

FOOD AND BEVERAGE SERVICE

9TH EDITION

JOHN COUSINS
DENNIS LILICRAP
SUZANNE WEEKES



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NINTH EDITION

JOHN COUSINS
DENNIS LILICRAP
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How to use this book and master reference chart

The information in the book can be accessed in three ways:

- 1 Using the detailed contents list at the front of the book (p.iii)
- 2 Finding information through the index at the back of the book (p.ix)
- 3 Using the master reference chart (p.ix).

The master reference chart takes account of the various examining and awarding body recommendations and assessment requirements, especially National Vocational Qualifications. The chart identifies aspects of food and beverage service and indicates the chapter or section where that information is detailed.

Because of the wide variety of hospitality operations, the chart indicates the broad range of knowledge and skills that will be relevant to a range of food service operations. The chart can be used as a checklist when identifying the relevance of a particular aspect to a particular foodservice operation, job or qualification requirement, as well as a means of finding information.

To use the chart, first select the aspect you are interested in from the tasks and duties column. Then note the chapter and/or section identified and go to the indicated page.



Master reference chart

Tasks and duties	Chapters/sections and page numbers
Industry knowledge	
Define food and beverages	1.1, p.2
Identify the sectors of the foodservice industry	1.1, p.2
Identify variables between different sectors	1.1, p.2/5
Explain the stages of the foodservice cycle	1.2, p.6
Describe examples of foodservice operations	1.2, p.6/8
Identify variables in different foodservice operations	1.2, p.6/9
Identify factors contributing to the meal experience	1.3, p.10
Define customer service	1.4, p.11
Differentiate between levels and standards of service	1.4, p.12
Describe food production methods	1.5, p.14
Distinguish between the service sequence and the customer process	1.6, p.16
Outline the relationship between the different operating systems in a foodservice operation	1.6, p.17
Describe food and beverage service methods	1.6, p.18/19
Identify the main job titles and roles within food and beverage service	1.7, p.20
Personal skills	
Identify factors for success in food and beverage service	2.1, p.27
Develop attributes necessary for food and beverage service	2.2, p.27
Comply with key service conventions and know the reasons for them	2.3, p.30
Work within legal requirements	2.1, p.27
Develop competence in essential technical skills	2.4, p.33
Develop good interpersonal skills	2.5, p.40 and 12.3, p.388
Be able to deal with:	
● adults	2.5, p.40
● children	2.5, p.41
● those with mobility difficulties	2.5, p.42
● those with communication difficulties	2.5, p.43
● customer complaints	2.5, p.43
● customer incidents	2.5, p.44



Tasks and duties	Chapters/sections and page numbers
Health, safety and security	
Maintain personal health and hygiene	2.2, p.27
Maintain a safe environment	2.6, p.48
Avoid hazards	2.6, p.49
Deal with accidents	2.6, p.49
Carry out procedures in the event of a fire	2.6, p.49
Contribute to cleaning programmes	2.6, p.51
Maintain a secure environment	2.6, p.52
Deal with suspicious items	2.6, p.53
Deal with bomb threats	2.6, p.53
Service areas, equipment and product knowledge	
Know and apply knowledge of:	
● service areas and equipment	Chapter 3, p.54
● menus	4.1, p.90 to 4.4, p.97
● menu knowledge and accompaniments	4.5, p.101 to 4.16, p.126
● cuisine and service terms	Annex A, p.427
● wine and drink lists	5.7, p.149
● non-alcoholic drinks, including hot drinks	5.1, p.128 to 5.6, p.146
● wine	5.10, p.158
● other alcoholic beverages	5.8, p.155 to 5.9, p.157 and 5.11, p.172 to 5.14, p.179
Develop wine tasting techniques	5.15, p.180
Develop skills in matching food and wine/drinks	5.16, p.184
Know and apply the guidelines for safe, sensible drinking	5.17, p.189
Service sequence	
Take bookings for table service	6.1, p.192
Prepare service areas:	
● table service	6.2, p.193
● self-service, assisted service and single point service	7.1, p.256, 7.2, p.257
Take orders for food and beverages and determine customer requirements	6.3, p.215
Serve food:	
● plated service	6.4, p.222
● silver service	6.5, p.228
● self-service, assisted service and single point service	7.3, p.266
Serve beverages:	
● wine	6.6, p.233
● other alcoholic beverages	6.6, p.233
● non-alcoholic beverages	6.7, p.244



