

**Yashwantrao Chavan
Maharashtra Open University**



V102/V76: B.Sc. (Hospitality Studies and Catering Services)

HTS 615/BCH 304: FOOD AND BEVERAGES MANAGEMENT



**YASHWANTRAO
CHAVAN
MAHARASHTRA
OPEN
UNIVERSITY**

**BCH 304
HTS 615**

V76: B.Sc. in Hospitality Studies and Catering Services [B.Sc. (HSCS)] 2010 Pattern: Course BCH 304

V102: B.Sc. in Hospitality Studies and Catering Services [B.Sc. (HSCS)] 2016 Pattern: Course HTS 615

FOOD & BEVERAGES MANAGEMENT

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639 **First Publication** : June 2017

639 **Publication No.** :

639 **Typesetting** :

639 **Printer** :

639 **Published by** : Dr. Dinesh Bhonde, Registrar, Y. C. M. Open University, Nashik - 422 222.

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UNIT 1: INTRODUCTION TO FOOD AND BEVERAGE MANAGEMENT

1.00 INTRODUCTION

Food and Beverage (F&B) service refers to the operation of flow of food from purchase to delivery to customer. However, for most of us it refers to greeting the guest, presenting the menu, presenting the food items, presenting the bill (checks as the Americans call it) and getting the payments and bidding the patrons goodbye. There are various types of services including those at restaurants, room services at hotel rooms, trolley services at the aircrafts, etc. F&B Service can be described as a very important department of hospitality study and we will study this as a core component apart from “food production” and “Housekeeping and Front Office”. This Unit will introduce with the basic concepts of F&B services.

1.01 UNIT OBJECTIVES

After studying this unit you will be able to

- Describe the scope and function of F&B Service departments
- Explain the classification of catering services
- Describe ways to maintain the professional hygiene
- Explain what is meant by Professional uniform
- Describe F&B layouts
- Explain F&B brigade
- Describe the functions of the various employees in F&B establishments
- Describe what attributes the various employees should possess to meet the professional needs
- Explain how F&B department coordinates with the other staffs in hotel.

1.02 INTRODUCTION TO FOOD AND BEVERAGE SERVICES

You may have come across these types of information in the news papers and may have wondered what they mean. As a student of hospitality studies which is closely associated with the business practices with the hospitality industry, it is worthwhile to learn at least in simple terms what they mean.

The economy of a country is mainly judged by the goods and services produced by it in an year measured in a common currency like, US dollar. This is a loose, simple definition of Gross Domestic Product or GDP. (A more accurate one, as per www.investopedia.com/terms/g/gdp.asp, is “**Gross domestic product** (GDP) is the monetary value of all the finished goods and services produced within a country's borders in a specific time period”). We will come to this term many times in this course and the next course. The more the GDP the better is the economy of the country. It is in general

closely related to the Gross National Income of a country. The term GDP is also associated with the growth rate of the GDP which is annual rate at which GDP is increasing. If GDP is 100 units in last year and this year it becomes 108 units then there is a 8 percent growth in the GDP.

The growth of GDP is significant to maintain the standard of living. If the growth rate of GDP is more than the rate of growth of population, then the standard of living is improving. On the other hand, if the GDP increases at a lower rate than the population growth rate, then standard of living is going down. This is one way of looking at things. Suppose in a country with a population of 1 crore they are producing goods and services which amounts to say Rs 100 Crore. If next year their population increases by 2 percent and becomes 102 Crore and the GDP increases by 0.5% and becomes Rs100.5Crore. It will mean that there is less share of goods and services available on average for each of the person. Hence we say that the standard of living shall go down. I leave it to you to visualize the example where the population growth is less than that of the GDP growth rate. (Of course, the term “standard of living” comprises many factors in addition to per capita GDP and many experts would disagree on this simple view. But it does help you understand the concept. Isn't it?)

Our country India has a population growth rate of 1.25% per annum (as per Wikipedia, “Demographics of India”), while the GDP growth rate can be described as around 7 to 8% per annum in 2014 to 2017 estimates. Hence we can say that the standard of living is improving.

The goods and services come from three major sectors, namely, agriculture, service and manufacturing.

The service sector (of which hospitality industry is a part) is contributes the most to the GDP of our country. The hotel industry is one of the fastest growing parts of the economy, and offers unlimited opportunities. This multi-billion dollar sector caters to those away from their homes, and requires food, drink and shelter.

The hospitality industry consists of institutions or business establishments which provide food, accommodation, recreation and entertainment. The hospitality industry is a multi billion dollar industry that heavily depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or even an amusement park needs interactions of various groups such as facility maintenance, direct management, marketing and human resources.

How much of the available resources (for example how many of my rooms are actually given to guests) or Usage Rate is an important variable for the hospitality industry. Just as a factory owner would like to have his or her productive asset in use as much as possible (as opposed to having to end up paying fixed costs while the factory is not producing), similarly, restaurants, hotels and theme parks like to maximize the number of customers they ‘process’.

In viewing various industries, ‘barriers to entry’ by newcomers and competitive advantages between current players are very important. Among other things, the hospitality industry players find an advantage in old classics (location), initial and ongoing investment support (reflected in the material upkeep of facilities and the luxuries located therein) and the particular themes adopted by the

marketing arm of the organization in question, for example, (a restaurant called the 51st fighter Group, that has a theme of Second World War in music and other environmental aspects). The characteristics of the personnel working in direct contact with the customers are also important. The authenticity, professionalism, and actual concern for the happiness and well-being of the customers communicated by successful organizations are clear competitive advantages. The following are a few points that must be known before you move further:

1. Hospitality is defined as the activity of providing lodging, food and beverage and recreational services. However, these activities are not limited to hotels, motels, clubs, casinos, restaurants, recreation facilities, tourism or cruise line alone. Nowadays, it is used by other industries also.
2. One of the fastest growing sectors of the economy is the hospitality industry.
3. The hospitality industry has a distinction as a multi-billion dollar and growing enterprise. It is exciting and offers unlimited opportunities including opportunity to travel abroad, if you work on cruise liners or as air hostesses.
4. The history of the hospitality industry can be traced back to the Colonial period when, in 1794, the first City Hotel opened in New York City. Things have changed fairly well from that time. The hospitality industry has experienced major development over the years. It has faced the world wars, the Great Depression and various social changes. The industry, as we know it today, began to take form in the early 1950s and 60s, leading the way for growth into the dynamic industry that you know today. Career options in the hospitality industry have continued to grow along with the industry.
5. Hospitality industry got a real start late in the 19th century. With the development of major cities, improved transportation and the advancement of modes of transport (like railways, airways and sea travel) this industry has seen a steady rise in growth.
6. India is known as country of spices and our dishes are very popular worldwide. Our long cultural history is also point of attraction among international tourists. It is because of this cultural heritage, that India with its numerous hotels and restaurants ranks among the world's leading hospitality and tourist venues.
7. The persons working as professionals in the hospitality industry have the satisfaction of work as they feed the hungry. The appreciation from the patrons for good service or quality of food makes the professional feel happy and satisfied.
8. The industry teaches its professionals to always show their smiling faces and to keep back their anger or sadness or any other negative emotions or states. This makes the person to feel better for most of the cases. Keeping smiling face is a great stress-buster and working with curtesy helps keep good general well being

This unit will tell you about the importance of the industry and the key role that catering plays in the hospitality industry. In this unit, you will learn about the basics of the catering industry, its nature and scope. In this unit you will learn how we classify the catering industry, what care should be taken to ensure that we enjoy best of our health through observing hygiene and sanitation practices. Further I will introduce you to the department of F&B service. You will learn what are the designation of the staff, what their job specifications look like and what attributes a member of staff should possess and cultivate to do justice to the expectations from him or her.

CHECK YOUR PROGRESS

Which sector of our economy contributes the most to the Gross Domestic Product of our country?

Why the hospitality industry is important to the society?

What are the advantages of working in hospitality sector?

1.03 CLASSIFICATION OF CATERING ESTABLISHMENTS

The catering industry can be outlined in terms of the profit and non-profit making outlets.

To satisfy their individual needs, the catering industry has developed into three major branches:

- Commercial Catering
- Industrial and Institutional catering
- Welfare catering

1.03.01 Commercial Catering

The profit- making motive is the main element as distinguished from other forms of catering where emphasis is on speed, welfare, comfort and economy in the production and service of food.

Commercial catering is classified into two categories:

- Residential
- Non- residential

RESIDENTIAL CATERING

- Hotel
- Guest house
- Motel
- House boats
- Holiday camps
- Clubs
- Youth hostels
- Destination Spas

Let us see some of these in greater details:

Hotel: A hotel can be described a commercial establishment where accommodation and related services are offered to the public on a day-to-day basis without any consideration except, on a clear understanding to accept the services offered at the rate agreed upon in writing, on a manual contract.



Fig 1.01 The historic Plaza Hotel in New York

(Pic: Wikipedia, Hotel)

Guest House: A guest house can be described as a place for lodging. In some parts of the world, a guest house is similar to a hostel or bed and breakfast; whereas, in other parts of the world, such as the Caribbean, guest houses are a type of inexpensive hotel like lodging. In some areas of the world, guest houses are the only kind of accommodation available for visitors who have no local relatives to stay with.

Let us see the difference between hotel and guest house. Among the features which distinguish a guest house from a hotel or a bed and breakfast, is the lack of a full-time staff. Bed and breakfasts are usually family-owned, with family living on the premises. Hotels maintain a staff presence of 24 hours a day and 7 days a week. A guest house, on the other hand has a limited staff presence. Because of the limited staff presence, the check-in at a guest house is often by appointment. Specialized courses on how to run guest houses are available. In Japan, tenants in a guest house have to pay a substantial damage deposit and cleaning fee when they leave.

CHECK YOUR PROGRESS

Name the three branches of catering industry.

Describe concept of a Hotel and a Guest House

Motel: A motel can be described as a hotel situated on a highway along with services of a garage and service station. A common dining hall may be present for food and beverage consumption. A motel is a hotel designed for motorists, usually having direct access to an open parking area.

Before World War II dictionaries did not have the word 'motel'. The word 'motel', a portmanteau of motor and hotel or motorists' hotel, referred initially to a type of hotel consisting of a single building of connected rooms whose doors faced a parking lot and, in some circumstances, a common area; or a series of small cabins with common parking. As the United States highway system began to develop

in the 1920s, long distance road journeys became more common and the need for inexpensive, easily accessible overnight accommodation sited close to the main routes, led to the growth of the motel concept.



Fig 1.02 A motel (Bjerka Motel in Bjerka, Norway)

(Pic: Wikipedia, Motel)

Houseboat: A houseboat is a combination of house and boat. It can be described as a boat that has been designed or modified to be used primarily as a human dwelling. Some houseboats are not motorized, because they are usually moored, kept stationary at a fixed point and often tethered to land to provide utilities. However, many are capable of operation under their own power.



Fig 1.03 A houseboat at Dal lake, Srinagar

(Pic: Wikipedia, Houseboat)

Holiday Camp: Let us see what a holiday camp is. A holiday camp generally refers to a resort with a boundary that includes accommodation, entertainment and other facilities. As distinct from camping, accommodation typically consisted of chalets--- rather like small flats/apartments arranged in blocks of three or four stores and terraces. In the UK, large numbers (some in the many hundreds) of static caravans are termed as holiday camps. Holidaymakers would pay a fee for their accommodation and decide whether to go full board (all meals would also be included in the price), half board (only the main meal would be included) or self catering (no meals provided). Included in the price would also be the entertainment provided on the site.

Club: You may have come across the word club a number of times. A club can be described as an association of two or more people united by a common interest or goal. A service club, for example, exists for voluntary or charitable activities. There are clubs devoted to hobbies and sports, social activities clubs, political and religious clubs and so forth. There are usually extensive childcare facilities such as a crèche and various clubs to keep youngsters occupied, enabling parents to follow their own pursuits. In addition, there are usually other facilities such as bars, restaurants, amusement arcades for which a fee is charged.

Youth hostel: We now come to a special type of hostel. Such hostels provide a budget-oriented, sociable accommodation where guests can rent a bed, sometimes a bunk bed in a dormitory and share a bathroom, lounge and sometimes a kitchen. Rooms can be mixed or single-sex, although private rooms may also be available. Hostels are generally cheaper for both the operator and the occupants; many hostels have long-term residents whom they employ as desk clerks or housekeeping staff in exchange for free accommodation. In a few countries, such as the UK, Ireland, India and Australia, the word 'hostel' sometimes also refers to establishments providing long-term accommodation (often to specific classes of clientele such as nurses, students, drug addicts, court defendants on bail) where the hostels are sometimes run by housing associations and charities. In the rest of the world, the word hostel refers only to properties offering accommodation to travelers or backpackers.

Destination Spa: A spa is not a place to stay, but a destination spa is. A destination spa may be described as a short-term residential/lodging facility with the primary purpose of providing individual services for spa-goers to develop healthy habits. Historically, many such spas were developed at the location of natural hot springs or sources of mineral waters. Typically, over a seven-day stay, such facilities provide a comprehensive program that includes spa services, physical fitness activities, wellness education, healthy cuisine and special interest programming. Some destination spas offer an all-inclusive program that includes facilitated fitness classes, healthy cuisine, educational classes and seminars as well as similar services to a beauty salon or a day spa. Guests reside and participate in the program at a destination spa instead of just visiting for a treatment or pure vacation. Some destination spas are in exotic locations or in spa towns. Destination spas have been in use for a considerable time; some are not used actively, but rather are historically preserved as elements of earlier history; for example, Gilroy Yamato Hot Springs in California is such a historically used spa whose peak patronage occurred in the late 19th and early 20th century.



*Fig 1.04 A destination spa at Italy
(Pic: Wikipedia, destination spa)*

A special destination spa can now be considered. Resort spas are generally located in resorts and offer similar services via rooms with services, meals, body treatments and fitness a la carte.

The typical services include:

- Nutrition counseling
- Weight loss
- Medical treatment
- Fitness consultation
- Cooking lessons
- Massage
- Facials- facial cleansing with a variety of products
- Nail care
- Waxing- the removal of body hair with wax
- Hair spa treatment

Sanatorium: There was a time when people infected with TB used to be cured at special places. Do you know the word for such place? Yes! A sanatorium (also sanitorium, sanitarium) can be seen as a medical facility for long-term illness, typically tuberculosis. A distinction is sometimes made between ‘sanitarium’ (a kind of health resort, as in the Battle Creek Sanitarium) and ‘sanatorium’ (a hospital).



Fig 1.05 State Sanatorium at Ray Brook, Adirondacks, N.Y.

CHECK YOUR PROGRESS

Explain the concept of Houseboat, Youth Hostel and Club.
What are the various services available at destination spas?

NON-RESIDENTIAL CATERING

- Restaurant
- Bars/ Pubs
- Coffee shops
- Automatic vending machines
- Night clubs
- Drive- Ins/takeaways
- Carrousel

Let us now look at some of these forms in detail.

Bars/Pubs: A bar (also called a pub, tavern, saloon, or taproom) can be defined as an establishment that serves drinks, especially alcoholic beverages such as beer, liquor, and cocktails, for consumption on the premises with snacks and /or, liquor.

Automatic vending machines: A vending machine has been used to provide snacks, beverages, and other products to consumers without a cashier. Items sold via these machines vary by country and region. In some countries, merchants may sell alcoholic beverages such as beer through vending machines, while other countries do not allow this practice (usually because of alcoholic laws).

Night clubs: It is a club which works at night. It is mainly open at night for dinner, dance and cabarets. A dispensing bar is always provided. The décor is lavish while service is elaborate. A night club(or nightclub or club) is a drinking, dancing and entertainment venue which does its primary business after dark. People who frequent nightclubs are known as *clubbers*. A nightclub is usually distinguished from bars, pubs or taverns by the inclusion of a dance floor and a DJ booth, where a DJ plays recorded music.

The music is very important at night club as it creates the mood. The music in nightclubs is provided by either live bands or more commonly, a mix of songs played by a DJ through a powerful PA system. Most clubs or club nights cater to certain music genres, such as techno, house music, heavy metal, garage, hip hop, salsa, dancehall or soca music.

Drive-in restaurants: A “drive-in” is a place where you *drive in* your vehicle. There used to be “drive-in” theatres where you would watch movies sitting in your car. So, a drive-in can be described as a facility such as a bank, restaurant, night club or movie theater where one can literally drive in with an automobile for service. It is usually distinguished form a drive-through.

Carrousel: A carrousel is a giant wheel which rotates sideways (not up and down). What does it do in our list of places where you dine? Let us see. It was introduced for the first time in Britain in1982. It

comprises of large rotating arrangements of shells, approx. 2 meters in diameter with food and drinks arranged. The customer remains stationary as the carrousel revolves and once every minute to enable them to select items. Only half of the carrousel is in service so that items are removed form the other half. The shell can be replenished in the running area behind the unit. The cutlery, napkin and beverages are usually separately available.

1.03.02 Industrial and Institutional Catering

Industrial catering has to pay more attention to the nutritive aspect of food (balanced meals). This catering is undertaken for factory workers in their workplace.

The main characteristics of such catering are:

(a) Industrial catering envisages a large number of employee working on construction sites, factories, mills, workshop, docks, private and limited companies and other public utility concerns.

(b) A token system of sales.

Institutions have usually operate on a fixed budget, peculiar (tenders) methods of purchasing. Emphasis in such institutions is always laid on nutrition such as, in hospitals, school and colleges.

Transport Catering

Catering and transportation is married in this form of catering. You may have enjoyed food during flight and during train rides. That is it. Mobile catering covers all modes of transport: road, rail, air, sea and space. Designing of efficient layout because of limited space requirements, serving piping hot food to customers speedily and comfortably, create other problems. The heavy element of competition amongst airlines and steamship companies ensures a standard in those modes of travel.

CHECK YOUR PROGRESS

Give examples of Non residential catering services.

What is a bar, a night club and a carrousel?

What are the main features of Industrial Catering?

Armed Forces catering

Our armed forces need to be nourished to work at the borders and in the war zones. The peculiar feature in armed forces catering is the increased use of frozen, dehydrated and packaged food which has the following advantages:

- No initial preparation.
- Problem of waste disposal is solved.
- Bulk purchase of foodstuffs in advance at stabilized prices is possible.
- Consistency of quality is maintained.
- Hygienic standards are guaranteed.
- Storage and transport of foodstuffs over long periods and long distances is possible.

- Rationing of foodstuffs automatically ensures portion controlling. Army, navy, air force, border police, fire, customs and all other defense personnel are covered under services catering.

1.03.03 Welfare catering

Food is an essential requirement to live. There are some who can not earn enough to buy meals. Here comes welfare catering. Welfare catering generally refers to the provision of meals for the elderly, prisoners, orphans, etc. welfare catering is usually provided for the following:

Old age homes: You also call these as retirement home, as the elderly are retired and don't earn salaries. A retirement home is a multi-residence housing facility intended for the elderly. The usual pattern is that each person or couple in the home has an apartment-style room or suite of rooms. Additional facilities are provided within the building. Often this includes facilities for meals, gathering, recreation, and some form of health or hospice care. The level of facilities varies enormously. A place in a retirement home can be paid for on a rental basis, like an apartment, or can be bought in perpetuity on the same basis as a condominium. A retirement home differs from a nursing home primarily in the level of medical care given. Retirement villages and retirement communities, unlike retirement homes, offer separate and autonomous homes for residents.

Prisons: The inmates of prison also need to be fed. The diet for the inmates is based upon fixed weekly quantities of specific food commodities with a small weekly cash allowance per head for fresh meat and a further separate weekly allowance per head for the local purchase of dietary extras of which a proportion is spent on fresh fruit. The catering within the prisons is the responsibility of the prison governors with the delegated responsibility being given to a catering officer.

Orphanage: orphanage can be described as a residential institution devoted to the care and education of orphans-children whose parents are deceased or otherwise unable to care for them. Parents, and sometimes grandparents, are legally responsible for supporting children; however, in the absence of these or other relatives willing to care for the children, they become a ward of the state. Orphanages are a way of providing for the care, housing and schooling of these children. Orphanages provide an alternative to foster care or adoption by giving orphans a community-based setting in which they become a ward of the state. Orphanage are important charity which provide care to the children who don't have relatives who can take care of them. Orphanages are a way of providing for the care, housing and schooling of these children. Orphanages provide an alternative to foster care or adoption by giving orphans a community-based setting in which they live and learn. In the worst cases, orphanages can be dangerous and unregulated places where children are subjected to abuse and neglect. Today, the term orphanage has negative connotations. Other alternative names are group home, children's home rehabilitation center and youth treatment centre.

Disaster Catering: No matter what you do, the disasters like earthquakes, floods, famine or wars can not be avoided at all times and we have to be prepared for such catastrophies. In the hours of such distress, after massive relief in the form of food, drink and water has to be provided to the aggrieved population. This is carried out by voluntary organization like the United Nations, Bharat Sevak Samaj,

and Ramakrishna Mission, etc. Here primary consideration is wholesome, nutritious simple single item menu like gruel, porridge, etc., prepared in community kitchens.

Religious congregation: Religious ceremonies and places of worships have provisions for food to devotees and others. They offer charity and brotherhood through such offerings. In India, you can see this Vaishno Devi, Amarnath and Gurudwaras where meals are provided in huge volumes from make shift kitchens.

Other \Types of Catering

Cafeteria: A cafeteria can be described as a type of food service location in which there is little or no table service, whether it is a restaurant or within an institution such as a large office building or school.

Canteens: A canteen can be described as a type of food service location in which there is little or no table service, whether a restaurant or within an institution such as a large office building or school; a school dining location is also referred to as dining hall or canteen.

Tiffin: We have come across this word often. Tiffin is lunch, or any light meal. It originated in British India, and is today found primarily in Indian English. The word originated when Indian custom superseded the British practice of an afternoon dinner, leading to a new word for the afternoon meal. It is derived from the obsolete English slang *tiffing*, for 'taking a little drink or sip' When used for 'lunch', it is not necessarily a light meal. In south India and in Nepal, the term is generally used for between-meals snacks: dosas, idlis, etc. Outside south India, like Mumbai, the word mostly refers to any packed lunch, often lunches prepared for working Indian men by their wives after they have left for work, or for schoolchildren by their parents. We carry our Tiffin to our workplaces or schools. It is often forwarded to them by dabbawalas, sometimes known as Tiffin wallahs, who use a complex system to get thousands of tiffin boxes to their destinations. Tiffin often consists of rice, dal, curry, vegetables, chapatti is or 'spicy meats'. In addition, the lunch boxes are themselves called tiffin carriers, Tiffin-boxes or sometimes tifins.

Also, Tiffin is a type of cake which contains fruit and nuts, Cadbury's also use to make a chocolate bar which has now been discontinued. The surname 'Tiffin' also originates from Northumberland in Northern England.

Hospitals: No matter how much you care for your health, you may have to go to hospitals. If a surgery or a procedure is to be undertaken, it may require getting admitted there. Hospital catering is a highly specialized activity since health and food are interwoven; great emphasis is given on hygienic, wholesome, nutritive food with elements of prescribed diet like liquid diet.

Outdoor catering: Off premise catering or OCC is any food service in places that are not designed for this purpose; for example, wedding or corporate lunches organized in farm houses or parks.

1.04 PERSONAL HYGEINE AND SANITATION

We use words like “cleanliness” and “sanitations” almost as substitute to each other. Let us see it deeply. The word “Sanitary” refers to the lack of microorganisms that may do harm. The word “Clean” refers to the lack of soil or dirt on an item. A utensil may look clean and yet not be sanitary, because unseen organisms are present. Conversely, something may be sanitary be a utensil coming from a dish machine in which it was sanitized by immersion for 10 seconds and rinse water heated to 180°F (82.2°C): soil may show on it, but microorganisms have been destroyed by the hot rinse. In a good system of sanitation, the aim is to make things clean as well as sanitary.

Sanitation is the responsibility of every person working in the establishment. Sanitation and safety regulations established by local, state and national bodies must be enforced constantly by management. Sanitary regulations are usually outlined in public health codes. If people do not undertake activities of sanitation and hygiene, they may become sick and also make others sick. Proper sanitation and safety, however, just do not happen because a government agency has established appropriate standards; rather, they are made to happen by the concerned and committed personnel of a foodservice.

Proper sanitation results in healthful, clean and wholesome food. It is a compulsory requirement. It also provides an orderly environment and pleasant working conditions. Personnel, as part of the working environment, must also be clean and healthy if sanitary conditions are to be maintained. Sanitary standards of meat and poultry have been greatly improved since new standard have been implemented through Hazard Analysis Critical Control Point (HACCP). This System call for identifying points during food handling at which contamination is likely to occur, establishing ways to prevents it and monitoring the system to ensure the measures are working.

1.04.1 Preventing Food-borne Illnesses

Nobody wishes to get sick by getting infected by virus or bacteria or other such agents. If the food is contaminated it may make the user of such food sick or ‘carrier of diseases’. Food may already be contaminated when purchased or it may be contaminated later by personnel, equipment, utensils or vermin. A carrier of contamination is called *vector*. Good sanitation procedures call for stopping the vector at its source. The potential for transfer is always present and safeguards must be established to prevent this as from occurring. Such safeguards come under four headings: (i) food protection; (ii) personal hygiene; (iii) facility and equipment sanitation; and (iv) rodent and insect control.

CHECK YOUR PROGRESS

Explain the difference between being clean and being sanitary?
Which agency stipulates standards for sanitation?

I. Food protection

Food needs to be protected so that it does not get contaminated. Each of the functions performed in the purchasing, storing, preparing and serving of food should be isolated in establishing a food sanitation program. Each offers a chance for contamination to occur, unless the food is properly handled. Management is responsible for establishing suitable standards and procedures, and the

remaining staff is responsible for seeing that these guidelines are carried out. It is said that food protection is 95 per cent people and 5 per cent equipment and facilities.

2. Purchasing food

One needs to be careful while purchasing food. Food should be purchased from purveyors that operate sanitary facilities. Buyers should pay visits to their purveyors to inspect processing facilities. Only food approved for wholesomeness should be purchased. Meat and poultry should carry the round inspected-and-passed stamp. Shellfish should come from beds approved by the public health department which publishes a semi-monthly list of these. Milk should be processed according to prevailing codes. Delivery trucks and delivery procedures should be overseen to ensure that good sanitation is observed. Frozen food should be delivered frozen and refrigerated food should that good sanitation is observed. Frozen food should be delivered frozen and refrigerated food should not have an interior temperature that is higher than 40°F (4.5°C). Receiving personnel should be instructed to check the temperatures of incoming perishables, particularly during warm weather.

You need to be concerned about how reliable the source of food is. Operators should ask Union, State or local government about the reliability of food sources. Municipal water is usually considered safe, but private water sources should be checked frequently.

3. Storing food

Storage can be described as places where the food is kept before preparation, before service or during service. If contamination occurs at any of these stages, sufficient time may elapse to cause illness in people eating the food. Several rules of thumb can be identified. Rotate stocks, in order to use the oldest food first rather than newer items. Store food off the floor and away from walls and maintain correct storage temperatures. Pathogens are most active at about 100°F (38°C) and the danger zone ranges from 40 to 140°F (4 to 60°C). Temperatures below 40°F (4°C) do not kill pathogens, but they do slow down their rate of growth. At temperatures above 40°F (4°C), bacterial growth speeds up until the optimum of 100°F (38°C) is reached. Bacteria continue to grow at higher temperatures until the temperature reaches 125 to 140°F (52 to 60°C). At temperatures above 125°F (52°C), most bacteria die. Maintaining correct storage temperatures can do much to reduce food deterioration and contamination.

This means that foods need to be stored at very low temperature if we want to arrest the bacterial growth. In fact, the Food and Drug Administration (FDA) in the US has moved forward with its new food code, suggesting that temperatures in refrigerated storage should be lower than required previously. We should be abreast of current literature to learn what the government is doing in their state regarding these new regulations. Food Safety and Standards Authority in India (FSSAI) has been established to set food safety standards.

Let us now consider fruits and vegetable. Fresh fruits and vegetables should be refrigerated. Hot food from the range or steam table can be cooled quickly if the container is placed in cool water and its

contents are stirred. Studies have shown that cooling in this way brings temperatures down as fast as does cooling under refrigeration, until a temperature of around 125°F is reached. The food item should then be placed under refrigeration to obtain the speediest further cooling.

What affects the rate of cooling? Factors affecting the rate of cooling include, the amount of food in the container, the thickness or density of the food, the velocity with which the cooling medium strikes the container, the radius of the mass (distance from its outer edge to its centre), and whether the food is stirred during cooling. Small amounts of food cool more quickly than large amounts; and the greater the cooling will be. This is why storing food in shallow pans not more than 2 inch deep is recommended for fast cooling and good sanitation. Microorganisms have a good chance of developing in food that stays warm a long time after being cooked. Storing warm containers close together in a refrigerator also favors the growth of microorganisms. Preferably, storage shelves should be slatted and containers should be placed so as to allow good circulation of air around them. Containers should be covered so that airborne bacteria and organisms cannot drop into them. Storage areas should be cleaned regularly and temperatures should be checked frequently. Good air circulation helps to maintain a sanitary storage place.

Now comes an important point. Certain food, such as meats, eggs and milk must be given special handling. Store these at 40°F (4.5°C) or below (meat discolors at 31 to 34°F (0 to 1°C). Hold warm meat, egg and casserole dishes for service at temperatures above 140°F (60°C), except perhaps rare meats. Food held within the danger zone may not last longer than several hours and could become not fit to be eaten. Holding food in this zone for as short a time as possible is a good idea. Times in the zone are cumulative. A turkey that is left out to cool for 45 minutes, then refrigerated, then brought back out to pick the meat for turkey salad for another 45 minutes, and then made into salad and left standing at room temperature for 1 hour has accumulated 2.5 hours of danger-zone time. For this reason, frozen food that has thawed should be used as quickly as possible and not be refrozen.

CHECK YOUR PROGRESS

Which four heads cover the safeguards on prevention of food borne illnesses?

Which agency stipulates standards for Food Safety in India?

4. Preparing food

We come to what needs to be done while preparing food. By following good sanitary practices during food preparation minimizes the chances of infecting patrons with a food borne illness. Many organisms are present on the skin, nose, hair or the body of the preparer and can be transferred to the food Coughing or sneezing readily transferring. Hand contact with the food should be avoided. If the hands are used, they should be scrupulously clean. Alternatively, single-service gloves are a good sanitary measure. It is important to use them. Food should be handled with clean utensils, such as tongs, scoops, spoons or persons who prepare the food. Good hygiene and work habits are absolutely necessary. All fresh fruits and vegetables should be washed thoroughly and, in some cases, scrubbed to remove any organisms or toxic chemicals on their surface, Soaking, followed by thorough washing in fresh water, is usually sufficient to remove most chemical contaminants.

