

PLANNING AND OPERATION OF FOOD AND BEVERAGE OUTLETS

Although there no defined way for managing the food and beverage operations, there are guide lines which need to be followed. The following note briefly describes the different steps involved in establishing an outlet.

STEPS FOLLWED IN PLANNING AN OUTLET

Planning is the first and the most important factor to be considered while establishing an outlet. Proper planning reduces project time and labour cost. There are three steps involved in planning.

STEP 1 Doing market survey and gathering information. Actually developing the blue prints and putting plans into practice.

STEP 2 Procuring funds and the required space area or building and equipment; setting standards (SOP) and recruiting staff.

STEP 3 Listing out policies and procedures, setting goals and targets to be achieved in a particular time frame. Defining service standards and focusing on operations to bring in more profits.

POINTS TO BE CONSIDERED WHILE PLANNING AN OUTLET

Location: Location of the outlet plays a major role in deciding the operations. It also affects the profitability.

Operations of an outlet located in tourist spot or in a resort area is different from those in an outlet located in an urban area.

Target market: Recognizing a market segment and understanding their preference is very important to cater to a target market

Business Potency: Knowing the potency of a particular market segment or location is essential to start an outlet, because business comes from the potential guest and not from the population of the market.

Budget: Budget affects the size and quality of operations. Most of the planning is directly connected to budgeting. One should remember to include initial operational costs in the budget.

Space availability: Procuring space for establishing an outlet is one of the major difficulties faced. Sufficient space is required to accommodate the potential guests, and more often this is expensive. Space should not be very far from targeted location

Availability of skilled manpower: Success of any operation depends on the quality of services offered. Quality service can be achieved by setting high standards. To maintain the high standards and to provide speciality services, skilled staff is required. Getting skilled labour is expensive.

Local Influence: The greatly affecting factors are religious and communal restrictions, culture life style, and eating habits of a particular locality.

Competition: Identifying and studying competitors is important while planning an outlet. A detailed analysis of the competitors helps in introducing new concepts and better services in an outlet

Legal aspects: This is important and generally ignored aspect of outlet planning. Finding and completing all legal formalities is essential. It is always advised to adhere to local laws.

PHYSICAL LAYOUT OF AN OUTLET

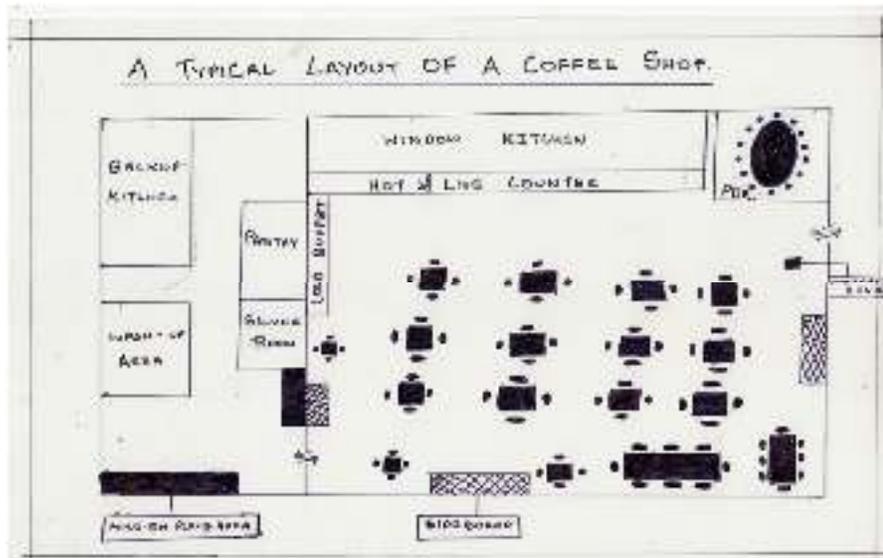
The term 'layout' means positioning of the work centres. Work centers can be main operational areas or ancillary areas. These areas are arranged with respect to the equipment used in a particular area and the flow of operations.

