their jobs, managers of staff are often focused on challenges related to hiring, motivating, developing, and retaining employees. Minor disciplinary actions should ideally only arise seldom. This might put more pressure on management in terms of hiring and training, upholding standards for the quality of goods and services, and limiting labor expenses [1], [2].

The Form of UK Labor

Approximately 29 million adults, or 60% of the adult population, are now employed in the UK, and by 2009, a third of these workers are expected to be over the age of fifty-five. This represents significant changes in both the size and composition of the labor force. Additionally, the UK economy has seen a continuous shift away from conventional industrial businesses and toward those in the service sector, with a gain of 1.4% in the hotel and catering industry during the previous five years. The UK restaurant industry is likely to expand further, with 2007 sales estimated to exceed £28 billion. The hiring, training, and retention of employees is one of the biggest challenges encountered by service businesses in general and the hotel sector in particular. Many jobs in the hospitality industry include

dealing with customers, and because customer pleasure or unhappiness is heavily influenced by the quality of the service provided, working in this industry has the potential to be stressful. The importance of effective staff recruitment and training, as well as a strategy for boosting staff retention, grows as hospitality companies continue to push for strong brand recognition and a memorable meal experience through excellent service delivery rather than an average one.

DISCUSSION

Recruitment

The most recent data is from 2005, when the Labor Force Survey revealed that 1.88 million persons were working in tourism and hospitality, a 4%, or 84,000, decrease from 2004. In the hospitality sector, 1.64 million people are employed, and 77% of them work in restaurants, pubs and clubs, hotels, bars, and food service management. The remaining 23%, or 380,000 people, work in industries where hospitality is not the major focus, such as hospitals and school catering. Ten years before, this percentage was 70%, and in 2005, women made up 59% of the workforce as a whole [3], [4].

1) Criterion for hiring

The first practical step in the growth of a workforce is hiring people for effective customer service. The importance of developing the goals for the marketing policy, the catering policy, the financial policy, the menu design, the operational style, etc. has already been covered in previous chapters. However, the implementation of all of the aforementioned policies will largely depend on the front-line employees who provide the service. Decisions on how the company will seem to its target clients will have been made based on the marketing strategy. The catering strategy would have outlined the operational details, such as the manner in which food will be provided to clients and the best service approach suitable for projecting the intended image. The financial policy will deal with concerns of profitability and cost management, and here is where there is often a conflict of opinion about whether employees are a valuable asset or an inevitable expense. Formally, employees are of course reported as a cost in the company's accounting, but how they are seen operationally might pose management issues. At the moment, it is common to think of employees as assets, and they are often referred to as the "internal customer." The "service profit chain," a model created by authors like Heskett, Sasser, and Schlesinger, proposes that if an organization treats its staff well, the customers will respond favorably and remain loyal to the organization, and the organization will experience higher or more sustained profit levels. Therefore, it is crucial that employees be carefully chosen, maintained motivated, aggressively assimilated into the organizational culture, and given authority.

2) Techniques for recruiting

Selective hiring continues to be one of the most challenging areas, with hiring managers making mistakes nearly as often as they make good ones. However, there are certain doable strategies that might support a higher success rate.

1. Regularly assess recruiting strategies, both those that have worked and those that haven't. It offers helpful information on how present procedures may be improved.
2. Ensure that every applicant goes through a procedure that enables you to accurately assess both their present talents and potential for the future. For instance, a chef's existing abilities in food preparation and cooking may be shown, and future potential could be assessed using a brief psychometric test.

3. Allow applicants the chance to discuss their knowledge of your company and the potential contributions they may make.
4. Create a job description that is carefully thought out and include a list of personal qualities that are well defined. Put these in the "essential" or "desirable" categories.
5. You may decide to include one coworker in the interview panel and, if necessary, take into account the influence on or of any coworkers.

The benefits of doing this process right are significant, and they include enhanced productivity, better employee morale, a high level of dedication, and less time lost on handling conflicts, which will result in better management of management time and increased profitability.

3) Employee Turnover

The hotel business has substantial staff turnover, especially among low-skilled workers, which not only results in expensive expenses but also makes it difficult to consistently hire people of the correct caliber. A recent article in the *Caterer and Hotelkeeper* demonstrates how one manager is attempting to reverse the trend. Hoteliers are well aware of the strains that this places on both their managers and the bottom line. Managing Director of Golden Tulip UK Andrew Silver outlines strategies to combat the negative consequences of excessive personnel turnover and poor morale. 2007's Silver. The cost of worker turnover in the hotel industry is quite significant, according to recent study conducted by David Battersby, Managing Director of the consultancy hotel and Leisure Manpower for the British Hospitality Association. Based on his study, he has estimated that worker turnover is around 30% nationwide, but noticeably greater in specific industries, such as the licensed trade, where 100% or even 200% turnover is common. The most cautious estimate of the cost of hiring each individual is somewhere around £500. This sum accounts for the price of recruiting, conducting interviews, examining resumes, verifying references, etc. It does not account for any missed revenue, new hire training costs, or agency fees [5]–[7].

Given that the UK hospitality sector employs over two million people and has an annual turnover of 30%, it is instantly evident that the sector incurs yearly costs of £300,000,000. It is a startling number that can only be justified by the fact that it is shared across so many enterprises and that owners of hospitality businesses have grown used to having a high employee turnover rate and resignedly accept hiring as one of the "fixed costs" of doing business. Any organization that has a high staff turnover should try to find out why, and if at all feasible, conduct exit interviews with all departing employees. While some employee turnover is unavoidable due to promotions, higher pay, relocation, or career changes, some may be preventable in the short to medium term, improving the labor force's stability. Keep in mind, especially in professions like the licensed trade, where there is a greater than typical personnel turnover. It is first required to estimate worker turnover for the specific company in question in order to precisely calculate future recruiting expenses and comprehend the scope of the issue. This may be decided using the following rather straightforward formula, and there is a chance to further examine this in the brief case study at the conclusion of this chapter.

Count the number of employees who departed during the previous year, divide that number by the total number of employees hired during that time, then multiply the result by 100 to get the staff turnover % every year. For instance, if you employ an average of 40 people and 10 employees leave throughout the course of the year, maybe including many from one vacancy, your staff turnover is 10 divided by 40 multiplied by 100, or 25%. However, this

straightforward form does not account for part-time or seasonal employees, who are particularly prevalent in the hospitality sector. The following strategy should be used to get a better estimate of full-time equivalent employee turnover:

4) Recruiting expenses

The most apparent and readily quantifiable recruitment costs are the time spent shortlisting prospects, collecting references, setting up interview panels, and advertising charges or agency fees. Less noticeable expenses include the overtime pay given to existing employees filling the gap, the 'paperwork' and natural start-up period for new hires, as well as the cost of their uniform, medical check, and the time it takes to get to know them. Training has a cost as well, but apart from an initial operational training course, training expenses should be included in an operation budget and so may not always be totally covered by the budget for hiring. With these expenses in mind, management should prioritize spending and strategy on employee retention rather than staff replacement.

Staff Education

i. Induction

The staff induction procedure gives new hires a rundown of the company. It need to include a session on general health and safety concerns as well as specific health and safety training when job demands call for it, such as when utilizing machinery or other equipment or when work requires lifting, etc. It is important to clearly identify fire escape routes, evacuation protocols, and fire assembly locations. Where applicable, employees should be introduced to their supervisor, coworkers, and staff. It is customary at this point to provide new hires staff handbooks, uniforms if necessary, and any more information they may need during their first weeks of work until they feel comfortable.

ii. Staff education

The majority of employee training is conducted internally by a dedicated training department in bigger firms, notably in the areas of customer care and customer service. When these services are not offered internally, the training department will assist the delivery of training via specialized organizations, especially when these organizations are accredited externally, like "Investors in People." Training may be provided "on the job" in smaller firms, and sometimes in bigger ones as well, when a more senior employee gives training instructions and continues to reinforce the training while being watched throughout the typical working day. Some training requirements for employees may have been noted during an interview, a periodic evaluation, a supervisor's observation or suggestion, a necessity imposed by an outside agency, or a request made by the employee. The organization has set standards and practices for the management of its operations via a number of its policies. Establishing a set of training objectives can help ensure that staff members are properly trained in order to achieve these operational or administrative goals. For instance, it is already common practice in the UK for businesses to provide English language training so that front-line personnel can interact with clients successfully. This is especially true in the hotel industry, where there is often a high percentage of foreign employees working there. When a company is big enough to provide this kind of training, it makes the hiring process easier by giving recruiters access to a broader pool of potential workers.