Harmful organisms can also be destroyed by heat. Proper cooking destroys harmful organisms. Solid or viscous food must be stirred during heating to distribute the heat uniformly throughout the mass. In quantity food preparation, temperatures never get as high as they do in small batch cooking and this may cause problems. A food may appear to be boiling when boiling is actually occurring only near the heat source. Trichinae are destroyed at 138°F, but pork and other meats that can carry it should be cooked to at least 155°F to ensure destruction of the parasites.

5. Serving Food

Now that we have seen purchasing of food, storage of food items and cooking the food, what remains now is the process of serving the food. Opportunities for food contamination to occur are particularly numerous during holding for services and during service itself. For this reason, proper holding temperatures must be maintained. The following holding temperatures are recommended:

Soups, thin sauces, coffee and tea: 160°F and up

Entrees and meats: 160°F (71°C)

Rare meats: 140°F

Chilled food: 35 to 40°F (2 to 4°C)

Frozen food: 8 to 12°F

It is important to remember these temperatures while serving the food. There are other things too. Protecting food from contamination during holding is essential. If an item is not being served, it should be covered. If customers are serving themselves, a number of steps must be taken to reduce the risk of contamination. Food on a cafeteria counter should be shielded by a sneeze guard. Silverware and dishes to be used by guests should be placed so that contamination is avoided. Silverware should be placed in containers with the handle, not the eating end up. Glasses and cups should be upside down in their holders. All necessary precautions should be taken to see that customers do not contaminate food while serving themselves. It is important to be safe, isn't it? In all operations, employees should handle dishes, cups, glasses and eating utensils in such a way that their hands do not touch the eating surfaces. Packaged food, such as packets of sugar, crackers or salad dressings should be used if possible and no opened packages should be reused. Some states or localities do not permit open sugar bowls or other open food on tables. Local sanitation agents can give information on local recommended practices. Employees should be trained to Kitchen Equipment handle food and equipment properly in front of guests.

1.04.2 Sanitation and Food Hygiene

Sanitation and hygiene go hand in hand. Hygiene is an essential part of healthy living. Not just selecting the right food choice but also cooking and consuming them in a hygienic way is equally important in preventing infectious diseases. One does not have to spend a fortune for healthy hygienic cooking practices. It is simple. You have only to be well disciplined to maintain hygiene life style.

Let us begin with understanding such life style. Good food hygiene promotes good health and more effective and efficient Job performance. It also helps prevent the spread of diseases. A good food hygiene practice includes personal hygiene, as well as the hygiene of kitchen. It includes getting enough sleep. Routinely seeing a doctor or a dentist staying away from work when sick, and avoiding poor personal habits such as peaking nose or biting the fingernails and the lid or utensils. Unless the hands are clean, food contamination can occur. A clean handkerchief or tissue should be used to cover the nose and mouth when coughing or sneezing occurs. Employees should wash their hands after sneezing or coughing .

Good manner and common sense are important. Scratching the head, wiping the mouth with the fingers or wetting the thumb with saliva to pick up a paper napkin or to turn pages of an order are unsanitary Ibits. Smoking a cigarette, cigar or pipe can transfer organisms from the saliva to the hands or to other items. Smoking should only be permitted in designated areas. Employees should always wash their hands after visiting the rest room, returning from meal breaks or handling money.

Cleanliness is next to godliness. A clean body is the foundation for all the other factors that support a good appearance and proper sanitation. Wearing a cap or hair net is a must to prevent hair from falling into food. Clean hands and nails not only give a good appearance but also protect against contamination, Service personnel make a better impression if they are neat and well dressed. Makeup may be used sparingly. Nails should be short, well trimmed and clean. A well-pressed uniform adds to an employee's appearance of caring about personal hygiene. A healthy, clean person wearing a spotless uniform is more likely to feel like observing good sanitation rules than one who is sloppily dressed, badly groomed and not particularly clean.

Take another tip from common sense wisdom. Care is also required in removing soiled dishes and utensils from guests and tables, since these can carry organisms from customers. Table busing personnel should wash their hands before handling food or clean utensils.

Good hand washing sinks should be available at all workplaces. It is important. Washing hands in sinks used to wash dishes or pots and pans is not recommended. A dirty exhaust system can pose an extreme fire hazard. A fire igniting in greasy ductwork can spread rapidly and be difficult to control.

Let us see what we ignore. Garbage and refuse disposal are commonly neglected areas of foodservice sanitation. Battered, leaky refuse cans with covers missing are all too frequently seen. Unless garbage can is actually in use. it should be tightly covered. Garbage cans or containers should be fly-tight and leak proof. Liquid flowing from a garbage can coat the ground and furnish a breeding place for flies. Plastic liners may help keep cans clean and facilitate disposal. The time saved in cleaning containers may be well worth the extra cost. Garbage grinders, compactors and incinerators can also simplify refuse and garbage removal and help improve sanitation.

Equipment Sanitation

The equipments if not maintained properly can cause health issues too. Equipment sanitation comprises the methods, materials and times required to keep equipment clean. Good maintenance

means good operation. Moreover, it helps prevent the transmission of microorganisms. Properly cleaned equipment lasts longer and costs less to operate than badly maintained equipment.

It is important to have schedules. A cleaning schedule and procedure for each major piece of equipment should be developed in establishing a cleaning schedule to be posted in the foodservice, planners should take the following seven steps:

- (i) Give the name of the equipment to be cleaned
- (ii) Have three columns headed when how and use
- (iii) Include all steps (written as briefly as possible) that are necessary to dismantle, clean and reassemble the equipment properly
- (iv) Take into consideration the safety precautions necessary to make the equipment safe and clean
- (v) Specify the amount of detergent to use and the temperature of water to use for washing, rinsing and sanitizing
- (vi) Stress the need for a clean surface for air drying and for clean hands for reassembling equipment
- vii) Provide a separate procedure if daily cleanings differs from weekly or Kitchen Equipment bimonthly cleaning

How do we do the maintenance work? Equipment that can be disassembled should be taken apart scraped free of major soil and washed by machine or by hand. All surfaces that food comes into contact with should be washed with hot detergent water, rinsed in warm water and sanitized in a final rinse. Equipment can be also sanitized by spraying or wetting their surfaces with a chlorinated solution that is about twice as strong as those used for sanitizing by immersion. Different kinds of soil, grease, carbon egg and protein, for example, need different treatment. Proteins and eggs must be not be subjected to too high the original temperature, or they will be cooked onto the surface. Grease dissolves only at certain washing temperatures.

We normally use water for cleaning most surfaces. Water is the primary solvent used in cleaning: a detergent or soap simply makes more things soluble in water; Heat helps to increase solubility, too, and will melt grease. That's why we use hot water for cleaning difficult parts. Friction is the main cleaning agent and does about 90 per cent of the job; water with detergent does the other 10 per cent of the job. After washing a good rinse in clean water removes detergents and cleaning agents. Sanitizing is the final step. A rinse of 10 seconds in 180F water or of 30 seconds in 170°F water is a minimum for sanitizing. Chlorine and other sanitizing agents may be added to the sanitizing rinse to kill any remaining contaminants. Rinse compounds may be used to get better runoff or rinse water, reducing the drying time.

The following are some points that should be made part of day-to-day life.

- The kitchen should be well lighted and ventilated (with either chimney! exhaust fan) and with meshed windows.
- The cooking and eating area should be elevated and proper height be maintained.
- Keep the cooking, Washing and utility area and kitchen clothes clean.
- Protect the kitchen and food items from insects, pests and other animals.
- Before spraying insecticides. in the kitchen walls/cupboards, remove all the food items. Spraying should be done during night time. Wet mop the cupboards before storing again.
- Do not store raw food (vegetables, dais, cereals, masala, i.e., powdered spices) for long periods. 'First in first out' (FIFO) practice should be followed by all and. more so in regions where the humidity is high.
- Storage of food items should be in airtight containers/utensils to protect them from dust, insects and moisture.
- Separate raw, cooked and ready to eat food while shopping, preparing or storing food.
- De-weed the green leafy vegetables and then wash them, repeatedly in clean water till they are free from dirt/mud.
- Wash and soak the vegetables/fruits in water and then scrape. (Soaking removes pesticides, preservatives present on the surface. Vendors polish brinjals and apples with engine oil to give a shining look, so soak and scrub them thoroughly).
- Cruciferous vegetables should be soaked in boiled water to remove worms.
- Raw vegetable/fruits for salads should be washed thoroughly in running Water before cutting. Do not consume cut fruits from the street vendors.
- Clean the pulses/cereals; wash those 2- 3 times before cooking/soaking.
- Transfer the cooked food into a clean serving utensil before consuming (this is to prevent the erosive action of salt/turmeric/tamarind/lemon with aluminum, brass etc.).
- Boil milk before consumption and keep it in a cool place/refrigerator to prevent curdling. Do not consume raw milk.
- While buying meat/fish/poultry make sure they are freshly cut.
- Clean fish/poultry/meat thoroughly before cooking. Cook them thoroughly before consuming.
- Do not leave food outside in summer months for long time. Try and eat freshly prepared food every day.
- Refrigerate perishable food promptly, prepared food and left over within 2 hours. If refrigerator is not available then regulate the amount of food cooked, so that food does not have to be stored.
- Do not store food for too long in the refrigerator/freezer.
- Boil/filter the drinking water before storing it in a clean vessel and cover it. Use a spoon/glass with a long handle to drink water. Do not insert your hand/fingers in drinking water. Do not drink directly from bottles containing drinking water which are shared among individuals.
- Do not use packed food beyond its expiry date. Do not consume food in tetra packs/tins which have leaks or are puffed, even if they are well within the expiry date.
- Wash hands thoroughly with soap after using the toilet, changing diapers, handling pets and before handling food.
- Clean and trim the nails of both hands. Tie your hair before handling the food.

CHECK YOUR PROGRESS

Explain the importance of good manners and personal hygiene in sanitation?
Which the seven steps to plan cleaning schedule of equipments?

1.05 GROOMING STANDARD

It is the duty of management to see that the employees maintain a minimum standard of hygiene and sanitation. Otherwise workers will spread diseases and spoil the name of the hotel. Management must have a protocol to make sure employees use hygienic practices. Supervisors and managers should set an example for employees by using excellent hygiene and health practices themselves. They should provide proper laundry, locker-room and hand washing facilities to make it easy for employees to stay clean and hygienic. All employees should have a physical examination before they are employed to check that they have good physical, Mental and emotional health. All employees who work with food should be checked regularly for signs of illness and infection and other signs of poor health to maintain personal hygiene, the employees should ways.

1. Maintain good physical health through good nutrition, enough rest and physical cleanliness.
2. Report illness to their employer before working with food so that assignments can be adjusted to protect food from being contaminated
3. Practices good hygiene so that they do not contaminate food.
4. Wash their hands during their work shift after using the toilet; after handling garbage or other dirty items; after handling unlocked meats, egg products or dairy products; after handling money; after smoking; after coughing and sneezing; and when leaving or returning to food production/service areas.
5. Maintain personal cleanliness through daily bathing, washing hair at least twice a week; cleaning fingernails daily, using cap or hairnet while handling food, and wearing clean underclothing and uniforms.
6. Do not touch foodservice equipment and utensils with their hands, and use disposable gloves if they have to touch food other than dough.
7. Follow rules such as 'no smoking' and do anything else needed to protect the food from being contaminated.

Apart from being clean and setting examples before others in cleanliness, there are other standards of grooming. The F&B manager should not only have knowledge of F&B but also possess technical ability. This person should be aware of all the items on the menu. This helps him in the advising and offering suggestions to the guests. Knowledge of correct and proper serving of the dish is also important.

He should foresee the customer's requirements and desires. A definition of quality says that quality involves satisfying and exceeding the customer's expectation. Hence if you want to have quality in your service you should know what customer wants. A cautious eye should be kept on customers at all times during the service but without staring. This person should never fall out with the guests, on any matter, as this will only worsen the situation, This person should be aware of the perfectness of the customers regarding their seating, or their favourite food and drink, etc.

The F&B manager should be loyal and honest. As they say honesty is the best policy. This person should have the ability of sales and merchandising. This person should work in coordination with the other staff of the hotel. Under the food and beverage manager are senior captains, captain, stewards, assistant, trainee stewards, order takers, hostesses and all the restaurant managers in the hotel in various dishes; correct method of their service. The staff must know of accompaniments of various dishes; correct method of their service. The food and beverage manager has to encourage various qualities in his staff, viz., punctuality, honesty, memory, guest preferences, local knowledge, loyalty, sales ability, handling complaints and above all guest satisfaction.

The F&B manager acts as a team leader and should carry staff with him. This is called leading by setting example or leading from the front. This person should have the ability of time management, urgent as well as long – term planning, and capability of solving problems. This person should be aware of accident prevention and other safety measures.

CHECK YOUR PROGRESS

What steps managers can take to ensure that the staff maintains hygiene standards?
Which qualities will make a carry out his job properly as a leader ?

1.06 SERVICE OUTLETS

There are a number of places which can be termed as service outlets. Let us study them in details:

1.6.1 TEA LOUNGE

A tea house is an establishment which primarily serves tea and other light refreshments. Sometimes the meal is also called "tea". Although its function varies widely depending on the culture, tea houses often serve as centers of social interaction, like coffeehouses. Some cultures have a variety of distinct tea-centered houses of different types, depending on the national tea culture. For example, the British or American tearoom serves afternoon tea with a variety of small cakes.

(Picture below By Victorgrigas - Own work, CC BY-SA 3.0,
<https://commons.wikimedia.org/w/index.php?curid=17648883>)



Fig 1.06: Old Twinings Shop on The Strand, London

In China and Nepal, a tea house (茶館 *cháguǎn* or 茶屋 *cháwū*; Standard Nepali: चिया घर) is traditionally a place which offers tea to its consumers. People gather at tea houses to chat, socialize, and enjoy tea, and young people often meet at tea houses for dates. The Guangdong (Cantonese) style tea house is particularly famous outside of China especially in Nepal's Himalayas. These tea houses, called *chálou* (茶樓) serve *dim sum* (點心), and these small plates of food are enjoyed alongside tea.

In Japanese tradition a tea house ordinarily refers to a private structure designed for holding Japanese tea ceremonies. This structure and specifically the room in it where the tea ceremony takes place is called *chashitsu* (茶室?, literally "tea room"). The architectural space called *chashitsu* was created for aesthetic and intellectual fulfillment.

In Japan during the Edo period, the term "tea house" could also refer to a place of entertainment with *geisha* or as a place where couples seeking privacy could go. In this case the establishment was referred to as an *ochaya* (お茶屋?), which literally meant "tea house". However, these establishments only served tea incidentally, and were instead dedicated to *geisha* entertainment or to providing discreet rooms for visitors. This usage is now archaic. Contemporary Japanese go to modern tearooms called *kissaten* on main streets to drink black or green tea as well as coffee.

In Central Asia the term tea house could refer to *Shayhana* in Kazakh, *Chaykhana* in Kyrgyz and *Choyxona* in Uzbek, which literally means a tea room. In Tajikistan. The largest tea houses are Orient Tea house or Chinese Tea house, Orom Tea house in (Isfara) town. On the 15th anniversary of Independence in Tajikistan, the people of Isfara town presented Isfara Tea house to Kulyab city for its 2700th anniversary on September 2006. Tea houses are present in other parts of Central Asia, notably in Iran and also Turkey. Such tea houses may be referred to, in Persian, as *Chay-Khaneh*, or in Turkish, *çayhane* - literally, the "house of tea." These tea houses usually serve several beverages in addition to tea.

In Arabic-speaking countries such as Egypt, establishments that serve tea, coffee and herbal teas like karkade are referred to as ahwa or maqha (Arabic: مقهى) and are more commonly translated into English as coffeehouse.

1.6.2 COFFIE SHOP

A coffeehouse, coffee shop, or café (sometimes spelled cafe) is an establishment which primarily serves hot coffee, related coffee beverages (e.g., café latte, cappuccino, espresso), tea, and other hot beverages. Some coffeehouses also serve cold beverages such as iced coffee and iced tea. Many cafés also serve some type of food, such as light snacks, muffins, or pastries. Coffeehouses range from owner-operated small businesses to large multinational corporations.



Fig 1.07: *The second location of Starbucks in Seattle was opened in 1977.*

(Picture By Postdlf from w, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=579133>)

In continental Europe, a café is a traditional type of coffeehouse, but elsewhere the term "café" may also refer to a tea room, "greasy spoon" (a small and inexpensive restaurant, colloquially called a "caff"), transport café, or other casual eating and drinking place. A coffeehouse may share some of the same characteristics of a bar or restaurant, but it is different from a cafeteria. Many coffee houses in the Middle East and in West Asian immigrant districts in the Western world offer shisha (nargile in Greek and Turkish), flavored tobacco smoked through a hookah. Espresso bars are a type of coffeehouse that specializes in serving espresso and espresso-based drinks.

From a cultural standpoint, coffeehouses largely serve as centers of social interaction: the coffeehouse provides patrons with a place to congregate, talk, read, write, entertain one another, or pass the time, whether individually or in small groups. Since the development of Wi-Fi, coffeehouses with this capability have also become places for patrons to access the Internet on their laptops and tablet computers. A coffeehouse can serve as an informal club for its regular members. As early as the 1950s Beatnik era and the 1960s folk music scene, coffeehouses have hosted singer-songwriter performances, typically in the evening

1.6.3 RESTAURENT

Restaurant: The term restaurant (from the French restaurer, to restore) first appeared in the 16th century, meaning ‘a food which restores’, and referred specifically to a rich, highly flavored soup. It was first applied to an eating establishment in around 1765, founded by a Parisian soup-seller named Boulanger. The first restaurant in the form that became standard (customers sitting down with individual portions at individual tables, selecting food from menus, during fixed opening hours) was the ‘Great Tavern of London’, founded in Paris in 1782 by a man named Antoine Beauvilliers-a leading culinary writer who achieved a reputation as a successful restaurant owner. This person later wrote what became a standard cookbook, L’ Art du cuisine(1814).

A restaurant prepares and serves food and drink to customers. Meals are generally served and eaten on premises, but many restaurants also offer take-out and food delivery services.



Fig 1.08: Le Piment Rouge restaurant in Montreal

(Pic:Wikipedia)

1.6.4 BANQUETS

Banqueting: A banquet is a large public meal of feast, complete with main courses and desserts. It usually serves a purpose, such as a charitable gathering, a ceremony or a celebration, often preceded or followed by speeches in honour of someone. Function catering is an important part of the sector. It refers to food service for specific functions or gatherings, such as marriages, anniversaries, birthdays, etc.



Fig 1.09: Banquet of Babur

(Pic: By Unknown -

http://www.columbia.edu/itc/mealac/pritchett/00routesdata/1500_1599/babur/baburformal/baburformal.html, Public Domain, <https://commons.wikimedia.org/w/index.php?curid=19164953>)

CHECK YOUR PROGRESS

Explain the concept of Tea House.

What is the cultural impact of coffee shop?

1.07 HIERARCHY OF F&B SERVICE DEPARTMENT

The following chart shows the various parts of an F&B department.

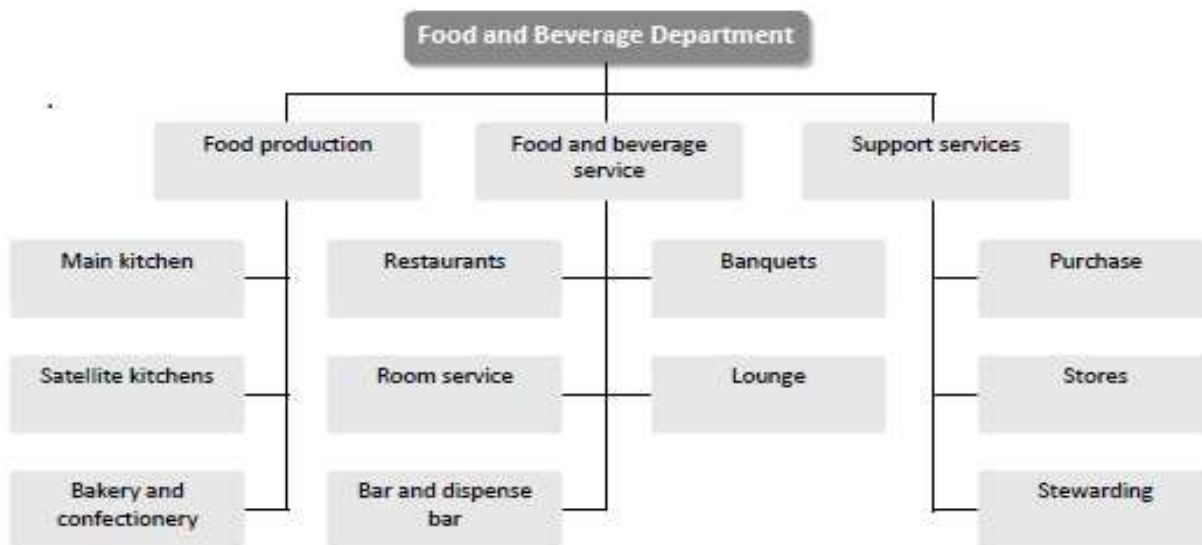


Figure Classification of the Food and Beverage Department

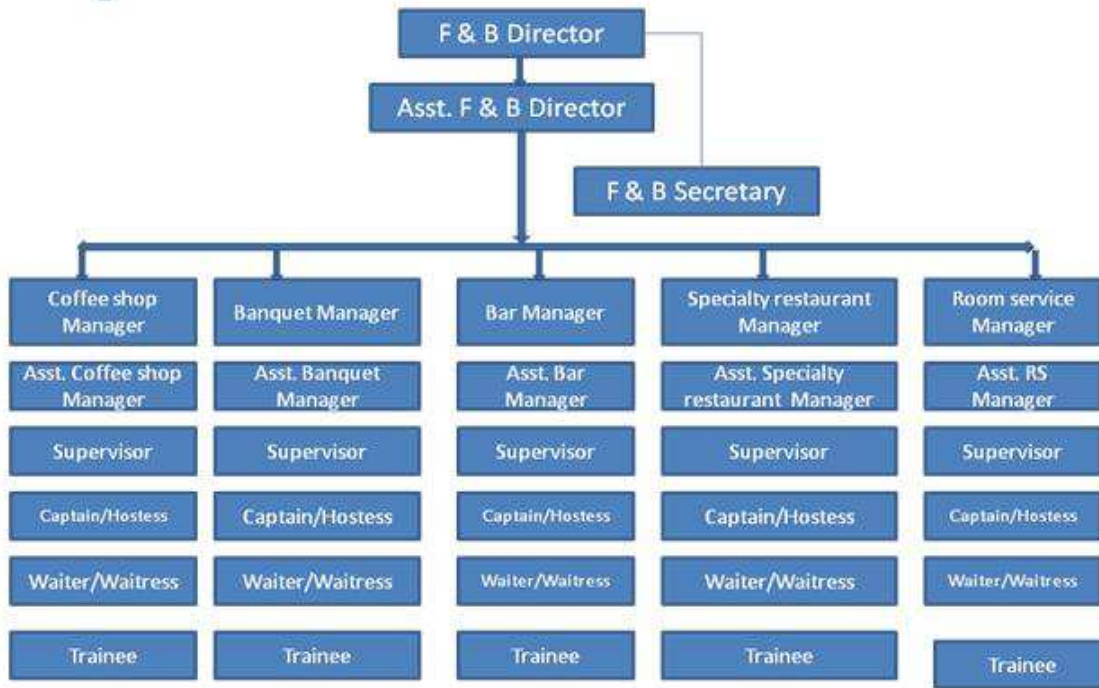
CHECK YOUR PROGRESS

Which three sections come under F&B Department?

Which three sections come under F&B Service section?

1.08 F&B SERVICE BRIGADE

Organization chart of F&B department



CHECK YOUR PROGRESS

Who is the Head of the F&B Department?
Whom does the Banquet manager report to?

1.09 MODERN STAFFING AT HOTELS

Let us see how the modern hotels are organized. The following chart shows the organization structure of a modern hotel.

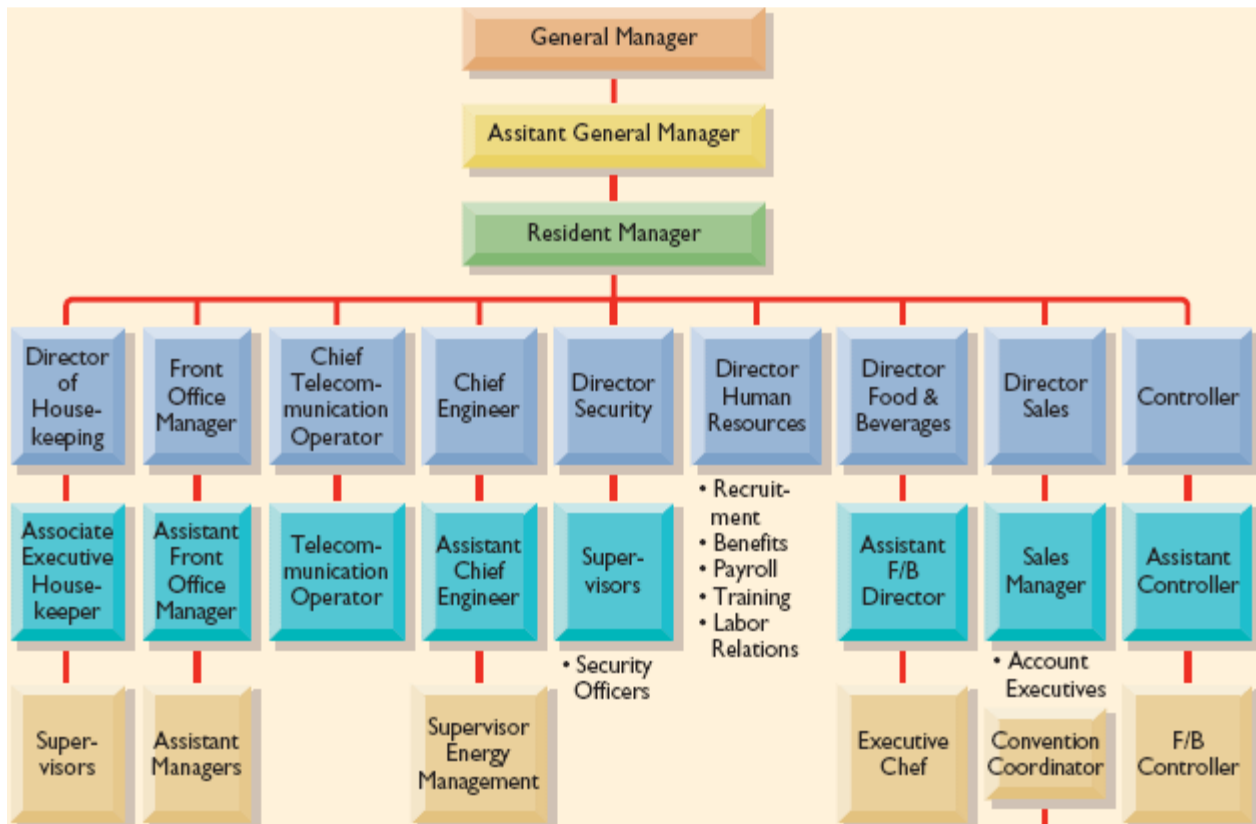


Fig 1.10 Organization chart of a modern hotel

Let us now see how the organization chart of a restaurant looks like. The following chart shows the organization of a restaurant.

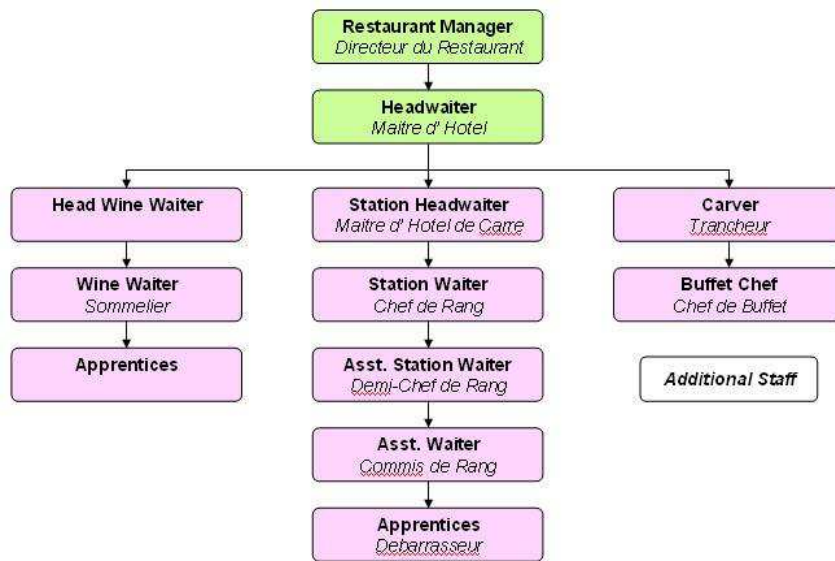


Fig 1.11: Organization of a restaurant

CHECK YOUR PROGRESS

Which are the various sections under Director HR in a modern hotel?
Who does a station head waiter report to?

1.10 DUTIES AND RESPONSIBILITIES OF VARIOUS EMPLOYEES

We have seen the organization chart of the modern hotel and that of the F&B department in a hotel and restaurant. It gives us idea about the designation of the staff and how one staff follows the command of the other. Let us now see what the duties and responsibilities of the various designations are.

A successful restaurant can be described as one which the guests are anxious to visit again. Good waiters are necessary for the success and development of the restaurant. Waiter is, in such cases, in direct contact with guests and therefore much of restaurant's success depends on the skills, interest and personal qualities of the waiter.

The waiter is the face of the restaurant and hence a important person to make or break the image. The waiter is also known as a Steward or Commis-de-Rang. The duties of waiter include preparing tables (table setting) for a meal, taking customers' orders, serving drinks and food, and cleaning up before, during and after servings in a restaurant.

Here comes an important point: The quality of service staff in any establishment reflects the quality of the establishment itself. The important qualities of a waiter are: personal hygiene and appearance, good conduct, good memory, observation, concentration and skill, salesmanship, ability to assume responsibility, maximise revenue, punctuality, local knowledge, personality, attitude to customers, honesty, etc.

The important duties and responsibilities of the restaurant staffs are discussed in this section.

Food and beverage manager

The food and beverage manager is responsible for the overall implementation and setting of the food and beverage policies.

In general, food and beverage managers are responsible for:

Ensuring that the required profit margins are reached

Updating and complete new wine lists

Compiling, in liaison with the kitchen, menu

Purchasing of all materials

Ensuring that quality/quantity in relation to the price paid is maintained

Ensuring staff training in maintaining highest professional standards

Employing and dismissing staff

Holding regular meetings with section heads

Marketing and sale promotion

Restaurant manager:

He has the responsibility for the organization and administration of particular food and beverage service areas. These may include the lounges, room service (in hotels), restaurants and possibly some of the private function suites.