It is also necessary to keep in mind the architectural and infrastructural difficulties while making a layout; for example, services such as drainage and fuel supply lines.

A layout is the first step towards putting plans into action.

OBJECTIVES OF A GOOD LAYOUT

1. To make maximum or optimum use of the available area, keeping equipments in an orderly way
2. Giving maximum moving space to the staff and the guests
3. To allocate washing and storing areas
4. To ensure that service time is minimal as possible
5. To ensure smoother flow of operations
6. To reduce unnecessary movements of the staff and equipments.
7. To give comfortable working conditions to staff
8. To ensure safe environment
9. Guest flow path and staff flow path should not cross each other



SPACE CALCULATION FOR VARIOUS FOOD AND BEVERAGE OUTLETS

The space required for any food and beverage outlet is calculated based on the seating capacity, arrangement, and type of operations. A general guideline is that, the guest area should be 70% of the total outlet space. The rest 30% can be for the supporting areas. This percentage may differ from operations to operation. First, it is essential to identify the capacity of an outlet. This can be calculated with a simple formula based on three factors.

- Expected Guest Flow / Potential Covers: This figure can be achieved by doing market study and competitor analysis.
- Available Service Time / Operating Hours: This is outlet opening time for a meal in minutes.
- Average Meal Time: This is the average time taken to consume one meal in the outlet. This is decided based on the type of operations and the menu offered.

By applying the above figures into formulas, we can calculate the required cover capacity for an outlet.

Available service Time = XYZ (Possible Turnovers)

Average Meal Time

Expected Covers = Minimum covers required

XYZ

The above formula can be easily understood with the following example:

Expected covers = 180

0 0

Available service time = 120 minutes (2 hours)

Average meal time = 30 minutes

$120/30 = 4$

4 is the count of possible turnovers

$180/4 = 45$

So, the minimum covers required are 45. You can add some overflow covers and make it a 50-cover seating arrangement.

A standard table of 4 covers occupies 8 x 8 ft , (i.e., 64 sq. ft. area, which included the space occupied by the chairs and the moving aisle). The same is illustrated in Fig.41.2.

The above figure translates that on an average one cover requires 16 sq. ft. area.

For the above 50-cover seating arrangement the area requirement is $50 \times 16 = 800$ sq. ft. But this 800 sq. ft. is the space required only for the seating arrangement and moving aisle. To accommodate the required space for other

areas such as side stations, buffet (if applicable), and guest waiting area, 25 per cent space should be added.

That will make it $800+200 = 1000$ sq. ft. (total guest area).

As discussed earlier, guest areas are 70 percent of the total area . This translates that 1000sq.ft. is 70 per cent and the rest 30 per cent is the supporting area.

The supporting areas is 428 sq. ft.

The guest area is 1000 sq. ft.

The total area required to establish a 50 – cover outlet is 1428 sq.ft. (approx)*.This is for basic understanding.

Other factors that affect the space calculation are as follows:

Type of operation

Service design

Service stations and billing points

Back area and storing area

Kitchen location nteriors and décor

THE STAFF REQUIREMENT CALCULATION

The staff number and organization of an outlet depends on its type and size. The service design and the standards to be maintained determine the skill levels of the staff. But the number is always in relation to the number of covers to be served. This is also known as “staff ratio”.

*The calculation is only for basic understanding

Points to keep in mind whole staffing an outlet are as follows:

Kitchen efficiency

Service design and its complexity

Equipment and modern techniques used

The staff requirement for an existing outlet can be calculated by the formula given below:

$$\frac{\text{Total covers forecast per shift}}{\text{Average productivity per shift}} = \text{Number of staff required}$$

Total Covers Forecast: This figure can be achieved by analyzing the past sales records or the guest flow reports. This number may not be accurate all the time. But with experience and practice, we can predict a very close to actual figure.