Framework For Law

A lot of volumes would be needed to explore the extensive legal framework that governs employment in the UK. The Employment Act of 2002 establishes statutory rights to paternity

and adoption leave and compensation and amends the legislation governing mandatory maternity leave and pay for the purposes of this chapter. Additionally, it modifies the Employment Tribunals Act of 1996 to include statutory processes for handling employment disputes and to change the legislation regarding employment particulars, compromise agreements, and equal pay surveys. Additionally, it amends Section 110 of the Employment Rights Act 1996 to make provisions regarding fixed-term employment, flexible working, maternity leave, work-focused interviews for benefit claimant partners, and the use of information for, or relating to, employment and training. It also makes provisions regarding trade union learning representatives and the Employment Relations Act 2004, which primarily focuses on collective labor law and trade union rigor [8], [9].

Discipline and dismissal of employees

As the preceding sentence shown, employment law is quite complicated, and changes to employment regulations particularly those pertaining to dismissal procedures occur often. Employers are still entitled to terminate workers at any time, but if the termination is not deemed fair, the employer may be held liable for an unfair dismissal claim filed by the employee in front of an employment tribunal. The employee's employment contract often includes a written description of the company's thorough disciplinary process. The employment contract, which establishes the legal foundation for the employment, must at the very least include the information in Figure 9.4 about the employment. A claim for unfair dismissal may be submitted to an employment tribunal after one year of service, as long as it is lodged within three months following the dismissal. An employee has the same right to unfair or constructive dismissal if they can show that their employer forced them to quit. Should the employee prevail in court, the tribunal may choose one of the following remedies:

1. Re-instatement, which refers to resuming the previous position on the same terms and circumstances.
2. Re-engagement, which entails switching jobs while still working for the same company.
3. If the dismissal was the result of discrimination, compensation may range in value from a very modest sum to an infinite sum.

Resource Scheduling

i. Staff roster

The practice of aligning personnel availability to organizational work needs is known as creating a staff rota. In its most basic form, it will include the staff members who will be working each shift, as well as the start and finish timings for each shift and the day of the week. If staffing requires occasional weekend or holiday work, early notice should be provided so that employees have time to make plans. The majority of catering businesses often have unpredictable volumes of business or unstable sales. The amount of business fluctuates frequently from day to day and, in many locations, from hour to hour. This not only results in fundamental issues with the amounts of goods that must be purchased and prepared, but also with the necessary staffing.

ii. Rota to accommodate business needs

It is crucial to accurately satisfy the required level of staffing throughout the peaks and troughs in demand that are often connected to a food and beverage service. In addition to adding unnecessary costs, having too many employees might lower morale if they feel

unappreciated or bored at work. Poor customer service and a rise in customer complaints caused by a staffing shortage may lower employee morale as they deal with irate clients and struggle to complete their task effectively. Reduced profits will undoubtedly follow from this. Managers may get an electronic sales pattern for each daily service time from data generated by an electronic point of sale system. If it is useful, data may be gathered demonstrating trends over weeks, months, and even years. By carefully analyzing these trends in trading patterns, it is possible to compare them to other data that may have had an unanticipated impact on trading, such as exceptional weather conditions, public holidays, local or national events, as well as restaurant trading data, such as the percentage of no-shows or turn-downs and the proportion of reservations to chance or walk-in business [10], [11].

iii. Professional staff scheduling

Because they run inside a regulated system, food and beverage operations with very little volatility in demand need specialized employee scheduling. Serving patrons during a banquet, for instance, when the service standard calls for one server for every 10 patrons at each table, one wine server for every three tables, etc. In situations where serving food and beverages is secondary to the primary service offered, such as on an airplane where stewards are primarily responsible for your safety and where the number of stewards does not change if the aircraft is flying below capacity, specialized staff scheduling may also be applicable. The use of personnel is improved by current trends in working habits, such as working straight shifts rather than split hours due to shifting patterns of food production.

A strategy to staffing that reduces worker expenses and maximizes food output is cook-chill as opposed to cook-serve. In this instance, advancements in technology have reduced the price of setting up a cook-chill system. Once in place, the system can be correctly manned throughout regular business hours, making it more appealing to employees, which may be shown in the pay rates given. Using sales information from their EPOS system. At a normal McDonald's location, sales are distributed throughout the week and throughout the day, which helps management determine the necessary staffing levels. This is important data for managing service resources, especially for large volume, low margin businesses where labor costs and productivity have a big impact on profitability.

CONCLUSION

Staffing concerns are a key nexus in human resource management and have a direct impact on an organization's productivity, viability, and success. The many difficulties in hiring, from finding qualified candidates to developing a diverse and inclusive workforce, highlight how difficult it is to manage human capital. Businesses may develop thorough plans to handle staffing concerns by understanding the interwoven nature of these challenges and its consequences for both the corporation and its personnel. The article also underlines the need for flexible strategies that take into consideration the contemporary workforce's dynamic character. In order to preserve a competitive advantage and provide a positive work environment as businesses continue to change, a deliberate and proactive approach to staffing concerns will be essential.

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CHAPTER 10

A COMPREHENSIVE REVIEW ON THE MARKETING OF FOOD AND BEVERAGE

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ABSTRACT:

This review article conducts a critical analysis of the food and beverage marketing industry, a dynamic area that has a significant impact on consumers' purchasing decisions, attitudes, and habits. Marketing methods have developed to engage customers via a variety of venues and approaches as the global food business continues to grow. This essay offers a thorough analysis of the major developments, problems, and moral issues in the marketing of food and drink. It investigates how customer perceptions and choices are impacted by digital media, branding, labeling, and promotional strategies. The study also examines how marketing strategies affect public health, especially with regard to dietary and nutritional decisions. This article emphasizes the multifaceted nature of food and beverage marketing and its larger consequences for society by examining current research and case studies. Marketing plays a crucial role in the effective management of any food and beverage company because to the perishability of both the actual items sold and the seats available in a food and beverage operation. The nature of services, market segmentation, and market mix are all covered in this chapter along with some fundamental marketing definitions.

KEYWORDS:

Food Marketing, Beverage, Consumer, Marketing.

INTRODUCTION

It may be quite difficult to advertise in the food and beverage industry since managers must think about how to promote both the physical and intangible aspects of the dining experience. Because the customer must be present for a transaction to occur, the consumer is now an integral element of the product, which makes it more difficult to successfully market the product. Absolute consistency of the product and service may be challenging to maintain since various consumers have varying experiences, expectations, and perceptions. We examine every step of the product life cycle as well as marketing elements including public relations, merchandising, advertising, the brand, and marketing research. To successfully manage a food and beverage company, all of these factors must be carefully taken into account [1], [2].

Marketing

There are many definitions of marketing that are widely accepted, and there is continual discussion over the effectiveness of marketing strategies. Marketing, according to Kotler, is a social process by which people and groups fulfill their needs and aspirations by developing and exchanging goods and value with other people. Marketing's influence inside a company might be a difficult concept to grasp. A business person may find it difficult to believe in something that is difficult to measure. Even if a restaurant owner invests a large sum of money in marketing, he or she may never be certain that the customers that come through the door are a direct result of that marketing effort. Of course, there is a ton of data to support the

fact that marketing is very successful for big businesses with the means to support such operations and achieve great outcomes. There are many businesses that spend regularly in marketing, but Coca-Cola and McDonald's are perhaps the two that come to mind first [3], [4].