Job duties consist of:

managing employees,

regulating business operations,

resolving customer issues,

create work schedules,

monitor and evaluate employee performances,

motivate staff members,

monitoring inventory (ordering/ delivery),

meeting health and safety regulations,

Head Waiter (*Maitre D' Hotel*)

This person has an overall charge of the staff team in the dining room.

Responsible for the seeing that all the duties necessary for the mise-en-place of service are efficiently carried out

May take some orders if station waiter is busy

Receives guests and direct them to their table

Assist in compiling duty rosters and holiday lists

Act as a reliever to the restaurant manager on his day off

Station Head Waiter (*Maitre D' Hotel de Carre*)

He has the responsibility of the team of staff serving a set number of tables from one sideboard. This set of tables under his control is called a *station*.

Set of 4 – 8 tables usually falls under one station

Must have good knowledge of food and wine and its appropriate service

Take food and wine orders from host

Carries out all the service at the tables with the help of his *Chef de Rang*

Station Waiter (*Chef de Rang*)

He must be able to carry out the same work as the station head waiter.

Act as a reliever for the station head waiter on his day off

Normally have less experience than the station head waiter

Responsible for taking guests orders

Must coordinate with station head waiter to ensure efficient and speedy service

Assistant Station Waiter (*Demi-Chef de Rang*)

This post is usually only found in the Continent. This person assists staff in the particular station when necessary.

Assistant Waiter (*Commis de Rang*)

This person acts by instruction from the *Chef de Rang*. This post is also known as *Commis de Suite*.

Mainly fetches and carries food and service items

Responsible for giving food checks into the kitchen

Clears tables after each course

Cleaning and preparatory tasks during mise-en-place

Apprentice (*Débarrasseur*)

He is also known as the 'learner'.

Keeps sideboard well filled with equipment

Carry out cleaning tasks during mise-en-place

May be responsible to look after and serve hors d'oeuvre, cold sweets or assorted cheeses

Carver (*Trancheur*)

He is responsible for the carving trolley and the carving of joints at the table required. This post is usually associated with *guéridon* service. This person will plate up each portion with the appropriate accompaniment.

Wine Waiter (*Sommelier*)

This person is responsible for the service of all alcoholic beverages during the service of meals.

Must have the selling skill

Must have excellent knowledge of all drinks served in the restaurant

Must have good knowledge of the best wine to go with certain foods

Must be aware of the licensing laws in respect of the particular establishment and area

Lounge Staff (*Chef de Salle*)

This staff deals with lounge service as a specific duty in a first-class establishment only.

Responsible for morning coffee, afternoon teas and other drinks in other areas of a hotel outside the restaurant

Floor Waiter (*Chef d'étage*)

Often a floor service staff is responsible for a complete floor in an establishment such as a hotel depending on the size of establishment, number of rooms and suites.

Serves light meals and drinks

Must have thorough knowledge of food and drinks (alcoholic and non-alcoholic) served in the establishment.

12. Buffet Chef (*Chef de Buffet*)

He is in charge of the buffet in the room, its presentation and its service.

13. Cashiers

This person is responsible for all the earnings of the food and beverage operations. It includes the

making up of bills from food and drink checks. Nowadays, it is done by electronic posting system (ePOS) where everything is posted after order is taken and totaled up when the customer asks for the bill.

14. Bus Boy (*Commis/runner*)

He assists the waiters in the operation of the station.

Takes order dockets to the kitchen Reset tables and assist in the restocking of sideboards

15. Function Catering/Banqueting Staff

Number of staff depends on the size of the establishment. Most of the banqueting staff are engaged on a casual basis (temporary) except for the banqueting manager and a few other assistants as well as waiters who are the permanent staff

16. Bar manager: this person is the head of operations of a beverage dispensing outlet. The major function of a bar manager are budgeting for the outlet, inventory taking, indenting and proper storing, training in drinks making and taking care of welfare of the staff on duty.

17. Barman (bartender): His function include making, dispensing and serving different kinds of drinks to the customer.

Collect money for drinks served.

Check identification of customers to verify age requirements for purchase of alcohol.

Clean glasses, utensils, and bar equipment.

Balance cash receipts.

Attempt to limit problems and liability related to customers' excessive drinking by taking steps such as persuading customers to stop drinking, or ordering taxis or other transportation for intoxicated patrons.

Stock bar with beer, wine, liquor, and related supplies such as ice, glassware, napkins, or straws.

Serve wine, and bottled or draft beer.

Take beverage orders from serving staff or directly from patrons.

Clean bars, work areas, and tables.

Mix ingredients, such as liquor, soda, water, sugar, and bitters, to prepare cocktails and other drinks.

Plan, organize, and control the operations of a cocktail lounge or bar.

Order or requisition liquors and supplies.

Supervise the work of bar staff and other bartenders.

Serve snacks or food items to customers seated at the bar.

Slice and pit fruit for garnishing drinks.

Plan bar menus.

Prepare appetizers such as pickles, cheese, and cold meats.

Ask customers who become loud and obnoxious to leave, or physically remove them.

Arrange bottles and glasses to make attractive displays.

Create drink recipes.

French Terms	British Terms	American Terms
<i>Directeur du restaurant</i>	Restaurant manager	Restaurant manager
<i>Maître d'hôtel</i>	Head waiter	Senior captain
<i>Maître d'hôtel de carré</i>	Station head waiter	Captain
<i>Chef de rang</i>	Station waiter	Steward
<i>Demi-chef de rang</i>	Junior station waiter	Assistant steward
<i>Commis de rang</i>	Waiter	Bus boy
<i>Commis debarrasseur</i>	Apprentice	Trainee

CHECK YOUR PROGRESS

What are the duties and responsibilities of a F&B Manager?

What are the responsibilities of a station head waiter?

STATUS OF A WAITER

The duties of waiting staff include preparing tables (table setting) for a meal, taking customers' orders, serving drinks and food, and cleaning up before, during and after servings in a restaurant. This person must have knowledge of proper rules of etiquette in order to furnish working service in either a formal or informal sitting. Other task of a waiter includes:

- Reports to Senior Captain / Captain to receive necessary instruction for the shift and for any menu changes.
- Has to attend briefings conducted by senior captain
- Sets the assigned tables and ensures that the services area too is well-stocked with linen, silver, glassware, china etc. Sets up any special displays that be used forthe meal period.
- Greets guests and sometimes assists the host/ hostess in seating guest. Fills water glasses, serves butter, cocktails, answers questions about menu items and makes suggestions about dishes and wine if the customer requests or desires.
- Takes orders on check, turns or gives over with specification the order to the cooks with consideration to the timing of the preceding courses. Picks up all food and all other required items from various stations.
- May carve meats, bone fish and prepare flaming dishes or desserts at guest's table. may assist Senior Captain for the same.
- May serve guests from plates to the guest's table.
- Other tasks to be performed as determined byestablishment from time to time.
- Replenishes wine, water, butter, and bread as and when required.
- Observes the guests in order to anticipate any additional request and to perceive when the meal has been completed.
- After all the guests have finished each course and before the next one is served, the waiter/ waitress should remove all soiled dishes or ensure that the assistant steward does it.

- When guests have finished the meal, the table is cleared and reset and ready for the next customer.
- Performs other tasks as directed by the supervisor.

Depending on the restaurant, other less common duties may be required, such as singing birthday songs to customers who are celebrating a birthday. A theme restaurant may even require staff to dance (e.g. Joe's Crab Shack). There are now event caterers that outsource waiting staff to events and specific functions. Silver service staffs are specially trained to serve at banquets or high-end restaurants. They follow specific rules of service and it is a skilled / specialized job. They generally wear black and white with a long, white apron (extending from the waist to ankle).

CHECK YOUR PROGRESS

Which are the functions that a waiting staff has to perform?
What the importance of a waiter in a restaurant?

1.11 ATTRIBUTES OF SERVICE EMPLOYEES

1.11.1 GENERAL ATTRIBUTES OF SERVICE STAFF

A profession in food service is 100 per cent service activity in which there are standards for execution of any activity. Service is very difficult to standardize as being an intangible activity, the measurement units and yardstick are difficult to obtain. Yet, some form of house standards have to be laid down for his performance, e.g., greeting, the stance, the gait and diction, the intonation, the speech, the gaze as well as concern and earnestness must be kept in mind while laying down the minimum house standards. You can summarize the traits which are required and the attitude which is a prerequisite for service personnel in trade as follows:

Courtesy: The word 'courtesy' refers to certain behavior that was required in royal courts to show respect for the upper social classes. Later, courteous behavior became indentified with manners and good breeding. For the service professional, courtesy is not something to do when there is time, as courtesy is the underlying principle of these types of services. If one cannot show respect for those who patronize the business, then one does not deserve the business.

Courteous behavior does not more than show respect. It reduces the conflict areas in any interaction and helps to keep the actions and behaviour on a level at which they can be managed and predicted. Courteous behavior yields courteous reaction.

Personal Hygiene: This is of almost importance as the staff is in direct contact with the customers. Personal hygiene is imperative. Male staff should be shaven with immaculately clean hands and well trimmed clean nails. Hair must be short and well groomed. As for the female staff, hair should be short or tied up, no excessive makeup or jewellery should be worn. Sneezing, coughing or blowing the nose near the food whether in preparation or services, must never be done. Uniform should be clean, well-ironed and shoes polished. Whatever type of uniform, it must be always should clean and smart.

Being clean and smart in appearance gives one the confidence to work well. Footwear should also be safe—sandals, open back shoes or high pointed heels are inappropriate and potentially dangerous.

Knowledge of food and drinks: The staff must have sufficient knowledge of all the items on the menu and wine list in order to advise and offer suggestions to the customer. They must know how to serve each dish on the menu correctly, what its accompaniments are, the correct cover, the makeup of the dish and its appropriate garnish and also how to serve the various types of drinks, in the correct glass and its right temperature.

Punctuality: Punctuality is all-important. If the staff is continually late on duty, it shows lack of interest in work and lack of respect for the management.

Local knowledge: In the interest of the customer, the staff should have certain knowledge of the area in which they work so that they may be able to advise the guest about the various forms of entertainment offered in places of interest and so on.

Personality: The staff must be tactful, courteous and good-humoured and should have an even temper. They must converse with the customer in a pleasing manner and the ability to smile at the right time pays dividends. With these attributes, the staff will help the management by becoming good sales persons.

Attitude Towards Customers: The correct approach to the customer is of utmost importance. The staff must not be servile but anticipate the customer's needs and wishes. A careful watch should be kept on the customers, all the time during the service. Without starting, care should always be taken when dealing with difficult customers.

Customers should never be argued with, as this will only aggravate the situation. However, all the complaints should be referred to someone in authority in the food service area.

Memory: This is an essential asset to the food and beverages service staff. It may help in various ways in their work if they know the likes and dislikes of customer, specific seat preference, favourite drink and so on.

Loyalty: The staff's obligations and loyalty are essential to the establishment and its management in which they are employed.

Conduct: The staff's conduct should be impeccable at all times, especially in front of the customers. The rules and regulations of an establishment must be followed and respect should be shown to all senior members of the staff.

Sales ability: The staffs working in the front of the house, i.e., the front services area to a large extent are image holders of the establishment. They are the sales people, and should therefore, have selling ability.

Sense of urgency: Whenever the establishment has the minimum amount of business area in which the service period is as high as the net profit possible, the service staff must develop a sense of urgency.

Customer's satisfaction: The food and beverage service staff must see that the guests have everything they require and are completely satisfied. It is of great importance to anticipate the customer's need. If he/she is friendly, the atmosphere in the food service area is cordial and the team spirit amongst the waiting staff is also high, then customer satisfaction is guaranteed.

Complaints: The staff should have a pleasant manner showing courtesy, they should have an even temper and good humour and; try should never show displeasure even though at times things may be difficult. They should never disagree with the customer and if they cannot deal with the situation, it should be referred immediately to someone in authority in the food service area like a senior member of the team who, because of his greater experience, will be able to calm the guest and put right any fault. Loss of time in dealing with complaints makes the situation worse.

Co-operation and reliability: Since an establishment's success depends on effective co-ordination of the entire staff, a waiter should aim to help his fellow workers. This implies, among other things, not being jealous if another waiter has customers who pay higher tips, taking proper turn in the server line, keeping to rules of the house in spirit as well as to the letter.

A cooperative waiter cultivates his ability to get on well with customers and colleagues alike and to further the policies of the management.

Receiving tips: A waiter must never indulge in preferential treatment of customers according to or in anticipation of tips; Such person may receive from them. Indeed, every customer, irrespective of his financial standing, should be treated alike.

A salient feature of your personality is how you receive tips. Tips should be acknowledged graciously, if placed on the table and should not be removed until the customer has left.

Let us now talk about the specific attributes desired from a waiter. Many of these attributes may be common to those discussed above.

CHECK YOUR PROGRESS

What is meant by "expecting clients needs and wishes" as a quality of a service staff and how can it be achieved ?

What is the importance of curtesy in service staff?

1.11.2 ATTRIBUTES OF A WAITER

Personal Hygiene and Appearance

All members of the staff should be well-groomed and clean at all times, as this gives them a sense of well-being and confidence to do their job efficiently.

The hands of the waiting staff should be given special attention, as they are constantly under the scrutiny of the guests. Nails should be trimmed, and kept clean. Playing with one's hair and face should be avoided.

Chewing gum should be avoided in all public areas of the hotel.

Minimum jewelry should be worn by the service staff. A wrist watch, finger ring and plain earrings (for girls only) should be permitted.

If an employee has a skin problem, a doctor should be consulted immediately

Uniform should be clean and well-pressed. Shoes should be properly polished and well-fitting.

Good Conduct

You like people who are simple, have good manner so that they don't irritate you. All service staff should be well-mannered and respectful to guests, and to senior members of the staff. They should be calm and pleasant, even in the most tiring circumstances. They should be able to satisfactorily solve any problem that may arise. In case of difficulty, a senior and experienced member of the staff should be consulted. Tact, punctuality and honesty are admirable qualities among service personnel.

Good Memory

It helps to have good memory. A good memory helps to improve performance. It also helps the service personnel to attend to small but important details such as remembering a guest's name or his likes and dislikes regarding food and beverage.

Observation

You need to have an eye for details. A keen sense of observation and an eye for detail will help a member of the staff to be more efficient at his job. An ability to correctly judge people is definitely an advantage. A sense of anticipation in the service industry is an invaluable quality. The ability to anticipate what a guest or the management needs, even before it is asked for creates a very good impression.

Concentration and Skill

You have to be focused. Waiting at a table requires concentration and skill. Service staff should develop a sense of urgency in the performance of their duties. Good service may not be commented upon, but Waiter bad service is surely noticed and talked about. Service should be prompt without the show of haste.

Salesmanship

You should know how to handle persons with tact and diplomacy. Food and beverage service personnel are technical salespersons; hence they should have a thorough knowledge of the proper presentation and service of all the food and beverages served in the establishment. Waiters should be kept informed by their superiors of deletions or additions to the menu.

Ability to Assume Responsibility

Management wants to have a trust on the employees that if situation demands, they would be able to cope up with them and keep the show goig. All service staff should be able to cope up with the demands of the job and possess the ability to assume responsibility. They should be loyal to their employers, responsible to the guests and friendly towards their fellow workers. They should not consider any job as menial, and should be willing to perform all kinds of jobs efficiently. This will help the service staff to grow in their careers and at the same time enhance the image of the establishment in the eyes of the guests.

Maximise Revenue

Cutting down on costs and maximizing the revenue of the establishment should be of prime objective to all members of the staff, even to those in junior positions. Because if the organization does well, it will be able to support its staff well.

Punctuality

You don't like a person who doesn't keep time. Punctuality is all-important. If staff is continually late for duty, it shows a lack of interest in his work and a lack of respect for the management and customers.

Local Knowledge

As the guests come from other places they need someone to tell them about the local custom, problems, and other nitty-gritty. In the interest of customers, the staff should have a certain knowledge of the area in which they work so that they may be able to advise the guests on the various forms of entertainment offered, the best means of transport to places of interest and so on.

Personality

Staff must be tactful, courteous, good humored and of an even temper. Such staff is liked by the guests. They must converse with the customer in a pleasing and well-spoken manner and the ability to smile at the right time.

Attitude to Customers

It is important to pay attention to the guests. The correct approach towards the customer is of the utmost importance. The staff must not be servile, but should anticipate the customer's needs and

wishes. A careful watch should be kept on customers at all times during the service without staring. Care should always be taken when dealing with difficult customers. (There is really no such thing as a 'difficult' customer – they are normal people whom one is uncertain how to deal with.) Staff should never argue with customers as this will only aggravate the situation. All complaints should be referred to someone in authority in the food service area.

Honesty

Honest servers make good name for themselves and for the organization. This is all-important for the staff in dealings with both the customer and the management. If there is trust and respect in the triangle of staff, customer and management relationships, then there will be pleasant work atmosphere which encourages efficiency and a good team spirit among the food and beverage service operators.

CHECK YOUR PROGRESS

Why is it important to have salesmanship for a waiter?

Why should a waiter strive to maximize the revenue of the restaurant?

1.12 COORDINATION OF F&B SERVICES WITH OTHER DEPARTMENTS

The Food and beverage service department is seen to possess a very healthy intra and inter departmental relationships in prospect of accomplishing works. This has also made the functioning of the organization very smooth. Positive co-operation and co-ordination can be found in between the intra departmental staffs, as they are willing to lend a helping hand during busy operation hours and happily exchange their ideas and views with each other.

Housekeeping

It coordinates with housekeeping department regarding the cleanliness of the cleanliness of the outlets, different F&B sections and regarding the regular supply of staff uniforms and linens.

Kitchen

It coordinates with kitchen department for the preparation of various food and beverage items as per the orders. The kitchen also coordinates with food and beverage service department regarding the functions, outdoor caterings and promotional activities.

Security

It coordinates with security department to create a safer environment for the guests, hotel personnel and the assets to control them properly.

Engineering

It coordinates with engineering department for repairs, maintenance and installation of various equipments and physical features required during operation hours and special functions.

Information System Department

It coordinates with information system department regarding the updating and installing of different electronic information system. Every personal are provide with the password as access into the computer system of the hotel by the IS department. Similarly the micros cards are also issued to the F&B staffs and the degree of accessibility is governed by the rank of the staffs.

Materials Purchase Department

It coordinates with materials department for regular supply of food, beverages and essential stationeries for the outlet.

Sales and Marketing

It coordinates with sales and marketing department for the sales of banquet halls, fixing the menu price and providing provisions and service as per the Banquet Event Order.

Finance Department

It coordinates with finance department for payment of salary and budget development

CHECK YOUR PROGRESS

What is the possible interaction between Housekeeping and F&B service departments ?
Which way does the F&B Service Department does coordinate with the Engineering Section?

1.13 SUMMARY

In this unit we have seen that the hospitality industry plays an important role in driving the economy of our country. There are lots of scope in generating employments in the hospitality industry. Working in hospitality industry, makes you feel better as you have to constantly act showing your positive attributes like smiling faces, loyalty, good manners, cleanliness, punctuality and similar other emotions. Besides earning the income, employment in hospitality sector helps you become a good human being.

The classification of the catering establishment is broadly in three major branches: (a) Commercial (b) Industrial and Institutional and (c) Welfare. The Commercial Catering institutions can further be divided under sub groups of Residential and Non-residential commercial institutions. Examples of Residential Commercial organizations are Hotel, Motel, House boat, Guest House, Club, Youth Hostel, Spa, Sanitorium. The examples of non-residential commercial complexes include restaurants, bars, coffee shops, automated vending machines, night clubs, drive-in and carousels. The industrial or institutional forms of catering includes: transport, armed forces catering, etc. The welfare catering includes that at prison, orphanage, old-age home, religious places, etc. There are also such catering institutions (like cafeteria, canteens and Tiffin) which can be classified as "Others".

We studied the hygiene and sanitation concepts. It is important to be both clean (free of dirt/dust) as well as sanitary (free of pathogens which cause illness). We saw how to take precautions during food preparation, purchase and storage; with prepared food; and while serving food. You have learned important concepts of equipment sanitization, grooming standards and food hygiene.

We have learned about service outlets like Tea Longes, coffee shops, restaurants and banquets and studied the hierarch of personals at a hotel and organisaional structure of F&B Service department. We have studied the duties and responsibilities of various designations in a F&B Department. We have studied the attributes of the waiting staff as well as those of the service employees. The F&B department interacts with the housekeeping, kitchen, engineering and IT sections to serve the guests and to generate the required revenue to the property.

1.14 END QUESTIONS

The following questions should help you prepare for the End Examinations. These questions are for 5 marks each and should take you 11 minutes under examination conditions.

1. Explain in simple terms what is meant by GDP, GDP growth rate and standard of living?
2. Explain how standard of living in a contry depends on the population growth rate and GDP growth rate?
3. Describe the scope and function of F&B Service departments.
4. What is the difference between a hotel and a motel?
5. Explain the classification of catering services
6. Describe ways to maintain the professional hygiene
7. Draw a chart showing the various departments under the F&B departments
8. What are the designations of the various staff at a modern hotel?
9. Draw the organizational chart of F&B department
10. Draw the organizational chart of a restaurant.
11. Describe the functions of the various employees in F&B establishments
12. Describe what attributes the various employees should possess to meet the professional needs
13. Explain how F&B department coordinates with the other departments in hotel.
14. Which sector of our economy contributes the most to the Gross Domestic Product of our country?
15. Why the hospitality industry is important to the society?
16. What are the advantages of working in hospitality sector?
17. Name the three branches of catering industry.
18. Describe concept of a Hotel and a Guest House.
19. Explain the concept of Houseboat, Youth Hostel and Club.
20. What are the various services available at destination spas?
21. Give examples of Non residential catering services.
22. What is a bar, a night club and a carrousel?
23. What are the main features of Industrial Catering?
24. Explain the difference between being clean and being sanitary?

25. Which agency stipulates standards for sanitation?
26. Which four heads cover the safeguards on prevention of food borne illnesses?
27. Which agency stipulates standards for Food Safety in India?
28. Explain the importance of good manners and personal hygiene in sanitation?
29. Which the seven steps to plan cleaning schedule of equipments?
30. What steps managers can take to ensure that the staff maintains hygiene standards?
31. Which qualities will make a carry out his job properly as a leader?
32. Explain the concept of Tea House.
33. What is the cultural impact of coffee shop?
34. Which three sections come under F&B Department?
35. Which three sections come under F&B Service section?
36. Who is the Head of the F&B Department?
37. Whom does the Banquet manager report to?
38. Which are the various sections under Director HR in a modern hotel?
39. Who does a station head waiter report to?
40. Which are the functions that a waiting staff has to perform?
41. What the importance of a waiter in a restaurant?
42. What is meant by “expecting clients needs and wishes” as a quality of a service staff and how can it be achieved ?
43. What is the importance of curtsey in service staff?
44. Why is it important to have salesmanship for a waiter?
45. Why should a waiter strive to maximize the revenue of the restaurant?
46. What is the possible interaction between Housekeeping and F&B service departments ?
47. Which way does the F&B Service Department does coordinate with the Engineering Section?

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UNIT 2: FOOD AND BEVERAGES CONTROL THROUGH INVENTORY AND STAFF

2.00 INTRODUCTION

As a professional in Hospitality and Catering, you need to run an F&B outlet, like a restaurant. You need to do it in a profitable manner. For this to happen, you have to be in control. We will study in this and the next units, to how get and keep control.

One of the key to keep control is to manage inventory properly. We will learn various tricks of the game in this unit to keep inventory under control and get the maximum out of it. WE will explain how to keep food and beverage under proper control in restaurants. Next we would elaborate on five mantras to control restaurant costs. It is also important to explain the recipe for a successful restaurant. WE would, next, discuss various things you need to know about inventory management for restaurants. Further, I will discuss five inventory management mistakes to avoid at your restaurant. It is after this that I describe seven lesser known ways to reduce labor costs in the restaurant business. We will also discuss ten golden tips to keep your restaurant staff happy and motivated. Lastly, we will elaborate on seven ways to better restaurant hiring.

As you might have already understood that it is very important to be in control of life and whatever we have to do as a professional. So hang on and enjoy learning this fabulous Unit.

2.01 UNIT OBJECTIVES

After completing this Unit, you will be able to:

- explain how to keep food and beverage under proper control in restaurants
- elaborate on five mantras to control restaurant costs
- explain the recipe for a successful restaurant
- discuss various things you need to know about inventory management for restaurants
- discuss five inventory management mistakes to avoid at your restaurant
- describe seven lesser known ways to reduce labour costs in the restaurant business
- discuss ten golden tips to keep your restaurant staff happy and motivated
- elaborate on seven ways to better restaurant hiring

2.02 A BEGINNER'S GUIDE TO FOOD AND BEVERAGE CONTROL IN RESTAURANTS

(Source: <http://blog.posist.com/resources/beginners-guide-food-beverage-control-restaurants.html#ixzz4pzEelfak>)

The key to a successful restaurant, as anyone could probably tell you is good food, good service, and a great location. These factors contribute to great sales numbers. However, restaurants operate on tight

margins. The sale of your restaurants must be enough to cover all your other expenses, plus generate you a decent profit. Thus arises a need for Food and Beverage Control in restaurants

Even a slight imbalance in food serving could lead to a serious dip in your margins.

Sales = Cost of Sales + Cost of Labor + Cost of Overhead + Profit

Food and beverage cost control essentially means controlling the behavior of the people and the processes responsible for the expenses. Control is a process by which a manager attempts to direct, regulate and restrain the action of people in order to achieve the desired goal.

Food and Beverage Control in Restaurants

There are primarily four FoodService categories that need to be controlled in a restaurant.

Food Cost– Food cost is basically the cost incurred in preparing a dish. It includes the cost of the raw materials utilized, such as meat, dairy, vegetables, grain, spices, etc. Non-alcoholic beverages are also included in the Food Cost.

Beverage Cost– Beverage cost is the cost related to the alcoholic beverages served in restaurant and bars.

Labor Cost– Labor Cost includes the expenses incurred for maintaining the restaurant staff. It also includes the taxes incurred on the payrolls of the employees.

Other Expenses– Other expenses include all the other costs that are incurred while running a restaurant. These can be utilities, rent, kitchen equipment, etc.

1. Food Cost Control in Restaurants

The first step of food and beverage control is Food Cost Control. But before you go ahead and take steps to control your Food Costs, you must analyze your actual food expenses and your Food Cost Percentage. Food Cost Percentage is the portion of sales that was spent on food expenses. The cost of food sold divided by total sales gives you the Food Cost Percentage.

You can control your restaurant's Food Cost by following certain practices.

Menu Item Forecasting

Menu item forecasting is an integral part of Food and Beverage control. Food Cost Control begins with forecasting the menu. Only by understanding the requirements of a particular item should you decide how much of a particular item should be prepared in your restaurant. You can forecast the sales of a dish by calculating its Popularity Index.

Popularity Index = Total number of a specific menu item sold / Total number of all items sold



Predicted Number of Item Sold= Number of guests to visit your restaurant X Popularity Index

Save some unexpected surprises, it is usually quite easy to predict the number of guests to visit your restaurant. The footfall depends on several factors that must be taken into consideration, such quality of your service, competition in your area, season, etc.

Over a period of time, you can predict the trend of the footfall. Refer to the reports generated by your POS software that would give you a detailed insight about the number of footfalls in your restaurant, the busiest time of the day, the most popular dish, etc.

Standardized Recipes

Simply put, a standardized recipe consists of the detailed procedures to be used in preparing and serving each of your menu items and is integral to Food and Beverage Control. They give a set measure of the exact amount of ingredient to be used, declare the number of servings, set portions for each serving, and of course the preparation method. They are critical for controlling costs as even a slight imbalance in the servings, cascaded over a period of time could lead to a serious dip in your margins.

Apart from controlling Food Costs, Standard Recipes also help in maintaining consistency across multiple outlets.

Inventory Management

Stocking up the inventory is the first thing that restaurant owners do to get the operations going. However, managing the inventory is arguably the most important part of Food and Beverage Control. Before you go and start stocking up your inventory, you need to first define what inventory levels are needed in your restaurant. That is, you need to have a clear understanding of how much stock of which items would be needed in your restaurant kitchen, and for how long would those items long.

You need to consider the storage capacity of your inventory and shelf life and perishability of each item in mind before purchasing.

Purchasing

Much care needs to be given while purchasing the items for the inventory. You need to have a list of all the items that need to be purchased and how many to be purchased. You should also order enough to maintain a steady supply so that you don't run out of an item. **Inventory Management Software** comes extremely handy in such cases. You can mark levels for each item in the inventory, and set reminders in the POS software that would alert you when the items run low, thus giving you ample to order more.

You must also adhere to the Product Specifications while purchasing Stock Items. Product specifications basically consist of the Product Name, Pricing Unit, Standard Grade, Weight/Size, Desired Packaging, Container Size etc.

Another factor that is crucial to Purchasing is the Product Yield. **Product yield essentially gives the amount of the item ordered that can actually be used for preparing the dish, that is, the Edible Portion.** You must also consider the Waste Percentage of the item. Few items can be utilized whole while cooking; a significant portion is often lost while chopping, trimming, and cooking. Fortunately, you can calculate this loss, and thus order accordingly.

Waste Percentage is given by,

Waste Percentage= Product Loss/ Total Weight of the item when purchased.

Vendor Management

Before you choose a vendor for supply the raw ingredients to your kitchen, you need to have the Purchase Order. It is important to have a Purchase Order (PO) for all orders, no matter how trivial, and their records should be maintained.

Once you have the Purchase Order prepared, you need to decide a vendor for supplying the stock to your restaurant kitchen. It is better to purchase from the same vendor to maintain the quality and taste of your food. **Purchasing from the same vendor at the same price also helps in maintaining the Fixed Cost of your menu.**

Receiving

Receiving is one aspect of Food and Beverage control that is often overlooked, but is just as important. The maximum discrepancy in stock happens while receiving the order. A not so honest employee may be tempted to steal from the inventory while receiving the order. Unscrupulous employees are also known to often strike an agreement with the Vendor and receive only half the amount of the ordered items while pocketing the money of the entire order.

To reduce the possibility of thefts, you should ensure that the purchasing agent and receiving clerk are two different individuals and that the entire purchasing and receiving procedure is carefully monitored.

Receiving clerks should be adequately trained to verify the weight, quantity, quality, and price of the products while receiving the stock items. They should be properly equipped with the necessary tools for weighing and measurement of the stock.

Storage

All Food Costing and Control methods can go in vain if the stock items purchased are not stored properly, as food items are highly perishable. You must follow proper stocking practices to ensure longevity to the stocked goods. There should be separate areas for storing dry, refrigerated, and frozen goods. Storage can be done in the following ways-

First In First Out: In this method, the items that are purchased first and consumed first. The items that are purchased first are more likely to spoil than the items purchased later. This method is preferred in case of grocery, dairy, etc, and is the most popular method of storage utilization.

Last In First Out: In this method, the items that are purchased last are consumed first. The idea behind this storage is that certain items such as baked goods are best consumed when fresh. Last in First Out method helps maintain quality and deliver high customer service.