Average Productivity: This can be measured by analyzing sales per waiter over a given period of time or a shift. The other commonly practiced method is to calculate the covers served by a waiter over a period of time.

$$\frac{\text{Total covers served in a shift}}{\text{Number of waiters in a shift}} = \text{Average productivity per shift}$$

The above formula might not be effective for a new outlet and fresh requirement. The reason is that the average productivity cannot be calculated for a newly established outlet. So, the best way to conclude on staff requirement is to follow the standard guidelines.

The general guideline for speciality restaurant is, for every 30 covers, two stewards and one supervisor are required, again these numbers are greatly influenced by the complexity of the service design.

A 50- cover coffee shop operation requires only three stewards and one supervisor per shift. Because the services offered here are more casual and less staff members are required per shift. The objectives of a service professional while staffing are as follows:

To minimize the staffing as low as possible.

To maintain restaurant standard high.

Minimizing the staff turnover by providing better work area.

To maintain a friendly and cooperative attitude among all the staff members.

SEATING ARRANGEMENTS

The way with which seating area is organized makes a lot of difference to the guest experience. Various seating patterns and styles not only give a better look to the restaurant but also provide different comfort levels to the guests. The main objectives of discussion about the seating arrangements are as follows:

Providing maximum comfort to the guest.

Giving enough moving space to the staff and the guests.

Creating a great ambience.

For maximum utilization of space.

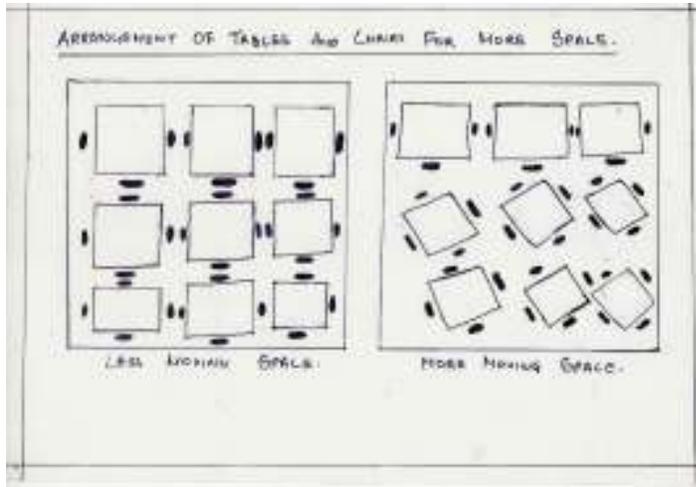
The above objectives can be achieved only by proper planning of seating arrangements. These are a few points to be considered to get a perfect and suitable seating plan for a particular outlet.

More moving space can be achieved by arranging tables and chairs diagonal to the walls (see fig) Elevated seating sections in large restaurants, add more value to the ambience.

Glass partitions, screens, and alcoves between two adjacent tables give intimate dining experience to both the parties. They also save a lot of space.

Avoid having side stations in the centre of the seating arrangement unless there are pillars.

Arrangement of sofa seating and individual chairs can give a choice to the guests. It is advisable to have few larger tables or round tables for groups and families.



SELECTION AND PLANNING OF EQUIPMENTS

The equipment used in food and beverage outlets can be categorized into 'heavy-duty' and 'light-duty' equipment. As the name refers, the heavy-duty equipment is too heavy to move and shift. Working tables, refrigerators, bain-marie, deep freezers, food cabinets, and trolleys usually come under this category. On the other hand, the light duty equipment is smaller in size and easy to carry. Trays, crockery, cutlery glassware, and flatware come under this category.

Heavy -duty equipment: These are large in size and difficult to move around. So , a great care must be taken while planning to purchase and locating them. Once the heavy equipment is located or fixed, it is difficult to shift it. So,

identifying the correct locations for the first time is very important. As the heavy-duty equipment is expensive therefore, it is necessary to check its durability and life warranty.

Light-duty Equipment: This category mainly consists of crockery, glassware, cutlery, and linen. As these are small in size, there is a lot of probability of misuse and pilferage. So, a great care must be taken when selecting and deciding on stock levels.