It is no longer sufficient to supply services and products in accordance with client expectations. Exceeding client expectations has now become essential due to rising competition. It is easier to appreciate the advantages of marketing for any organization when you have a basic understanding of the marketing idea. A corporation must comprehend and implement the following components of the marketing idea in order to be market-oriented:

1. The marketing strategy is based on the idea that the client should be the center of attention for a company.
2. It is a proactive management philosophy that penetrates a business and strives to satisfy the requirements and desires of its clients.
3. It acknowledges the need for a company to boost both short- and long-term profits.
4. By monitoring, analyzing, and reacting to its external environment, an organization is aware of it.

Additionally, we may differentiate between a focus on products and a focus on sales.

1. Organizations that have goods that are presently in demand, making a profit, and are focused with decreasing unit costs by working toward large volume manufacturing and economies of scale are more likely to pursue a product orientation strategy. As a result, the focus is on the product, including elements like its design, manufacturing, quality standards, costs, and price.
2. Organizations that are focused with boosting their volume sales and whose goods are not already in high demand tend to pursue a sales oriented strategy. Therefore, the focus is on increasing sales and creating more demand for the company's goods.

A lot of sales-oriented enterprises, including hotels and restaurants, have large fixed costs. Of course, the specific company may demand a blend of these two, or market shifts may call for a change in one orientation to the other.

DISCUSSION

Advertising of services

While products are considered to be manufactured "objects," services are often thought of as being "performed." Services such as banking, insurance, retail, and hairdressing are examples of service businesses. Industries that produce items include those that make vehicles, canned goods, TVs, and catering equipment. However, the following characteristics may be stated to be relevant to services in general and food service operations when appropriate for the purposes of this book:

1. Both during manufacturing and service, the client is there. In the case of a restaurant providing traditional food service, for instance, clients wait for the food to be cooked before being given their meal at a table and consuming it.

The process of making the dish and providing it to the diner happens simultaneously. The client is not present throughout the production process in the manufacturing sector, for instance when electrical items, furniture, or canned foods are manufactured. A significant

amount of time may pass between the product being created at a factory, delivered to a store, placed on the shelf, bought by a customer, kept at home, and then consumed.

2. In the food service industry, there are some exceptions, such as cook-freeze, cook-chill, and sous-vide operations where production and service are separated and the customer is only present during the final stages of production, like the regeneration of cook-chill meals in a school kitchen or a hotel kitchen before banquet service.

3. The client is engaged in the service's development. Customers must be involved in the service development process in service-related enterprises, such as hair salons, banks, and self-service dining establishments. A self-service vending cafeteria, where customers actually contribute to the production of the service by choosing a cook-chill meal, re-heating it in the microwave, taking it to a table, and possibly clearing away themselves afterward, is an example of where the level of customer involvement can vary [5], [6].

4. The place of production is where the service product is consumed. Customers use a bank or restaurant to consume the service, becoming a part of the whole offering.

5. Take-aways, where, as their name indicates, the food is carried away for consumption, would be an anomaly in the food service business.

6. Services cannot be reviewed beforehand. Customers seldom get the opportunity to preview services in the service sectors.

7. When customers visit a supermarket, they could have a variety of different brands of goods that they can physically compare for things like look, substance, and cost. Customers who use services like banking or fast food establishments don't. Examples of the physical product that can at least be seen beforehand in the food service sector include self-service food and beverage displays like cafeterias, buffets, coffee shop trolleys, and vending machines.

8. More customer and service personnel interaction. Customers have more in-depth interactions with the service workers and maybe those working in production since they individually visit the operations facility.

9. Because the distribution channels for the service industries are made up of people, it is crucial to teach the production and, in particular, the service workers, in effective customer relations techniques. Services with a high human input often need more management effort than services with a high equipment input, and the more specialized the service, the more time service professionals will spend interacting with clients.

10. Services are transient. A midday table at a restaurant that isn't filled in a hotel that's not sold is gone forever. Services must be used after being created, and since they are perishable, they are more susceptible to changes in demand. Most catering businesses have unstable sales. The amount of business fluctuates frequently from day to day and, in many companies, hour to hour. This leads to fundamental issues with respect to the quantities of goods that must be acquired and prepared, the labor needed, and the availability of the components throughout manufacturing in accordance with the price that can be afforded in proportion to the selling price.

11. You cannot store services. Services cannot be preserved because of their very nature. Only during the six and a half hours that the restaurant is open each day may it offer its services. It can no longer manufacture services to be kept and sold the next day after it closes. Services businesses often experience activity peaks. For instance, the peak times at a hotel would typically be breakfast, lunch, and dinner service. There are busier and calmer seasons

for resort hotels in the summer and winter, respectively. Therefore, maintaining a balance between demand and supply is essential in the service sector; when supply is insufficient, sales are lost, and customers become dissatisfied. In terms of marketing repercussions, a company can use price differences to spread out the degree of demand.

12. Problems with quality control. The lack of a significant lag between the provision of a service and its receipt makes quality monitoring particularly challenging. For instance, compared to other manufacturing sectors, the pace of catering operations leaves little time for numerous control duties. It happens often that products ordered one day are received, handled, and sold the same day or the next. Due to this, expense reporting is done daily or at the very least weekly in major catering firms.

13. The fixed expenses of services are substantial. Compared to other sectors, the service sector has a higher percentage of fixed expenses. Customers buy products from service businesses; services are not brought to them. A hotel, a bank, or a pizzeria will continue to incur all of its fixed expenses every twenty-four hours of operation, whether they have 50 or 250 clients. When production is heavily automated, it is considerably easier to raise or reduce supply to accommodate changes in demand in the industrial sector.

14. There is an intangible component to services. Some have argued that although products are created, services reflect a performance.

The setting for marketing

No company runs in a vacuum. For instance, there could be a variety of catering activities in a big hotel, including multiple bars, a coffee shop, a carvery, and a specialty restaurant. Although at first glance they may seem to function as independent entities, they really all have a cause-and-effect connection with one another. They function as parts of the hotel, which is a much bigger system. A "system" may be described as the interaction of all its components or subsystems, where the whole is more than the sum of its parts rather than being equal to it. The food and beverage division at a hotel is made up of a number of intricately interconnected subsystems, including the kitchen, bars, restaurants, etc., which when combined make up the overall food and beverage system[7].

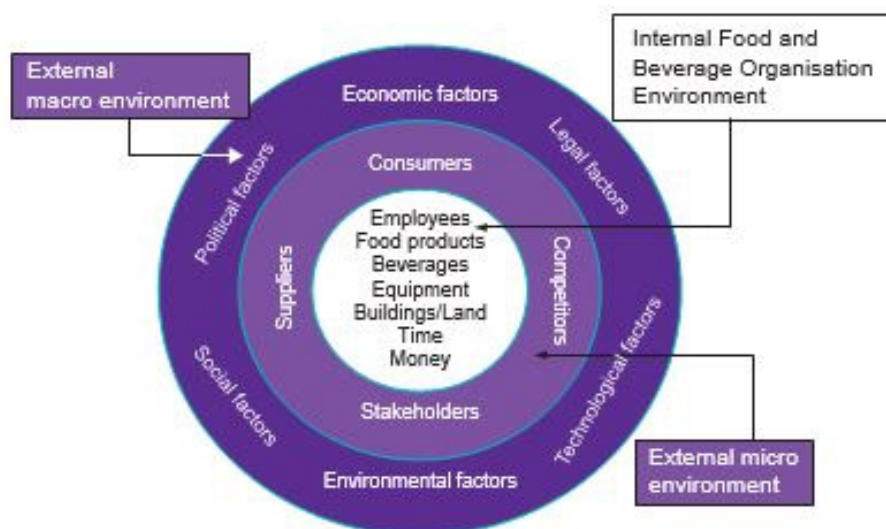


Figure 1: Illustrate the food and beverage marketing environment

An organization will often do a PESTLE study (Political, Economic, Social, Technological, Legal, and Environmental concerns to better understand its surroundings. which stands for political analysis current and potential influences from political pressures, economic analysis impact of the local, national, and global economies, sociological analysis how changes in society affect us, technological analysis how new and emerging technology affects our business, legal analysis how local, national, and international laws affect us, and environmental analysis local, national, and global environmental issues. Businesses may better understand the environment in which they operate and, as a result, their company, by taking a thorough look at each of those elements. When attempting to evaluate the external elements impacting your organization, it is important to bear in mind that each of these aspects is always changing and that this might provide challenges [8], [9].