The best way to store your inventory items is to ensure that the items are kept in a cool, dry, and hygienic place. The items should also be rotated properly.

2. Beverage Cost Control in Restaurants

The second part of Food and Beverage Control is Beverage Cost Control. The process of controlling Beverage costs is pretty much similar to the Food Cost control. Keeping a check on the Beverage Costs can be more tedious as overpouring and spilling is quite common and leads to inflated costs.

Cost of beverage sold/ Beverage sold= Beverage Cost percentage

Forecasting Beverage Sales

When you predict the number of guests you will serve and the revenues they will generate in a given future time period, you have created a Beverage Sales forecast.

Standardized Drinks and Recipe Portions

The most important aspect of controlling Beverage Costs is setting up a Standardized drink recipe. You should also have a pouring policy through which you can regulate the drink size. Standardized portions are essential, tools must be ensured to maintain quality and quantity of the drink. Train your staff to use measuring cups or jiggers to avoid overpouring.

Also, decide how you wish to serve different types of liquor. For example, do you want to sell wine by the glass or by the bottle?

3. Labor Cost Control in Restaurants

The Restaurant Industry witnesses one of the highest attrition rates among all sectors, especially at the junior level, leading to high overall restaurant costs. Several factors contribute to a high Labor Cost, making it a major part of the entire Restaurant Cost. Labor expense includes salaries and wages, but it consists of other labor-related costs as well such as employee meals, training, uniform, etc.

Calculate the Labor Cost Percentage of your restaurant using this formula-

Labor Cost Percentage: Cost of labor/ total sales

Assessing and Managing Labor Productivity

While hiring employees for your restaurant, it is important to first assess the number of staff you'll be needing. However, it is not just sufficient to hire the staff and expect everything to fall miraculously into place. You need to assess the Productivity Ratio of each staff to maintain a Productive Workforce.

Productivity standards represent what you should reasonably expect in the way of output per unit of labor input. A productivity standard is simply management's expectation of the productivity ratio of each employee. Establishing productivity standards for every employee is an essential management task and the first step in controlling payroll costs.

Schedule employees using productivity standards and forecasted sales volume.

Output/Input= Productivity Ratio

Eg: 60 guests/4 servers= 15 guests per server

Ensuring Employee Productivity

1. Employee selection– Selecting the right employees plays an important role in controlling costs. Create a clear Job Description and hiring criteria for each role and sort the applications on its basis. Conduct detailed interviews and background checks before getting anyone onboard.

2. Training and Supervision- A trained employee is a productive employee. Before a new employee joins the team, ensure that he/she has been thoroughly trained. Do not hesitate from on-the-job

training and even re-training if the need arises. Supervise the tasks wherever possible, or assign your manager to oversee the process.

3. Scheduling– Proper scheduling ensures that the correct number of employees is available to do the necessary amount of work. If too many employees are scheduled for a particular time, the productivity ratios will decline. If too few employees are scheduled, customer service levels may suffer or necessary tasks may not be completed on time or as well as they should be.

Scheduling efficiency can often be improved through the use of the split-shift, a technique used to match individual employee work shifts with peaks and valleys of customer demand.

4. Other Expenses Control

Apart from the Food, Beverage, and Labor, there are certain other expenses that add up to the overall Restaurant Costs. These may seem trivial, but you need to give just as much attention to these for Food and Beverage Control. These can be categorized as Controllable and Non-Controllable, and Fixed and Variable Costs. For example, rent is a Non-Controllable, fixed cost, while repairs and maintenance are variable costs.

Food and Beverage Control is an integral part of restaurant operations and the above-mentioned points of Food Cost Control, Beverage Cost Control, Labor Cost Control, and Other Cost Control should be implemented in the restaurant well to keep your expenses balanced.

(Source: <http://blog.posist.com/resources/beginners-guide-food-beverage-control-restaurants.html#ixzz4pzEwvHTO> ,

CHECK YOUR PROGRESS

Explain how to keep food and beverage under proper control in restaurants

2.03 FIVE MANTRAS TO CONTROL RESTAURANT COSTS

(Source: http://blog.posist.com/restro-gyaan/five-mantras-to-control-restaurant-costs.html?utm_source=blog_article&utm_campaign=food_and_beverage_control)

Controlling cost is one of the major problems that restaurants face. For a restaurant to thrive, you cannot afford to compromise on your food quality or customer service. Since the margins are usually pretty slim, it's important to plan, evaluate and monitor the restaurant operation to curb costs and increase revenues.



Here are five mantras to keep a check on restaurant costs and rake profit!

1. Manage your food costs:

Set a Budget: Before you set out to buy raw materials for your inventory, make sure that you are well-informed of recent rates of the food to avoid being duped or exorbitantly charged by the vendor. Set a budget and do a thorough market research beforehand – make sure you stick to it, apart from an occasional minor deviation for some exotic ingredients.

Engineer your menu carefully: Try to utilize all of your raw materials so that none would get wasted. Design your menu cleverly so that high-profit items are highlighted.

Read how to make the best out of your menu [here](#)

Manage portion size: Another method to curb costs is to manage the portion size of your servings. While too small portions would lead to customer dissatisfaction and negative reviews, too big servings would lead to escalating food costs. Use a portion control tool to maintain consistency in the size of portions or you can simply decide on the number of spoon servings per item. Planning portions and orders help avoid overproduction of items, which either leads to increased food costs or wasted food items. In the next step, we have shown how to reduce wastage in restaurants.

2. Reduce Wastage

Control restaurant costs by keeping regular track of your inventory – take an estimation of the current stock of raw materials, menu items to utilize those materials and how much to order. Choose a POS software with a stock closing feature that helps automatically calculate the remaining stock and lets you order materials from. You can set reminders that prompt you when the supplies are about to end so that you can purchase more, maintain the stock, and thus, save yourself the out of stock troubles, or over-purchased supplies.

3. Control pilferage

Unless you're sitting behind the cashier's counter and keeping a track of the inventory yourself, it is extremely difficult to check on-counter thefts and pilferage. These can take a number of forms in restaurants. Right from having the wrong amount of raw materials delivered and thefts in the inventory, to unrecorded orders, it is difficult to control thefts. CCTV cameras, strict rules, and warnings, all have been known to go in vain without manual interventions.



POS software with the theft control feature can help you solve this problem. It will allow you to set, control and manage permissions for your restaurant staff for various tasks assigned to them. The software keeps logs of all activities of each member and status of the assignments allotted to employees. Thus, you can reduce thefts by 3-5 percent.

4. Analyze daily reports

It is extremely important for you to analyze your business daily. You must review the sales data of your restaurant daily and make informed decisions based on them. Use a POS software that provides a thorough report of all the transactions, along with the profit and loss (P&L) reports. You can create reports for daily, weekly, monthly, annual review and plan your restaurant's operations according to the data.

5. Reduce manual labor

The two major operation costs in a restaurant are food costs and labor costs. You can reduce labor cost by automating the entire process. Use a POS software that provides automating features such as, online table booking, food order, and automatic billing to drastically reduce the workload, freeing up substantial time for your staff to provide impeccable customer service.

Subsequently, you also reduce the odds of human error.

(Source: <http://blog.posist.com/restro-gyaan/five-mantras-to-control-restaurant-costs.html#ixzz4pzN1p0pk>)

CHECK YOUR PROGRESS

Explain the importance of controlling restaurant costs.

Elaborate on five mantras to control restaurant costs

2.04 THE RECIPE FOR A SUCCESSFUL RESTAURANT

According to NRAI India Food Services Report 2016, the restaurant industry will grow at a CAGR of 10% by 2021. This indicates a huge potential for business for the existing as well as budding restaurateurs. However, this also means that it would get tougher for them to run the restaurant business successfully.

You may wonder why. Because, several restaurants are either struggling to survive or have already pulled down shutters owing to a number of adverse factors such as high rental cost, increasing the cost of labor, inflation of food prices, decreasing margins, the slowdown in consumer spend and intense competition, among a few others. In the last 18 months, several Quick Service Restaurants (QSR) and coffee chains have closed more than 80 stores across the country! In fact, it is estimated that 50% of the restaurants that opened in the recent years have shut down.

Now, if you want to keep your business thriving and that too successfully, here are some golden tips to follow.



1. It's all About the USP

Give a very strong reason to customers to visit your restaurant, continue their patronage and even spread a word about you in their social circle. Your USP could be your signature dish, a star chef, price, pet-friendly access or the overall theme that stands out prominently through the menu, interiors & staff uniform.

2. Choose Your Location Wisely

The location of your restaurant plays a pivotal role in your restaurant's success. An easily accessible location that is visible to the customers helps draw in customers without much efforts on your part. It is important to do a market research before you finalize your location. Remember to identify your potential customer base and choose your location to target them. However, with stiff competition and sky-rocketing rentals, the ideal location of your restaurant can come at an exorbitant price.

3. Don't Let the Costs Nag You

Restaurants incur various fixed (rent, staff salary) and variable (electricity, food of vegetables & other food ingredients) costs. The trick to optimizing your margins is to reduce these costs, albeit without compromising on the quality of your restaurant.

Maybe you can source cooking ingredients from a vendor who gives you a good discount. Or, you can choose a location that has plenty of natural air and sunlight, saving a considerable amount on your electricity bill. You can employ temporary staff during the non-peak hours and keep your permanent staff engaged only for the rush hours. You may not have much say in the rent of the property, but try negotiating with the owner to give you ample parking space or an exclusive use of an alternate elevator for the guests in the same amount of rent. Due to high rentals, restaurant owners are also opting for Cloud Kitchens and Food Trucks.

4. Chase Your Inventory

Your restaurant's inventory need not only be well-stocked, but it should also be run like a well-oiled machine. Maintain an inventory sheet which should be updated daily, weekly or twice a week, depending on the size of your restaurant. Make a list of fast and slow moving food items during peak as well as non-peak hours so that you can replenish the goods without overstocking. You may be surprised to know that even using faulty weighing scales or not updating the latest market price of a particular food item could increase your inventory cost significantly!

5. Train Your Staff, Keep Them Happy Too

Your food, decor and seating arrangement may be great, but if your staff is discourteous or dressed shabbily, it may create a negative impression in the minds of your customers. At the same time, if there is no demarcation of responsibilities and accountability, staff management can cause chaos in the restaurant kitchen. This is how you can manage your staff:

Clear allocation of duties and instructions for each activity – serving tables, dishwashing, table cleaning, kitchen cleaning, inventory management, food purchasing, invoicing, etc.

Train your staff to make the guests feel welcome through a smile, polite behavior, and neat dressing.

Your staff should also know how to handle emergency situations (fire, electricity outage) and customer complaints.

You have expectations from your staff, but so do they. Like in any other industry, it is crucial to keep your employees motivated and happy. Treat them like your partners in value creation. Offer them a competitive salary, hygienic working conditions, ample work holidays, performance incentives and career progression opportunities.

6. Hop onto the Technology Bandwagon

You need to act swiftly to integrate your restaurant with technology if you want to stay on the top. According to statistics, the most important technology features popular among customers are online reservations (36%), free wifi (23%), and online/mobile ordering (19%). Your patrons expect technology driven experience and your competitors are offering it. In fact, 81% of restaurants are currently using a POS or electric register system, 68% offer wifi, 37% offer online order and 32% accept mobile payment.

Restaurants are also experimenting with other high-end technological tools. Technology is helping restaurateurs to run their backend efficiently. A POS system can not only manage your day to day operations such as inventory, invoicing, staff schedule, cash flow, and payroll, but also reduce human errors and paperwork.

7. Remember, Customer is King. Always!

There may be times when your customers are not happy with their experience at your restaurant. They may communicate their displeasure through the feedback form, on the spot complaint to the wait staff/manager or posting a negative review on the social media. You simply can't afford a negative publicity. Make sure that you promptly address the issue by talking to the customers and understanding their grievances. Do not hesitate at all in apologizing and rectifying the mistake immediately.

You can pacify them by waiving off the bill, offering a free meal on the next visit, a VIP pass to your next event or sending a bouquet of roses or a box of chocolates.

8. Keep your Licenses in Place

There are several statutory and regulatory compliances that restaurants need to follow – shop & establishment license, food business operator license, food standards & safety act, employee rights act, etc. In case you do not adhere to the legal rules and regulations, your restaurant has a high risk of closing down. For instance, Real Poseidon, an underwater restaurant in Ahmedabad was sealed by the municipal authorities because it did not seek the building use permission.

9. Don't be Ashamed to Scream 'I am the best!'

The restaurant business is a game of showmanship. If you don't advertise who you are and how good you are, your restaurant will witness empty tables on most days. Develop a robust marketing strategy to create a buzz about your restaurant. The social media is the most powerful marketing tool – post a picture of your special dish, customers having a great time, special events or chefs. If your budget permits, you can print advertisements in newspapers, distribute flyers or create a radio jingle offering discount coupons.

10. Don't Miss the Finer Details

In spite of taking care of all the above, your restaurant may fail to impress customers, creating a dent in your reputation. The reason could be fine details which you didn't consider important to your restaurant's success or probably didn't pay attention to on a particular day, but it irked your customers enough to not come back.

- Soiled linens and cutlery
- Greasy fingerprints on the menu card
- Dirty washrooms
- Cutlery, paper napkins or salt-pepper set missing on the table

Lastly, nothing could beat your own critic review of your business. Just step into the shoes of customers and find out what is so great & not so great about your restaurant. If the bias clouds your judgment, conduct surprise audits or invite mystery customers. That should definitely work!

(Source: <http://blog.posist.com/restro-gyaan/recipe-successful-restaurant.html#ixzz4q0ESC0fj>
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CHECK YOUR PROGRESS

Explain the recipe for a successful restaurant

2.05 ALL YOU NEED TO KNOW ABOUT INVENTORY MANAGEMENT FOR RESTAURANTS



Inventory consists of all the items or raw materials required to prepare dishes in the restaurant, and inventory management system helps you track each ingredient used in the dish. Inventory management systems integrated with the restaurant POS allows you to control and organize each and every aspect of the stock, maintains a smooth flow of supply and also helps you boost your overall profit. As the volume of business grows in a restaurant, inventory management becomes a crucial part of restaurant operations. Read these tips to ensure that you don't make any Inventory Management Mistakes.

Inventory Management Techniques for Restaurants

Follow these seven essential Inventory Management for restaurants to control your costs and optimize restaurant operations.

1. Monitoring the Stock

You must always remember to organize your existing stock before bringing in a fresh stock. POSist's inventory management software gives you the available stock count at the beginning of the day, and the stock closing at the end of the day. It calculates the balance stock automatically and tallies it with the available physical stock.

The difference between the ideal remaining stock according to the recipe and order placed through the POS and the actual physical stock is called variance. **Variance between 2-5% is acceptable as some ingredient is bound to get wasted during preparation. Anything over that is a matter of concern as it points at pilferage and theft.** A negative variance implies that fewer products are being used for preparation which results in degradation in quality. Thus, the variance is an important factor in kitchen management.

2. Raw Material Management



Managing the inventory smartly is essential to avoid wastage. Use these points to make sure that your stock is efficiently used.

- Try to **adopt minimal stocking approach for your restaurant inventory**, especially in the case of the perishables.
- **Try to use seasonal products.** With smart menu engineering, you can use them for a season's special. This way, you'll be able to attract customers with something new, and also avoid wastage of perishables.
- POSist prompts you to reorder when you run out of supplies. **You can set a reorder level for each of your items.** As soon as the ingredient reaches that level, a reminder email will be sent to you to re-order that ingredient in advance. This prevents the embarrassing situation of running out of supplies during operation hours. This is especially helpful in case of popular items and perishable items that need to be restocked frequently. Also, ordering only when required helps avoid wastage.
- **Make sure that items are being used on a First in First out (FIFO) basis.** That is, use the older stock first. Only when the previous stock has been used up, use the newly purchased items to prevent wastage.



3. Recipe Management and Costing

Standardization and Management of Recipe are essential for proper inventory management as it helps in curbing food costs. **In a standard recipe, the quantity of each ingredient to be used is specified; therefore the inventory management system can easily judge the number of days the remaining stock will last. Random use of ingredients leads to an imbalance in the stock and causes the stock to dry up before time.**

Feed in your recipes in the POS software to assess the usage of raw materials with respect to sales. This leads to a lower pilferage in the restaurant. For bigger chains, it helps to guarantee the taste of the dishes as the recipes will be same across the outlets.

You can also get an estimate of how much preparing a dish would cost you by the help of recipe costing feature. You just have to feed in the recipe along with the portion of each ingredient, and the inventory management system gives you the food cost for that dish. This further helps you decide the selling price of that product. Ideally, the food cost should be 30% of the menu price or selling price. Read pro tips to control restaurant food costs here.

4. Central Kitchen Management

In the case of bigger establishments such as a long chain and quick service restaurants, you may have a central kitchen where the food is prepared and sent to the other outlets. POSist allows you to manage the overall circulation of the food based on the outlet requirements.

The Multi-Store Management Module helps you manage stock supplies across stores. You can manage your franchise outlets, by receiving their requirements automatically. **When an outlet runs out of a certain supply, they can raise indent or a purchase order at their store POS.** The request is received at the central kitchen and the stock can be sent to the desired outlet. While receiving the stock, it is very important to check and measure the stock for any damage or loss. **The outlet receiving the stock can generate a GRN (Goods Received Note), that the stock has been in fact received.** In the case of loss or damaged stock, the same can be mentioned in the GRN.

5. Shelf Life Management

Each item in the inventory has a specified shelf life. Some like rice can last for years, while some, like vegetables, have a life before they spoil. Therefore, managing the shelf life of perishables is essential. **For each of the items in the inventory, you can specify for how long they can be preserved and subsequently used, before getting spoiled.** If due to slow sales or some other reason, the items were not used during that period, you will be notified that they have been spoiled and should not be used for preparing dishes.



6. Roles and Permissions

Thefts in the restaurant are a vice that cannot seem to be controlled despite all preventive measures. The variance feature mentioned earlier helps you detect a discrepancy in the stock to prevent your staff from pocketing the raw materials. However, you can completely avoid this menace with the help of POSist's roles and permissions feature. With this, you can create specific roles for each task, and appoint people who would be held responsible for that task. **All activities are logged, and different users can be assigned different modules to maintain a check on the inventory.**

7. Reporting and Analytics

Reporting and analytic is another important feature of inventory management that helps in restaurant operations. The sales reports and the raw material usage helps forecast and create future plans. Profit and loss reports are generated depending on the stock sale and consumption. This feature further helps you to-

Analyze inventory trends- You can analyze the inventory trends to make informed decisions such as deciding the menu. Detailed reports based on the consumption of each stock gives insights on which ingredient is the most popular, and needs to be utilized more in the recipes.

Keep a track of stock and maintain accuracy- An accurate list of the available supplies helps you keep track of the daily and weekly usage

(Source: <http://blog.posist.com/posist-product/need-know-inventory-management->

CHECK YOUR PROGRESS

Discuss various things you need to know about inventory management for restaurants

2.06 FIVE INVENTORY MANAGEMENT MISTAKES TO AVOID AT YOUR RESTAURANT

(Source: <http://blog.posist.com/posist-product/5-inventory-management-mistakes-avoid-restaurant.html#ixzz4q0GHeNRa>
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A strong Stock and Inventory Management is one of the greatest assets of the entire restaurant operations. It not only smoothens the operations but also helps in controlling and managing your Restaurant's **Food Costs**. However, managing and keeping the inventory updated is a tedious and time-consuming task with scope for errors.

In this article, we will talk about the common Restaurant Inventory Management problems and their solutions.

1. Lack of Automation

While you might consider the layman's strategy of tracking your restaurant's stock with Excel sheets and manual registers as the easier way out, you are in fact, increasing your workload and also the possibility of errors. Manual tracking takes a lot of time and reduces the overall efficiency.

Use a cloud-based Inventory Management software, which specializes in live-inventory deductions and provides real-time reporting of the stock consumed and stock available. Stock-in and Stock-out gives a detailed report of the stock items at the beginning of the day, and the remaining stock at the end of the day.

2. No Recipe Management

Lack of Recipe Management often results in a mismatch of the stock. Food and Beverage managers, in most cases, conclude the discrepancy in stock and thefts, which are usually a result of over portioning or food wastage. An automated Recipe Management integrated with billing and Stock and Inventory Management can help maintain your Food Costs. Standard Recipes consist not only of the procedure of the dish but also the exact amount each item is required in the preparation of the dish.

Integrated with the Point of Sales software, the Recipe Management module automatically calculates the amount of stock consumed in the preparation of a dish. This helps in maintaining a clear track of the items consumed based on the items ordered.

3. No Stock Forecasting

Inaccurate forecast demand or absence of forecast can make even the best of businesses to lose on their revenues. Forecasting is necessary as you don't want to overstock the inventory and risk them getting wasted, or understock the inventory and running out of items to serve your customers.

Choose a POS Integrated Inventory Management System that gives you an estimate of the amount of each item that you would need in a week or a month based on the sales report and order history. You can also set re-order levels for each item, that sends you automatic alerts and reminders when a particular stock item is about to finish.

4. Untrained Staff

While automated Stock and Inventory Management systems leave little need for manual intervention, you should still have a designated and trained staff for conducting regular checks. There should be a team to tally the ideal stock with the total available stock. It is always a good idea to have two people tally the inventory items. This reduces the scope for error and also the urge to pocket any item!

Also, remember to train your Staff with the right Inventory practices. Different items in Stock require different levels of management. Make sure that your staff is well trained in understanding Inventory Categories, Purchase Units, Food Units, etc.

5. No Reporting

Tracking and reporting is one of the most important aspects of maintaining a healthy inventory. Poor reporting often results in over-consumption and wastage. Ensure that the Inventory Reports are updated after each Purchase Order and daily reports of the Stock Consumption and Ideal Stock are maintained. It is important to measure the daily Variance. Variance is the difference between Ideal Stock and Physical Stock. A Variance of 3-5% is acceptable and is caused by wastage and food handling.

One of the biggest errors that restaurateurs often make while running their food business is not paying proper attention to their inventory. Overcoming all these barriers, a strong stock and inventory management can revolutionize your restaurant operations and yield higher profits.

(Source: <http://blog.posist.com/posist-product/5-inventory-management-mistakes-avoid-restaurant.html#ixzz4q0H3Enqx>)

CHECK YOUR PROGRESS

Discuss five inventory management mistakes to avoid at your restaurant

2.07 SEVEN LESSER KNOWN WAYS TO REDUCE LABOUR COSTS IN THE RESTAURANT BUSINESS

(Source: <http://blog.posist.com/restro-gyaan/7-lesser-known-ways-to-reduce-labour-costs-in-the-restaurant-business.html#ixzz4pzJEwuVi>)

Human resource is at the core of the hospitality industry and also accounts for the majority of its expenses. The percentage of labour costs to sales averages at 22-40% and in some cases in can be almost as high as 75%! This coupled with capital intensive nature of this industry makes running a restaurant a very costly affair. This also makes it necessary for restaurants and cafes to control their labour costs to maintain profitable margins.

Reduced revenues and stiff margins may lead you to desperate measures such as slashing down monetary incentives and even getting rid of people. But that is not the way to go. Use the following tips to cut down the labor costs in your restaurant.

1. Control Attrition Rate

According to a study, Hospitality sector in India has the highest attrition within the country and globally too. Attrition related costs include recruitment and training of new workers, not to forget the lost man-hours and efficiency. Heavy competition, long working hours and foraying for growth opportunities elsewhere are the driving factors behind this phenomenon. High attrition rate is one of the major reasons behind the towering labor costs.



Providing better growth opportunities, offering incentives, and introducing employee loyalty programmes and improving work culture can go a long way in controlling attrition rate. A well-defined employee welfare policy and team building exercises are also known to be very effective in employee retention.

2. Work on an Appropriate Salary Structure

Commission based salary structure can work wonders on cost control angle and acts as a great motivator for the employees too. Therefore, it is advisable to have a composite compensatory package for the staff which includes fixed and commission/performance based incentive structure. If you have any pension or retirement plans, then convert them into profit-sharing programmes. The temporary or part-time workforce can be appointed on a complete commission- based compensatory structure.

You can review the perquisites and salary levels regularly and eliminate the costs that put you above the industry average. This step should be taken only after an open discussion with employees who would be affected by this step otherwise it might lead to a high employee turnover.

3. Cross Train the Team

Cross training ensures that one employee is trained to handle multiple tasks and roles. This not only ensures that you have a workforce who can multi-task but also lead to a growth of professional capabilities of the staff. The latter is usually welcomed warmly by employees. It can also take care of

unforeseen and sudden vacancies in the restaurant. Cross training increase efficiency, develops empathy and lends team building opportunities at the organisational level.

4. Employ Part-Time Help

Part time hires usually charge an hourly rate which is lower than permanent employees. Also entitlement of permanent staff in terms of statutory benefits is a much bigger financial commitment. This is why engaging part-time employees makes a lot of sense. A restaurant can offload unskilled and general chores to such temporary labour force thus reducing the burden on professional and permanent staff.

Certain days of the year are indeed more busy than the other comparatively slow days. To cater to the periodic footfall in your restaurant, it is a good idea to hire seasonal workers. You can hire them on a contractual basis for a few months, and then also offer them permanent employment if they turn out to be invaluable to your business.

5. Invest in Hiring

Investment in recruitment goes far beyond money and funds. The process needs an investment of time and effort. Focus on your requirements, and review job profiles accordingly. Look for the best fit instead of hastily filling up the vacancy.

Remember a wrong person for the wrong job would only add to attrition and additional cost on recruitment and training. According to conservative estimates by the experts of the industry, the cost of recruitment is about 25% of the average employee salary! Misfits can be bad for the reputation of the restaurant and affect the business in long run.

6. Review and Schedule

The restaurant business is very dynamic and is affected largely by seasonality and occasions. Review your customer footfalls on the weekends, holidays and festive seasons, and accordingly schedule your full-time employees, hire part time help and plan your food budget. This will help you control your payroll cost, minimize wastage in the kitchen and run your restaurant at its best capacity during the peak season.

7. Invest in Automation, Equipment, and Design

'Technology is replacing human labor', would be a tall statement to make, had restaurant technology not grown leaps and bounds in the recent years. Although not completely, but technology has in fact automated restaurant operations so much, that little human effort and labor is now being required. Features like Automatic Billing, Online Ordering, Table Reservation have greatly reduced the need for human interference. Even tools like Kitchen Display System (KDS) which automatically accept order from the POS have eliminated the need for printing the Kitchen Order Ticket (KOT) and then manually taking the order to the kitchen. Technology has greatly reduced human effort, and thus also helps in reducing labor costs.

A good restaurant design is not only about attractive façade, but also about the facilitation of workflow within its four walls. A well-designed kitchen and restaurant can provide restaurant staff with ample arm and leg room without creating bottlenecks in the workflow from orders to delivery. Familiarise the staff with their work floor and train them well in using the equipment. Such simple training sessions boost productivity and lead to efficient use of equipment as well.

(Source: <http://blog.posist.com/restro-gyaan/7-lesser-known-ways-to-reduce-labour-costs-in-the-restaurant-business.html#ixzz4pzKGbqrx>)

CHECK YOUR PROGRESS

Describe seven lesser known ways to reduce labor costs in the restaurant business

2.08 TEN GOLDEN TIPS TO KEEP YOUR RESTAURANT STAFF HAPPY AND MOTIVATED

(Source: <http://blog.posist.com/restro-gyaan/10-golden-tips-keep-restaurant-staff-happy-motivated.html#ixzz4pzL55zmY>)

It is no secret that a happy staff is a productive staff. A well trained, efficient, and motivated restaurant staff can do wonders for the customer service. Contentment of the restaurant staff is not just reflected in the way they behave with their customers, but also in the speed and efficiency of their work. Here are some of the tips that you should follow to keep your staff happy and motivated.

Increase the Productivity of Your Restaurant Staff

1. Train Your Restaurant Staff

Before you send out your restaurant staff into the battle ground, it is important to train them properly first. Most of the restaurant mishaps happen because of lack of training. Even if you have hired an experienced staff member, you still need to train them according to the culture and policies of your restaurant. **Have a proper Staff Orientation and Training Program for each of your restaurant employees.** Learning signature recipes, handling particular equipment, and a certain way of doing things, all come under the training routine, and must not be ignored.

2. Ensure Good Working Conditions

Often restaurateurs focus so much on providing top-notch facilities to their customers, they forget to consider the comfort for their employees. The nature of the job of your restaurant's employees requires to constantly keeping them on their toes. The rigorous hour and the tedious nature of their job are exhausting.

Therefore, provide properly designated space for your restaurant staff to relax between shifts. The kitchens must also be well-ventilated to avoid any health hazards.



3. Have Fixed Shifts and Overtime Policy

Create fixed shifts for your restaurant staff and ensure that there is rest between the shifts. Overworked and tired employees will not deal with your customers right.

In the restaurant business, each hour spent by your employees amounts to the direct business of the restaurant. It is important to compensate your employees for the extra hours they put in to avoid any feelings of dissatisfaction among them. Therefore, it is important to have a clear overtime policy for your staff.

4. Provide Wholesome Meals

It is unfortunate that in most restaurants, the quality of the meals provided to the restaurant employees is abysmal. While it may not be possible to provide the same quality of food to the employees that are served to customers, you must ensure that the quality of the meals is good and wholesome. **If your employees are well fed, then the chances of pilferage and thefts from the inventory are also greatly reduced.**

5. Incentive Program

Incentives and recognition encourage employees to perform better at the workplace. **Providing some sort of monetary reward increases the motivation among the restaurant staff.** Programs like “Employee of the Month”, or “Star Server” etc not only boosts the performer’s morale, they also encourage staff members others to perform as well. Create incentive programs among teams as well.



6. Have a Clear Hierarchy

A clear hierarchy helps your restaurant staff understand their future in the restaurant. Often, there is a lack of motivation as well as the passion at the low-level jobs of restaurants. It is important to let your staff know that with good performance, they can be promoted to senior positions in the restaurant.

7. Have Longevity Bonus

One of the biggest problems in the restaurant business is the high attrition rate of the staff. High turnover rate is extremely high, especially at the junior level. Therefore, it is a good idea to offer a longevity bonus to your restaurant staff. If your employees stay for more than a particular period of time, offer them a monetary reward.

8. Set Clear, Defined Goals

It would be unfair to expect a ton out of your employees without telling them exactly what you want out of them. Therefore, it is important to define goals for your staff. **Clearly defined goals help your restaurant staff to stay focused, and work towards complete that goal.**

All great leaders have always led by examples. A restaurant functions no differently. The owner's presence is integral to the success of the restaurant, and also helps keep up morale and energy of the staff. This article will help you increase your restaurant staff efficiency.

9. Encourage Communication

Restaurants are usually close-knit spaces, with most of the staff often coming from the same area or background. As hiring is mostly done through referrals and through word of mouth, it is very likely that the most or all of your restaurant staff are family, next of kins, or friends.