Factors to be considered while purchasing Equipment

The purchase should reduce the labour cost.

The equipment should make monotonous jobs quicker and easier.

It should look attractive and clean in guest areas

It should have long durability for better value for money;

The equipment should be easy to operate and maintain.

It should increase the production and service standards.

It must be of multiple uses.

It should fit in the available space.

Most importantly, the equipment should be energy efficient.

Calculating Quantities of Equipment Required

One of the major purchases for any establishment is equipment. This may consist of heavy-duty or light-duty equipment such as cutlery, crockery, and glassware. Great care must be taken when deciding stock levels, because major portion of investment is spent on the equipment. Usually, these service equipments are maintained in 'par inventory levels.' If equipments are overstocked, the cash flow and storage place are blocked and chances of pilferage and theft are increased. On the other hand, if the stock is insufficient,

then you may need to compromise on service standards and procedures. This leads to guest dissatisfaction, and ultimately losses in business.

The restaurant manager is responsible for setting up the par stock levels based on the operations and frequency of usage. They also decided on how low the par stock should be before placing the next purchase order. Stock levels vary based on dishwashing procedures and on-site laundry. The following guidelines help deciding on par stock levels. When operating a number of outlets the patterns and designs of equipment need to be considered. If there are different patterns for each outlet it gives a unique identity to each operation. But it creates sorting problems at common dishwashing. It is also expensive to maintain different stocks separately.

Chinaware : The stock should permit one complete set in the restaurant, one in process (i.e., in washing and kitchen), and one in reserve (still room). Thus, it is advisable to have three par levels for the chinaware. But for items such as B&B plates and under liners, which are used more frequently in large numbers, need to have an extra par.

Glassware: As a rule of thumb, hotels maintain three par stock levels for each variety of glassware, But for few exceptions such as frequently used wine glasses and water goblets, an extra par needs to be maintained. This stock level may vary based on many factors for example, the 'lead time' or 'waiting time' for specific logo glassware and breakage rate in the property etc.

Steel or silverware: The general three par levels may alter for specially embossed flatware because of the 'lead time'. It also depends on the theft and loss rates of the property. An onsite burnishing machine can help reduce stock levels of the silverware.

Linen: Linen is of two types in food and beverage organizations. One is 'table linen' and second is 'uniforms. Table linen includes tablecloth, slip cloths, and napkins. Minimum par stock for the table linen is three times. But it varies based on the cover turnover and busy operations. Normally, high turnover outlets need to maintain four stock levels. The cleanliness of staff and their uniforms speak about the hygiene levels of the outlet. The uniforms should be issued in three sets. With this plan an employee can wear one, store another for the next shift, and launder the third.

Quality and purchase Specifications of Different tableware

In many hotels, an executive committee comprising the heads of the departments and the general manager makes a decision about the quality and quantity of equipment. Once the decision is taken, a great deal of research has to be made about the product and suppliers by the purchase department. This is done by studying brochures of different brands, talking with sales representatives, and reviewing samples. Then the purchase department requests for price quotations and makes a comparative statement for lower costs. Some amount of negotiation is required before placing the order. Once order has been placed, the same information is filed in purchase record books. The information is useful when the products are received for verification. Standard specifications are made based on following points:

Budget

Type of operation

Compatibility with the theme

Quantity required

Storage space

Chinaware: It is reported that 70-80 per cent of breakage occurs in the dishwashing area. So, commercial quality crockery is advisable which is resistant to chipping, cracking and scratches. Often heavy or thick china is used in fast – food outlets. Heavy crockery may hold heat efficiently, but is vulnerable to breakages. Moreover, it looks awkward and needs more storing space. For class-one restaurants, thin and glossy finished crockery is recommended.

Chinaware can be purchased from domestic or foreign suppliers. Whatever may be the case, the lead time must be considered while placing orders. In some establishments, management may decide to have logo-printed chinaware or special-pattern chinaware. In this case, purchase specifications need to mention clearly. As a quality and professional matter, high-quality crockery should never be mixed with low-quality glassware or cutlery. Usually, different patterns are also not mixed together in the same outlet.

