Contents

List of figures		vii		Menu knowledge	164
List of tables		xi		Beverage menus/lists	168
Preface to the fourth edition		xiii		Menu merchandising	173
Preface to the third edition		xv		Further reading	177
Preface to the second edition		xvii		· ·	
Preface to the first edition		xix	6	Food and beverage operations:	
				Purchasing and storage	179
1	Introducing food and beverage			Introduction	179
	management	1		Purchasing	180
	Introduction	1		The purchasing procedure	182
	Size and scope of food and beverage			Price and quality performance	184
	operations	2		The purchasing of foods	185
	Food and beverage management	11		The purchasing of beverages	190
	Managing the meal experience	23		Receiving of food	192
	Further reading	39		Storing and issuing food	193
	J			Stocktaking of food	194
2	The restaurant sector	41		Receiving of beverages	196
	Introduction	41		Storing and issuing of beverages	196
	Full service restaurants and			Further reading	202
	licensed retail	42			
	Hotel restaurants and private clubs	52	7	Food and beverage operations:	
	Fast food	61		Production and service	203
	Further reading	73		Introduction	203
				Food production methods	210
3	Contract, travel and public			Beverage production methods	220
	sector catering	75		Food and beverage service methods	222
	Introduction	<i>7</i> 5		Further reading	256
	Contract catering	76			
	Travel catering	88	8	Food and beverage control	259
	Public sector	106		Introduction	259
	Further reading	113		The objectives of food and	
				beverage control	260
4	Developing the concept	115		Special problems of food and	
	Introduction	115		beverage control	262
	The concept	118		The fundamentals of control	263
	Feasibility study	120		The reality of control	267
	The business plan	123		Setting the budget and	
	Financing the operation	127		break-even analysis	268
	Facility design and layout	132		Basic concepts	276
	Further reading	144		Methods of food control	281
				Methods of beverage control	287
5	The menu: Food and beverage	145		EPOS reporting	291
	Introduction	145		Food and beverage control checklists	295
	Type of menus	146		Revenue control	299
	Menu offering	150		Profit sensitivity analysis and	000
	Menu pricing	156		menu engineering	300

	Systems of revenue control	303	11	Managing quality in food and	
	Computerized systems	306		beverage operations	371
	Forecasting	308		What is quality?	372
	Operating ratios	309		Why is quality important?	376
	Further reading	316		Managing quality in food and	
				beverage operations	378
9	Staffing issues	317		A systematic approach to quality	
	Introduction	317		management	380
	Structure of UK labour	318		Developing approaches to	
	Recruitment	318		quality management	385
	Staff turnover	321		Examples of quality management	
	Staff training	325		in practice	390
	Legal framework	326		Further reading	398
	Staff scheduling	328		V	
	Supervision and communication	330	10	Transferred developments	401
	Further reading	336	12	Trends and developments	401 401
				Introduction	
10	Food and beverage marketing	339		Consumer trends	402
	Marketing	340		Environmental issues	405
	Advertising	355		Financing the operation	408
	Public relations	361		Ethical issues	409
	Merchandising	363		High tech food	413
	Sales promotion	364		Further reading	419
	Personal selling and upselling	367			
	Further reading	370	Ind	ex	421