In such cases, effective communication with the staff is extremely important. Conduct regular meetings and take daily updates with the Team Leaders. Listen to the problems that your employees are facing and work to resolve them.

10. Handle Compliments and Criticism Well

While it is important to give feedback and also criticism, you must take care to do it in the right way. You don't need to sugarcoat your words, but also remember to keep your patience in check. Give your employees regular feedback on their work, so that any reproach from your side does not come as a surprise. If an employee of yours has made a mistake, point it out, but also tell them the way to rectify it. As much constructive criticism is needed, it is also important to acknowledge the good work done by your employees.



Ultimately, your restaurant staff is the one who has to deal with the customers. If your staff is dissatisfied, it will most certainly reflect in their service. Thus, a happy and motivated staff becomes integral to a restaurant's success.

(Source: <http://blog.posist.com/restro-gyaan/10-golden-tips-keep-restaurant-staff-happy-motivated.html#ixzz4pzLcU2ZF>)

CHECK YOUR PROGRESS

Discuss ten golden tips to keep your restaurant staff happy and motivated

2.09 SEVEN WAYS TO BETTER RESTAURANT HIRING



It cannot be stressed enough that employees make up the restaurant. Your employees are your biggest resource as the reputation of your restaurant is heavily dependent on the service that your employees present to customers. There is a very high attrition rate in the restaurant industry that leads to inconsistencies and delays, which can hamper the overall restaurant operations and service. Therefore,

finding the right talent, and retaining them is one of the biggest challenges of running a restaurant. Thus, arises the need for better restaurant hiring.

Tips to Better Restaurant Hiring

1. Determining Staff Requirements

Start with the basics: before you go ahead with your restaurant hiring and start putting out classifieds, take a moment to evaluate the staff requirements of your restaurant. **It is important to be aware of the number of vacancies for each position, and how many staff you need according to the restaurant capacity.** List the positions you have vacant at your restaurant and the number of openings for each of them.

2. Preparing a Good Job Description (JD)

A JD is the first thing that a potential employee looks at while applying. The JD should be crisp, and to-the-point, and must list the exact requirements of the job.

List out the specific tasks the hire is expected to perform, the qualifications and the desired experience. **You must clearly mention the number of hours at the job, salary range, and the exact job requirements.** Even though a majority of the positions in the hospitality industry are untrained labor, each position has a separate set of tasks assigned to its role. For example, waiters often prefer to only wait on guests and serve them, and not clean up the table after.

A clear JD works well to attract the desired talent who are serious about the job and also helps to filter out frivolous applications.

3. Channels of Hiring for your Restaurant

1. Referrals

Referrals are the traditional way and are so far considered to be the best way of hiring. Traditional hiring includes referrals from friends and family, where the recommendations come from the word of mouth. It can be assumed that the recommendation would turn out to be a good fit in the restaurant, as the person referring a new hire is aware of both the restaurant's culture and practices, and the person he is referring to as well.

2. Agency Hiring

Agency hiring is also a great way to source potential employees. Agencies are expected to churn out candidates who are professional, well trained, and possess the desired traits required for a certain position. However, hiring through agencies is a little expensive as the agency charges a certain sum for each hiring.

You can also use job portals such as naukri.com to help you connect with potential employees.

3. Advertisements

Putting out classifieds in newspapers and online advertisement are the tried and tested way of advertising that you are hiring. Newspaper ads work very well to attract job applications, and now social media is turning out to be a very effective medium for advertising. Posting job openings to your social media pages can turn your fans and follow into potential employees. Facebook also offers geographic targeting of paid ads, which reach the people close to the location of the restaurant. Running Google ad words with specific keywords is also a good idea.

You must also remember to add the **Hiring** notification on your website, listing the JD and the vacancies.



<https://www.ere-media.com/tlnt/new-shrm-survey-shows-growing-reach-of-hiring-from-social-media/>

4. Interviewing

Interviews can be just as stressful to the interviewers as they are to interviewees during the restaurant hiring process. A lot of resources are spent while hiring, and finding the right talent is extremely important. Judging a person based on a few meetings is difficult, and a lot is at stake since the addition of a new person, especially in a small team affects the restaurant's reputation as well as the team. The most desirable behavior trait in your restaurant staff is humility as the hospitality industry thrives on humility. An outgoing personality is a must in waiters and servers, but not a compulsion in the back-end staff. Therefore, choose your employees on the basis of their personality and behavior. Also, list out the questions that you need to ask the applicants for each position

Apart from looking at the desired qualifications and experience, do remember to check the applicant's recommendation letters as well.

5. Training

The most important of restaurant hiring is Training of the hired employees. No hiring is ever complete until the newly hired have been properly trained according to your organization. No matter how experienced your staff is, everyone must undergo proper training to understand the format and culture of your restaurant. Trainable employees are the best employees, and it is always recommended to make your employees serve a probation period for a few weeks to make sure that they are a good fit in your restaurant. In a restaurant, there will always be some part of the staff that is unskilled.

You must set aside a budget, and hire a trainer to cultivate the principles of your restaurant into the staff. In case that is not affordable, you can yourself create a written training program to educate your staff. It is also a good idea to have an employee manual within the restaurant for your staff to refer.

6. Transparency and communication

The restaurant industry is a tough one, and communication is extremely important to deliver seamless service to the customers. The entire staff, from the waiters to the kitchen staff must work in sync with each other to avoid delays. Therefore effective communication and transparency are imperative for the functioning of a restaurant. **Etiquette training becomes extremely useful in this case, not just for tending to the customers, but also for communicating within the team.**

You can also create audits within the team to reinforce positive behavior. Regular assessments and appraisals help to also help to raise the morale of the team.

7. Employee Retention

The last, and albeit the most important aspect of running a restaurant is employee retention. The attrition rate in the restaurant industry is extremely high, especially at the junior level. **It is five times costlier to hire a new employee than to retain an old one.** Data suggests that a turnover in waiting staff decreases customer loyalty. Regular customers who have become familiar with the restaurant's waiting staff are more likely to return more often, and order more as well.

There is also a reduced risk as you already know the candidate from beforehand, and they are familiar with your restaurant environment. Here are a few tips you can use to increase your employee retention and help you better during for restaurant hiring-

Incentive program– Usually incentive programs are based on the sales target achieved. You can create targets for the backend team as well, and reward them. You can start an Employee of the Month to motivate your staff to perform better.

Clear hierarchy– Your employees must be aware of the hierarchy of the restaurant. By being aware of their position in the structure, they can strive to get promotions for the desired job. Hiring within

the restaurant by promoting your deserving staff gives them the incentive to stick around and reduces turnover in the long run.

ESOP– To increase employee loyalty and retention, you can offer ESOP (Employee Stock Option) to your staff. However, this may not apply to single or small chain restaurants and is feasible only in corporate chains.

Other perks– Added perks such as weekly offs; paid holidays etc help to keep your staff happy. Have a clear overtime policy, as each extra hour put in by a restaurant staff, directly results in extra revenue for the business.

Remember these tips before sending out that Offer Letter. We hope these restaurant hiring tips would help you build a great restaurant team

(Source: <http://blog.posist.com/restro-gyaan/7-ways-to-hire-better-for-your-restaurant.html#ixzz4pzdIrIXq>)

CHECK YOUR PROGRESS

Elaborate on seven ways to better restaurant hiring

Explain the importance of hiring proper staff in restaurants.

2.10 END QUESTIONS

1. Explain how to keep food and beverage under proper control in restaurants
2. Explain the importance of controlling restaurant costs.
3. Elaborate on five mantras to control restaurant costs
4. Explain the recipe for a successful restaurant
5. Discuss various things you need to know about inventory management for restaurants
6. Discuss five inventory management mistakes to avoid at your restaurant
7. Describe seven lesser known ways to reduce labour costs in the restaurant business
8. Discuss ten golden tips to keep your restaurant staff happy and motivated
9. Elaborate on seven ways to better restaurant hiring
10. Explain the importance of hiring proper staff in restaurants.

2.11 REFERENCES AND FURTHER READING

<http://blog.posist.com/resources/beginners-guide-food-beverage-control-restaurants.html>

http://blog.posist.com/restro-gyaan/tips-to-manage-restaurant-food-costs.html?utm_source=blog_article&utm_campaign=food_and_beverage_control

http://blog.posist.com/posist-product/need-know-inventory-management-restaurants.html?utm_source=blog_article&utm_campaign=food_and_beverage_control

http://blog.posist.com/restro-gyaan/7-lesser-known-ways-to-reduce-labour-costs-in-the-restaurant-business.html?utm_source=blog_article&utm_campaign=food_and_beverage_control

http://blog.posist.com/restro-gyaan/10-golden-tips-keep-restaurant-staff-happy-motivated.html?utm_source=blog_article&utm_campaign=food_and_beverage_control

http://blog.posist.com/restro-gyaan/five-mantras-to-control-restaurant-costs.html?utm_source=blog_article&utm_campaign=food_and_beverage_control

UNIT 3: FOOD AND BEVERAGES CONTROL THROUGH MENU AND POINT OF SALE

3.00 INTRODUCTION

We have learned the importance of controlling the operations of restaurant in the previous unit. WE had concentrated on the inventory and management of staff in that Unit. We will continue to explore the areas of controlling in this Unit. Now, we will focus on food items, menu, food cost and Point of Sale (POS) software.

We will begin by elaborating the importance of managing the restaurant food costs. We will explain seven pro tips to manage restaurant food costs. Then we discuss nine lesser-known menu pricing tricks to maximize restaurant profit. Further we will explain importance of proper menu selection. I will take you to elaborate on ten restaurant menu mistakes you did not know that are killing your food business. Next, I will explain how to do menu pricing and calculating food cost. I will then take you to an important concept of Point of Sale (POS). I will explain the importance of POS. Next, I will explain seven signs that are telling you to upgrade your restaurant pos. We will then, elaborate on the evolution of restaurant tech from pen-paper to point of sale software. Lastly, we discuss how to reduce the table turnover time and increase sales at your restaurant.

As you may have gathered these are all very important issues and help you become a more informed and skilled hotel professional. So enjoy learning these concepts.

3.01 UNIT OBJECTIVES

After completing this unit, you will be able to

- explain seven pro tips to manage restaurant food costs
- discuss nine lesser-known menu pricing tricks to maximize restaurant profit
- elaborate on ten restaurant menu mistakes you did not know that are killing your food business
- explain how to do menu pricing and calculating food cost
- explain seven signs that are telling you to upgrade your restaurant pos
- elaborate on the evolution of restaurant tech from pen-paper to point of sale software-
- discuss how to reduce the table turnover time and increase sales at your restaurant

3.02 SEVEN PRO TIPS TO MANAGE RESTAURANT FOOD COSTS

(Source: <http://blog.posist.com/restro-gyaan/tips-to-manage-restaurant-food-costs.html#ixzz4pzFvfkhF>)



There are a number of aspects that should be considered to run a successful restaurant business. Maintaining a healthy balance between the expenditure and the revenue is crucial. Restaurant Food Costs constitute a major part of the overall costs. Simply put, restaurant food costs is the cost of all the raw materials used in preparing a dish. Ideally, the food cost should be between 30-40% of the menu price. However, costs tend to increase owing to wastage and theft of ingredients. This a detailed guide on Food and Beverage Control will give you an insight on how to control your restaurant costs.

A number of factors are responsible for the rising restaurant food costs that lead to losses. **When the cost of the raw materials rise, the yield decreases and the menu price remains constant, the food cost rises.** Moreover, restaurateurs cannot compromise on the quality of the food nor they can suddenly decrease the portion size which will displease their customers. At the same time, increasing the price rates leads to dissatisfaction and loss of customers too.

To help restaurateurs strike a balance between restaurant food costs, quality, menu pricing and of course, customer satisfaction, we talked to some industry veterans to pass on the word of wisdom and their secret.

How to Manage Restaurant Food Costs, and Keep Them under Control

These 7 tips will help you manage and control your restaurant food costs. Try them out!

1. Menu Engineering

Menu Engineering is the most important part of managing restaurant food costs. A menu is not just a piece of paper with a display of dishes with prices listed on it, but the first step of selling your product. Restaurateurs can simply use the relative pricing method to lure customers into spending more by highlighting high-profit items.

Variety alone does not constitute a good menu. **A menu which lets restaurateurs utilize same ingredients in multiple dishes will help them make the utmost use of the ingredient, prevent wastage and also curtail expenses in buying different ingredients in plenty.**

There is a lot of fresh produce that is not available easily all the year round, and it is important to provide dishes with fresh ingredients at the best price to the guests. In this case, updating the menu according to the seasonal dishes is a great idea to manage restaurant food costs and also to delight customers with innovative dishes and recipes.

2. Following a Standard Recipe

All the successful restaurateurs/chefs agree that following a standard recipe is the most effective method of controlling food costs. **A standard recipe is the one that follows a set of instructions to prepare a particular dish, and that has been tried and tested over time.**

Altering recipes more than often leads to a misbalance in the food stock, more purchase for raw materials and hence, more overall expenditure. Maintaining a standard recipe helps reduce the chances of wastage and keeps the amount of ingredient used per dish in check.

3. Correct Receiving of Raw Materials

Receiving raw materials from the market is an area where maximum discrepancies occur that lead to an imbalance in food costs. **Whatever materials that are being purchased for the restaurant kitchen need to be weighed and measured to make sure that the right amount of product has been delivered.**

For instance, if in 5 kgs of paneer, if only 4.5 kgs of paneer are delivered, or is consumable, then it would lead to higher food costs. The purchasing department should make sure that all the delivered products are right in amount and quality.

4. Yield Management

How much would an ingredient actually yield is important to manage the restaurant food cost. Hence, the yield must be kept in mind while purchasing each ingredient.

For example, when you purchase 5 Kg of chicken, how much of that chicken meat can actually be used must be taken into consideration. **Here, you need to consider standardization of recipes and portion sizes while calculating the yield and raw material purchase.**

You can also try to boost the yield for some ingredients by reusing them in several dishes and storing well for a longer span of use. For example, the aroma and flavor of condiments can be retained by infusing them in water and using that water for cooking purposes. In this way, the condiment can be used in several dishes instead of just one.

5. Storage and Wastage Control

The next step of controlling food cost is storage. The raw materials must be stored in order to increase the shelf life of raw materials and usage for a prolonged time. It is important to plan when and how much to order by keeping the shelf life of the product in mind to reduce wastage. **In this case, using a POS that comes packed with the kitchen management tool aids in tracking existing stock of supplies, and setting reminders for purchasing the stock items before the stock comes to an end.**

POSist's restaurant management software is equipped with tools to manage inventory, kitchen, menu and recipe to keep an overall check on raw products, wastage as well as thefts and pilferage.

6. Reporting and Accounting

Reporting and accounting is a must for all restaurants to get an insight on items required, quantity, schedule the purchase of raw materials well ahead in advance.

In this regard, reporting tools help track raw materials purchased, foods prepared and delivered at the restaurant. Use a restaurant point of sale software that includes reporting and accounting tools that present regular data on all activities happening at a restaurant including a fresh order of raw materials, wasted items and used and unused items.

7. Analyzing Your Restaurant Food Cost

Before you start planning and putting things into action, you need to do a market analysis. Review similar type of your restaurants and outlets, analyze trends over the last three months and create a plan of action accordingly. You need to assess probable traffic of customers at your restaurant, order and sales to take an estimation of how much of raw supplies required. With a prior plan in place, you can manage and gain control of food costs efficiently. **Forecasting based on previous trends of food consumption helps you in minimal stocking and provide only the best and freshest produce to your customers.**

Do you find these seven tips for managing restaurant food costs effective? Talk to us and let us know how we can help in reducing food costs and increase the profit margin for your restaurant. Share your opinions in the comments below.

(Source: <http://blog.posist.com/restro-gyaan/tips-to-manage-restaurant-food-costs.html#ixzz4pzGSpPXz>)

3.03 NINE LESSER-KNOWN MENU PRICING TRICKS TO MAXIMIZE RESTAURANT PROFIT

How to set the right menu prices that encourage customers to spend more? Most restaurateurs get into this dilemma while planning a menu and determining menu prices in ways that entice more customers. At that, restaurateurs often end up making a few menu pricing mistakes which you need to guard against.

Earlier, we have discussed how to **plan and design restaurant menu**; now, we took it to the next step to elucidate the best techniques of pricing menu items. We have rounded up top 9 formulas and strategies to determine menu prices to generate more restaurant sales.

1. PRICE YOUR MENU ACCORDING TO THE TYPE OF RESTAURANT

Before you decide the price on your menu for each item, you must keep in mind what kind of establishment you are running.

The price you are charging should not only include the cost of raw materials but, also the labor costs to get that dish prepared, costs of restaurant décor and regular maintenance costs etc. Ideally, the menu price must total the food costs, overhead cost, the labor cost and the projected profit for that item.

For this, you need to take account of the Gross margin value (GMV) which is the difference between the price and the food cost of an item. This is how to calculate GMV:

$$\text{GMV} = (\text{Total Revenue} - \text{Cost of goods sold}) / \text{Revenue}$$

Ideally, GMV should be around 60-65%. The GMV varies according to the type of restaurant that you're running. A fine dining restaurant has higher overheads cost than a casual diner. A quick serving restaurant (QSR) doesn't provide much customer service or infrastructure; hence, the GMV is set relatively lower than fine dining restaurants. The GMV of varied types of restaurants are as follows:

Fine dining: 75%

Casual dining: 55%

Quick service restaurant (QSR): 45%

2. CHARGE MORE FOR EXOTIC CUISINE

Don't hesitate to charge a premium price for exotic dishes

The type of cuisine that you offer plays an important role in deciding the menu price. If your restaurant serves gourmet Italian food then, tag premium price rates on your food items despite the cost of raw ingredients. This is where you need to play with the psyche of the customers; the premium

price tag will make them feel they are treating them with fine dining experience and rich gourmet foods. The delicacy of the dish might be lost if it is priced as economically as any other local cuisine or fast food items. Therefore, don't hesitate to charge a bit hefty for an exotic dish and earn the higher rate of profits.

3. REVAMP THE DISHES WITH A SPECIAL INGREDIENT

The best way to optimize a menu is to play with different variations of the same dish. Add dishes that use low-priced basic ingredients except one or two exquisite ingredients to enhance the richness of the flavor and the aroma. For example, you can sprinkle a few exotic herbs and spices to add fusion flavor twists to your existing dishes. Thereafter, you can tag a premium price to increase the exclusivity of the dish and monetize more from the same dish.

For example, you can add saffron leaves to plain biryaani and charge more for providing a specialty dish, Zafraani biryaani.



4. USE RELATIVE PRICING

Use relative pricing strategies to get your customers buy more. When you place your high-profit items next to expensive dishes, your customers are likely to order the cheaper, yet the high-profit item. For example, a plain salted fries tagged at 50 rupees include nominal food costs but, still are sold at a high margin. On the other hand, chilly cheese fries are tagged at 90 rupees but, does not include the same high margin. Thus, placing plain fries next to chilly cheese fries will make you earn more profit.

5. DECIDE THE RIGHT PRICE FOR THE RIGHT QUANTITY

There has always been a struggle in setting the price tag right. Many restaurants make the mistake of either charging too much or too less on foods. While charging too much would drive the customers away, charging too little will diminish the margin of profits. Restaurateurs should also take in account of the portion sizes while setting the price.



Chilly Fries at 60 seem reasonable enough compared to Cheese Fries at 90

Here are the methods restaurants employ for deciding the price for the quantity offered:

Charge more for a large quantity – Charging more for bigger quantity might not work well, especially new customers who are not aware of the exact quantity served.

Charge less for less quantity – Many customers charge less for less quantity to stay ahead of the competition and encourage customers to order more but, the less quantity would definitely be a put off.

Charge more for less quantity – A lot of restaurants tend to charge more for less quantity. This pricing strategy can dishearten customers since they are getting less food compared to what they paid – eventually, they might not return to your eatery.

Here is one tip to strike a right balance between the price and the quantity and avoid above three menu pricing blunders: do not decide the price solely based on the quantity. Serve decent quantity of food and mention the number of servings alongside the price of each item to clear the confusion. At the same time, also take account of other crucial factors involved in processing and serving food.

6. HAVE A CHEF SPECIAL IN EACH SECTION

In each section of the menu, you can have a 'Chef's Special' item. Customers are always looking (and often ask too) for something exclusive when they're ordering. A special item, especially the chef's favorite infallibly catches their fancy. 3 quick steps to do it:

Add a few exquisite ingredients to revamp the highest profit dish

Name it as the 'Chef's Special'

Place it at the top or within a highlighted box in each category

In this manner, you can promote such items in each category, charge a premium price for it and make profits on the same item than earlier.



Highlight the Chef's Special, avoid putting the currency sign along with price, and put the price at the end of the dish description in the menu.

7. AVOID PUTTING THE CURRENCY SIGN NEXT TO THE PRICE.

Putting a rupees sign next to the price makes customers conscious about how much they are spending when they see X 'rupees' on that item. This might daunt and discourage customers a bit.

The currency sign marks their expenditure on the budget conscious customer's mind – and this is what we need to minimize in order to coax them in ordering food without hesitating about the price. That's why we recommend removing the currency sign unless you are expecting guests using foreign currencies

8. PUT THE PRICE AT THE END OF THE ITEM DESCRIPTION

Food descriptions of the dish are a must for all menu items. Write appetizing descriptions stating ingredients used in the dish to explain the delicacy of the item and build an appetite for the dish. The price stated at the end of the description might get customers craving for the item by the time they finished reading it. Customers with craving for a particular item are likely to consider lesser about the price and more about the experience which they'd anticipate while reading the description.

9. USE COMPLIMENTARY ITEM PRICING



Burger	---	50
Cheese Burger	---	70
French Fries	---	50
Chilly Fries	---	60
Cheese Fries	---	90

SPECIAL OFFER

Mega Saving Pack
1 burger+1 French Fries+ 1 Beverage for 130 only

Lure your customers into buying more items than they originally intended to buy by offering them discount on a combo offer

You can offer discounts on complimentary items to increase the sale of related food items. For example, a customer ordering burger worth 50/70 rupees may not want fries worth of 50/60/90 rupees and a beverage. However, offering three items together as a combo pack worth rupees 130 might be a

cost-effective deal for customers and they want to order three items as a complete meal. A small discount on complimentary items will increase sales.

(Source: <http://blog.posist.com/restro-gyaan/9-lesser-known-menu-pricing-hacks-to-maximize-restaurant-profit.html#ixzz4pziN2uo0>)

3.04 TEN RESTAURANT MENU MISTAKES YOU DID NOT KNOW THAT ARE KILLING YOUR FOOD BUSINESS

(Source: <http://blog.posist.com/restro-gyaan/10-restaurant-menu-mistakes-not-know-killing-food-business.html#ixzz4q0AHAbAP>)



For a restaurant, the menu is the most powerful communication tool. It not only introduces guests to your eatery and displays your food offerings, but it also reinforces your brand concept and personality.

This 'assumably' simple booklet has a lot of scope for errors that many restaurateurs may overlook. Here are some of the most common menu mistakes you should definitely avoid in order to run organized kitchens, keep customers happy and build a more profitable restaurant business.

1. Poor Categorization of Food Items

This is one of the most basic rules, but is often ignored. You should always list items in clear groups. The order of the categories is also important. **Appetizers, soups, burgers, pizzas, desserts, etc. should feature together and in order of serving.** For example, entrées should not feature before soups and appetizers, for your guests might be tempted to order mains, and simply ignore appetizers. Also, it's a good practice to feature vegetarian and non vegetarian dishes on separate pages.

2. Too Many Items

While you may feel that having a comprehensive menu will give the impression of variety and capability, it, in fact, hurts sales. Guests take longer to decide what they want because of the multitude of options available – this slows down the time taken at the table and you end up serving fewer customers. **Also, a big menu more often confuses people as they are not able to decide what you make best. There are more chances you disappoint them.**

It's advisable to concentrate only on your specialties and unique foods that your chef can do justice to, and which will fetch new and repeat customers.

3. No Change in Menu

The best restaurants are the ones where nothing is permanent – the menu keeps rotating, tempting guests to return. But often restaurants simply hand-write on the menu if a new dish is added or removed. This leaves poor impression on the customers.

Don't invest too much on expensive paper and printing, as even making a small iteration will hurt your pocket. A binding or an elastic menu will let you add an extra page quickly when you introduce new items. However, do not list new dishes to the menu if they are still in trial mode.

4. Lack of Attention to Details

The menu is like your sales brochure. So, put in a lot of thought along with capital investment while designing it. Engage the services of a good graphic designer who can help you design an aesthetically pleasing menu. (Refer to the image below)

The menu should be clear and readable.

No matter how great your dishes are, selecting the wrong font style, size, colour and paper can make it difficult for a diner scanning the pages.

Do not crowd the pages with too many elements or use a background that's too dark and strains one's eyes under dim lighting.

Nothing is worse than reading a menu with typos. If you cannot spell a dish, it doesn't instill confidence in the patrons that you can cook it. Hence, spellcheck your menu thoroughly.

The menu should help customers who have never seen or heard of your restaurant visualize the ambience of your place and the type of food served so that they know whether you offer casual or fine dining.

Your menu should complement the size of the table, plate settings and other aspects. It shouldn't appear too large, bumping into cups and plates on the table, and making it awkward for the guests to hold it while having a conversation, or look too small on a spacious table.

5. Overemphasis on Price

Stressing on prices alongside items draws the readers' attention. This causes a guest to dismiss menu items based on price alone. Also, when menu items drastically vary on a single page, it causes guests to select items with the lowest prices. Keep the dish the focal point and not the prices. The prices should be of the same font and text as the menu.

6. Ignoring Upselling Opportunities

Train servers to upsell certain items. But even without servers, *upselling should be a part of your menu*. Allow guests to add on cheese, mushrooms, olives, nuts, etc. to their dishes and have these options clearly specified so you don't need to rely solely on the server.

7. Poor Use of Space

Use the front and back of the menu to display information about the restaurant. Information such as opening and closing hours, services, history, address and more is a good idea. Visitors, especially the ones who are not from the state or country, sometimes take back menus as souvenirs.

8. Not Using Customer Psychology

Understanding psychology of your customers can go a long way in pushing sales. Guests' eyes are usually drawn to the top right of the menu, making it a great place to list best-selling (expensive too) items. Use attractive photos that are pleasing to the eye, as studies show that ***items with corresponding pictures are thrice as likely to be ordered than items that don't have photos.*** However, use this tactic sparingly. If every item has a corresponding picture, the one you really want to sell will not stand out.

9. Not Having an Online Menu

Nowadays, many people like to check the menu online before choosing a restaurant. So make sure you post your menu online. The best way to do this is to have your **restaurant's own website**

where you can flaunt your menu. You can even tie up with food delivery apps like Zomato and FoodPanda or online reservation services like WowTables, who also show your menus online.

However, make sure your menu facilitates browsing and is mobile-friendly. Hence, refrain from posting it as a PDF.

10. Lack of Description

Menus that don't describe items alienate customers and take up your servers' time as they need to explain it. Give a brief and interesting description of your items, explaining if the dish is hot, cold, spicy, vegetarian, or contains nuts, gluten or other allergy-inducing ingredients, especially if the cuisine you serve isn't native to the land.

A great menu can make an impact on the guest experience and profits. Make a lasting impression with yours.

(Source: <http://blog.posist.com/restro-gyaan/10-restaurant-menu-mistakes-not-know-killing-food-business.html#ixzz4q0Az4bGC>)

3.05 A DEFINITIVE GUIDE TO MENU PRICING AND CALCULATING FOOD COST

(Source: <http://blog.posist.com/resources/a-definitive-guide-to-menu-pricing-and-calculating-food-costs.html#ixzz4q0CbC87R>)

You are almost ready to open your new restaurant. Your head chef and sous chefs are engaged and you have even finalized your menu. But, have you priced your menu items yet? It's one of the most tedious tasks, but very important too.

Now, there are several ways you can price your menu. You can find out the cost of your food and supplies and charge your customers three times the cost of it. Or, you can serve your meals at prices lower than your competitors. Or, you can simply work around your margins and ask for a price that

covers your basic cost. However, these are not the ways you should price your menu. There is a high risk attached to it your prices might not be competitive or customers may find your menu too expensive, leaving you with minimal profits in either case.

Hence, it's important to work out your costs and overheads so that you can arrive at a pricing as close to 'perfect' as possible, so that both you as well as your customers are happy



Factors that Affect Menu Pricing

- 1. Direct costs-** These are associated with the food item itself. This involves the purchasing of food, portion sizes, drip loss while storing, and food waste from spilling, spoiling or overcooking.
- 2. Indirect costs-** They are not the actual ingredients that go into the dish, but they add value and quality to your food. For example, your labour costs. Some dishes demand extensive preparation and plating up. For such dishes, you need to raise the price for the time and effort involved to make and serve it. Similarly, **you need to take into account the overhead expenses like decor, ambience, lighting, crockery and cutlery and marketing efforts.**
- 3. Volatile food costs-** You need to account for the price fluctuation of fruits, vegetables and meat according to the seasons, certain other natural factors or due to economic reasons such as inflation and taxes. For instance, due to unseasonal rainfall or hailstorm, the cost of alphonso mangoes can suddenly shoot up or due to poor rain, the vegetable prices can go up. If you have to pay more VAT on procuring your ingredients, that can affect prices too.
- 4. Competition-** Check out your competition. For the same items, your pricing should be usually around your competitor's. But, if you plan to charge more, you should have good enough

‘differentiating’ reasons to justify. Perhaps, your chef is more qualified than the competitor’s? Just make sure that your customer knows why you are charging what you are.

5. Service costs. The type of service offered can affect your menu pricing. If it’s a casual restaurant, you can charge less because you spend less on service. But, for a fine dining restaurant, the prices will go up as the quality of your service will also be better.

6. Boundary pricing. You know your costs the best; the rent you pay for its location, the quality of your food and service, etc. Figure out the lowest price you can charge while still making a reasonable profit and the highest price your customers will pay for your items.



Pricing Methods

Now, that you know the various factors that affect your menu pricing, let’s know the various pricing methods available to you:

1. Pricing by portion cost

In this method, you determine the portion cost by dividing the purchase cost by the portion.

For example, you buy 50 kgs of chicken at Rs 200 per kilo. So, your purchase cost is Rs 10000. If you serve 250 gms of chicken per portion, you will arrive at a cost of Rs 50 per portion. Do a similar exercise for each part of the menu items. Vegetables will be Rs 15, fat Rs 10, rice Rs 10 and other condiments Rs 5. You will arrive at a total of Rs 90. Now, multiply this by a pre-determined percentage, say 25-30% (most restaurants use this percentage), and you can arrive at a figure of Rs 112.5-117. As it's an odd number, you can round it to Rs 120 or choose to cut it down to Rs 110 per portion

2. Pricing by raw food cost of item

In this method, you consider the raw food cost of the item and divide it by the desired food cost percentage to get the final price. For the same, you should know the cost of every ingredient in your recipe – from the meat to the vegetables, oil/butter and condiments. You even account for the ketchup, mustard or any other sauce served. Everything that goes on the plate needs to be accounted for.