Glassware: Managers must consider a lot of factors before placing an order for the glassware. The glassware must march with the theme of the outlet. Price must be within the range of allotted budget. Open or general stock glassware is less expensive than the custom-made stock. Rolling edges and rims on glasses reduce cracking and chipping. Stemmed glasses look attractive, but are more susceptible to breakages. Cleaning and storing procedures need to be addressed before placing an order. Breakage ratio and lead time are important points to be considered. Steel or silverware: The true silverware is highly expensive and difficult to maintain. Some of the elegant hotels use silver-plated cutlery and flatware. This type of cutlery is also called 'hotel plated' or 'electroplated nickel silver (EPNS).' This type of flatware gives elegant and royal look to the restaurant décor. But EPNS items need to be plated very often. If the establishment has in-house 'plating plant' and 'burnishing machine', it reduces the maintenance costs and also increases the durability of the equipment.

Nowadays, most of the establishments are opting for 'stainless steel' flatware because of its low maintenance costs. Stainless steel cutlery can be made to any purpose, any shape and style. As the name indicated they are stain proof and

resistant to rust. It is also difficult to bend and break. Another advantage of the stainless steel cutlery is that it is most cost effective and widely available. It can be made in different varieties such as glossy finish, dull finish, or matte finish to suit the outlet theme. The controlling of cutlery stock is a difficult task and should involve strict procedures. Only the number of stock that is required for operations should be issued.

Linen: One must consider the comfort and quality of fabric while selecting for table linen. A moderately thick and absorbent cotton material is recommended for table linen. Maintenance of linen is an expensive match with the theme and décor.

Purchase Specification	
Hotel XYZ	Date:14 April 2012
Name of the Department:	Food and beverage service
Name of the Product:	Table linen
Product Usage :	To cover table tops in speciality restaurant.
Latest Date for Issue:	5 July 2012
Detail Description:	Soft, 100 per cent cotton linen stitched according to the measurements.
Quantity:	30 nos. of 5 x 5 feet 10 nos. of 5 x 10 feet 20 nos. of 3 x 5 feet
Colour:	Light sky blue colour.
Brand:	Raymond's
Test Procedure:	wash in hot water with detergent and check for colour fading and shrinking. Also check for of the life of the material.

A sample format of purchase specifications is shown in Fig. below.

PLANNING THE INTERIORS OF AN OUTLET

The total dining experience comprises not only food and beverage served but also the atmosphere created. Ambience or interiors of a restaurant play a major role in attracting and keeping the business. The major elements of interiors are (a) décor, (b) lighting, (c) colour, and (d) furniture. We will be discussing about these four elements individually.

Décor

Décor means decoration of the place .It mainly consists of fixtures, fittings, picture frames, paintings and other artifacts. By changing the décor, we can change the ambience of a restaurant. While creating a perfect décor, managers should not neglect operations. The décor should not interrupt the smooth operations. Decorative items should be of commercial quality to withstand wear and tear. They must be easy to clean and hygienic. Another major point to consider is safety. Some common safety issues are listed below:

Smooth and slippery floor in the outlet looks very elegant and shiny. But it leads to many accidents.Exposed rough or sharp edges of tables and chairs can hurt people in the operations.

Splinters and nails of tables and chairs can hurt guests.

Unmarked glass doors can lead to accidents.

Steps must be railed and lighted to avoid tripping-over.

Hanging decorations or low ceilings must be marked.

Emergency exits should not be blocked with decorative items.

The above given factors should be considered while designing the décor of an outlet.

Pictures or wall hangings and other decorative items need to use with great care to portray a particular theme. For example, a nautical or marine theme can be achieved by placing various ship models, paintings of anchors, fishing nets, wall hanging buoys, and shells. These items can be located based on the space available and the colour contrast.

Lighting

Modern designers are showing interest in using a variety of lighting and light sources. A wide range of effects can be created by contrasting different lights. Lighting in food and beverage outlets is mainly categorized into two kinds.