Marketing division

The identification of a group or groups of clients within the overall market of a company is known as market segmentation. Different market sectors that each need unique market mixes may be created from the overall market. The mass market is one extreme, when an organization markets its goods to all market groups using the same approach. On the other hand, a company might pinpoint a highly specific market niche and target that niche with its goods. Market planning must take market segmentation into account. A company cannot satisfy everyone's needs in every situation. Its clients and the market groups they fall under must be properly identified for cost-effective product marketing. Without this precise identification of the organization's markets, all of its marketing efforts are a waste of time, money, and resources. Children's meals are a fantastic illustration of marketing to specific market niches. Family-friendly restaurants will always have such menus, making sure to let their patrons know that they have children's menus[10], [11].Some of the demographic and geographic factors listed below may be utilized to establish market segmentation in the food service industry:

1. Geographic: Market segments may be classified according to their geographic location on a global, national, or local scale. Regional food variations exist within the same country; at the local level, a fish and chip shop may draw the majority of its business from a two- or three-mile radius, whereas customers may be willing to travel ten times that distance to a specialized quality restaurant. At the international level, different cultures may not be appropriate for the introduction of certain products.
2. Age group: The food service business may identify certain consumer groups based on their ages. The younger 18–30 age bracket is more open to trying new things, and they like eating and socializing at chic pubs and restaurants. Older age groups could be less adventurous, but they might account for a significant portion of a restaurant's recurrent business.
3. Socio-economic classification: JICNARS uses this method of general categorization to divide the population into six groups and classify the head of the household's occupation into the groups. People within each of these categories have varying needs and expectations, as well as varying financial resources and spending preferences.
4. Money: The propensity to spend more on eating out increases with disposable money. Therefore, places with a high ratio of ABs may support more costly restaurants than ones with a high percentage of CDs.
5. Family life cycle: This method of categorization is based on recognizing phases within the family life cycle and how each step influences the family's buying behavior.

6. The ACORN classification developed by CACI is another such. In order to help marketers more successfully target customers, this classification divides the UK population into five categories, seventeen groups, and fifty-six kinds.

Advertising mix

The company must choose how to advertise to the targeted categories and how to persuade consumers to make purchases in order for the exchange process in marketing to take place. By using the marketing mix, which is defined by Kotler as the combination of controllable marketing factors used by the company to seek the desired level of sales in the target market, it achieves this. The four Ps are the four marketing variables that are typically regarded as the marketing mix's instruments. They may be used in the following ways with operations involving food and drink:

1. The product's physical and intangible aspects make up the bulk of the item. The quality of the meals and drinks produced and served, the décor of the restaurant, the layout of the menu, the portion sizes, the life cycle, and other factors are examples of its tangible or physical features. The intangible characteristics of the product are those that appeal to the customer's "feelings" the ambiance of the restaurant, the image it wants to project, and the attitude of the wait staff, for example.

2. Cost: The prices that the catering operation charges are a compromise between the organization's desire to make a profit and the clients' perceptions of what they are prepared to pay for the catering operation's goods. Different items in various market categories may be priced at various levels. A la carte or table d'hôte menus, included or exclusive government and service taxes, discounts for group reservations, and price breaks for meals purchased before a specific time are some of the pricing factors.

3. Promotion: The promotion, or communication mix, focuses on educating the public about a company's goods and encouraging them to make purchases. It might be personal, like the service provided by a restaurant's personnel, or it could be impersonal, like marketing or retail.

4. Place: The location of the catering outlet, such as a high-end restaurant or coffee shop within a hotel, the siting of a central cook-chill operation and its peripheral units, the availability and accessibility of the location and the product to the customers, the distribution channels and methods of transportation to be used, and the inventory levels to be set are all aspects of this aspect of the marketing mix. By Bitner, these fundamental four Ps have been expanded to seven Ps. Particularly interesting to businesses like restaurants and bars are these three.

5. Process: The actual steps, processes, and sequence of actions used to offer the service.

6. Physical evidence: The setting in which the business and the customer interact, as well as the tangible elements that make it easier to communicate the provision of the service.

7. Participants include the person, any employees, and any other patrons with whom the person interacts.

The life cycle of a product

For various market sectors, different marketing mixes are needed. For instance, in a mall, the marketing mix needed for a pasta bar might vary from that needed for a coffee shop. The marketing mix may be more specific the more fragmented the market is. The idea behind the product life cycle is that a product goes through a number of phases from the time it is

introduced to the market until it is removed. These four phases, which together make up an S-shaped curve, are often referred to as introduction, growth, maturity, and decline. According to expenses, sales, profit, and competitiveness, each stage has a variety of unique characteristics[12], [13].

1. Inauguration Costs are considerable at this point, including those for product development and research, setting stock levels, launching new product costs, sales promotion costs, management time and resources, etc. The success or failure of the promotional campaign will have a big impact on sales since they are coming from first-time customers. Due of the significant financial investment at this point, there is little to no profit. Losses happen often. Additionally, there isn't much competition since the new product is still in its early stages and most rivals prefer to wait and observe.

2. Expenditures are lower due to the fact that marketing research and the large upfront expenditures of publicity are more typical during the launch period of a new product. As the market grows, sales quickly increase and first-time customers may start making recurring purchases. Profitability may be at its maximum as a result of rising sales and general cost cutting. Depending on the product launch's success, competitors may now join the market, which has the effect of expanding the product's overall market owing to their extra advertising and marketing.

CONCLUSION

This study highlights the crucial role that food and beverage marketing plays in influencing not just consumer choices but also social norms and health consequences. It is now more important than ever for stakeholders to find a balance between promoting goods and guaranteeing ethical business practices due to the increasing integration of digital platforms and new techniques. It is crucial to develop strict regulations that put emphasis on openness, accuracy, and the promotion of healthy choices as legislators, health advocates, and industry stakeholders wrestle with the ethical issues of marketing. Ultimately, having a thorough awareness of the nuances of food and beverage marketing may enable consumers to make better informed decisions while navigating the contemporary food environment while developing a shared commitment to building healthier societies.

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CHAPTER 11

ANALYSIS OF QUALITY CONTROL IN FOOD AND BEVERAGE OPERATIONS

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ABSTRACT:

This essay explores the crucial facets of quality control in the context of food and beverage operations. Effective quality management procedures are crucial to ensuring customer happiness, legal compliance, and operational effectiveness in a market that is driven by consumers and where flavor, safety, and consistency are of the utmost importance. In order to maintain and raise quality standards throughout their whole operation, food and beverage enterprises use a variety of tactics and procedures, which are examined in this article. It highlights methods like HACCP and ISO standards as it explores the integration of quality control procedures at different phases, from sourcing raw materials through final service. This paper emphasizes the necessity of proactive quality management as a basis for company success in the cutthroat food and beverage industry via case studies and real-world examples.

KEYWORDS:

Beverage, Food, Management, Quality Control.

