



UNIT-3

Housekeeping and Food Management

Staff Training Solutions

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Explain the functions of Housekeeping Department
- ✓ Explore different Managerial Styles
- ✓ Assess the importance of Hotel Security Housekeeping

Unit 3

Housekeeping and Food Management

Housekeeping

"Efficiently managed housekeeping departments ensure the cleanliness, maintenance, and aesthetic appeal of lodging properties. The housekeeping department not only prepares clean guest rooms on a timely basis for arriving guests, it also cleans and maintains everything in the hotel. Kappa, Nitschke and Schappert (1997)

As implied by the name, housekeeping activities are linked with the maintenance of a hotel establishment. The main duty of housekeeping department is to maintain the cleanliness of the hotel, including both back-of-the-house and front-of-the-house areas. Setting good standards in room cleaning and public area cleaning can ensure a comfortable, safe and hygienic environment for hotel guests and staff in the property.

In the traditional structure, these works present information that say housekeeping oversees four chief areas of obligation:

1. Management of people, equipment, and supplies
2. Preservation of building finishes, fabrics, and furnishings
3. Cost control
4. Recordkeeping

Organisation of Housekeeping Department

To operate even a small hotel of thirty rooms, huge amounts of linen and a medium sized staff for cleaning and keeping the hotel hospitable for the visitors will be needed. Typically the housekeeping department is the largest department in a hotel and has a great number of staff members. Thus, this department in every hotel must have a highly organized setup regardless of the size.

Some of the department's main responsibilities can be abridged as follows:

- a) **Housekeeping Manager:** This position may also be referred to as the Head or Executive Housekeeper and is the one ultimately accountable for the staff deployment, development, profitability and operating standards of the department. A successful housekeeping manager needs to be able to delegate, offer community guidance and direction. Such skills are a must to become a housekeeping manager. It is the housekeeping manager who has the overall responsibility for the standards of cleanliness, maintenance and the financial accomplishments within the department.

- b) Floor Supervisor:** Otherwise known as floor housekeeper, has charge of a given floor and set number of rooms. His/her chief job is to make certain the quality and efficiency of the room attendants. Once the room has been inspected and meets the set standards, it is "handed" to the front office for renting to a guest. Additionally the floor supervisors provide training to the new room attendants while re-training the existing staff for corrective methods. Finally, they are responsible for the apparatus and controlling costs within their domains of responsibility, and liaison with other departments like maintenance and front office. Linen management, refuse and cleaning gear is also the duty of the floor supervisor. Dispatching used linen for cleaning and getting clean linen for the following day's room cleaning is vital aspect of the job. Keeping exact count of the linen also has to be kept at all times in the linen closet.
- c) Room Attendants:** Room attendants are also called housekeeping assistants. They are essentially required to keep very high standards of cleanliness in the rooms allotted to them. Cleaning a room includes vacuuming it, rubbing down toilets, replenishing used toiletries, changing linen and towels and ensuring that the basic set-up of the room is proper. Making a report of any maintenance issues to the appropriate department personnel is another key function carried out by room attendants. At times guests place their queries regarding the local amenities or about hotel facilities to the room attendants and while answering these queries they play their role in customer relations. All of these duties have to be carried out in an allotted amount of time as they are assigned a specific number of rooms to maintain.

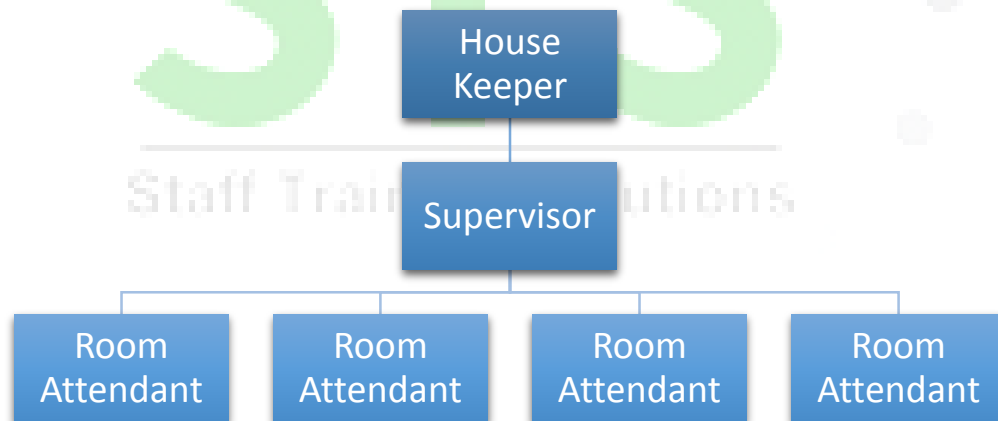


Fig: 3.1

Functions Of The Housekeeping Department

Cleaning of the bedroom floors situated outside of the bedroom is an extended function of housekeeping and this can include the staircases, public cloakrooms and other public areas of the property. At times agencies from outside are employed for the cleaning of the public areas like the lobby and restaurant area in addition to men's and women's restrooms. Such activities are conducted at odd hours or times when there is minimal public found in these areas. The standard of cleanliness must be upheld and it is the responsibility of the executive housekeeper to ensure that pre-set standards of cleanliness are followed in every area of the hotel whether it is the fire-exit stairwells or goods lifts or any other area in the public domain. To make sure this happens, the executive housekeeper begins his/her day with rounds, followed by an assistant housekeeper of all areas that are visited by the public. For this to happen the department has to make an effort to maintain the set standards after they have been set and approved.