Tasks and duties	Chapters/sections and page numbers
Clear during service:	
• table service	6.8, p.248
• self-service, assisted service and single point service	7.4, p.269
Deal with payments	12.6, p.403
Clear service areas after service:	
• table service	6.9, p.253
• self-service, assisted service and single point service	7.5, p.270
Additional service skills	
Provide other meal services:	
• breakfast	8.1, p.273
• afternoon teas	8.2, p.277
Describe the different service in situ methods	9.1, p.282
Provide service in situ:	
• room service	9.2, p.282
• lounge service	9.3, p.288
Provide enhanced levels of service:	
• guéridon service	10.1, p.295
• carving, filleting and jointing	10.2, p.297
• prepare, cook and serve food in a food service area	10.3, p.302 to 10.12, p.349
Events	
Contribute to event administration	11.1, p.355, 11.2, p.356, 11.3, p.357, 11.6, p.378
Contribute to event organisation	11.4, p.360
Prepare for and serve at events	11.4, p.360
Provide service at weddings	11.5, p.373
Supervisory responsibilities	
Supervise within legal requirements	12.1, p.381
Implement sales development activities	12.2, p.383
Improve customer relations	2.5, p.40 and 12.3, p.388
Maintain staffing levels	12.4, p.391
Contribute to the development of teams and individuals	12.4, p.391
Contribute to pricing for food and beverages	12.5, p.399
Maintain practices and procedures for handling payments	12.6, p.403
Receive, store and return wines and drinks	12.7, p.415
Maintain cellar stocks	12.7, p.415
Contribute to the control of food and beverage operations	12.6, p.403, 12.7, p.415 and 12.8, p.423
Maintain cleaning programme in own area	2.6, p.48
Maintain vending machine service	3.13, p.85
Supervise the running of an event	Chapter 11, p.355



Introduction to the ninth edition

Aim of the book

Food and Beverage Service covers the knowledge and skills necessary for those studying and/or working at a variety of levels in food and beverage service. The book also provides a framework on which to build further studies and to relate further acquired knowledge and experience.

An explanation of how information can be found in the book is given in the section *How to use this book*, p. viii. This section also contains a Master reference chart on pp. ix–xi, which summarises the tasks and duties for staff working in food and beverage service. The chart also identifies where to find information within the book.

In revising this ninth edition we have taken into account recent developments in examining and awarding body recommendations and specifications, in education and training, as well as in the industry at large. The book has been prepared to support the studies of those wishing to be assessed at NVQ/SVQ Levels 1 to 3 in Food and Beverage Service and for a range of other qualifications including those of the City & Guilds Certificate and Diploma in Food and Beverage Service. In addition, the book is intended to support the broader based study requirements in food and beverage service for programmes leading to the award of the National Diploma, the General National Vocational Qualification, the Higher National Diploma, Foundation Degree and undergraduate degree programmes, as well as programmes of the Institute of Hospitality. It is also of value supporting in-company training programmes.

Trends in the foodservice industry

Foodservice operations are continuing to improve and develop, together with advances in quality. The demand for food and beverages away from the home has increased and, with a broader spectrum of the population eating out, customer needs are continuing to diversify.

Food and restaurant styles are also adapting to meet the demands being made by increasingly knowledgeable and value-conscious customers. Menu and beverage list contents are constantly being influenced by trends, fads and fashions, the relationship between health and eating, dietary requirements, cultural and religious influences, the advance of vegetarianism, and customer acceptance, or otherwise, of irradiation and genetically modified foods.

The growing range of foodservice operations has necessitated developments in the approaches to food and beverage service. The traditional view of food and beverage service was as a delivery process, with the customer being considered a passive recipient of the service. More recently this view has changed significantly – and for the better. The customer is now seen as central to the process and as an active participant within it. Increasing competition has meant that both the quality of the service and the perceived value of the experience by customers are the main differentiators between operations that are seeking to attract similar customers.



Consequently, understanding the customer's involvement in the process and identifying the experience they are likely to have, and should expect, have become critical to the business success of foodservice operations.