INTRODUCTION

The food and beverage business is a dynamic and fascinating sector of the economy. If you go through the Sunday papers, you can find frequent news stories about new theme restaurant development plans or multi-million pound takeover agreements, as well as regular restaurant or hotel reviews and pieces about making meals at home. Television offers an increasing variety of programs on culinary-related topics, including woks, barbecues, making a meal in twenty minutes, and authentic feasts from bygone ages. Cookbooks often associated with TV shows rank at the top of best seller lists. The contemporary celebrity cult heavily features chefs. A consumer who is more informed, sophisticated, and has a wider range of tastes and experiences than ever before is what the food and beverage manager must deal with. These clients have high expectations, yet they are becoming harder and harder to please [1], [2].

Quality is defined by the British Standards as "the totality of features and characteristics of a product or service that bear on its ability to satisfy a stated or implied need". The business has to meet these "stated or implied needs." The demands of the client are translated into a number of expectations for the service or product they will get. The consumer will feel satisfied and that they have gotten "quality" if the restaurant fulfills or surpasses these criteria. If the restaurant doesn't live up to their expectations, then quality will not have been offered since there is a discrepancy between what customers anticipate and what they perceive about the service or product they get. As long as the standards for that level of service are fulfilled, excellence may be found at every level of service, from fast food to fine dining.

The variety and number of elements that make up the dinner experience as a whole are enormous. They are made up in part of the meal itself, in part of the service that is provided, and in part of the atmosphere that is produced by the furnishings, decorations, lighting, and

music. As indicated in Figure 1, one approach to classify these features is to determine whether they pertain to the product or the service and whether they are physical or intangible.

		Characteristics of the experience	
		TANGIBLE	INTANGIBLE
Nature of the contact	PRODUCT	The food and beverage product Facilitating goods Information Processes	Atmosphere Aesthetics Feelings Comfort
	SERVICE	Actions Process Speed Script Recovery	Warmth Friendliness Care Service

Figure 1: The product matrix

According to the matrix, the food and beverage product is made up of both physical and intangible components. These are related to both the outward appearance of the offering and the interpersonal interactions that take place while having a meal. The meal served to the consumer and the enabling items used to serve the food on or with make up the physical components of the product. The kind and design of the linens, napkins, and glasses, as well as the utensils, crockery, and cutlery, all contribute to the overall experience. By providing details about the available foods through a spoken description or images, the menu also offers concrete proof of the dining experience. The machine processes that a consumer would encounter at a restaurant or bar make up the last component of this quadrant. These might be anything from the efficiency of the EFTPOS terminal to how a hot chocolate cup is dispensed by a vending machine [3], [4].

The general atmosphere of the institution and the visual appeal of the décor, furnishings, and fixtures are included in the product intangible quadrant. Every restaurant and pub has a unique vibe; some are right away welcoming and inviting, while others are sterile or clinical. The suitable décor must be created in order to evoke the desired emotions in the consumer. Compare the TGI Fridays' warmer, darker, and more cluttered ambience to the clean, bright, businesslike ambience of fast-food establishments like McDonald's. The tangibles/products contribute to creating the sense of comfort, ease, or homeliness that is so crucial to the hospitality idea. Even though services are often considered to be immaterial, they nonetheless have certain physical components.

The deeds, the service both the actions that staff members do when providing service and the way that process is set up are visible. It is simple to gauge how quickly services are provided, and the language service employee's use their "script" also offers concrete proof. The remedial action that is conducted when something goes wrong is another illustration of real service.

DISCUSSION

Although exceedingly difficult to define, the service/intangible quadrant exists. Genuine smiles convey a warmth and friendliness that is almost palpable. Customers know instinctively at certain restaurants that the staff cares about their meals, while in others, they know that the staff cares very little. These factors work together to provide a sensation of service. The physical aspects of the product are maybe simpler for the food and beverage manager to handle, but evidence suggests that customers value them more than the intangible aspects of the product. The intangible aspects of service, however, are significantly more difficult for any manager to control and are likely more significant to the consumer than the physical aspects of service. While it is great for an operation to satisfy client demands once, it is of little benefit to the consumers if they get precisely what they want one day but the following visit is a catastrophe because the chef or their favorite crew member is taking a day off. Quality must also include dependability, or what Crosby refers to as zero faults. He emphasizes that there is no other acceptable criterion for quality. To consistently provide to the client the correct thing, on time, should be the goal of everyone inside the business[5].

Some businesses are shifting their focus from just pleasing customers to "delighting" them by going above and beyond their expectations. According to Deming, a client will switch suppliers if they are dissatisfied, but a customer who is just satisfied may also do so since they have nothing to lose. He emphasizes the value of returning consumers in producing revenue. Customers who rave about their meals to others and invite them to join them the next time are worth their weight in gold. However, going above and beyond what customers anticipate might come with certain risks. According to Tenner and DeToro, joy is the outcome of consumers being surprised by qualities and features, which awakens their dormant expectations. Nobody anticipated giving their kids crayons and paper to draw on until a few years ago when they went to a restaurant. It is already all but ubiquitous. This emphasizes the issue with rising expectations. Small extras quickly turn into the anticipated standard, necessitating the discovery of new "delights."

Why does quality matter?

Businesses are under pressure from three key sources to focus on quality. First, consumers have higher expectations for both the items and services they purchase and the manner in which they are provided. Customers are no longer afraid to voice their complaints at restaurants and are ready to cause a scene if anything goes wrong. Second, while human interaction is still regarded as extremely valuable for the bulk of activities, the development of more advanced hard and soft technology enables managers to provide a variety of potential extra and convenience services. A decent standard of professionally prepared meals may be purchased at the neighborhood store and made at home in a microwave thanks to the success of techniques like chilling and, to a lesser degree, sous vide. Quality is seen as offering a competitive edge in a global market that is becoming more and more competitive.

Previously, some managers believed that offering quality was either too costly or too difficult to be of any meaningful use. However, there has been a growing understanding that delivering quality is a crucial component of any business and provides three key advantages. The Profit Impact of Market Strategy research was the first to demonstrate the beneficial effect of quality on profit. According to this research, a business unit's success was most significantly influenced by how well its goods and services compared to those of its rivals. Surprisingly, there hasn't been much more study in this field apart from Walker and Salameh, who found findings that were comparable for the hotel sector. Customers who believe that a food and beverage firm has a qualitative advantage over its rivals might increase profitability

in part by charging higher prices. Quality adds weight to the price-to-value equation. For instance, some restaurants charge costs that are more than typical for the industry, yet their high perceived quality might maintain a high value to the client. A qualitative edge will eventually lead to company expansion. This increase in volume will lead to cost savings and higher profit margins on rising sales [6], [7].

Offering high perceived value will result in devoted clients who will use the business often throughout time and refer it to their friends. The necessity of long-term relationships in the marketing of services was not always understood, but successful restaurateurs have always understood the significance of repeat business. Increasing quality without raising operating expenses yields operational efficiencies that more than pay for the initial expenditure. The costs of conformity and the costs of non-conformance are the two categories of quality expenses. The costs of conformity are those associated with making sure that everything works out as it should, including all attempts at prevention and high-quality instruction. There are two types of non-conformance costs: failure costs and expenses associated with appraisal and inspection. The price of an appraisal is the cost of an examination to guarantee that errors are minimized and found before the customer receives the product.

Failure costs are the expenses incurred as a result of errors. Internal and external failure costs are separated. Costs associated with internal failure occur when errors are discovered before they affect the client or surpass the visibility threshold. They include surplus inventory, scrap, rework, and downgrading. External failure costs are those incurred when errors aren't discovered before products are delivered to customers. Repair and warranty claims, offering replacement products or services, and the possible loss of future revenue are a few examples. Because it is already too late when an issue reaches the client, external failure costs are significantly more severe than their internal equivalents. Even while waste and excess inventory have substantial internal failure costs, the actual risk of poor quality for a food and beverage company comes from faults that are not caught until they are consumed by the consumer. Food and beverage businesses that prioritize quality have the chance to gain an advantage over their rivals, acquire the long-term loyalty of their clientele, and boost both short- and long-term profitability via cost reductions and better margins. Why is it that, with a few noteworthy exceptions, relatively few food and beverage firms appear to have made any headway in this area when the advantages are so great?