For example, for a shrimp risotto, you need to know the cost of all the ingredients in the recipe including the shrimp, Arborio rice, stock, parmesan cheese, salt, pepper and parsley.

It will be something like this –

$$\text{Raw Food Cost of Item} \div \text{Desired Food Cost Percentage} = \text{Price}$$

Also, you need to factor in indirect costs, fluctuations in food prices and competition. So, if you want a food cost percentage of 35%, and you allow a difference of 5% for various factors, you would want to keep a markup of 30% on your food items.

3. Pricing by competition

In this method, **you take the prices determined by your competition as your reference price.** However, you can choose to price your items the same as your competitor, price your item slightly lower in order to attract customers who are looking for a bargain, or price your item slightly higher in order to attract customers who are looking for higher quality. However, as your restaurant needs to function within a certain price limit, it may put a strain on you to work out your profit.

4. Pricing by demand

This concept works on the rule of demand and supply. Restaurants in airports or food courts at malls charge more for their food as they are the only available source of food. As the demand is more than the supply, they are willing to get away with it. **If your restaurant serves exclusive or specialty menu items or offers a different ambience (for instance, the revolving restaurant in Ahmedabad – Patang offers a 360° view of the city in its upscale restaurant), you can charge more for the food and the experience.** However, make a study of your market and customer base before you price your menu items.

While finalizing your pricing, make sure that your menu and quality justify the price and are encouraging for your patrons to visit you again and again.

(Source: <http://blog.posist.com/resources/a-definitive-guide-to-menu-pricing-and-calculating-food-costs.html#ixzz4q0CwOAGT>)

3.06 SEVEN SIGNS THAT ARE TELLING YOU TO UPGRADE YOUR RESTAURANT POS

(Source: <http://blog.posist.com/posist-product/7-signs-telling-upgrade-restaurant-pos.html#ixzz4q0HesB6l>)



Point of Sale software is one of the most essential tools for restaurant management and operations, and when used smartly, can greatly reduce the burden of running a restaurant. The field of food-tech has seen some phenomenal development lately, and your restaurant management technology should keep up with it. As the tech-world progresses, so should your restaurant. Here are some warning signs that tell that your POS has turned obsolete and that you need to upgrade it.

1. Recurring Thefts

Many of our fellow restaurateurs out there would confess that they suspect that thefts are happening at their restaurants, but they can't figure out how. If you are not able to justify the low profits, then thefts and pilferage are happening at your restaurant. A theft free restaurant may seem like a distant

dream for restaurateurs, but the right POS can actually check the thefts and pilferage. A tight control on the inventory, specific roles and permissions to perform tasks, and real-time reports, help to control thefts in restaurants.

2. Technologically Incompatible

You need to change your POS software is it technology challenged. Several new features have come up in the food-tech industry that are smoothening user experience like never before. Technology such as online ordering, online payment integration, tablet billing, table reservation, etc that have become imperative for restaurants. The modern day POS comes equipped with all these features and provides an integrated solution to all the restaurant tech needs. Even if your POS does not have all these features, it should at least be open to third-party integrations of the following-

- CRM & Loyalty Programs
- Online Ordering
- Payment Integration
- Cloud Telephony
- Feedback Management
- Table Reservation
- Cloud Telephony

3. Poor Customer Support

Technology, no matter how advanced or sophisticated, is not immune to glitches, and your POS software is no different. Also, there would also be times when the software would need to be updated. For all of this and more, you need to have a POS solution which has a strong Customer Support team. If you are not able to reach the Support when you need them, or your issues are not resolved satisfactorily, then it is time you should change your POS software.

4. Requires Extensive Training

The restaurant industry sees some of the highest attrition rate, especially at the junior level. Therefore, it is not feasible to have a complicated POS that requires extensive software training. Your staff who have to handle the POS may not be very skilled or good with technology, therefore, choose a POS with a clean and simple User Interface that is easy to operate.

5. Has Features You Don't Need

Each type of restaurant is different and has different restaurant needs. A quick service restaurant (QSR) chain requires a robust central kitchen management feature while a casual dining restaurant may require features like Online Ordering and Table Reservation. If your POS is too cluttered, with features that are of no use to you, then it is time you change it.

6. No Online Data Integration

If you are still using a traditional/legacy POS with bulky hardware terminals, then you need to switch immediately! The world has moved on to the cloud, and so should your restaurant. The entire data is updated on the cloud, allowing you easy access to the reports from anywhere, anytime. Cloud technology is also extremely helpful in case of multiple restaurant outlets with advanced features like Central Kitchen Management and Menu Management.

7. No Real-time Mobile Reporting

Real-time mobile reporting enables you to keep a track of all your sales data and transactions. This has become very popular among restaurateurs, as it allows you to stay updated about your restaurant business from anywhere, through any web-enabled device. Also Read: [The need for mobile analytics in restaurants](#)

There is no denying that an efficient POS software is a key factor in a restaurant's success. Therefore, it is only natural that you choose the best for your restaurant. If your POS is giving you troubles or has simply turned too obsolete to keep up with the growing trends of the times, you must switch to a new one. Find out how to choose the best POS for your restaurant [here](#).

(Source: <http://blog.posist.com/posist-product/7-signs-telling-upgrade-restaurant-pos.html#ixzz4q0IO7FsV>)

3.07 FROM PEN-PAPER TO POINT OF SALE SOFTWARE- THE EVOLUTION OF RESTAURANT TECH

(Source: <http://blog.posist.com/posist-product/pen-paper-point-sale-software-evolution-restaurant-tech.html#ixzz4q0J8noXL>)

Technology has invaded every business, and restaurant business is no exception. The traditional way of taking orders was writing customers' orders on a piece of paper, and then communicating the order to the kitchen. The bills were then calculated manually and given to the customers.

It was straight and simple! Yes, but it also had a wide scope of errors. Special instructions by the customers often did not reach the kitchen, and the probability of orders getting mixed up was also quite high.

Traditional POS Systems were a big innovation

After the pen and paper way of taking orders, the next thing to enter the restaurant industry was the first POS system. It was a basic cash register, a computer-based system introduced by IBM. It was a revolutionary step for the restaurant industry back then.

The traditional POS also called as legacy POS could generate a Kitchen Order Ticket (KOT) that got orders to the kitchen in a systematic manner.

They provided customers with an error free bill receipts against orders including the tax so that guests could see and verify what they had exactly ordered and the total cost of the meal.

Restaurant owners could calculate how much should stay in the cash register and how much money should go into the bank.

The traditional POS brought with itself the miracle of customer data. Customer details and order history could now be saved. With technical innovations, reporting and analytics came into the picture that provided deeper insights into the restaurant business. However, the traditional Point of Sale software came with some major drawbacks.



The traditional POS system couldn't process credit cards, and hence they needed to be processed over the phone. The customers were required to go to the cash register where their credit cards could be processed. Not only this method was time-consuming and inconvenient for the customers, but it also provided many disadvantages to the restaurant owner.

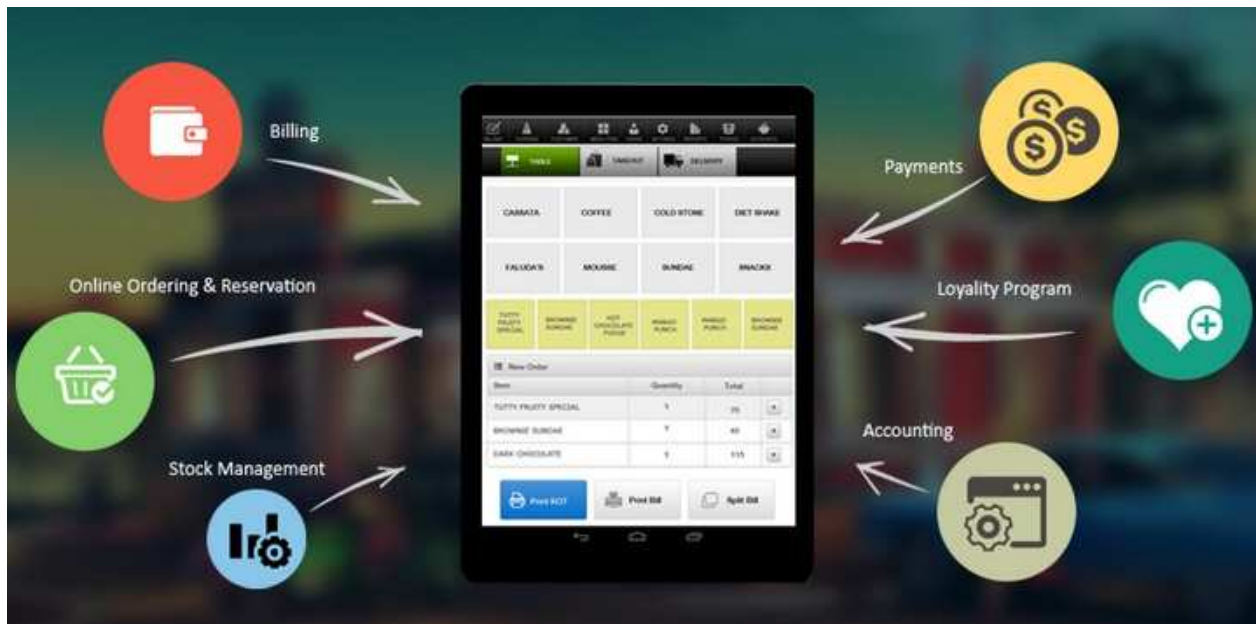
There was a risk of losing all the customer data that was stored on a local server. The cost of maintenance and re-installation was also high and inconvenient. Most importantly, the inability of the legacy POS to provide the restaurant owner a 360° report of the restaurant was a huge drawback.

Cloud POS Systems – a life changing application

The Internet is undoubtedly one of the most revolutionary things to have happened to the restaurant industry, and it brought quite a few changes to the POS systems as well. With the entire software managed online, suddenly everything became a ton easier.



Menus could be upgraded and changed more frequently and more easily without any printing costs and checks could be split. Life became easier for restaurant chains and multiple food outlet brands that needed to maintain consistency as well as their operations through the Central Kitchen Management feature. Credit cards started getting processed over the Internet speeding up operations. And, the POS could show more than just the taxes; it showed the total credit card transactions, cash transactions and overall restaurant sales.

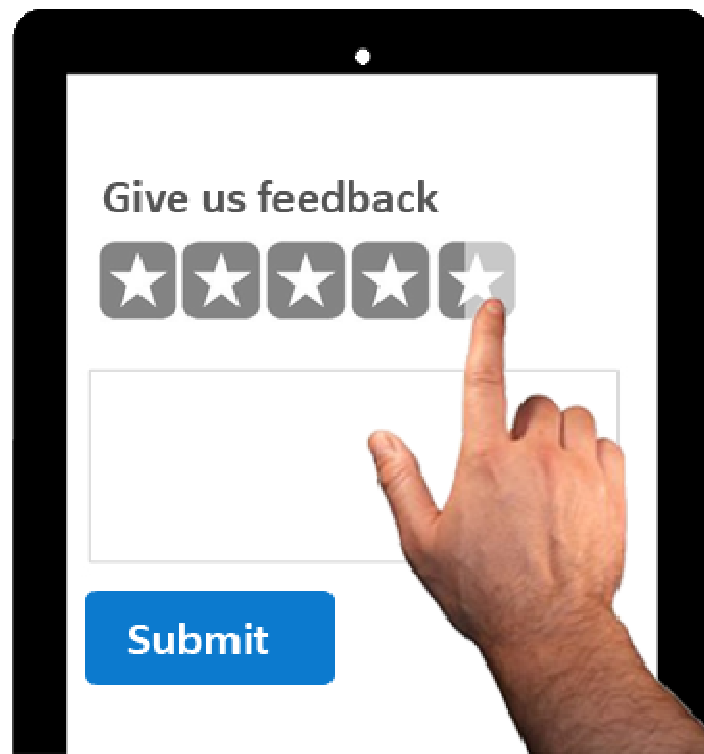


POS or Point of Sale has come a long way from the bulky cash registers. Today, agile cloud-based POS systems, also called as Software-as-a-Service (SaaS) store data on remote servers and make information accessible online 24/7. **Cloud technology also ensures that there is no loss of information due to a technical, man-made or a natural calamity.** With its help, restaurants can create a better guest experience and build efficient work environments.

With the help of a tableside POS tablet, the customers can consult the menu on an iPad (check out the ingredients in every dish and the calorie content) and place an order saving servers some time and helping turn the tables faster. At the end of their meal, customers can use the tablet to leave their opinion/feedback.

The POS systems save time by reducing server trips to the terminal. Guests no longer need to accompany the server to swipe their credit card on EDC machine kept at the front office / reception desk and return to the table. By using a handheld tablet, the guests can make payment and complete their transaction from the comfort of their dining seat. POS tablet not only ensures a customer-friendly service but also reduces customer wait time on the table and in the queue, thereby enabling

the restaurant to serve more customers speedily and efficiently.



Another advantage associated with POS software is its real-time integration with inventory management. Restaurateurs can track and manage their raw material and stock in the kitchen in a flash instead of spending countless hours on manual calculations. It can help them know the shelf life of the products and how long the current stock will last, allows them to set reminders to order when it gets depleted, know top selling items on the menu and helps reduce wastage. They can also assign permissions to access the inventory, thus reducing the risk of pilferage. If a restaurant operates from more than one location, it can maintain a centralized; POS enabled inventory management system instead of visiting every location in person to supervise.

A restaurant owner need not be physically present to make sure that his restaurant is running smoothly. He has to simply log on to the cloud software to keep an eye on his business. He can check employee check-ins and payroll, footfall and sales or the status of food supplies with just a few clicks.

With customer resource management (CRM) solutions, restaurateurs can use customer data to deploy email marketing and influence loyalty programs, and online ordering.

Innovations in the Cloud Point of Sale

The Point of Sale software has come a long way. Technological innovations and third party integrations have made the POS pretty much the only software that is needed to run a restaurant successfully.

Online Ordering

Lately, the Food Tech industry has seen a lot of innovation, with Online Food Ordering and completely revolutionizing the Food Delivery scenario. Integrating the Online Ordering feature into the POS, or third-party integrations make the receiving of online orders very easy. A typical restaurant accepts orders from multiple Online Ordering Solutions providers such as FoodPanda, Swiggy, Zomato, etc. POS integration allows the orders to get automatically accepted into the POS, instead of manual entering of the online orders.

Online Payment Integration

The billing system is getting further improved with the introduction of mobile or virtual wallets. These mobile wallets are a mobile payment system that stores users' credit card information and can be used to make mobile payments without sharing the credit card number with the merchant, and hence providing enhanced security. Now, bill generation and payment can be done via mobile phones and guests can settle their bill as soon as they have finished eating, speeding up the bill settlement process. There are a few online payment options already in the market, such as PayTM and Ruplee.

Increased Customer Engagement

Restaurant owners were quick to realize that just acquiring customers was not enough. To survive in the competitive restaurant industry, you need to retain customers. Thus came the CRM software into the picture, and over time, evolved into a robust customer management platform. With CRM integration, the POS can acquire customer feedback, analyze and generate reports based on customer behavior. It also allows you to send promotional e-mails and SMSs to your customers.

Technology is an ever evolving one. POS technology has definitely helped the restaurant industry to automate and optimize its operations exponentially, and the future seems to hold a lot in store too.

(Source: <http://blog.posist.com/posist-product/pen-paper-point-sale-software-evolution-restaurant-tech.html#ixzz4q0JjqvNd>)

3.08 HOW TO REDUCE THE TABLE TURNOVER TIME AND INCREASE SALES AT YOUR RESTAURANT

Picture this: It's the usual rush hour in your restaurant, with customers queuing up for tables and the entire restaurant staff bustling around trying to cater to the demands of the guests. In all this hullabaloo, there may times when a customer's order is not entered into the POS due to negligence, or when a specific customer request is not honored. Imagine the chaos that would follow: the wastage of the food (when the dish is returned) and the incomparable damage that would ensue, disgruntled

customers. Often restaurant managers need to offer a complimentary item or discount to pacify unhappy customers.

All of these can be avoided with the help of a simple Server App. The Server App is an application by POSist that allows your waiters to accept customer orders right from their table. The waiters are equipped with a handheld device such as smart phones, tablet, or an iPad, through which they use the Server App. The app is basically a mini-version of the POS and allows the waiters to accept the orders right there into the app.

How the Server App Works

Whenever a waiter takes the order at a particular table, the tables gets blocked. This way, other waiters can view which tables are being attended to, and which table is yet to be served. This eliminates the confusion of missing orders.

The waiter can view and add the items from the menu directly to the cart and place the order. The orders are placed against the customers' name or number. Thus smart POS integration of the app with POS CRM allows you to build the customer database as well, easily.

The order is reflected instantly at the central POS, thus eliminating any confusion regarding the order. The KOT is instantly generated that is sent to the kitchen. If you are using a Kitchen Display System, the order is automatically visible to the kitchen staff that alerts them that a new order has been placed.

This helps you to keep a track on the orders and ensure that no orders are missed. The Server App allows waiters to accept the orders only; the bill is generated at the POS itself.

Benefits

Quick Customer Service: The best part about the waiter app is that the customers don't have to wait for the order to get entered to the POS, and then the KOT being sent into the kitchen. This ensures that your guests don't have to wait too long to place their order.

Fast Table Turnover Time: When the orders are accepted quickly and efficiently into the POS, and the KOT is sent automatically into the kitchen without any delays, you can serve your customers and turnover tables pretty quickly. This, in turn, allows you to serve more customers lover time, and increase your sales even more.

No Missed Orders: All the waiters using the app can view the tables which are being attended to. Since the orders are entered directly into the POS, which is sent directly to the KDS, you don't need to worry that the waiter did not communicate the order to the cashier or the kitchen.

Increased Customer Delight: The best way to win over your customers' heart is with good guest experience. While food is something which is taken over by your Chef, you can ensure impeccable customer service with the help of the Server App. Not only customers feel intrigued by the order being taken through the app, they would certainly appreciate the quick and efficient

service. Any special requests, such as not using too much chilly, can be added as a comment in the order, which is reflected in the POS, and hence the KOT.

One of the major complaints of the customers' especially at busy restaurants is the difficulty in getting the waiters' attention! While your waiters must be genuinely busy, ensure that the rush does not let you miss even a single customer! Find out how to get the Server App for your restaurant

(Source: <http://blog.posist.com/posist-product/reduce-table-turnover-time-increase-sales-restaurant.html#ixzz4q0O6JOJQ>)

3.09 END QUESTIONS

1. Elaborate the importance of managing the restaurant food costs.
2. Explain seven pro tips to manage restaurant food costs
3. Discuss nine lesser-known menu pricing tricks to maximize restaurant profit
4. Explain importance of proper menu selection.
5. Elaborate on ten restaurant menu mistakes you did not know that are killing your food business
6. Explain how to do menu pricing and calculating food cost
7. Explain the importance of POS.
8. Explain seven signs that are telling you to upgrade your restaurant pos
9. Elaborate on the evolution of restaurant tech from pen-paper to point of sale software-
10. Discuss how to reduce the table turnover time and increase sales at your restaurant.

3.10 REFERENCES AND FURTHER READING

(Source: <http://blog.posist.com/restro-gyaan/tips-to-manage-restaurant-food-costs.html#ixzz4pzFvfkfF>)

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Source: <http://blog.posist.com/restro-gyaan/10-restaurant-menu-mistakes-not-know-killing-food-business.html#ixzz4q0AHAbAP>

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UNIT 4: MENU CONTROL

4.00 INTRODUCTION

In this last unit of the course, we will be studying the concept of menu in details. You are all aware of menu. When you go to a restaurant, you are presented with a menu. It lists the food available at the place and also the prices of the food items. Depending on your situation you order the food. You may like to have a snack if you don't have appetite or if you don't have time. But, do you know that there are different types of menus? What are these different types of menus called? What is their purpose? Under what situation people prefer one kind of menu? What is the psychology of menu? What is the importance of menu presentation and design?

In this unit, you will learn about menu planning. Menu planning is not a simple exercise, as it involves making a well-balanced diet, which is a basic requirement for a healthy meal. The main aims of menu planning are to fulfill the needs of the customer, and at the same time within an allotted budget.

You will also learn about the history of menus. In the beginning, menus were lists of food, in seemingly random fashion with the food being raw, prepared or cooked. Individual menus came into use early in the 19th century and courses began to be formulated. The success of a food service operation, no matter what its size, depends heavily on those who plan the menus and how they do it. While it may seem a simple exercise of providing something to eat and drink, in practice good menu planning requires a lot of skill.

You will also learn that many things have to be kept in mind while planning a menu. The sequencing and meal planning depend entirely on the meal in question, whether it is breakfast, high tea or dinner.

All these things we will learn in this unit. I am sure that you have got interested in learning these important concepts on menu.

4.01 UNIT OBJECTIVES

After completing this unit, you will be able to

- explain concept of menu
- discuss various types of menu
- elaborate on features of menu
- explain menu engineering and menu psychology
- explain categorization of menu as per use and meal time
- elaborate on the classical twelve course French Menu
- discuss how to plan menu for different target groups
- discuss importance of menu planning

4.03 MENU: CONCEPT, TYPES AND FEATURES

4.03.01 CONCEPT OF MENU

A menu is virtually a list of dishes planned for production in a catering operation and many include full meals, snacks or beverages. Initially menus were list of food, with the food being raw, prepared or cooked. Individual menus came into use early in the nineteenth century, and course began to be formulated. For special occasion seven or so course like hors d oeuvre, soup, fish, entree, sorbet, roast, sweet, savory were served.

A menu can be described as a list of dishes planned for production in a catering operation and may include snacks or beverages. It can be described as a list of items served by a food and beverage outlet. It performs a number of functions:

- It introduces the establishment to the customer. It authorises production of meal in the kitchen.
- It helps to prepare the inventory of food and ingredients and is the basis of establishing purchasing procedures.
- It determines the type of equipment, staff skills and type of supervision required.
- It helps to organize spaces and work in store, kitchen and service area.
- It determines the style of service to be set up.
- It forms the basis for the calculation of food and labor cost, over head expenses and desired profits.
- It reflects on the type of customer the establishment wishes to attract.
- It satisfies the need of the customer for nutrition, hunger as well as social and psychological needs.
- It introduces interesting food combinations to customers through specialty food items imparts knowledge of the food eaten in different states, countries and culture.
- It provides a menu of developing good eating habits in people.

4.03.02 WHAT IS ‘MENU ENGINEERING’ OR ‘MENU PSYCHOLOGY’?

Menu engineering can be described as an interdisciplinary field of study devoted to the deliberate and strategic creation of menus. It is also commonly referred to as ‘menu psychology’. In general, the term menu engineering is used within the hospitality industry (specifically in the context of restaurant), but it can also be applied to any industry that displays, the goal of menu engineering is to buy what you want them to buy and discouraging the purchase of items you do not want them to buy.

The fields of study that contribute the most to menu engineering include the following:

- Psychology (perception, attention, emotion/effect)
- Managerial accounting (contribution margin and unit cost analysis)
- Marketing and strategy (pricing, promotion)
- Graphical design (design layout, typography).

CHECK YOUR PROGRESS

48. What is the goal of menu engineering?
49. Which subject areas do contribute to menu engineering?

4.03.03 TYPES OF MENUS

The following are the various types of menu

50. Table d'hôte

Table d'hôte menu means table of the host. This menu is a set menu in which a number of dishes are planned by the host and the food is served at a set price. This is a French phrase. Table d'hôte literally means 'host's table'. It can be described as a restaurant terminology to indicate a menu where multicourse meals with only a few choices are charged at a fixed price. Such a menu may also be called prix fixe or 'fixed price'. The terms 'set meal' and 'set menu' are reasonably common as well. As the menu is already set, the cutlery on the table may also already be set for all of the courses.

Table d'hôte menu offers a complete meal for one price. Something like our *thaali* or unlimited *thaali* system. Sometimes, two or more complete meals are offered on the menu, each meal having its own price. Some table d'hôte menus offered limited choices to guests within the meal they select, for example, a guest may choose between a soup and a salad, or a restaurant may offer a choice of desserts. But for the most part, a meal on a table d'hôte menu is set by the planner and guests are given few, if any, choices.



Fig 3.01: Table d'hôte menu

(Pic: By Ewan Munro - Flickr: Dinner by Heston Blumenthal, Knightsbridge, SW1, CC BY-SA 2.0, <https://commons.wikimedia.org/w/index.php?curid=18578000>)

51. A la Carte

This menu is a choice of menu and offers a variety of dishes or items to customers under certain food list which are priced individually. Another French phrase, A la carte means 'according to the card'. It is used in restaurant terminology as follows:

- An option to choose at no extra charge and a side dish to accompany a main course item. With a la Carte menu, food and beverages items are listed and priced separately. Guests need not choose a meal that has been planned for them. They can choose from the various appetizers, entrees, side dishes and desserts listed to make up their own meal. Prices of the menu items they select are added together to determine the cost of the meal.
- A reference to a list of items that are priced and ordered separately, rather than selected from a list of preset multicourse meals at fixed prices, in contrast to a table d'hôte, at which a menu with limited or no choice is served at a fixed price.

52. Cyclic Menu

These menus are compiled to cover a given period of time one month, three month, and so. They consist of a number of set menus for establishment such as industrial catering, restaurant, cafeteria, canteen, private dining rooms.

53. Combination Menu

In some establishment it is common to have a la carte menus with a 'Special of the Day'. This special may be a set of dishes with an accompaniment or a plated meal offered in the table d hote form. Many operations have means that are a combination of the table d'hôte and A la Carte pricing styles. Table d'hôte menus may offer a selection of individually priced desserts. A la Carte menus include a choice of vegetables and potatoes or rice with the price of the entrée.

A few operations have combination menus that offer an extensive list of complete meal packages and extensive a la carte selection. Chinese and other ethnic restaurant are most likely to features these combination menus:

CHECK YOUR PROGRESS

What are the distinguishing factors between a la carte and table d'hôte menu types?

What is meant by combination menu?

4.03.04 CATEGORISATION AS PER USE

Let us see another way of categorization of menus. Menus are categorized by how often they are used:

54. Fixed menus:

Let us see what it means. Coffee shops and chain restaurant often use a single menu for several months (or longer) before replacing it with a new fixed menu. Daily specials may be offered to give frequent guests some new sections, but there is still a set of items that forms the basic menu. Fixed menus work best at restaurant and other food service establishment where guests are not likely to visit frequently, or where there are enough items listed on the menu to offer an acceptable level of variety.

55. Cycle menus:

This is another type. Cycle menus are designed to provide variety for guests who eat at an operation frequently, or even daily. Non-commercial operations, self-operated, and those that are operated by contract management companies in schools, health care facilities, business and industry facilities and other settings, frequently use cyclic menus. Typical cycle ranges from 1 to 4 weeks, but some are longer. Let us see an important point. Establishing the right cycle length is very important. With too short a cycle, the menus may be repeated too often and guests may become dissatisfied. If the cycle is too long, production and labour costs involved in purchasing, storing and preparing the greater variety of food may be excessive. The optimum cycle length varies by type of operation and how often guests are expected to eat there. Some casino hotels in Las Vegas use a 7-day cycle menu because most guests do not stay long enough to notice the repetition. In a resort, where an average guest stays for two weeks, a 2,3, or 4 week cycle menu may be planned, depending on how concerned the management is with providing variety for guests who stay longer than average. In a large university, a cycle menu of several weeks may be appropriate.

56. Banquet menu:

We now come to another variety. It can be described as an elaborate table d'hôte menu offering more than four courses. The dishes are rich in quality and often fairly expensive because a banquet is a formal feast. It is generally given to highlight important events like the visit of a head of state, marriage and so on. The banquet menu is prepared by the F & B manager or the banquet manager in consultation with the chef. A set menu of various price ranges is made and offered to the client who organizes the party after ascertaining prices per head.

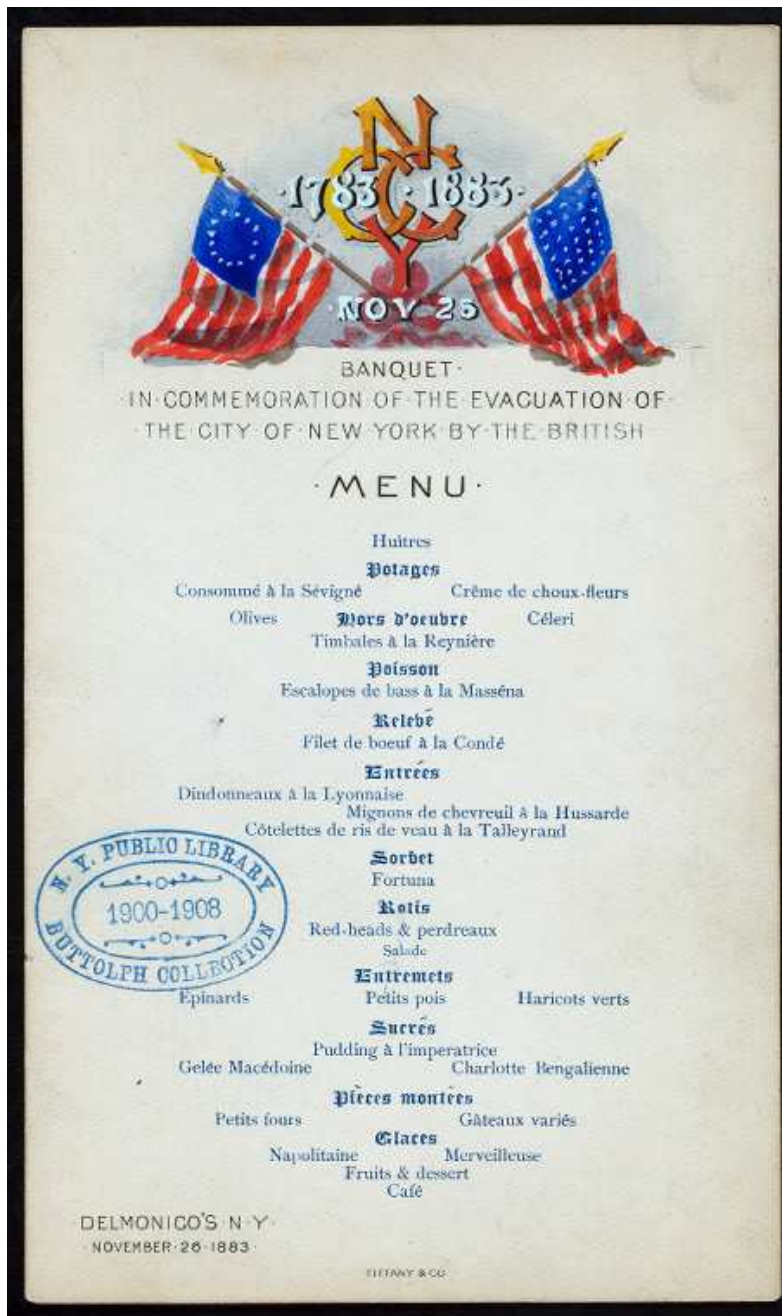


Fig 3.02: Banquet menu example

(Pic: Wikipedia)

Let us see how the institutions plan their meals. The daily menu used in a cycle can be a la carte or table d'hôte. Schools, hospitals, prisons and other institutions may use table d'hôte menus in the cycle: offer one set meal for each meal period (breakfast, lunch and dinner) each day (although menus offering as choice are also used in many noncommercial operations). Commercial operations that cycle menus use a la carte menus. A hotel restaurant on a 7-day basis could rotate seven different a la carte menus.