Expansion of the industry has generally meant greater choice. This, together with potential skill shortages and drives for efficiency, has seen a streamlining of foodservice operations. There is now less emphasis on sophisticated service techniques in some sectors, but more emphasis throughout the industry on sound product knowledge, well-developed interpersonal skills, technical competence and the ability to work as part of a team.

However, service, both in level and standards, still varies greatly throughout the whole range of foodservice operations. While there are many examples of operations that are working with the highest levels of competence, there are also, unfortunately, operations that believe that food and beverage service is something that anyone can do. This is clearly nonsense: only where there are well-developed operating systems, and where the members of staff are trained to work within them, can a foodservice operation work efficiently and effectively. The customer's enjoyment of the meal is also greatly enhanced as the service staff have the confidence and time to be genuinely welcoming.

Any successful foodservice operation requires all elements to work as a whole: service personnel working together with chefs and the wine and drink lists being in harmony with the food. The essential contribution by food and beverage service professionals cannot be underestimated. Michelin Stars or AA Rosettes, for instance, are awarded to restaurants not to individuals. Service managers and service staff, and their skills and professionalism, should therefore have the same focus of attention as any other industry professionals. However, food and beverage service also represents the ultimate paradox: the better it is, the less it is noticed.

Good food and beverage service, in any sector, is achieved where customers' needs are met and where management consistently reinforce and support service staff in the maintenance of clearly identified technical standards and service goals. It is against this background that the revisions for this ninth edition have taken place.

The ninth edition

The content of the book has been structured to follow a logical progression from the underpinning knowledge of food and beverage operations, service areas and equipment, menus and beverages, through to interpersonal and technical service skills, advanced technical skills and then on to key supervisory aspects.

An overview of the foodservice industry is given in Chapter 1. This chapter also provides an identification of the types of operation, sectors, the reasons for eating out, service methods and service staff roles.

Chapter 2 outlines the attributes, skills and knowledge needed by service personnel and especially the need to contribute to the maintenance of a healthy, safe and secure environment.

The next three chapters provide a base of underpinning knowledge about service areas and equipment (Chapter 3); the menu, its construction, example dishes and accompaniments (Chapter 4); and all types of non-alcoholic and alcoholic beverages (Chapter 5).



Chapter 6 and Chapter 7 detail essential skills, both interpersonal and technical, and indicate how these are applied to the service sequence for table service (Chapter 6) and counter service (Chapter 7). The application of skills is then further developed for a variety of other service settings: breakfast and afternoon tea (Chapter 8); specialised forms of service (Chapter 9); enhanced service skills (Chapter 10); and events (Chapter 11).

Finally, consideration is given to a number of supervisory aspects (Chapter 12), including legal considerations, sales promotion, customer relations, staffing levels, staff organisation and training, food and beverage pricing and revenue control, beverage control and performance measures.

There are also three annexes which cover: a glossary of cuisine and service terms (Annex A); a cocktail and mixed drink listing giving recipes and methods (Annex B); and information about cigars (Annex C).

Throughout the book we have referred to job titles and job categories such as waiter, supervisor, floor service staff, room attendants, servers and stewards. In all cases these terms, in line with general trends within the industry, refer to both male and female personnel.

The content of the book, while having its origins in classic cuisine and service (the context and the body of knowledge on which modern foodservice operations are based) is also intended to reflect current practice within the industry. Therefore, while the book gives information and describes various aspects of food and beverage service, it should not be seen as a prescriptive book. Clearly the actual operation of the service will be substantially affected by the style and the business needs of the individual operation.

John Cousins, Dennis Lillicrap and Suzanne Weekes

March 2014

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Chapter 1

The food and beverage industry

1.1	Sectors of the foodservice industry	2
1.2	Food and beverage operations	3
1.3	The meal experience	10
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1.5	Food production methods	14
1.6	Food and beverage service methods	15
1.7	Food and beverage personnel	20



1.1 Sectors of the foodservice industry

The international foodservice industry provides millions of meals a day in a wide variety of types of operation.