Operational Quality Management for Food and Beverage

Manufacturing is where the most well-known quality management strategies developed by quality gurus like Deming, Crosby, Juran, Ishikawa, Shingo, Taguchi, and others got their start. The methods and equipment employed in manufacturing have a long history of success under these conditions. More and more focus is being placed on the service industry and the unique difficulties encountered by businesses who want to achieve service excellence while realizing that these difficulties might vary greatly. The quality matrix mentioned earlier serves as an example of the issue confronting the food and beverage industry. These operations not only need to handle the manufacturing issues associated with producing food or beverages, but they also need to function as a service operation[8], [9]. The ensuing complexity makes maintaining quality in food and beverage operations a challenging but not impossible task, which is not unexpected. Following are some intriguing observations for food and beverage operations from an examination of the features of service operations that are thought to set them apart from manufacturing:

1. **Intangibility:** Unlike 'pure' service operations, food and beverage operations are made up of both the physical and intangible elements that influence the relationship

between the customer and the service provider. They focus heavily on the very tactile product features like food and drink while providing hospitality. How hot is the meal? Are there any other physical characteristics of the food or drink? How does it appear? The beer is how cold? How much glass is there? etc., but there are also intangible aspects of the ambience that are established, such as whether or not the consumer feels protected, at home, or comfortable. On the service side, there are the intangible characteristics of the host's warmth or level of concern. At the same time, it is possible to pinpoint observable characteristics like the length of time it took to offer the service or the quality of the assistance given - Did the waiter spill the soup? How long does it take for a cooked breakfast to be delivered after ordering?

2. **Heterogeneity:** The standard of performance may differ due to the heterogeneity of service outputs, particularly in areas with a high labor content. Therefore, it is difficult to guarantee consistent quality from one employee from day to day, and it is much more difficult to achieve comparability amongst workers, but this will have a significant impact on what the consumer gets. A consumer may anticipate some variation in the quality of the services they get, but the same cannot be said for the product's size. A hamburger served at one location of a restaurant chain must be uniform with all hamburgers served at all other locations of the same chain. On the product side, the tolerance range seems to be significantly less than on the service side.
3. **Simultaneity:** Many services, such as getting your hair cut or taking a flight, are produced and consumed at the same time. Therefore, the majority of services cannot be numbered, measured, examined, tested, or verified prior to sale for later delivery to the consumer. For gueridon service, where cooking is done at the tables in the restaurant, the product element of hospitality ranges from simultaneous production to decoupled production, with many other systems in between. For cook-chill or cook-freeze, food is batch produced at a central location, cooled, and then distributed for later consumption.
4. **Perishability:** Because services cannot be kept, the inventory buffer that might be utilized to handle changes in customer demand is eliminated. Even a seat at a restaurant is a perishable good. It is impossible to store empty spaces for a busy day in the future. The potential income from the use of such area is lost whenever a restaurant seat is vacant. Depending on the technique of preservation, raw materials or a finished meal may be kept for a finite amount of time. But often, instead of years, that time frame will be measured in hours and days.

Many of the traits of service businesses in general are seen in food and beverage operations, but with the extra complexity of a manufacturing component. Even the manufacturing side of food and drink is not an easy task, however. Most companies need a substantial investment in real estate, equipment, and related fixed expenditures in order to create the proper environment within which food and drinks may be served. Variable expenses, however, are not very high. This structure of high fixed costs and low variable costs results in a unique cost-profit-volume connection. The break-even volume will often be rather large. Exceeding this threshold will provide big profits, while low volume will yield substantial losses. This truth is well attested to by the sheer number of hotel and restaurant enterprises that fail during the first few years of existence.

Demand is unpredictable, thus dealing with the cost structure problem would not be too challenging if it were possible to estimate the operation's demand levels accurately. Unfortunately, the demand for food and drink is subject to intricate fluctuations. Demand will vary over time depending on the sort of consumer, as well as the menu item, on an hourly,

daily, weekly, monthly, yearly, and cyclical basis. The end effect is a complicated mash-up of patterns that make forecasting and subsequent resource allocation very challenging, even with advanced tools. The short cycle of production leaves little opportunity for oversight or mistake repair. The manufacturing cycle for food and beverages is short. Fresh vegetables may be purchased by a restaurant in the morning and processed in the morning before being served for lunch and eaten by early afternoon. Raw ingredients used in food preparation have a short shelf life and, if contaminated, may cause severe disease and even death. When a client enters a restaurant or bar, they are entrusting their care to the host, and the establishment is responsible for taking all reasonable precautions to protect their safety. The consumer must put their faith in the business based on the little information that is currently accessible [10]–[12].

Despite the labor-intensive nature of the food and beverage manufacturing chain, technological substitution is still an option for back-of-the-house tasks. Utilizing cook-chill, cook-freeze, or sous-vide techniques has enabled production and service to be separated thanks to recent advancements in catering technology. The industrialized service delivery system used by McDonald's provides fast speed, high volume, and high consistency, but only for a small selection of products and with little human involvement. The customer's physical presence puts pressure on the food and beverage operation throughout the intricate activities mentioned above, monitoring progress with the astute eye of someone who has consumed many meals before. The pressure to fulfill the delivery time norm, which is typically thirty minutes, applies to residential delivery operations as well.

Systematic Quality Management Approach

The food and beverage business must use some kind of systematic method in order to provide quality to the client in the face of the complexity described above. The Deming PDCA cycle served as the foundation for the quality management cycle. This method was created to assist in finding and fixing any mistakes that may have occurred during manufacturing or service and to result in long-lasting quality improvement. The goal of the cycle is to close the performance gap between what customers want and how the operation really performs. Planning the change to be made is the first step in the cycle, which is based on defining the issue and formulating theories on its root causes. In the "do" step, a small-scale experiment is conducted to remedy the condition, and it is afterwards "checked" by measurement. The last action 'acts' to put these quality improvements into practice. In essence, the cycle is a process of learning, and after one cycle is over, another one begins. To maintain the aspects of learning and continuous improvement, it is helpful to expand this four-step method to the systematic management of quality across a company.

1. Planning

Establishing the unique needs of consumers in each of the market groups that the food and beverage organization aims to service should serve as the foundation for any quality program. For instance, how does a business traveler vary from a weekend leisure tourist in terms of what they anticipate from a hotel breakfast? In actuality, it's more probable that, based on prior experience or an established brand, there is already a reasonably solid understanding of what the operation would be like. Market research may still be used to pinpoint the key aspects of the business so that they can be included into systems and processes from the start. Management must create a thorough operational strategy based on this client base. Starting with a notion of the company's goal, this should grow into a number of fundamental product values before being transformed into a workable system of service delivery. They may also be transformed into a set of operational guidelines that reflect the fundamental principles that

the business regards as significant. The integration of the target market segments with the service concept, operating strategy, and architecture of the service delivery system via positioning, value-cost leveraging, and system-strategy integration is described in depth in a model created by Heskett et al. in 1990. Quality may be established into every aspect of the company by starting with this strategic service goal as the cornerstone. The future success of the business depends critically on the challenging problem of turning these concepts into a practical design.

2. Performance standards

It is next required to fill in the specifics of the systems, standards, and processes that will be used after the design of the food and beverage business has been chosen. The vital components required here may be supplied by the systems detailed.

The majority of firms will convert these into specific performance standards that can be found in the standards handbook and which will be a part of employee onboarding and continuous training. The next step is to activate the operation and make sure it functions properly on a daily basis once all design and planning has been completed and all systems, standards, and procedures have been put in place.