Other areas that come under the housekeeping department include:



Fig: 3.2

- 1. Lost and Found Department:** Quiet often during the cleaning process a room attendant will come across personal items left behind by the guests. The value of the items may range from almost nothing to thousands of pounds like in the case of Rolex watches, etc. All such items found in the process of cleaning the rooms need to be handed over by the attendants to the floor supervisors. They in turn make a list of all articles found against specific room numbers.
- 2. First Aid:** If guest require first aid, it is provided by the housekeeping department which maintains the first aid kit.

3. **Floral Arrangement:** Another duty of the housekeeping department is to maintain fresh floral arrangements all around the hotel. All arrangements in the public areas like the lobby or restaurants and private areas like the guest bedrooms are displayed by the housekeeping department.
4. **Laundry Services:** The laundry services available to the guests staying in the hotel are typically offered by housekeeping. The laundry needing washing is collected from the guest's room; washed, dried, and ironed and brought back to the room of the guest. Previously, all hotels maintained in-house laundry services but, now many hotels outsource this service both for the hotel linen along with the guest laundry.
5. **Purchasing:** this role of the housekeeping department is one involving the transaction of a lot of funds. Hence, it is an important section where profitability of the hotel may be affected if the range of products are not purchased with care and supplies not managed. The chief purchasing areas under the umbrella of Executive housekeeping area include:
 - a) Bedroom supplies: e.g., laundry bags, breakfast, cards, shoeshine, etc.,
 - b) Bathroom supplies: e.g., toiletries,
 - c) Linen: bed sheets and towelling,
 - d) Tea and coffee making facilities (TCMF): e.g., tea/coffee sachets, sugar, milk and biscuits,
 - e) Working replacements: e.g., shower curtains, crockery, glassware, vacuum cleaners, trolleys, etc.,
 - f) Cleaning supplies: e.g., air freshener, bleach, cleaning product, and
 - g) Uniforms: e.g., for the room attendants/porters.
 - h) It is necessary for the Executive housekeeper to ensure that the supplies and their consumption are monitored. The list of items in the purchasing list can be further classified into:
 - Consumable: bedroom supplies, cleaning supplies and TCMF
 - Assets: uniforms, working replacement and linen.

(Source: **Accommodation Management**, edited by Constantinos S. Verginis and Roy C. Wood).

Different policies are maintained for the two distinct groups of purchasing by the Executive housekeeping. The true usage of the first group (consumable) purchases can be projected according to the occupancy rate of the hotel. Since it is vital to maintain these items in stock, the staff can request their requisitions on a daily weekly basis. So the Executive housekeeper has to not only establish the demands, but needs to control the use of consumable items as well through the maintenance of detailed invoices and requisitions. The numbers of consumable items are numerous and if the proper monitoring is not carried out, needless to say it will affect the overall profit statement of the hotel. Now, computers help to carry out this function.

“Assets”, while not in the true sense, include things like uniforms and are not consumed on a regular basis, and have no need for a daily replacement. However, the upkeep of the uniform is the duty of the staff and they need to show up immaculately dressed daily. Other items such as vacuum cleaners or crockery are passed out over a given amount of time and are recorded as depreciation. Hotel's linen is hard to manage;

since in a large hotel roughly 5000 dirty linens are sent for cleaning every day. To count and recheck the linen from and to laundry is a very difficult job. Additionally, guests have a tendency to pilfer things like towels from hotels. To keep a check on the linen stock, maintain it and when the need arises restock it becomes a top priority for the housekeeping manager.

Management of Guest Amenities

Every hotel keeps a list of amenities that they make available to their guests in every room. The housekeeping department is the go between that supplies these consumable goods in every room.