- **Food** can include a wide range of styles and cuisine types. These can be classified by country, for example, traditional British or Italian; by type of cuisine, for example, oriental; or a particular speciality such as fish, vegetarian or health food.
- **Beverages** include all alcoholic and non-alcoholic drinks. Alcoholic beverages include wines and all other types of alcoholic drink such as cocktails, beers and cider, spirits and liqueurs. Non-alcoholic beverages include bar beverages such as mineral waters, juices, squashes and aerated waters, as well as tea, coffee, chocolate, milk and milk drinks and also proprietary drinks such as Bovril.



Figure 1.1 Multiple food outlets at the Trafford Centre, Manchester (image courtesy of FCSI UK and I)

Within the foodservice industry there are a number of different industrial sectors and these are categorised according to the type of customer demand being met. To help you identify the nature of demand being met within each sector, Table 1.1 provides a list of industry sectors and identifies the prime purpose of the foodservice operations within them. An historical summary is also given together with an identification of both UK and international terminology. This identification of sectors also provides a framework for those studying the food and beverage service industry to which further studies and experience may be related.

Each sector described in Table 1.1 (see page 4) may be further analysed by considering a set of variables that exist in the different sectors (Table 1.2). These variables represent elements that vary in particular sectors and thus provide a basis for examining the different types of foodservice operations within specific sectors. They enable a comprehensive picture of industrial sectors to be compiled and also provide the basis for the comparison of the different sectors.

There are many different industry sectors such as hotels, independent and chain restaurants, popular catering, pubs and wine bars, fast food, leisure attractions and banqueting. There are also sectors where food and beverages are provided as part of another business. These include transport catering, welfare, clubs, education, industrial feeding and the armed forces.

Table 1.2 Variables in foodservice sectors

Historical background	Interpretation of demand/catering concept
Reasons for customer demand	Technological development
Size of sector:	Influences
● in terms of outlets	State of sector development
● in terms of turnover	Primary/secondary activity
Policies:	Types of outlets
● financial	Profit orientation/cost provision
● marketing	Public/private ownership
● catering	

Some sectors provide food and beverages for profit, whereas others work within the constraints of a given budget, often called *cost provision* (for example, welfare catering and industrial catering). In addition, some sectors provide services to the general public whereas others provide them for restricted groups of people.

It is useful to define these different types of market as follows:

- General market
 - Non-captive: customers have a full choice.
- Restricted market
 - Captive: customers have no choice, for example, welfare.
 - Semi-captive: customers have a choice before entering, for example, marine, airline, trains, some hotels and some leisure activities. The customers could have chosen alternatives to these but, once chosen, have little choice of food and drink other than that on offer.

Taking these definitions into account, a general summary of sectors may be drawn up as shown in Table 1.3. Defining the nature of the market in this way helps us to understand why different methods of organisation may be in operation. For example, in captive markets customers might be asked to clear their own tables, whereas in non-captive markets this is unlikely to be successful.

Table 1.3 Summary of sectors in the foodservice industry

Profit orientated (public or private ownership) (foodservice as main or secondary activity)		Cost provision
Restricted market	General market	Restricted market
Transport catering	Hotels/restaurants	Institutional catering
Clubs	Popular catering	Schools
Industrial (contract)	Fast food/takeaway	Universities and colleges
Private welfare	Retail stores	Hospitals
	Events/conferences/exhibitions	Armed forces
	Leisure attractions	Prisons
	Motorway service stations	Industrial (in-house)
	Pubs and wine bars	
	ODC (off-premises catering)	