We all have seen menus at restaurants. In a restaurant, a menu is a printed brochure or a public display that shows the list of options for a dinner to select. A menu may be a la carte or table d'hôte. 'Menu' can also be used in a more general sense, synonymous with diet. The selections of foods available are generally based upon a particular location or culture.

CHECK YOUR PROGRESS

Which are the various types according to "category by use"?
What are the features of cycle menu and where is it used ?

4.03.05 CLASSIFICATION AS PER MEAL TIME

The menu for different meals will differ. For example what you eat at breakfast is different than what you eat for lunch or dinner. Similarly if you have missed your lunch due to some reason, you may eat a different dish during tea time to make up for the lost opportunity. Let us now look at what the typical menus for these meals are.

57. BREAKFAST (petit Dejeuner):

Breakfast is called the most important meal of the day. It is the first thing you eat after waking up. Breakfast supplies instant energy through simple carbohydrates. It should be soft and light, preferably liquid or semisolid because at that time the digestive system is not ready to take solid food, which is difficult to digest. An ideal time for breakfast is 8AM to 10AM. Breakfast may be served in the hotel restaurant or dining room, in the breakfast room set aside for this meal or in the guest room. The different types of breakfast are continental, American, English, and Indian.

How do we begin the breakfast? The first course is liquid to semisolid like fruit juice, fruit, and cereal with milk, followed by soft protein like egg. Fish and organ meat supplemented with butter, bread and preserves, finished with tea/coffee to stimulate the nervous system.

58. Breakfast Menu

59. (i) English breakfast:

The first variety is here. An English breakfast can be described as a very elaborate breakfast. It comprises of ten courses:

- Stewed Fruits: Apples, prunes, figs, pears cut and cooked in sugar syrup (flavoured)
- Cereals: Oatmeal, cornflakes, rice crispies, porridge served with hot/cold milk
- Eggs to order: Omelet, boiled, scrambled, poached, fried eggs
- Fish: smoked or poached- herring, haddock, sardines, salmon
- Meat: Grilled bacon, sausages, ham, salami, kidneys or liver
- Choice of rolls or toast: Toasted white/brown bread, rolls, croissants, muffins, brioche, doughnuts, and Danish pastries.
- Butter and preserves: Butter, jam, honey, marmalade, maple syrup
- Fruits: Melon, papaya, mango, orange, grapefruit, pears

- Choice of juices: Pineapple, grapefruit, tomato, orange, sweet lime, mango
- Beverages: Tea/coffee, milk, cocoa

60. (ii) American breakfast:

Let us see what it means. It usually starts with a glass of water and then is followed with five courses:

- Beverages: Tea/coffee, milk, cocoa
- Choice of juices: Pineapple, grapefruit, tomato, orange, sweet lime, mango
- Cereals: Oatmeal, cornflakes, rice crispies, porridge served with hot/cold milk
- Choice of breads: Toasted white/brown bread, rolls, croissants, muffins, brioche, doughnuts, and Danish pastries with Butter, jam, honey, marmalade
- Eggs to order: Omelet, boiled, scrambled, poached, fried eggs

61. (iii) Continental breakfast:

This is the third variety. It can be described as an European breakfast and contains:

- Beverages: Tea/coffee, milk, cocoa. If coffee is served along with continental breakfast, it is known as 'the complet'
- Choice of breads: Toasted white/brown bread, rolls, croissants, muffins, brioche, doughnuts, and Danish pastries with Butter, jam, honey, marmalade
- Choice of juices: Pineapple, grapefruit, tomato, orange, sweet lime, mango

62. (iv) Indian breakfast

WE are all familiar with the Indian variety. Choices of Indian breakfast: Puri bhaji, stuffed parathas served with curd, idli/uttapam/dosa/served with samber and cocunt chutney, upma, cheela, chana bhatura, choley kulcha

63. BRUCH OR LOW TEA (midmorning refreshment)

This is combination of lunch and breakfast hence the name. For those who skip their breakfast and want to have a heavy meal toward the later point of the day may take brunch. Brunch is easy to digest as it has light and semisolid food but in substantial quantity and a soup like starter; a dessert may be incorporated in the end. However, heavy main course with accompaniment, and garnishes are replaced by light snacks. Breakfast cereals, jams and jellies are avoided. Waffles and pancakes are often incorporated in the meal. It is taken between 10am and 12noon.

64. LUNCH

This is what you eat in the noon time. The British enjoys dry, easy-to-eat items like sandwiches and savories with coffee or tea. They avoid lunch. On the other hand, the French, Italian, Spanish, Greek and Portuguese people enjoy an excellent lunch with several courses, followed by a midday nap. An ideal time for lunch is between 12 noon and 3pm. The menu is similar to dinner, i.e., appetizer is preferred to soup, a beer or a soft drink to wet the gullet, fish to heavy roast or braised items. Items with rice are avoidable as they induce sleep or drowsiness.

65. HIGH TEA

This is what you take late noon time around 5 pm. Any time between 3pm to 5pm is a good time for high tea. An elaborate snacks display with cookies, tea fancies, pastries can be incorporated to satiate the hunger of those who had a light lunch or skipped their lunch. This is but a party suggestion to avoid the regular service of lunch.. A high tea is usually in a modified a la carte from and the menu will offer, in addition to the normal full afternoon tea menu, items such as grills, toasted snacks, fish and meat dishes, salads, cold sweets. The meat dish normally consists of the main pies and patties, while the fish dishes are usually fried or grilled.

66. High tea menu

A typical high tea menu should look like this:

- Hot butter toast or toast or toasted teacake or crumpets
- Assorted afternoon tea sandwiches
- Smoked salmon, cucumber, tomato, sardine, eggs, gentleman's relish
- Brown and white bread and butter
- Fruit bread and butter
- Chicken patties or lamb pies (tomato ketchup, brown sauce), grilled fish or fried fish (mustard, Worcestershire sauce, vinegar)
- Hot scones (with butter and clotted cream)
- Raspberry or strawberry jams
- Gateaux and pastries

67. AFTERNOON TEA

Nowadays, the venue of tea is changing from the hotel lounge to coffee shops, cafes and food courts. It can be described as an old and slowly dying English tradition of taking afternoon tea at 4 pm. However, afternoon tea is still served in establishments and in a variety of forms, which may be classified into three types: full afternoon tea, high tea, and reception or buffet tea.

68. Full tea/evening tea:

Full tea consists of a variety of sandwiches, tea fancies; cookies with other snacks with a pot of hot tea. Early lunchers and late diners prefer being served full tea. However, it is an essential part of the food cycle of most well off people of the world. It is taken between 3pm and 7pm. Tables are also specifically laid for full tea in restaurants particularly coffee shops.

69. DINNER

At dinner, people relish and enjoy a meal at leisure because there is no rush for office or business as at breakfast. Hence, the cooks and service staff excel in imposing their skill, art and mettle, at dinner.

70. SUPPER

Supper is for those who miss their dinner and a light soft meal before bedtime for those who had early dinner.

71. CHILDREN'S MEAL

Most kid's meals come in bags or cardboard boxes, with a special themed promotion, with activates on the bag a small toy. Typical children's meal includes:

- Toy
- 12 oz (354.8ml) soft drink
- 2.2 oz (62.3g) hamburger
- Small French fries

McDonald's happy meal, Burger king's kids' meal and KFC's laptop meal are examples of meal for kids.

72. VALUE MEAL

These are the inexpensive variety of meals. Value meals are offered together at a lower price than they would cost individually. Fast food restaurants offer value meals as a common merchandising tactic to facilitate bundling, upselling and price discrimination. The perceived creation of a 'discount' on individual menu items in exchange for the purchase of a 'meal' is also consistent with the loyalty-marketing school of thought. Additionally, the term is based on value theory, which utilizes certain marketing tactics to encourage people to spend more money than they originally intended on their purchase.

CHECK YOUR PROGRESS

Which are the various meals according to the time of day when they are taken?
What is meant by English Breakfast?

4.03.06 CLASSICAL TWELVE COURSE FRENCH MENU

Twelve courses of French menu are as follows:

Course Number	French term for the course	English name for course
1	Hors d' oeuvre froid	Cold appetizer
2	Potage	Soup
3	Poisson	Fish
4	Entrées	Entry of meal
5	Releve	Main course
6	Sorbet	Sherbet
7	Roti	Roast
8	Legume	Vegetable
9	Entremet	Sweet
10	Bonne bouche	Savoury/cheese
11	Dessert	Fruits
12	Café	Coffee

Let us find out about these courses in details.

73. HORS D'OEUVRE

This is the starter of the meal. It is the first course of the meal and is composed usually of tangy, salty, sour, hot items that help to stimulate appetite. The hors d'oeuvre should have an eye appeal and should be decorative. The d'oeuvre usually applies to a variety of side dishes offered as appetizers such as potato salad, herring, sardines, cold egg dishes, mushrooms, artichoke, asparagus; single items served as a preliminary appetizer course before the soup dishes like melon, caviar, oysters, smoked salmon, salami and sausage.

Let us see another point. France has also adopted a custom of serving hors d'oeuvre as zakuski . Zakuski is made up of hors d'oeuvre washed down with liberal draughts of wine and liquor. Formerly in Russia, this was served in the antechamber adjoining the dining room.

74. Cold hors d'oeuvre

75. 1.Salad:

We have studied salad in details in HTS101 Unit 4. Salad is made of herbs, plants, eggs, meat and fish seasoned with salt, vinegar and pepper, with or without other ingredients. According to Brillat Savrin, 'salads' freshen without enfeebling and fortify without irritating. Salads are divided into two categories – simple and compound.

i) Simple salad: Plain salad could be green salad (raw) or salad of cooked vegetables consisting of one kind of vegetables

ii) Compound salad: Compound salad is a combination of different ingredients such as the following

a) Salade americaine: Cucumber cut in thin slices, previously soaked in salted water then rinsed and seasoned with vinaigrette, surrounded with lettuce hearts with slices of tomatoes and quarters of tomatoes and quarters of hard-boiled eggs.

b) Salad russe: Macedoine (dices) of boiled seasonal vegetables like peas, carrots, turnips, potatoes bound with mayonnaise.

76. 2. Shell fish:

These fish have shells on their outer parts. Like we have bones internally, these fishes have bones externally and flesh inside. Shell fish such as oysters, snails, prawns, crayfish, shrimps, scamps, mussels are served. These could be served from an hors d'oeuvre tray.

77. 3. Eggs:

Eggs could be served cold as a hors d'oeuvre for example in the form of:

- Oeuf dur mayonnaise
- Oeuf farcis

78. 4.Fruits:

You can serve various fruits such as avocados, melons, grapefruits, etc.

79. 5.Fruit juices:

You can serve juices too. Assorted fruit juices are served in a pony tumbler underlined with a quarter plate, a doily paper and a tea spoon. Examples are mixed fruit juice cocktail, tomato juice cocktail, grapefruit cocktail.

80. 6.Sea food cocktail:

These cocktails are made with oysters, snails, prawns, crayfish, shrimps, scamps and mussels. Sea food is served with cocktail sauce, in a cocktail cup underlined with a quarter plate and a tea spoon.

81. 7.Canaples:

What are canapés? These are shaped pieces of bread, buttered and treated under salamander or shallow fried, and different toppings are placed on it. A canapé is a small, prepared and unusually decorative food, held between the fingers and often eaten in one bite. As they are often served during cocktail hours, it is generally desired that a canapé may also be referred to as finger food, although not all finger foods are canapés. Crackers or small slices of bread or toast or puff pastry, cut into various shapes, serve as the base for savory butter or pastes, often topped with savory foods as meat, cheese, fish, caviar, foie, gras, purees or relish.

Examples of canapés are as follows:

- Angles on horseback
- Devils on horseback

82. 8.Galantine:

Galantine is a dish made from boned poultry or meat, stuffed and pressed into symmetrical shape. It is cooked in a gelatin stock

83. Hot hors d' oeuvres:

After cold hors d'oeuvres, let us consider hot ones. These are popular during the winters, such as:

84. 1.Beignets or fritters:

A fritter is any kind of food coated in batter and deep fried. The word comes from the Latin frictira 'frying' by way of old French and Middle English.

85. 2. Bouchees or patties:

The original Pattie is a mix of mashed potato and sage blended together and made into a round or square shape, then covered in batter and fried, much like a fish cake. There are different kinds of patties, such as meat patty(corned beef) and cheese patty (cheese and onion) but the most common variety is the standard sage, onion and potato patty

86. 3.Brochtes or skewers:

They are popular dishes that consist of small pieces of grilled, skewered meat. The meat may be marinated in vinegar and spices (such as cumin, pepper and garlic), and while skewers can be made of any type of meat, the most popular are made of beef, lamb, chicken, pork.

87. 4. Croquettes or rissoles:

A croquette can be described as a small fried food roll containing usually as main ingredients mashed potatoes, and/or minced meat (veal, beef, chicken or turkey), shellfish, fish, vegetables and soaked white bread, egg, onion, spices and herbs, wine, milk or any of the combination thereof, sometimes with a filling, often encased in breadcrumbs. The croquette is usually shaped into a cylinder or disk, and then deep fried.

88. Deluxe hors d'oeuvres

89. 1. Caviar:

Caviar can be described as the processed, salted roe of certain species of fish, most notably sturgeon (black caviar) and salmon (red caviar). It is commercially marketed worldwide as a delicacy and is eaten as a garnish or a spread.

90. 2. Snails:

Snails are a delicacy in French cuisine, where they are called escargots. In an English language menu, escargot is generally reserved for snails prepared with traditional French recipes (served in the shell with garlic and parsley butter). Before preparing the snails to eat, the snails should fast for 3 days with only water available. After three days of fasting, the snails should be fed flour and offered water for at least a week. This process is done to cleanse the snails.

91. 3. Smoked salmon:

Smoked salmon can be described as a prepared form of salmon, typically a fillet that has been cured and then hot or cold smoked owing to its moderately high price, smoked salmon is considered a delicacy

92. 4. Oysters:

Oysters can be eaten with half shell, raw, smoked, boiled, baked, fried, roasted, stewed, canned, pickled, steamed, broiled or used in a variety of drinks. Preparation of these dishes vary widely. It can be as simple as opening the shell and eating the contents, including the juice. Butter and salt are often added. But, in the case of oysters Rockefeller, preparation can be very elaborate. They are sometimes even served on edible seaweed.

93. POTAGE OR SOUP

We study the preparation of soup in HTS101 Unit 4. It is an extract of meat, vegetables, fish or poultry in stock or water. It is possible that a soup in its earliest form was a complete meal, because it

was found hearty, nourishing, economical and wholesome. Usually soups are served piping hot, but many soups are also served cold. We have learned about the soups in details in the course HS101 Unit 4. POISSON OR FISH

Poisson is the French word for fish. Don't worry; we don't serve poison in breakfast. Never spell poisson as poison. Fish is the first solid/semisolid diet which is light and soft in texture, easy to digest and takes very little time to cook. The most nourishing fish are river water fish such as heil, lamprey, salmon, trout, mackerel, turbot, herring.

Different type of fish available

i) White flat fish: Brill, sole, pomfret, turbot, common skate, hake, plaice.

ii) White round fish: Cod, hake, lamprey, gudgeon, balluga

iii) Shellfish: Lobster, prawn, shrimps, oyster, mussels, crab, scampi, snails

iv) Oily fish: Anchovy, eel, herring, mackerel, salmon, tuna, trout, sardines, sprats, pilchard

94. Classes of fish

i) Crustaceans: They have brush-like shells and a covered body. Example are lobster, crab fish, cray, shrimps.

ii) Molluses: They have soft structure, partially or fully enclosed in shells largely made of mineral composition. Examples are oyster, clams, mussels, scallops.

95. Cuts of fish

- Darne: A steak of round fish like cod, salmon
- Goujons and goujonettes: Filleted fish cut into strips approximately of 6.8 cm x 1 cm
- Troncon: A steak of flat fish like turbot, halibut.
- Fillet: Cut of fish from bone. Flat fish can give four fillet and round fish two fillets.
- Supreme: Pieces cut from fillets of salmon. Turbot without bone and skin.
- Paupiette: Paper-thin fillet of fishlike sole, plaice, whiting spread with stuffing and rolled.
- Delice: Fillets of flat fish where the quarter of the head end and the quarter of the tail end of the fillet are folded under the skin and the side is folded inwards.
- Steaks: Thick slices of fish on or off the bone

Different kinds of cooked fish

i) Poached fish:

Poached fish is made by cooked it gently in water, which is just below the boiling point (93-95 °C). The liquid is held as close to the boiling point as possible without there being any perceptible movement of the liquid.

ii)Cold fish mousse:

Cold fish mouse is made by poaching and then mincing fish into a paste. Herbs and seasoning is then added to the paste which is then set into various moulds with a binder such as aspic jelly.

iii)Deep fried fish:

Deep fried fish is made by cooking the fish by frying it. It is a popular method for French/Indian cuisine. As the fish is immersed in hot fat, it is essential that the fat is of a good quality and has a high smoking point. The frying pan should have sufficient depth. The size and shape of the food to be fried should be uniform. Fried fish should have good appearance.

iv)Shallow fried fish:

Shallow fried fish is made by cooking the fish by immersing it in fat. The presentation side should always be fried first and then turned, both sides should be browned evenly.

v)Steamed fish:

Let us study this a bit. Steamed fish is made by cooked the fish in moist heat, i.e. direct or indirect steam. Indirect streaming is done when the food is placed in a closed pan or in a steamer, which is surrounded by plenty of stream from fast boiling water. The food item could be protected with greaseproof paper, or cloth or aluminum foil to prevent water from getting into the direct steaming is done by placing the article in a perforated container or on a covered plate over a saucepan of water.

vi)Grilled fish:

Grilled fish is made by placing the fish on grill bars and to the action of radiated heat. Charcoal, cock, gas or electricity subjecting may be used for grilling fish. In an authentic grill, the heat is located below the grill bars, and if the source of heat is above the grill bars, the grilling equipment is called a salamander. The grill bars should be cleaned and oiled, or the bars will rust and food will stick to them. Usually, small items are grilled, the meat is cut, trimmed and slightly flattened with a bat. Then, the meat should be seasoned with salt and pepper and brushed on both sides with oil. The fish is then grilled on the grill bars, turned when half cooked, brushed oil occasionally and cooked to the required degree. Fish are cooked and served with lemon wedges, butter and parsley.

vii)Backed fish:

Backed fish is made by applying of dry heat in an oven. The degree of dryness of heat may be modified by the amount of steam produced from the item baked. During baking, the mixture or moisture in the product expands by air, steam or carbon dioxide.

Shellfish preparation

- Homard Americane
- Homard Cardinal

- Homard Newburg
- Homard Thermidor

96. Service of poison:

It is served in a hot half plate and the cutlery provided is a fish knife and fish fork on the cover. If fish is served as a main course, then it is served on a large plate with accompaniments and the cutlery provided is fish knife and fish fork.

97. ENTRÉE

The word entrée literally means 'entrance'. This course was initially served before the roast course or Roti, but now it is served before the main course or Releve. The following can be served as entrée:

- Hot hors d' oeuvre
- Cereals (rice)
- Egg preparations
- Organ meats and sausages
- Pasta
- Savoury pastries

Some example of pasta products are as follows:

- Fettucini: Flat strips of pasta, approx ½ cm broad
- Macaroni: Hollow, cylindrical small noodles of ½ mm thickness
- Ravioli: Two sheets of pasta stuffed and cut into fancy shapes
- Spaghetti: Solid, cylindrical long noodles
- Lasagne: Thick sheets of pasta approx. 1 inch in thickness
- Canneloni: Stuffed, cylindrical pasta product
- Tahlia Telli: Flat pasta, 16 mm wide made from wheat
- Fucilli: Pasta with a spiral shape of corkscrew

98. Special entrée dishes

1. Foie D' Agneau A A Anglaise: Lamb liver cut in slices, grilled and dressed with bacon rashers.

2. Cervele Frit A A Anglaise: Brain dipped in egg, rolled in breadcrumbs, deep fried and served with tomato sauce.

Entrée are served on a hot half plate, and the cutlery provided are a small knife and a small fork. A dessert spoon is kept on the side board, in case the guest demands it.

99. RELEVE

Big joints of veal, lamb, meat, poultry, are served with heavy accompaniments and garnish. The accompaniments of Releve are vegetables and potatoes. Potatoes are placed at the 2 o' clock position while the vegetables are placed at 10 o' clock position, in a large hot plate and cutlery provided are a large knife and a large fork.

i)Continental accompaniments: Vegetables and potatoes

ii)Chinese accompaniments: Chinese cruet set comprising of chilli sauce and soya sauce

iii)Indian accompaniments: Achar, papad, chutney and green salad

Different releve preparations

- a) Chicken: Poulet Saute Chasseur, Poulet Maryland
- b) Lamb: Gigot de Mutton Roti, lamb shaslik
- c) Beef: Boeuf Strognoff
- d) Veal: Veau Codon Bleu, Escalope De Veau A A Anglaise
- e) Pork: Suckling pork

Other meats:

- Hare
- Wild bear
- Horse meat
- Squirrel
- Whale

Releve is served on a hot large plate, and the cutlery provided are a large knife and a large fork.

100. SORBET

It is the sixth course of the menu and a rest between the main course and Roti 10-12 minutes are allotted for the sorbet service. Russian and Egyptian cigarettes are passed with sorbet. Sorbet is iced

water, flavored with champagne or any other liquor. It is sweetened and coloured with fruit and fruit juices

Different sorbet preparations

- Sorbet A A Sicilienne
- Sorbet Alexandra
- Sorbet A A Americain
- Marquise

Sorbet is served in a parfait glass, with a quarter plate and a doily paper as underline. After the clearance of the main course, the dessert cutlery stays on the cover. An ashtray is placed on the cover in the centre. Cigarettes are passed on a quarter plate with a doily paper and a match box.

101. ROTI

In this course, roasted game birds are served, for example chicken, pigeon, turkey, quail, pheasant, snipe, duck, goose, may be served in this course. It is accompanied by a salad which is served on a half moon shaped plate.

Different roti preparations

- Faisen A A Normande
- Caille En Cocotte
- Dindonneau A A Chipolata

Roti is served on a hot half plate, and the cutlery provided is a small knife and a small fork. A side plate or a quarter plate is put on the side board along with a side knife. If the guest asks for bread, the quarter plate and knife are put on the cover. When serving roast of large birds, the joints may be served on a large plate, and the cutlery provided is a large knife and a large fork. If the roast is part of the main course, it may be served as main dish.

102. LEGUME

Different vegetables such as mushroom, artichokes, asparagus and carrots are served in this course.

Different legume preparations

i) Artichaut provencale: Artichokes are boiled, tossed in butter and cooked in cocote dish with peas and lettuce.

ii) Artichaut lyonnaise: Artichokes are cut into quarters, tossed in oil with fried onions and garnished with parsley.

iii)Asperges flamande: Asparagus is boiled and coated with sauce which is made from butter and egg yolk.

Legumes are served on a cold or hot half plate, depending upon the dish, cutlery provided are a small knife and a small fork.

Vegetables like artichoke and asparagus are eaten with fingers therefore a finger bowl is passed at the end of the meal if serving cold legume, accompaniments are vinaigrette or mayonnaise. Of serving hot legume, accompaniments are hollandaise or beurre noisette.

While serving asparagus, an inverted fork is placed under the plate, so that the plate tilts towards one side, where the appropriate amount of vinaigrette or mayonnaise collects.

103. ENTREMETS

It is a sweet course. Hot or cold puddings, cakes and Indian sweets are served in this course. These days, this course is merged with the dessert course.

i)Crème caramel

ii) Diplomat pudding

iii)Soufflé

iv) Baked alaska

v) Gateaux ananas

vi) Fruit and nut cake

vii) Ice cream

Entremets is served on a cold half plate and the cutlery provided is a dessert spoon and a dessert fork. Ice cream is served in an ice cream cup or cocktail cup, with a quarter plate and a doily paper as an underliner with a tea spoon or ice cream spoon.

104. BONNE BOUCHE

This course comes after the entremets course. It includes many savoury dishes.

Different bonne boucle preparations

- Anchovies on toast
- Roe on toast
- Haddock on toast
- Mushrooms on toast
- Devils on horseback
- Angels on horseback
- Canapés

- Cheeses

Different cheeses

- English: Cheddar, Cheshire, Lancashire, Derby, Stilton, Leicester, Gloucester
- French: Brie, Camembert, Port du Salut, Roquefort, Demi Sel
- Swiss: Gruyere, Emmenthal
- Dutch: Edam, Goda
- Italian: Gorgonzola, Parmesan, Parmesan
- Danish: Danish Blue
- German: Bavarian Blue
- Belgium: Limburger
- Greek: Feta
- American: Brick, Colby
- Scottish: Caboc, Dunlop

Accompaniments of cheese

- i) Special cruet set consisting of salt, pepper and mustard.
- ii) Celery is served in a glass bowl on a bed of crushed ice.
- iii) Radishes are served, when in season, in a glass bowl.
- iv) Castor sugar is passed in sugar dredges for cream cheese.
- v) Assorted cheese biscuits like cream crackers are served.

Bonne bouche is served on a half plate, and the cutlery provided are a small knife and a small fork.

Service of cheese: Cheese is presented on a cheese board or displayed on a trolley. Cheese is served on a quarter plate. It is cut into pieces with the help of a cheese knife. It is picked with the beak of a cheese knife and the cutlery provided is a small knife and a small fork. Cheeses are also provided as dips or accompaniments.

105. DESSERT

In the dessert course, fresh and dry fruits are served. Fresh fruits are arranged in a fruit basket which is called Corbielle des Fruits. Fresh fruits may be divided into four main categories:

- i) Soft fruits: Banana, papaya, grapes
- ii) Hard fruits: Pears, apple, mango, etc
- iii) Dry fruits: Walnuts, cashew nuts, almonds, pistachio
- iv) Citrus fruits: Oranges, sweet limes, grapefruit

Service of dessert:

Fruits may be served in a fruit basket or a half plate. Cutlery provided is a fruit knife and a fruit fork. Grapes are served along with grape scissor and a finger bowl of fresh water to wash the grapes. A nutcracker is passed for nuts. A finger bowl and fresh napkins are passed after the service.

106. CAFÉ OR COFFEE

It is customary to serve coffee at the end of a meal. Coffee could be served with or without milk and with white or brown sugar. There are wide varieties of coffee being served at different time and places. Digest if coffee has a small quantity of digest if and stimulant that ends dinner with a refreshing note. It is a small cup of coffee served in a demitasse which is about 2 1/2 oz. or 75 ml. it has a compatible saucer and coffee spoon. Frequently it is placed on quarter plate (F & B) to make it look decently large on the table and also to hold any spill while pouring brownies, biscuits and chocolate-flavored liquor are occasionally offered at this stage. Cigar, cognac and liquor are natural accompaniments. Black coffee is most popular after dinner but coffee could be served with or without milk and with white or brown sugar.

CHECK YOUR PROGRESS

Which are the twelve courses in a classical French menu?
 What is typically served during the Entrée course ?

4.04 MENU PLANNING

Factors to keep in Mind while planning Menu

The following are the factors kept in mind before planning a menu

Competition: While planning the menu locality needs to be considered, seeing how many restaurants are their near by looking into the competition in price and quality. Menu should be planned different from what is been already given in the market.

Location: The location should be surveyed properly looking into the potential of the market.

Clientele: While planning the menu the customers should be surveyed seeing that what kind of customer will be served whether family, youngster or a mix crowd

Spending capacity: While planning the menu and after surveying the customer one should see their spending capacity. Depending upon the spending capacity of the clientele the quality should be maintained.

Range of dishes: One must decide the range of dishes to be offered and the pricing structure. It should be decided whether to price each dish separately or offer a previously decided menu or a combination of both

Costing: An organisation will be profitable or not depends on how its menu is compiled. Cost can be quickly analysed everyday with the help of computers

Let us now study the art and science of menu design or menu planning. Planning a menu is a simple exercise that involves applying the knowledge of food, nutrient requirement and individual preferences to plan adequate and acceptable meals.

Let us remember that a well-balanced diet is a basic requirement for a healthy meal. However, a nutritious meal must look, smell and taste good. Balanced diet is defined as 'right kind of foods in the right amounts and proportions, to meet the nutrient needs of the persons'. It helps to decide:

- What to serve
- Where to shop
- How much to spend
- How much to serve
- How much to buy
- How to prepare food
- How to serve meals and at what time

Benefits of planning a menu

Planning menus become essential when the food has to be bought, prepared and served in large quantity to people. The advantages of planning are:

- If menus are planned in advance, they help in providing, appetizing, nourishing and attractive meals to customer with reasonable price. A price advantage can be obtained by buying seasonal foods and in quantities which carry discount.
- As the quantity of food required is calculated it can be bought in advance.
- Planning insures that the food is not wasted and the left over's can be used in next days menu which are already planned.
- Time and efforts spend on spot ordering, shopping and receiving of food material is avoided to a large extent.
- Time and efforts spend in preparation and cooking is minimized as ingredients are prepared and kept in advance.

- Careful planning may save fuel. Example milk can be heated together for the preparation of hot beverages, setting of curd or for preparing cottage cheese.
 - Next planned menus offer a wide range of dishes as seasonal variety of food is introduced in advance.
 - Planning in advance reduces the anxiety of the planner and enables him to give clear instruction to the staff.
 - Menu planning helps in the accurate calculation of food cost and introduction of food that can give more profit.
 - Planning helps to take care of price fluctuation so there are no changes on the menu.
-
- Planning menu is an important activity for food service operators and procedure should be adhered to determine how it can be done.

To summaries, Menu planning helps in various ways. The chief aims of menu planning are as follows:

- Economies of time, labour and fuel
- Planning meals within budget
- Aiding in the proper purchase, preparation and service of food
- Fulfill the nutritional needs of the customer
- Providing variety in the diet, by making proper selection of foods from within each of the three food groups
- Making meals appealing and palatable by proper selection of food in terms of color, texture and flavor
- Providing nutritious meals taking into account individual preference
- Planning meals in advance, so that any pre-preparation required can be made, and also so that leftovers from previous meals are economically utilized.