Functional lighting: This kind of lighting is required for operation in the back area and kitchen. It is also required on tables to enable the guest to read the menu and see the food and beverage presentation. This kind of lighting amounts as much as 75 per cent of the total restaurant lighting. Functional lighting is more common on tables, at buffet counters, display articles, and on the pictures and paintings.

Decorative lighting: This kind of lighting is used to create ambience and décor. It is a part of decoration. This included wall bracket lamps, serial lamps, and picture focus lamps etc.

To create a correct a correct ambience with correct illumination, one should use different types of lightings in the correct combination. There are two main types of lightings used in food and beverage establishments. They are incandescent lights and fluorescent lights.

Incandescent lighting is warm and inviting. But these lights are less energy efficient to operate. And the yellow hue of the bulbs may change the natural

colour of the food items. Fluorescent lighting is known for the lower operating cost. Natural colours are not shaded by the white light. But it is often criticized for its pale, dull, and lifeless illumination. Therefore, it is advisable to use a combination of both the lights in balance to create a warm, romantic, and bright atmosphere. Many experts recommend 70 percent of fluorescent and 30 per cent of incandescent light in the total lighting system. This gives a mood of enjoying the meal and a pleasant, natural appearance to the food items. Expert restaurant designers use tips from 'psychology of lighting' in developing lighting system for a restaurant. Below are a few tips on creating a correct lighting system:

- Brighter or strong lighting is not comfortable to eyes, thus gives a message of 'eat quickly and leave.'
- Soft lighting creates a mood of 'relax and dine at leisure.'
- Sparkles enhance the appetite and encourage conversation.
- Spotlights on seating areas should be avoided. Guests should be surrounded with light rather than spotting them.
- Candles between people draw them together.
- Direct lighting to be countered with soft lighting.

To keep the desired mood and effect of lighting, dimming systems are widely used around the world. In modern days most of the speciality outlets are opting for semi-automatic or fully automatic dimmer systems. These automatic dimmer systems are preset with different combinations of lighting. By just selecting any one mode of lighting on the dimmer system, the combination can be changed between dim and romantic mood for dinner, and bright and cheerful mood for lunch.

Colour

The colours used in dining areas obviously affect the atmosphere. Designers follow a wide range of rules while selecting colours. A great care must be taken while choosing the right colour, since food and colour are closely associated. The colour scheme used must reflect the character of the restaurant. Usually, white, cream, beige, blue, and yellow are the mostly used colours in food and beverage establishments. A combination of different colours can be used to balance and to create the desired effect. Colours also affect the mood of the guests. It is observed that cool colours such as light green, blue, and violet give a relaxed dining experience. In contrast, warm colours such as yellow, red and orange will stimulate activity; thus, encourage fast table turnover.

Colours also have an impact on the room size. A small room can be showcased as a large room by painting it with some bright colours. Similarly, a large area can be painted with a dark colour to give a more intimate feel.

Furniture

The dining room furniture is available in wide variety, and it can fit in any atmosphere and décor if selected properly. A great care must be taken while selecting furniture because it is an expensive decision. The cost of furniture makes nearly 50 percent of the total initial investment.

The next important factor to be considered is 'comfort' of the guests. Heavily cushioned furniture gives a sinking feeling and is not comfortable while dining. Hard surfaces are also not suitable for long sitting and relaxed meal. Furniture should not occupy too much of space. Professionals should consider the table size requirements, compatibility with the theme, and materials used for the furniture.

Wood is the most commonly used material for the dining room furniture. Various types of woods are used to suit the décor and theme. Wood is most preferred

because it is strong, rigid, stylish, and able to resist wear and tear. Metals such as aluminum, steel, and brass and other materials such as plastic, vinyl, and fibre glass re also used in modern days to create attractive and contemporary furniture. Selected furniture must support the type of operations, keeping the guest comfort in mind.