Table 1.1 Sectors of the foodservice industry

Industry sector – UK terminology	Purpose of the foodservice operation	Historical summary	Industry sector – international terminology
<i>Hotels and other tourist accommodation</i>	Provision of food and drink together with accommodation services	Supported by developments in transport and increases in business and leisure-related tourism	<i>Hotel, motel and other tourist accommodation</i> Often now referred to as the <i>lodging industry</i>
<i>Restaurants including conventional and specialist operations</i>	Provision of food and drink, generally at a high price with high levels of service	Grew out of hotel restaurants (which were originally highly formal) through chefs wishing to start their own businesses	<i>Separate eating and drinking places</i> Categories usually defined by reference to three criteria: <ul style="list-style-type: none"> ● level of service, e.g. quick service to full service or fine dining ● extent of menu, e.g. limited to full ● price range, e.g. low to high
<i>Popular catering including cafés, pizza, grills, specialist coffee shops, roadside restaurants and steak houses</i>	Provision of food and drink, generally at low/medium price with limited levels of service and often high customer throughput	Has gone through various phases. More recently highly influenced by the USA	
<i>Fast food including McDonald's and Burger King</i>	Provision of food and drink in highly specialised environment, characterised by high investment, high labour costs and vast customer throughput	Grew from combination of popular catering and takeaway, heavily influenced by USA concepts; highly sophisticated meal packaging and marketing	
<i>Takeaway including ethnic, spuds, KFC, snacks, fish and chips, sandwich bars, kiosks</i>	Fast provision of food and drink	Developed from a variety of concepts. More recently, influenced by USA and trends in food tastes	
<i>Retail stores</i>	Provision of food and drink as an adjunct to retail provision	Developed originally from prestigious stores wishing to provide food and drink as part of the retailing experience	
<i>Events/banqueting/conferencing/exhibitions</i>	Provision of large scale food and drink for events	Originally associated with hotels but has now become major sector in its own right	<i>Event market</i>
<i>Leisure attractions such as theme parks, museums, galleries, cinemas and theatres</i>	Provision of food and drink to people engaged in another pursuit	Increases in leisure have made profit from food and drink attractive to leisure and amenity providers	<i>Leisure market</i>

Industry sector – UK terminology	Purpose of the foodservice operation	Historical summary	Industry sector – international terminology
<i>Motorway service stations</i>	Provision of food and drink, together with petrol and other retail services, often in isolated locations	Developed in the 1960s with the advent of motorway building. Influenced by USA and became specialised because of government regulations on provision of foodservice operations, retails and fuel as well as location	<i>Highway (interstate) market</i>
<i>Industrial catering either in-house operations or through catering/foodservice contractors</i>	Provision of food and drink to people at work	Developed out of recognition that better fed workers work better. Given substantial boost during First and Second World Wars. Further developed by worker unions wanting to preserve conditions and the emergence of professional contract caterers/ foodservice operators	<i>Business/industry markets</i>
<i>Welfare catering</i>	Provision of food and drink to people in colleges, universities, the armed forces and to people through established social need	Highly regulated and maintained now through public social conscience	<i>Social caterer/ foodservice (education, healthcare, institutional and military)</i>
<i>Licensed trade including public houses, wine bars, licensed clubs and members' clubs</i>	Provision of food and drink in an environment dominated by licensing requirements	Developed from bars and other drinking places with increased regulation and liquor licensing requirements	<i>Separate drinking places but also some units included in Separate eating and drinking places shown above</i>
<i>Transport catering including railways, airlines and marine</i>	Provision of food and drink to people on the move	Grew out of the need to meet the demands of the travelling public. Originally services were of high levels, reflecting the type of traveller. Eventually changed to meet the needs of a wide range of travellers	<i>Transportation market</i>
<i>Outdoor catering (ODC) (or 'off-premises catering' or 'event catering')</i>	Provision of food and drink away from home base; suppliers usually associated with a major event	Developed through the need to provide services at special events. The term ODC is misleading as little of this catering actually takes place outside	<i>Catering market</i>

1.2 Food and beverage operations

Food and beverage (or foodservice) operations in the hospitality industry are concerned with the provision of food and drink ready for immediate consumption (but excluding retailing and food manufacturing).

Foodservice operations are concerned with:

- 1 The *consumer needs and market potential* in the various sectors of the foodservice industry.
- 2 The *formulation of policy and business objectives* that will guide the choice of operational methods that will be used.
- 3 The *interpretation of demand* to make decisions on the range and type of food and beverages to be provided, as well as other services, and the service levels and prices to be charged.
- 4 The *planning and design of facilities* required for the food and beverage operations and the plant and equipment required.
- 5 The *organisation of provisioning* for food and beverages and other purchasing requirements to meet the needs of food production, beverage provision and the service methods used.
- 6 Knowledge of the operational and management requirements for the *food production, beverage provision and service processes and methods* and decision making on the appropriateness of the various processes and methods, together with the management and staffing needs in order to meet the requirements of the operation.
- 7 *Control of costs* associated with the operation of food production, beverage provision and other services and the *control of revenue*.
- 8 *Monitoring of consumer satisfaction* to continually check on the extent to which the operation is meeting customer needs and achieving customer satisfaction.