Menu

Before studying menu planning, one should get back to the meaning of a menu. A menu is a list of dishes planned for production in a catering operation and may include full meals, snacks or beverages.

Menu planning may, therefore, appear to be a simple exercise involving putting down whatever items the planner or the cook like and are easy to prepare. Past experience of sales may help them to forecast the quantities of each item that needs to be prepared. They may together decide to keep their outlet open for only a few hours or till the quantity prepared is sold out. If the food is finished and some customers see the 'closed' sign; and thus, customers go away without being served, the next day the manager may buy the related materials in large Menu Planning quantities. This is often the case with small roadside establishments that do not have much storage space or trained staff but start a business using the hit and trial management techniques.

They may even be faced with the opposite situation where customers did not come again, as they had a bad experience the previous day. This will lead to cooked food being left unsold. All such experiences show that:

- The chefs have to know what the customers like and at what times of the day are suited for those.
- Menus need to be planned for the customer and not the managers or staff of the establishment.
- The staff must know how to prepare the demanded foods well and to the quality standards desired.
- The atmosphere should be light and relaxing and not tense and noisy.
- They need to serve dishes in attractive ways to tempt customers.
- The efforts put in to please customers and satisfy them should also generate profit for the establishment to make it worthwhile.

One can go on thinking of many more factors that need to be consciously or unconsciously considered before a final list of food items or menu could be prepared and offered to customers to choose from at a reasonable price.

Thus, menu planning is not a simple listing of food items. They have to be arrived at after much thought and this complex process is called menu planning.

Let us now see why so much effort needs to be put in by catering managers for writing down a menu. It is because the menu performs a number of useful functions for smooth operation of establishments.

Planning Meals

Before finalizing the items on the menu, every planner must consider the basic factors essential to the situation and the customer for whom the menu is being planned.

The situation

The basic factors to be considered in terms of the situation would be:

- (i) The location of the establishment in relation to the market
- (ii) Space available for storing food in wholesome condition
- (iii) The size of the kitchen and service areas
- (iv) The number of staff and their skills
- (v) Equipment available in kitchen and service areas
- (vi) The policy of the establishment in terms of:

- (a) What type of customers it wishes to attract. This will be basically determined by the pricing policy, in that the higher the prices, richer the customer and the higher his power to pay.
- (b) The extent to which the establishment wishes to invest in catering, in comparison to other areas on expenditure such as furniture, decor, equipment, and so on.
- (c) The degree of automation or labour-saving devices desired.
- d) Personnel in terms of trained staff or cheaper unskilled labour.
- (e) Profit margins.
- (f) The type of service, i.e. whether food is served or pre-plated and handed over or packed and delivered.

CHECK YOUR PROGRESS

What is meant by menu planning?

What factors are to be considered while planning menu ?

The customer

We have to value the customers well. Customers are likely to represent people of varying ages, activities, occupations, physiological status and sex. They would also belong to various religious and cultural backgrounds. Some, perhaps, may have rigid food habits. The following section illustrates how the various requirements form the bases for menu planning. This is indicated in the sample menus given along with the special factors that are considered while planning menus.

PORTION CONTROL

Portion control means controlling the size or quantity of food to be served to each customer. The amount of food depends on the following three considerations.

(i) Type of customer or establishment:

There will be difference in the size of portions served to different customers such as portion served to heavy industry workers will be different from the portion served to female clerical workers.

(ii) Quality of food:

Good quality of food yields a greater number portion than poor quality food. Low quality stewing beef need trimming and does not give six portions from a kilogram whereas a good quality stewing beef will give eight portions from kilogram.

(iii) Buying price of food:

The buying price of food corresponds to the quality of the food. The price paid for a food item should be equivalent to its quality. A good price means a good quality which means good yield and good portions.

Portion control should be closely linked to buying of food. Without the knowledge of food bought it is difficult to know the number of portions obtained to it.

Portion control equipments

There are certain equipment's that can be used for controlling the size of the portion. Some equipments are:

- Scoops for ice cream.
- Ladles for soup and sauces.
- Fruit juice glasses.
- Soup plates or bowls.
- Milk dispenser and tea dispenser.
- Individual pie dishes, pudding dishes, moulds and cooks

BOARDING SCHOOL

Since boarding schools have the responsibility of providing meals to resident school children, the important factors in planning their meals are:

(i) Nutritional balance

School children generally spend a lot of physical energy at play. They are also at various stages of growth and so their general nutritional needs would have to be considered while planning their meals. Some children may have special requirements because of sickness or injury. The considerations would, therefore, emphasize on planning balanced diets suitable to their needs.

(ii) Four-meal pattern

This comprises breakfast, lunch, tea and dinner with bedtime milk or milk-based beverages.

Children are generally restless and do not like to spend too much time at the table. Besides, they feel rushed in the morning because they have to reach school on time. Menus, therefore, have to provide dishes that are not only quick to eat, but satisfying. Perhaps, something they can carry out of the dining hall easily, such as a hamburger or a salad roll; or stuffed parathas, pancakes and whole fruit would be in order.

Children have varying appetites and often prefer snaky meals at frequent intervals, to a few large ones.

(iii) Purchasing power

This may not very important because parents or guardian have already paid the charges in advance before sending children to boarding school and are aware of the quantum of expenses.

iv) Planning

Planning should be done according to the average age of the children. First, their favorite dishes should be cooked. Then a dish that they generally dislike should also be made. This will tempt them to eat whatever food is cooked for them. Similar age groups should be seated together. Service arrangements should be made to help the younger children with the plating of their food. The service should be supervised by teachers who eat with them to set an example of discipline eating of everything offered.

iv) Gender

The tastes and needs of the girls and boys differ. Gender is as important factor to be considered, as girls like very different types of foods than boys. Girls are also less active then boys and eat less, but them like variety in colour, texture and flavors. Boys prefer fast foods and snacks which they can eat while performing activities. A policy of mixing dishes in the menu to suit both sexes is desirable unless their hostels are separate and have separate production and service units.

In general, boys prefer food with a higher satiety and caloric value than girls of the same age, who become figure conscious and prefer light, frequent but small meals. Also, girls generally prefer food that is spicier.

(vi) Service methods

Self-service methods should be encouraged while supervision is necessary to ensure every dish is picked and eaten.

(vii) Food safety

Safety of food should be ensured in the production process, service and hygienic habits of children who would normally use their hands while eating.

CHECK YOUR PROGRESS

How do we take into account the nutritional balance while designing a menu?
What role does gender play in menu planning?

(viii) Eating patterns

(a) Don't be monotonous. Children tend to easily get bored with food. So menus need to provide variety in colour, texture taste and flavour.

(b) The climatic and weather conditions are important considerations too. In very dry and hot weather, children lose a lot of body water and salts through perspiration. The menus then would need to introduce extra liquids and salts, because children do not generally like to drink plain water.

The menu planner, therefore, has to consider all these listed factors when planning menus for children, in addition to making them cost effective, reputable and profitable. The structure of the menu for a children's hostel would, therefore, be follows:

Main dish - Curry

Side dishes - Root vegetable/green/other vegetables

Cereal - Rice/roti /chapatti/poori

Curd - Plain/raita

Salad - Green/mixed /seasonal

Sweet/dessert - Cooked/frozen /topped/fruit

Accompaniments – Papad/pickles/chutney

Meal planning for a school child

A child in the age group of 7 to 12 years is known as

- The rate of growth of a school child is less than the rate of growth of a preschool child.
- Growth continues at a steady pace.
- There will be an improvement in the functioning of body tissues and organs.
- Growth takes place in the form of development of muscles and bones.
- Preparation for adolescence.

The following should be the weight of boys/girls in the age group of 7—12 years.

Age (Years)	Boys (Kg)	Girls Kg
7 +	24.46	24.45
8 +	26.42	25.97
9+	30.00	29.82
10+	32.29	33.58

11 +	35.26	37.17
12+	38.78	42.97

The main nutrients required are those that give:

- Energy
- Iron
- Calcium
- Protein

The important points that should be kept in mind while feeding a school child are:

- Boys have more muscle tissue and less adipose tissue.
- Girls have more adipose tissue and less muscle tissue.
- Shedding of baby teeth takes place and permanent teeth will emerge.
- Boys and girls are engaged in more vigorous activities, may be in the form of sports, so, there is a need for more energy.
- More sweating will take place and hence loss of water, sodium and potassium.
- Fluid intake should be increased.
- Blood volume increases and it pushes up the iron needs.
- Bones will grow due to mineralization of bones.
- Recommended daily intakes (RDI5) for energy, protein, calcium, Thiamine (B 1), Riboflavin (B2) and Niacin increases as age increases.
- The RDIs for Vitamin C, folic acid, Vitamin B12, Vitamin A, remains Menu Planning unchanged.
- Iron absorption is more in case of girls.

CHECK YOUR PROGRESS

Which factors should be taken into account while designing menu for children?
What are the difference in the menus for children and the adolescence?

Meal planning for adolescents

Persons in the age group of 13 to 18 years are called adolescents. During this period, major physical, Mental and emotional changes take place, which are as follows:

- This is a period of rapid physical growth.
- There will be sharp increase in height and weight.
- Growth and development of skeletal system and muscular system.
- Muscles and bones increase in size and strength.
- Heart, lungs, stomach and kidneys attain their final adult size and level of functioning.
- There will be an increase in blood volume.
- Functional capacity of respiratory, digestive and circulatory system increases.
- Sexual characters will appear.
- Functioning of reproductive system starts.
- The changes in the body structure and functioning are guided by hormones, androgens in males and estrogens in females.
- It is a period of physiological stress for the body, because of the extremely rapid rate of growth.

Diet plays a crucial role in promoting and sustaining growth. This is the last chance to catch up growth.

The main nutrients required are those that give:

- Iron
- Protein
- Energy
- Calcium

The main points to be considered while planning meals for adolescents are as follows:

- Be careful about dieting, weight reducing techniques
- Avoid over-eating
- Exercise is the remedy for over weight

Meal planning for adults

Persons who are more than 20 years old are called as adults. During this period, their growth in terms of body size is completed.

- In case of young adults, the body has the capacity to replace the worn out tissues.
- There will be a gradual and progressive change in body functioning.
- Breakdown of tissue increases and renewal of worn out tissue decreases.
- Nutritional needs are for maintenance of body functions.
- In case of older adult, the body has lost the capacity to replace the worn out tissues.

Changes during ageing

The following changes take place during ageing.

- **Kidney functions:** There is a marked reduction in the number of functioning of the kidney cells.
- **Reduction in the amount of saliva secreted:** Hence Swallowing becomes difficult. Teeth become loose: Thus, chewing becomes difficult.
- **Digestive tract functioning:** The number of taste buds in the mouth decreases. This reduces sensitivity to taste.
- **Decreased secretion of digestive juices:** So, food is not digested and absorbed properly and it stays longer in the stomach.
- **Muscles of digestive tract become weak:** Movement of food in the tract slows down and constipation sets in.
- **Skeletal system:** Skeletal bone loss occurs with aging.
- **Loss of calcium and phosphorus:** This results in thinning of bones. Osteoporosis is a condition in which bones become weak and brittle (mostly in women).

The main nutrient requirements are:

- Energy
- Body building
- Protective/regulatory

CHECK YOUR PROGRESS

What changes occur in bodies of adolescences and adults which need to be taken while menu planning?

What factors do we consider while designing menu for adults?

CONSIDERATION OF MENU PLANNING

The success of a food service operation, whatever its size, depends heavily on those who plan the menus and how they do it. While it may seem a simple exercise of providing something to eat and drink, in practice good menu planning requires a lot of skill. It is important, therefore, that people responsible for planning menus have a good knowledge of:

- Food
- Preparation and service methods
- Aesthetic presentation
- Customers

1. Food

This involves knowledge about different types, forms and varieties of foods; their seasonal availability; nutritional and anti-nutritional factors; and the presence of toxic elements in certain food varieties; the edible portion obtained from each food; taste and flavour differences and how they can best be combined for meals; acceptability and cost factors.

2. Preparation and service methods

Even though a menu planner does not necessarily prepare or serve the food, it is important for him/her to know which food is best prepared and by which method of cooking. This is possible only if the planner knows about the inherent qualities of foods in terms of texture, Composition, colour, flavour and all other chemical and physical properties. Knowledge of the behavior of these characteristics to the application of heat, addition of salts, acids, oils and spices are also very essential to any method of food preparation.

Similarly, knowing what food is suited to what style of service; which flavours Menu Planning blend together best, and how to combine them are the crux of customer's food acceptability,

3. Aesthetic presentation

Whatever may be the colour, taste and flavour of a meal, its appearance on the plate or in the display case determines customer's choice, there are different ways in which simple food can be presented to

catch the eye of customers. Equipped with this knowledge, the menu planner can introduce a variety of form and colour in menus to attract customers and increase acceptability.

4. Customers

It is vital for the menu planner to be familiar with the food expectations of a customer. A general idea of his/her food preferences or favorites, Physiological requirements, paying power, social standing, regional or ethnic backgrounds, and the reasons for eating out are essential for providing customer satisfaction. People eat outside their homes for a number of different reasons and each reason affects their choice of food at a particular time. Office goers, for instance, stopping for a quick lunch would prefer light inexpensive meals, while an executive who is entertaining would choose more elaborately presented items. Similarly, captive customers, such as children in a boarding school, or people in an old age home will necessarily eat from a less selective menu, because they have no choice but to eat what is prepared in the institutional kitchen. Again, people traveling long distances look forward to food because other activities as in a train or an aeroplane are restricted. The menu should, therefore, be interesting in terms of providing variety in form, colour and flavour. In addition, they need to be easy to serve and eat while traveling.

CHECK YOUR PROGRESS

Which factors do we consider while designing menu?

What role does preparation and service methods play in menu planning ?

Why Plan Menus

Planning menus is essential when food has to be bought, prepared and served in large quantities to people of varying tastes and requirements. The following are the advantages of planning:

- It has provisions for appetizing, nourishing and attractive meals for customers at a fair price. This is only possible if the meals are planned in advance, so that a price advantage can be obtained by buying seasonal foods and in quantities that carry discounts.
- Planning meals helps determine requirements accurately. Food buying can thus be controlled through advance buying, because quantities are calculated beforehand.
- It ensures that food is not wasted because any leftovers can be creatively incorporated in the next meal on menu which is already planned out.
- Time and effort spent on haphazard ordering, shopping and receiving of food materials is saved.
- Time and effort spent in preparation and cooking is also minimized because ingredients required for subsequent meals are known in advanced. Garnishes, for instance, can be prepared along with salads at one time. Chopping and cutting separately for each dish is avoided. Time is not lost in waiting for ingredients, as they are already purchased and ready for use.

- Carefully planned menus save fuel and cut down on waste through excessive leftovers: for example, milk may be heated together for the preparation of hot beverages, setting of curds or for preparing cottage cheese, instead of placing the milk in three containers and heating small quantities separately. Similarly, planned menus can help to save on quantities and ingredients e.g. leftover curds may be added to boiling milk for making cottage cheese or paneer instead of vinegar or lemon juice. Also, the whey obtained need not be wasted, but added to curries, soups, etc.
- Menus help to note favorite dishes and those which did not sell too well in the past. From these records, decisions regarding the number of portions of each item to be prepared for service can be made.
- Planning tends to offer a wider choice of dishes because seasonal varieties of foods can be introduced in advance. This becomes very restricted when preparation has to be done on the bases of spot decisions.
- Advance planning removes a lot of anxiety for the planner and enables clear-cut instructions to be given to staff. This also helps to create harmony among people at work.
- If the planner is absent for a day, customers need not have to go hungry or disappointed, because the work goes on according to plan.
- Meal planning helps in the accurate calculation of food costs and inclusion of items that can be profitably sold. It also becomes far easier to fix selling prices in advance for the information of the customer.
- Planning helps to take care of price fluctuations and prevents frequent changes on menu displays as far as the customer is concerned.

Planning menus is thus an important activity for every food service operation, and catering managers need to ensure procedures which can determine how best it can be done.

WELL-PLANNED MENU MAKING

The following sample menus have been suggested for various institutions and occasions to act as guidelines for planning.

<p>Menu A (Boy's Hostel, one day)</p> <p>Breakfast: Butter milk and Toast</p> <p>Lunch Curd, Chappati, Rice, Vegetable (sauteed)</p> <p>Tea Samosa, milkshake</p> <p>Dinner Egg Curry (or Veg Kadhi) Gajar Halva, Dal rice, Palak , Potato sauteed,</p>

<p>Menu B (Girl's Hostel, One day)</p>
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Breakfast:
Porridge, egg poached, butter toast, milk
Lunch
Raita, chutney, Curry-pakora, Chappati, Rice, Vegetable (sautéed), pickle
Tea
Cookies, tea/coffee
Dinner
Veg sautéed, Chapatee
Kheer/Halva, Dal rice.

The following factors were taken into consideration in preparing this menu:

- (i) The Indian food habits which include a curry, curd, dal preparation (usually consumed in some form at least once a day), and an Indian dessert at dinner.
- ‘ii) Boys need a nutritionally balanced diet provided by food from all food groups in each meal. The satiety value through a fried snack, egg and halwa take care of protein and extra calories for activities, besides providing all the other nutrients.
- iii) The menu provides, in this format, a lot of flexibility, so that different curries, halwas, forms of egg, snacks, fruits and shakes can be provided according to seasonal availability.
- iv) Boys do usually not like salads unless they are incorporated in sandwiches or rolls, which can be introduced as snacks, in the form of burgers, kebabs, pakoras, etc.

The difference in Menus A and B is chiefly in the provision of spicy preparations, such as raita, pickle, chutney and assorted pakoras with inclusion of salads for girls. Eggs have been provided in unfried forms in preference to fried forms. This menu is just as flexible as Menu A and can be varied according to the mood of the customer and the availability of ingredients.

It may be noted that Menus A and B are only light, and if a cyclic menu is prepared which is the normal practice in hostels, then specific dishes may be written out for several days in advance.

Menu C:

A conference lunch menu attended by delegates from different countries.

Lunch

Stuffed capsicum and tomatoes

Cottage cheese/Meat ball curry

Mixed vegetable pulao

Pineapple raita

Green salad

Carrot mould with cream

Coffee

The factors taken into consideration while planning are:

(i) The dishes are generally acceptable to persons from all the countries. The menu accomplishes this through:

- The starter and salad which are two items that are eaten all over the world.
- The curry selected is familiar to most persons—meat balls served with spaghetti or in tomato sauce are common to most.
- Cottage cheese curry provides vegetarians with an equivalent substitute for meat curry.
- Indian curries are relished by people from all countries.
- Rice is a common cereal in most countries and people look forward to tasting oriental flavours in the form of pulaos.
- Pineapple raita would provide the familiar flavour of the fruit.
- Yoghurt can act as a suitable accompaniment to the rice.
- Carrot and halwa molded and served with cream introduces a new form of pudding to foreign palates, while being relished by most Indian.

(ii) The composition of the menu allows for quick service between conference sessions.

(iii) The colour, texture, flavour and attractiveness is taken care of on a buffet table during service.

(iv) There is very little scope for over spicing. For those who wish to add more Spices, these could be placed on the table in the form of chutneys, pickles, papads and cruets of salt and pepper or salad dressings.

While the menu accounts for tastes and habits of the people from all over the world, the Indian touch that many delegates relish is not absent.

Menu D: A canteen menu

Special of the day	pizza	Rs 100.00
Assorted fried snack (with chutney)	1 plate	20.00
Mini meal	plate	40.00
Sandwiches	pack	25.00
Fruit cake	piece	15.00
Tea	cup	5.00
Coffee	cup	8.00
Cold drinks	glass (200ml)	10.00

The factors considered in planning are:

- (i) The eating habits of the customers. If it is an office canteen, hot beverages will be demanded throughout the day.
- (ii) The purchasing power of customers
- (iii) Favorite among customers is included in the days special.
- (iv) Easy to serve in disposables.
- (v) The satiety value and value for money.
- (vi) Minimum on the spot preparation.
- (vii) Items that will provide attractive displays.

CHECK YOUR PROGRESS

Why do we plan menu?

Plan a menu for Boys hostel for children of age group 10 to 15 (Class 6th to class 10th).

4.05 MENU PRESENTATION

4.05.01 ECONOMIC CONSIDERATIONS

As early as the mid-20th century, some restaurants have relied on “menu specialists” to design and print their menus. Prior to the emergence of digital printing, these niche printing companies printed full-color menus on offset presses. The economics of full-color offset made it impractical to print short press runs. The solution was to print a “menu shell” with everything but the prices. The prices

would later be printed on a less costly black-only press. In a typical order, the printer might produce 600 menu shells, then finish and laminate 150 menus with prices. When the restaurant needed to reorder, the printer would add prices and laminate some of the remaining shells.

With the advent of digital presses, it became practical in the 1990s to print full-color menus affordably in short press runs, sometimes as few as 25 menus. Because of limits on sheet size, larger laminated menus were impractical for single-location independent re to produce press runs of as few as 300 menus, but some restaurants may want to place far fewer menus into service. Some menu printers continue to use shells. The disadvantage for the restaurant is that it is unable to update anything but prices without creating a new shell.

During the economic crisis in the 1970s, many restaurants found that they were having to incur costs from having to reprint the menu as inflation caused prices to increase. Economists noted this transaction cost, and it has become part of economic theory, under the term "menu costs." As a general economic phenomenon, "menu costs" can be experienced by a range of businesses beyond restaurants; for example, during a period of inflation, any company that prints catalogues or product price lists will have to reprint these items with new price figures.

To avoid having to reprint the menus throughout the year as prices changed, some restaurants began to display their menus on chalkboards, with the menu items and prices written in chalk. This way, the restaurant could easily modify the prices without going to the expense of reprinting the paper menus. A similar tactic continued to be used in the 2000s with certain items that are sensitive to changing supply, fuel costs, and so on: the use of the term "market price" or "Please ask server" instead of stating the price. This allows restaurants to modify the price of lobster, fresh fish and other foods subject to rapid changes in cost.

The latest trend in menus is the advent of handheld tablets that hold the menu and the guests can browse through that and look at the photographs of the dishes.

4.05.02 Writing style

The main categories within a typical menu in the US are "appetizers," "side orders and a la carte," "entrées," "desserts" and "beverages." Sides and a la carte may include such items as soups, salads and dips. There may be special age-restricted sections for "seniors" or for children, presenting smaller portions at lower prices. Any of these sections may be pulled out as a separate menu, such as desserts and/or beverages, or a wine list. Children's menus may also be presented as placemats with games and puzzles to help keep children entertained.

Menus can provide other useful information to diners. Some menus describe the chef's or proprietor's food philosophy, the chef's resume, or the mission statement of the restaurant. Menus often present a restaurant's policies about ID checks for alcohol, lost items, or gratuities for larger parties. In the United States, county health departments frequently require restaurants to include health warnings about raw or undercooked meat, poultry, eggs and seafood.

4.05.03 Types of Menu Presentations

1. Paper

Menus vary in length and detail depending on the type of restaurant. The simplest hand-held menus are printed on a single sheet of paper, though menus with multiple pages or "views" are common. In some cafeteria-style restaurants and chain restaurants, a single-page menu may double as a disposable placemat. To protect a menu from spills and wear, it may be protected by heat-sealed vinyl page protectors, laminating or menu covers. Restaurants weigh their positioning in the marketplace (e.g. fine dining, fast food, informal) in deciding which style of menu to use.

While some restaurants may use a single menu as the sole way of communicating information about menu items to customers, in other cases, the meal menu is supplemented with ancillary menus, such as:

- An appetizer menu (nachos, chips and salsa, vegetables and dip, etc.)
- A wine list
- A liquor and mixed drinks menu
- A beer list
- A dessert menu (which may also include a list of tea and coffee options)

Some restaurants use only text in their menus. In other cases, restaurants include illustrations and photos, either of the dishes or of an element of the culture which is associated with the restaurant. An example of the latter is in cases where a Lebanese kebab restaurant decorates its menu with photos of Lebanese mountains and beaches. Particularly with the ancillary menu types, the menu may be provided in alternative formats, because these menus (other than wine lists) tend to be much shorter than food menus. For example, an appetizer menu or a dessert menu may be displayed on a folded paper table tent, a hard plastic table stand, a flipchart style wooden "table stand," or even, in the case of a pizza restaurant with a limited wine selection, a wine list glued to an empty bottle.

Take-out restaurants often leave paper menus in the lobbies and doorsteps of nearby homes as advertisement. The first to do so may have been New York City's Empire Szechuan chain, founded in 1976. The chain and other restaurants' aggressive menu distribution in the Upper West Side of Manhattan caused the "Menu Wars" of the 1990s, including invasions of Empire Szechuan by the "Menu Vigilantes", the revoking of its cafe license, several lawsuits, and physical attacks on menu distributors.

107. 2. Menu board

Some restaurants – typically fast-food restaurants and cafeteria-style establishments – provide their menu in a large poster or display board format up high on the wall or above the service counter. This way, all of the patrons can see all of the choices, and the restaurant does not have to provide printed menus. This large format menu may also be set up outside (see the next section). The simplest large format menu boards have the menu printed or painted on a large flat board. More expensive large format menu boards include boards that have a metal housing, a translucent surface, and a backlight (which facilitates the reading of the menu in low light), and boards that have removable numbers for

the prices. This enables the restaurant to change prices without having to have the board reprinted or repainted.

Some restaurants such as cafes and small eateries use a large chalkboard to display the entire menu. The advantage of using a chalkboard is that the menu items and prices can be changed; the downside is that the chalk may be hard to read in lower light or glare, and the restaurant has to have a staff member who has attractive, clear handwriting.

A high-tech successor to the chalkboard menu is the 'write-on wipe-off' illuminated sign, using LED technology. The text appears in a vibrant color against a black background.

3. Outdoor



Fig 3.03: Menu cards - Presi Corp.

(Pic Wikipedia)

Some restaurants provide a copy of their menu outside the restaurant. Fast-food restaurants that have a drive-through or walk-up window will often put the entire menu on a board, lit-up sign, or poster outside, so that patrons can select their meal choices. High-end restaurants may also provide a copy of their menu outside the restaurant, with the pages of the menu placed in a lit-up glass display case; this way, prospective patrons can see if the menu choice is to their liking. As well, some mid-level and high-end restaurants may provide a partial indication of their menu listings—the "specials"—on a chalkboard displayed outside the restaurant. The chalkboard will typically provide a list of seasonal items or dishes that are the specialty of the chef which are only available for a few days.

4. Digital displays

With the invention of LCD and Plasma displays, some menus have moved from a static printed model, to one which can change dynamically. By using a flat LCD screen and a computer server, menus can be digitally displayed allowing moving images, animated effects and the ability to edit details and prices.

For fast food restaurants, a benefit is the ability to update prices and menu items as frequently as needed, across an entire chain. Digital menu boards also allow restaurant owners to control the day parting of their menus, converting from a breakfast menu in the late morning. Some platforms support the ability allow local operators to control their own pricing while the design aesthetic is controlled by

the corporate entity. Various software tools and hardware developments have been created for the specific purpose of managing a digital menu board system. Digital menu screens can also alternate between displaying the full menu and showing video commercials to promote specific dishes or menu items.

5. Online menu

Websites featuring online restaurant menus have been on the Internet for nearly a decade. In recent years, however, more and more restaurants outside of large metropolitan areas have been able to feature their menus online as a result of this trend.

Several restaurant-owned and startup online food ordering websites already included menus on their websites, yet due to the limitations of which restaurants could handle online orders, many restaurants were left invisible to the Internet aside from an address listing. Multiple companies came up with the idea of posting menus online simultaneously, and it is difficult to ascertain who was first. Menus and online food ordering have been available online since at least 1997. Since 1997, hundreds of online restaurant menu web sites have appeared on the Internet. Some sites are city-specific, some list by region, state or province.

6. SECRET MENU

Another phenomenon is the so-called "secret menu" where some fast food restaurants are known for having unofficial and unadvertised selections that customers learn by word of mouth. Fast food restaurants will often prepare variations on items already available, but to have them all on the menu would create clutter. Chipotle Mexican Grill is well known for having a simple five item menu, but some might not know they offer quesadillas and single tacos, despite neither being on the menu board.

In-N-Out Burger has a very simple menu of burgers, fries, sodas, and shakes, but has a wide variety of "secret" styles of preparations, the most famous being "Animal Style" burgers and fries. This can also occur in high-end restaurants, which may be willing to prepare certain items which are not listed on the menu (e.g., dishes that have long been favorites of regular clientele). Sometimes restaurants may name foods often ordered by regular clientele after them, for either convenience or prestige.

CHECK YOUR PROGRESS

Which are the various ways in which menu are presented?

What is meant by secret menu ?

4.06 END QUESTIONS

1. Describe the concept of Menu.
2. What is meant by Menu planning?
3. Which are the courses of a Full Classical French dinner?
4. Give examples of dishes to be served as releve?

5. What is meant by English breakfast?
6. Describe Continental Breakfast.
7. What is meant by cover? What does it play role in table layout?
8. List various types of menus and their salient features.
9. What are the ways in which menus can be classified?
10. What is meant by table d'hôte ?
11. Describe a banquet menu.
12. What is meant by menu presentation?
13. Describe how menu are designed.
14. Explain various ways in which menu are presented
15. What are the features of cycle menu and where is it used ?
16. Which are the various meals according to the time of day when they are taken?
17. What is meant by English Breakfast?
18. What is meant by menu planning?
19. What factors are to be considered while planning menu ?
20. How do we take into account the nutritional balance while designing a menu?
21. What role does gender play in menu planning?
22. Which factors should be taken into account while designing menu for children?
23. What are the difference in the menus for children and the adolescence?
24. What changes occur in bodies of adolescences and adults which need to be taken while menu planning?
25. What factors do we consider while designing menu for adults?
26. Which factors do we consider while designing menu?
27. What role dos preparation and service methods play in menu planning?
28. Why do we plan menu?
29. Plan a menu for Boys hostel for children of age group 10 to 15 (Class 6th to class 10th).
30. Which are the various ways in which menu are presented?
31. What is meant by secret menu?

4.07 REFERENCES AND FURTHER READING

The following questions should help you prepare for the End Examinations. These questions are for 5 marks each and should take you 11 minutes under examination conditions.

1. Sudhir Andrews, "Food and Beverages Services: A Training Manual" by, Tata McGraw Hill, Delhi, 2009.
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3. Vijay Dhawan, "Food and Beverages Services", Frank Brothers and Company, Gautam Budh Nagar, 2000.
4. Malhotra, R K, "Food Service and Catering Management", Anmol Publication Pvt Ltd., New Delhi 2002.

5. Napkin folding; <http://www.napkinfoldingguide.com/>

6. Ayan Basak, “Food and Beverages Service -1”, Published for YCMOU by Vikas Publications, Delhi 2010.

7. Shakesh Kumar Singh, “Quantity Food Production”, Published for YCMOU by Vikas Publications, Delhi 2010.