CONCLUSION

Effective quality control is crucial for food and beverage businesses because it has a direct impact on customer loyalty, brand reputation, and long-term viability. This essay has emphasized the complexity of quality management, which includes exacting sourcing procedures, meticulous manufacturing oversight, and thorough employee training. Implementing quality control procedures like HACCP and adhering to widely accepted ISO standards help businesses achieve regulatory obligations while also surpassing their clients' expectations. Maintaining a strong commitment to quality is a non-negotiable element that underlies sustained development and success in the cutthroat food and beverage market as the sector continues to expand and diversify.

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CHAPTER 12

TRENDS AND DEVELOPMENTS OCCURS IN FOOD AND BEVERAGE AREA

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ABSTRACT:

This chapter explores the industry's shifting trends and advancements in its dynamic terrain. The sector adjusts continuously to suit shifting needs as customer tastes and technical advancements change. The study covers current trends, including subjects like health-conscious consumers, sustainable sourcing, new ingredients, and digitization. The implications of these shifts for consumer behaviour, supply networks, and company strategy are examined. This paper analyses these trends in order to provide insights into the possibilities and problems that industry stakeholders must deal with in order to maintain long-term success and sustainability in a market that is always evolving. This chapter aims to shed light on a number of contemporary developments that are relevant to food and beverage managers. It is inevitably selective and offers just a preliminary understanding of some of the new problems the sector is now confronting. However, the chapter will assist you in understanding the fundamentals and provide you a foundation and further information on where to investigate certain topics in more detail. The significance of these concerns will vary depending on the industrial sectors and nations in which they are present.

KEYWORDS:

Beverage, Consumer, Developments, Food, Sustainable Sourcing.

INTRODUCTION

Recognizing the significance of consumers and their decisions has been one of the largest shifts in the food and beverage industry over the last ten years. Businesses that don't consider the requirements and desires of their consumers have struggled as the sector has become more market-driven. This shift may be seen in part in the rise of food-related news stories as well as the variety of television shows that concentrate on food, cooking, chefs, and restaurants. These shows include Raymond Blanc's *The Restaurant*, the long-running series of *Hell's Kitchen*, *Ready Steady Cook*, and the rivalry between *Saturday Kitchen* on BBC and *Saturday Cooks* on ITV. They also include Jamie Oliver's *School Dinners*, Gordon Ramsay's *The F Word*, and Jamie Oliver's *School Dinners*. At the time of writing, a search for food-related shows on UK TV channels turned up 40 different shows in only one week, and that doesn't include the UK TV Food Channel! A growing number of restaurant reviews in all the main newspapers and the introduction of specialized publications like *Good Food*, *Delicious*, or *Olive* may be added to this. There has never been more media coverage of food and cuisine, at least in the UK[1]–[3].

Commercial Trends

A recent Mintel Report on the impact of the media on eating out found that 50% of the consumers surveyed did not believe that the media had influenced their eating out decisions. However, they speculate that the effect of the media may sometimes be so subtle that people are unaware of it or do not want to acknowledge it. According to the survey, as media

attention on certain dishes, cuisines, and ingredients has risen, customers have become more interested in them and have become more discerning in their dining out decisions. Customers' general knowledge of nutrition, healthy eating, and the proper preparation and cooking of various foods has increased, especially in the wake of the UK government's healthy eating campaign. This has an impact on where people choose to eat out and the dishes they will order. As a result, more eateries are now providing nutritional information on their menus or websites, as well as increasing the number of salads, vegetable side dishes, and lower-fat menu items.

Many fast-food businesses have attempted to address the growing consumer dissatisfaction with their product offering by introducing healthier alternatives. Burger King, for instance, offers a Garden Salad with no dressing that has less than 35 calories, as well as a variety of low-fat sauces in flavors including Honey and Mustard, French, and Tomato and Basil that have less than 3% fat. The fact that over one-third of the respondents to this study were willing to pay a premium price for "high quality" cuisine while dining out is another intriguing finding from this study, and it may indicate a way for restaurant owners to make a profit by upping their game. The Mintel Organization also creates very thorough assessments on the whole dining-out industry, which provide food and beverage operators a wealth of knowledge on what, where, and how often people are eating. The major developments of the last several years have been noted in the most recent report[4], [5].

DISCUSSION

Ten significant dietary trends have been highlighted in a comparable analysis from the United States. These consist of:

1. In contrast to UK patterns, economic concerns are encouraging more Americans to eat and prepare more dinners at home. Three-quarters of respondents say they eat dinner at home at least five days a week, albeit many of these meals are takeout or restaurant-branded dishes. However, the trend of dining out for lunch and breakfast is still expanding.
2. There is an expanding "foodie" culture, and many patrons are "trading up" to more unusual and gourmet dishes, both in restaurants and as splurge dinners to prepare at home.
3. The popularity of pre-prepared, time-saving products has increased, including luxury frozen meals and vegetables that have been peeled, chopped, and even cooked. However, portion sizes are decreasing as a result of TGI Friday's Right Portion Right Price campaign, which offers 30% smaller servings for between \$6.99 and \$8.99.
4. More meals with more enticing flavors, aromas, and textures.
5. There are more kids, but more people are becoming aware of child obesity, which has increased interest in better food alternatives.
6. Foods that are 'without' are becoming more popular among adults; examples include those that are fat-free, dairy-free, sugar-free, caffeine-free, and more.
7. Locally produced seafood from specialized or artisan producers has seen an increase in popularity. This trend is strongly linked to a decrease in food miles, or the distance between the producer and the dish.
8. This is associated with a desire for healthier eating, either to assist with an existing condition or to lower the chance of getting one.

9. A renewed interest in unconventional beverages, such as Health Colas, ready-to-drink tea, coffee, and energy drinks, as well as bottled mineral waters.

10. Snacking and sharing spans from new snack options that are becoming more popular at fast-food establishments in the middle of the day and late at night to a variety of premium bite-sized appetizers for sharing and even the introduction of bite-sized dessert platters.

Ecological Concerns

Food and beverage industries need to be mindful of a variety of environmental hazards. These three concerns that have a direct bearing on activities involving food and drink are examined. Challenges with waste management, energy and water use, and the consequences of importing goods from far-off regions of the globe on the environment [6].

1. Handling of waste

Waste management is one of the most significant environmental concerns for the food and beverage industry. Numerous local government organizations now place a high priority on the importance of recycling and product reuse. As there is a growing need for additional area to bury garbage, the reality of inefficient waste management is becoming increasingly apparent. In addition, there are the negative impacts of pollution on human health, the negative effects of excessive packaging, which are evident in every supermarket, and the fact that garbage must often be carried over long distances in order to be buried, which increases carbon emissions and further pollution. What then can business owners do to guarantee they reduce waste? The operator may do any or all of the following depending on the magnitude of the operation:

- i. Invest in waste-reducing equipment like grinders and incinerators that are similar to those already seen on certain cruise liners.
- ii. Reuse products like packaging, envelopes, and printer paper.
- iii. Reduce your use of resources like paper by, for instance, printing just what is necessary.
- iv. As much of the garbage as you can compost.
- v. Recycling may cut an operation's waste by up to 35% by using materials like glass, paper, aluminum, and plastic.
- vi. Make a purchase of a vacuum drainage system.
- vii. Make sure you have a waste reduction program and that you routinely assess the quantity of garbage your company produces.
- viii. Provide education to your employees, vendors, and clients to encourage them to reduce trash while on your property. For instance, The Acorn House restaurant provides different serving sizes in an effort to cut down on customer waste and simultaneously provide greater value for money.

These are just a few of the factors a responsible and successful food and beverage manager should take into account while running their company. It is essential to be educated and up to date on developments in the field since operations that are more effective at managing trash will be more successful[7].