The eight elements in this sequence may be referred to as the *foodservice cycle* as re-presented in Figure 1.2. This summarises what food and beverage (or foodservice) operations are concerned with and illustrates that it is not simply about food production, beverage provision or food and beverage service.

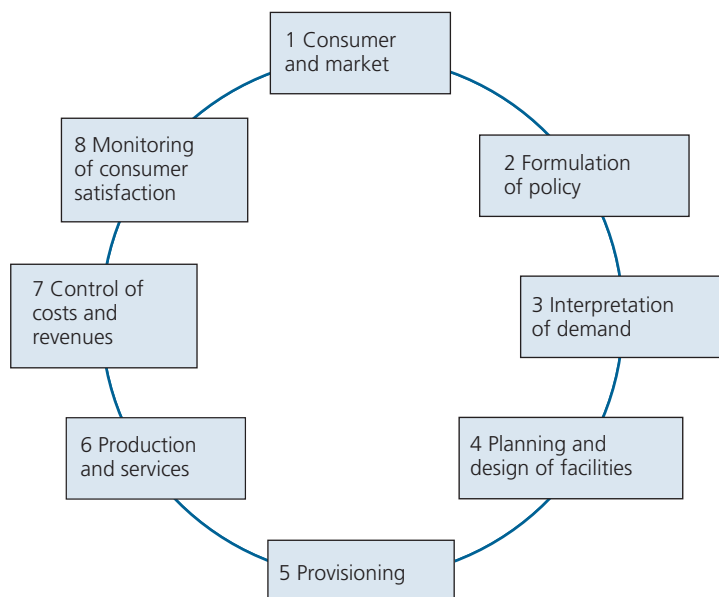


Figure 1.2 The foodservice cycle

The foodservice cycle can be used as a basis to analyse and compare how different foodservice operations work. It provides a standard template or checklist so that information about a specific operation can be collected and organised in a specific way. This can then be compared with the same information collected on other foodservice operations.

The foodservice cycle is also a dynamic model in that it can be used to help understand how an individual operation works. Difficulties in one element of the cycle will cause difficulties in the elements of the cycle that follow. For example, difficulties with purchasing will have effects on food production and service and control. Similarly, difficulties experienced under one element of the cycle will have their causes in preceding elements. For example, difficulties experienced in food and beverage service are often caused by factors such as poor purchasing, inadequate stock control, equipment shortages, poor room layouts or staffing problems.

Types of foodservice operations

Food and beverage (or foodservice) operations include various types of restaurants (bistros, brasseries, coffee shops, first class/fine dining, ethnic, themed), cafés, cafeterias, takeaways, canteens, function rooms, tray service operations, lounge service operations, home delivery operations and room service operations for hotel guests. Examples of the types of operation are given in Table 1.4.

Table 1.4 Examples of types of food and beverage operations

Type of operation	Description
Bistro	Often a smaller establishment, with check tablecloths, bentwood chairs, cluttered decor and friendly informal staff. Tends to offer honest, basic and robust cooking
Brasserie	This is generally a fairly large, styled room with a long bar, normally serving one-plate items rather than formal meals (though some offer both). Often it is possible just to have a drink, coffee or snack. Service provided by waiters, often in traditional style of long aprons and black waistcoats
New wave brasserie (gastrodome)	Slick modern interior design, coupled with similar approaches to contemporary cuisine and service. Busy and bustling and often large and multileveled
Coffee shop	Similar to brasserie-style operations, often themed. May be open all day and serve all meal types from breakfast through to supper
First class restaurant	Usually formal fine dining restaurants with classical preparation and presentation of food and offering a high level of table (silver, guéridon and/or plated) service. Often associated with classic/haute cuisine
Restaurant	Term used to cover a wide variety of operations. Price, level and type of service, decor, styles, cuisines and degree of choice varies enormously across the range of types of operation. Service ranges from full table service to assisted service such as carvery-style operations
International restaurant	Indian, Oriental, Asian, Spanish, Greek, Italian, Creole and Cajun are just some of the many types of cuisine available, with establishments tending to reflect specific ethnic origins. Many of the standard dishes are now appearing within a range of other menu types