PLANNING MENU FOR AN OUTLET

For many outlets, menu is their unique selling point. A properly planned menu can change an outlet's balance sheet form negative to positive. A food and beverage outlet primarily offers its menu and then services. That is the reason a menu plays an important role in the success of the outlet. A great deal of discussion is required before coming to a conclusion on menu. The past guest suggestions and potential guest advises are to be taken into consideration. There are a few points that need to be considered while compiling menu for an outlet.

- Identifying the market segment that is to be targeted helps in menu planning. This gives clarity on the class of clientele to be catered.
- A study of price levels accepted in the market helps in deciding the prices.
- One should consider the type of menu to be offered. It can be an a la carte, a table d'hote, or a buffet menu.
- Nutritional balance of the menu is appreciated.
- The dishes in the menu should march with the desired food cost levels.
- A menu should reflect the theme of the restaurant.
- Availability of equipment and staff should be considered.
- If it is a table d'hote menu, the time available to serve has to be kept in mind.
- A menu should be compatible to the theme and style.

- Competition analysis is mandatory for success. It gives a chance to stand different from the competitors.
- Some local specialties should be included in the menu to increase the number of visitors.
- Mix of high-priced and low-priced dishes gives better profit margins. Similarly, popular and non-popular dishes should also be mixed in the right ratio to get a perfect menu.
- Language and font used should be easy to understand.
- Religious and communal factors also effect the menu compilations.

Menu Content

The menu should be compiled in a way that is easily understandable to everyone. It should be written in simple English and in clear font. The font size must be selected keeping the average human eye sight in mind the main information that any menu should have is the 'name of the dish, 'its description in simple language', and 'price per portion.' Some menus also provide serving-time information. The menu must promote, advertise, and inform. It should focus the character of the restaurant. An English breakfast can be pronounced like 'two farm fresh eggs of your choice served with grilled sausages, crispy bacon, fluffy mashed potatoes, and grilled tomato' to make it more appetizing and attractive to the guest. It is always advisable to group the similar items together for easy access. The common way of grouping menu items is listing under course wise heading. For example.

Appetizers	- Main dishes or fillers	- Deserts
Soups	- Staples	- cheese
Entrees	- Vegetables	- Beverages

It is said that the appetite lies in the eyes and not in the stomach. The dishes in a menu must have gastronomical balance. The menu balance is also important for its popularization.

Dishes in a menu should be balanced based on the following aspects:

Colour	- Type of cooking
Texture	- Nutritional balance
Flavour	

Menu display

Menu is displayed in different ways depending on the dining room operations. The whole idea is to convey the message of the menu and give a clear information about the offerings. The following are a few examples:

A handwritten menu on a board or on a window glass is more suitable for casual atmosphere, and it is cheap and easy to change. Mostly used for dish-of-the day display.