2. Usage of water and energy

The use of electricity and water is another significant area of concern. It is, of course, closely related to waste management since a successful waste management program would also cut down on unnecessary energy or water consumption. A carbon tax or levy may soon be implemented by more governments, and it could be readily applied to all businesses,

including hotels and restaurants. When this tax was implemented in the UK in 2001, energy costs for businesses in the hotel industry increased by up to 15%. While the EU had established the Emissions Trading Scheme, which allows businesses that exceed their own CO₂ emission objectives to purchase permits from "greener" ones in order to meet the EU targets under the Kyoto Protocol. Both electricity and water will grow more costly as time passes, and although there may be other sources for energy, water may soon become a scarce commodity. Making sure an organization uses water and energy efficiently can help save expenses and boost profits. Numerous businesses are making efforts to reduce their water and energy use, as well as the impact on the environment. For instance, the Orphalese, a brand-new cruise ship, has alternative power sources, a wastewater treatment facility, and washing machines that use sound waves and require 10 gallons of water instead of 60 in traditional machines. Another instance is that by the end of 2007 McDonald's plans to have its 155-strong delivery fleet operating on a blend of in-store cooking oil and rapeseed.

Operating Resources

Real Estate Investment Trusts are the newest interesting financing option in the restaurant business. Restaurant owners are always seeking for creative methods to finance their operations. The past ten years have seen a significant increase in the usage of asset financing among small- and medium-sized businesses. Finally, the hotel business is moving in the direction of selling rooms to consumers, therefore it would make sense to argue that in the future, a similar scheme would arise inside the food and beverage operations.

1. REIT's development

Although REITs have been around for a while, hotels and restaurants in the UK have just lately been permitted to participate in such programs. Individuals may invest in real estate via REITs that are listed on stock exchanges. The additional benefit of investing in REITs is that you may invest in real estate without paying corporation tax. An individual may possess no more than 10% of each trust, and all properties in the REIT's portfolio must be self-sustaining. Due to a lack of investor confidence, Vector Hospitality decided against becoming the first hospitality firm in the UK to float on the market. In the USA, when hospitality businesses were permitted to participate in the system in 2001, it has been successful. There are many companies that operate in the hospitality industry nowadays. A few examples are Ashford Hospitality Trust Inc., Diamond Rock Hospitality Company, Highland Hospitality Corporation, Hospitality Properties Trust, Strategic Hotels & Resorts Inc., and Supertel Hospitality Inc. The success of REITs in the USA implies that the UK and maybe the rest of Europe will soon see a similar trend [8], [9].

2. Finance for assets

Asset financing is one of the options that restaurant businesses who are in the development stage and need to release funds back into their firm would often look at. Selling one building under this system can be sufficient to finance the purchase of a second building in a different city in regions like London where real estate can be quite pricey. More specifically, an owner might lease back a facility after selling it and use the cash raised to further develop the business. This method of financing, known as an Operating Lease, involves the transfer of the asset to the lessor while he leases the asset to the lessee over a term that may be between one and five years, or even longer in certain situations. When the lease ends, the asset is returned to the lessor, who has the option of renewing the lease or selling or renting the property to a different party. Although it comes with the commitment of a long-term contract, this kind of financing is often seen as an appealing alternative by successful restaurant owners who may seek to establish their second or even third facility.

3. Get a dining room table

Purchasing hotel rooms that the hotel operator then leases out to visitors and gives the investor a portion of the revenue is a recent trend in the hospitality industry. One of the most recent hotels to declare the usage of this kind of investment is the Chicago Mandarin Hotel. Investors often get access to certain hotel amenities and are permitted to utilize their rooms for a specified number of days each year. The program is appealing to investors who are frequent visitors to the city and seek to spend a lesser amount of money than purchasing a tiny flat, which may cost from £300,000 upwards. In London, for instance, hotel rooms normally cost between £150,000- £500,000 to construct. In the same vein, it's possible that in the future, investors will be able to own tables, get special treatment when making reservations, and receive a portion of the proceeds from that table's sales in the restaurant business[10]–[11].

Ethical Concerns

An additional book might easily be written on the topic of ethics in the management of food and beverages since it is a crucial issue. Two present difficulties are highlighted for the reader here, and they are likely to remain so for the foreseeable future. Ethical food production and a discussion of the practices of tipping.

1. Norms and food production

Due to their production methods and the impact they have on live creatures, restaurants may include products on their menus that are debatable. For instance, the French delicacy foie gras involves forcing corn mash down the throat of geese in order to produce the dish. An enlarged liver is the end outcome, and there are other potential side effects. Many nations, like Germany, Italy, and Denmark, have outlawed forced feeding, and the EU is presently considering doing the same with foie gras. White crates provide as another illustration. In order to produce veal with a pale color, which is essentially the result of induced borderline anemia, calves are kept in veal cages no wider than 2 ft wide, are unable to turn or move at all, or see daylight. Other instances include using fish species that are severely depleted or fishing methods that endanger dolphins or other wildlife. There are many instances of menu items that are utilized in the business, and even though there is a wealth of knowledge on those kinds of products, we find that operators still include these things on their menus.

Whose job it is to decide whether such food products should be ingested is still up for dispute. Which party should take responsibility and abstain from using such products—the restaurant management or the customer depends on the situation? Managing the operation successfully and guaranteeing both its short- and long-term profitability are key components of food and beverage management. It seems to reason that using sustainable food production techniques would safeguard the company's long-term effectiveness. Therefore, from a commercial perspective, it makes sense to manage food and beverages in an ethical manner. Even yet, it is the responsibility of both the customer and the food and beverage operator to ensure that they are aware of the origins and methods of production of the food and beverages they consume. Food and beverage managers offer more than simply food and drink they sell an experience, and by educating their consumers as part of that experience, they may gain an inventive advantage, as shown in the case study of the Acorn House Restaurant.

2. Norms for tipping

Numerous authors have put out views on the distinctions between a service and a product for many years. A few examples are the nature of the physical and intangible components of

services, the perishability of goods and services, and the need that the service receiver be present when the service is delivered. We also know that many services have a component of a product linked to them, and many services also have a component of a product attached to them, so how do we decide whether we are mainly getting a service or just acquiring a product in these circumstances? Whether or whether we are compelled to provide a gratuity is one response to this question and the subject of a clear ethical discussion.

This perspective on whether we are mainly purchasing services or goods is more nuanced than it first seems. For instance, if we go to the grocery store and purchase our goods, the cashier will scan everything and offer to pack your groceries for you or ask an assistant to pack them. You pay the bill and leave; neither the cashier nor the packer are expecting a tip. However, do you leave the delivery driver a tip if you purchase the same products "online"? Then, think about the circumstance at a restaurant. If it is specified on the menu, charging for service is totally lawful. Consumers are informed that a service fee of a certain percentage will be added to the price of their meal. The customer, however, is unable to decline the service in this situation. To put it another way, you cannot serve yourself and avoid paying the extra fee.

The key issue is whether you think it is moral to be expected to tip for obtaining a service that is a crucial component of the offered good. Many would also argue that the service would not be as good or effective without such a system of gratuities, and that in reality the prospect of a tip somehow encourages employees to do their duties well. Consider entering a self-service cafeteria. You may peruse the menu to see what options are offered and quickly assess the costs to see if they are reasonable. Prices will include every expense, including staffing and a portion of profit. Although occasionally you may see a dish with small change by the cash desk that is an invitation to tip, the price charged would typically be lower than that charged in a serviced restaurant, in part due to the product selection and also because staff costs will be lower. You are also not typically expected to tip the counter staff. Therefore, why it is essential to charge more for service since a serviced restaurant already incorporates greater staffing expenses among other things in its price when you cannot utilize the product without the service.

CONCLUSION

Technology improvements and altering customer expectations are driving a transformation in the food and beverage business. The themes discussed in this study underline the rising significance of innovation, health concerns, and sustainability. The challenge for manufacturers and producers is to develop goods that follow these trends while preserving quality and profitability. For effective operations and improved consumer interaction, the supply chain's integration of digital technologies has also become crucial. Being proactive in recognizing and responding to these trends will be essential for being competitive and producing goods that appeal to today's consumers as the market develops.

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