Type of operation	Description
Themed restaurant	Often international in orientation, for example, Icelandic hot rock with food prepared and cooked at the table, 'Beni-hana' oriental theme, again with food prepared and cooked at table. Also includes themes such as jungle, rainforest or music/opera, where waiting staff perform as well as serve
International destination restaurant	Often Michelin-starred fine dining restaurants, offering a distinctive personality, cuisine, ambiance, beverages and service. Usually table service at various levels but mostly personal and highly attentive. Generally considered as the home of gastronomy. Expensive but also value laden
Health food and vegetarian restaurants	Increasing specialisation of operations into vegetarianism and/or health foods (though vegetarian food is not necessarily healthy), to meet lifestyle needs as well as dietary requirements
Cafeteria	Primarily self-service with customer choosing selection from a counter or counters in varying designs and layouts. Originally developed for the industrial feeding market but now seen in a variety of sectors
Popular catering and fast-food outlets	Developed from table service teashops and cafés through to steakhouses, and now incorporating snack bars, kiosks, diners, takeaways and cafeterias, with modern-day burger, chicken and fish concepts, and with ethnic foods also being incorporated. Meeting the needs of all-day meal dining (grazing) and also the need for 'grab and go' service, especially for the leisure, industrial and travelling markets
Public houses	Licensed environment primarily for drinking alcoholic beverages. May be simply a serving bar with standing room for customers or may have more plush surroundings incorporating the offer of a variety of foods. These can range from simple plated dishes through to establishments offering full restaurant service (sometimes called gastropubs)
Wine bars	Often a mixture of bar and brasserie-style operation, commonly wine themed, serving a variety of foods

The list of operations in Table 1.4 identifies types of operations but not necessarily the type of customer demand being met. For example, cafeterias may be found in motorway service stations, in airline terminals, at railway stations, in retail catering and in industrial or welfare catering. Therefore, throughout the foodservice industry similar types of operation are found in different types of industry sector.

Variables in foodservice operations

The different operations described in Table 1.4 (see above) indicate very little in terms of methods of organisation adopted and their management. In a similar way to the identifying variables for sectors described in Table 1.2 (p.3), variables can also be identified for different foodservice operations. These variables have been identified from a variety of published sources as well as from experience and can be divided into three groups:

- 1 organisational
- 2 customer experience
- 3 performance measures.

These different groups of variables enable the systematic examination and comparison of types of food and beverage operations. Profiles of differing types of operations can be drawn, based upon the examples of variables identified in Table 1.5. The foodservice cycle also provides a useful checklist when gathering information about a foodservice operation. It helps to organise the information as it is collected and also helps to identify where there are gaps in the information being collected.

Performance measures are further dealt with in Section 12.8, p.423. Customer experience variables are discussed in Section 1.3. The remainder of this book presents further information on a variety of organisational variables.

Table 1.5 Variables in foodservice operations

Organisational variables	
<ul style="list-style-type: none"> ● Nature of market being met ● Legislative controls ● Scale of operation ● Marketing/merchandising ● Style of menu and drinks list ● Range of choice ● Opening times/service period ● Production methods ● Type and capability of equipment ● Service methods ● Dining arrangements ● Seating time ● Number of covers available 	<ul style="list-style-type: none"> ● Capacity ● Staff working hours ● Staff organisation ● Staff capability ● Number of staff ● Specialised service requirements ● Provisioning and storage methods ● Billing methods ● Checking (order taking) methods ● Clearing methods ● Dishwashing methods ● Control method costs/revenue.
Customer experience variables	
<ul style="list-style-type: none"> ● Food and drink available ● Level of service and other services ● Price range/value for money ● Cleanliness and hygiene 	<ul style="list-style-type: none"> ● Atmosphere (including decor, lighting, air-conditioning, acoustics, noise, size and shape of room, other customers, attitude of staff).
Performance measure variables	
<ul style="list-style-type: none"> ● Seat turnover/customer throughput ● Customer spend/average check ● Revenue per member of staff ● Productivity index ● Ratio of food and beverage sales to total sales 	<ul style="list-style-type: none"> ● Sales/profit per sq m (or ft)/per seat ● Sales analysis ● Departmental profit ● Stock turnover ● Stock holding ● Complaint levels ● Level of repeat business.