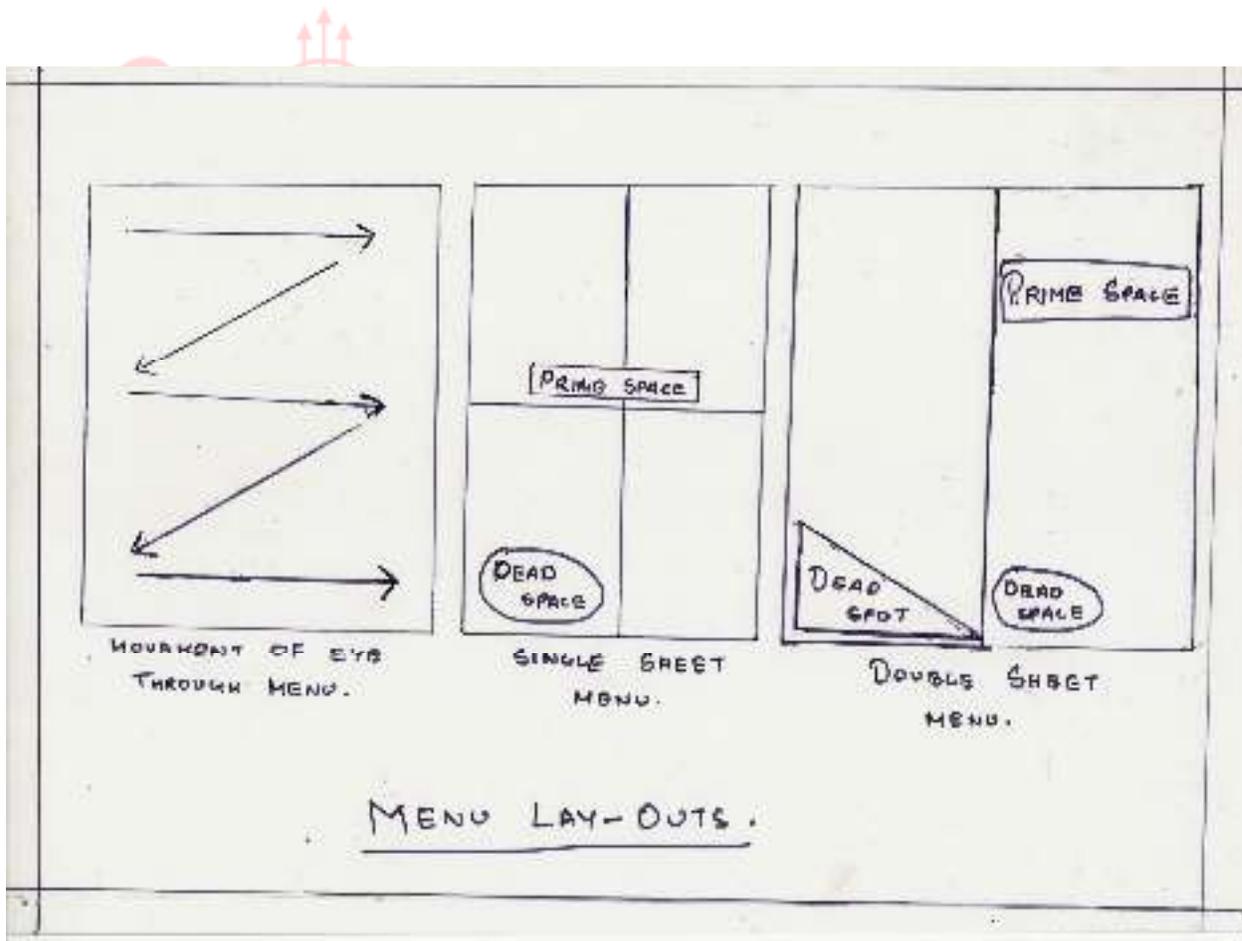
A Place mat menu is printed on cover mats or place mats for convenient reading. It is mostly used in busy restaurants to save on menu –presenting time.

An overhead menu is displayed over the service counter illuminated from behind. This can be easily read by the guest for placing his/her order. Mostly used in the self-service restaurants.

A desktop printed menu is easy to print in the premises itself. With the technological development, a menu can be printed in different colours and designs as and when required. These menus can be printed in different colours and designs as and when required. These menus can be displayed as tent cards, or laminated sheets, or leaflets in a folder.

Menu layout

A layout is very important while printing a menu. One should understand the 'prime space' and 'dead spots' on a menu while printing. The layout of a menu is based on how a human eye travels through a page. It is advisable to print those dishes in the prime space that require attention. Always avoid using dead spots. The location of the dead spots and prime spaces differs from single-sheet menus to double-sheet menus. To get a better idea about a menu layout see the figure.



CONSTRAINTS IN MENU PLANNING

Planning a perfect menu is always a challenging job. It is more than just printing some dishes together with a nice cover. There are many hurdles to overcome before concluding on a suitable menu. Some of the constraints are as follows:

Maintaining a desired food cost at all times.

All the dishes in the menu are not compatible with the theme.

Non-availability of equipment and raw materials.

Low shelf life of raw materials that are not available locally.

Non-compatibility with the service design.

Unskilled staff to produce all the menu dishes.



IHM NOTES