	600 Room Deluxe Class Hotel, City Centre location, Mainly Business Bookings	800 Room Medium Class Hotel, Sub-Urban location, Mainly Group Bookings
Entrance	“Do Not Disturb” card	“Do Not Disturb” card Breakfast menu Fire escape plan
Desk Top	Telephone directory Fire escape plan Typhoon safety regulations IDD booklet Guidebook Breakfast menu Sewing kit Ball pen Food and beverage information	Guest directory Guidebook Tent card promotion Ashtray Match box Folder with standard stationeries
Desk-top Folder	Letter paper/envelopes Telex/Fax forms Thank you and postcards Cable Television guide	

	Blotting paper Limousine service Health spa information	
Closet	Laundry bags and list Dry cleaning bag and list Leather shoehorn Leather clothes brush Shoe shine kit Shoehorn Hangers	Laundry bags and list Shopping bag Wooden hangers
Mini Bar Services	Glasses and ice bucket Bottle opener Water (mineral/distilled) Coasters Mini bar on request	Ice bucket Opener Glasses with coaster Red wine glasses – 2 on request Champagne glasses – 2 304 glasses – 2 306 glasses – 2 Tumbler – 1 Napkins – 2 Stirrers – 2 Drink voucher Rattan basket with liquor
Bedside Table	Int'l direct dialling telephone Control panel/switches Radio channels	Int'l direct dialling telephone Control panel/switches Radio channels

		Phone directory
Sitting Area	Television set Remote control Magazines/Newspapers Flowers	Television set Remote control Magazines/Newspapers Flowers
Bathroom	Bath towels – 2 Hand towels – 2 Face towels – 2 Tissue box and tissues Tumblers with coaster Soap dish with soap Foam bath and shampoo Rubbish bin Sanitary bag Shoe shine mitt Shaving socket Bathrobes Slippers Glass jar and cotton buds Bath salts Bottle opener Vase (bud) Emery board Mild clothes detergent Shower cap Hair dryer	Bath towels – 2 Hand towels – 2 Face towels – 2 Tissue box and tissues Tumblers with coaster Soap dish with soap Foam bath and shampoo Rubbish bin Sanitary bag Shoe shine mitt Shaving socket Plant

Upon Request	Swimming goggles	Adaptors
	Adaptors/Transformers	Heaters
	Heaters	Iron (with board)
	Iron (with board)	Baby supplies/crib
	Baby supplies/crib	
	Extension cord	
	Clothes rack	
	Luggage rack	
	Comb	
	Disposable razor	
	Shaving cream	

Table 3.1: Specific Amenities

(Source: Hotel Management, Sue Baker)

Just giving these amenities is not sufficient. It is the job of the housekeeping department to manage and maintain these goods. The housekeeping staff has to keep a check on the usable items in the rooms to determine their success in terms of profit or loss to the hotel. The hotel needs to come up with a set standard of maintaining the room. A very simple and systematic method of delivering standardized service is to make use of a checklist.

Room Status Codes

Special codes and terminologies are widely used by hotels in enhancing the inter-departmental communications. Room status codes are mainly applied by the housekeeping and front office departments in verbal or in words and can always be seen in reports of rooms division and computer systems.

One typical example of how these special codes and terminology are used is that when a guest check-out from the front desk and settles his account, the front desk computer system will automatically change the room status to 'Vacant Dirty' or 'VD'. This enables housekeeping staff to make up the room promptly for arriving guests. Once the

'Vacant Dirty' room is made ready for sale, housekeeping department will notify the

M front desk through changing the room status to 'Vacant Clean' ('VC') or 'Inspected Clean' ('I').

Some common examples and their detail descriptions are shown in Table 3.2 as below:

Terminologies	Codes	Descriptions
Occupied Clean	OC	The room is occupied and has been cleaned by room attendant
Occupied Dirty	OD	The room is occupied and hasn't been cleaned by room attendant
Vacant Clean /	VC / VR	The room is vacant and has been cleaned by room attendant or ready for sale
Vacant Dirty	VD	The room is vacant and hasn't been cleaned by room attendant
Do Not Disturb	DND	The guest has requested no disturbances
Out of Order	OOO	The room is under maintenance, refurbishment or extensive cleaning
Extra Bed	XB	An extra bed is being used in the guest room
Light Baggage	LB	An occupied room with no large baggage, e.g. trunk
No Baggage	NB	An occupied room with no baggage
No Need Service	NNS	The guest has requested 'no service' for the room

Sleep-out	SO	The guest is supposed to be staying in the room but the bed has no signs of being used
Check-out	CO	The guest has paid the bill and checked out his/
Expected Departure	ED	It is the same as 'due-out' which means the guest would depart prior to the check-out time of the following day
Inspected Clean	I	The room is double checked by the floor supervisor after the cleaning of room
Did Not Check	DNCO	The guest has paid or made payment arrangement but has not completed the check-out processes or informed the front desk while
Late Check-out	/	The guest has requested and is approved to check out later than the standard check-out time
Skipper	/	The guest has not paid and left without informing the front desk
Complimentary	/	The room is occupied for free
Stay-over	/	The guest is not checking out today and will remain at least one more night

Lock-out	/	The occupied room has been locked which disallows the guest to re-enter until he/she comes into contact with hotel staff to clarify his/her status
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Table 3.2 — Room Status Codes and Terminologies

Managing Food and Beverage Operations

The hospitality industry is primarily known by its output products for satisfying the guests' demand of accommodation, food and beverages away from their homes. Usually the industry is split into two separate segments of accommodation and Food and Beverages (F&B).

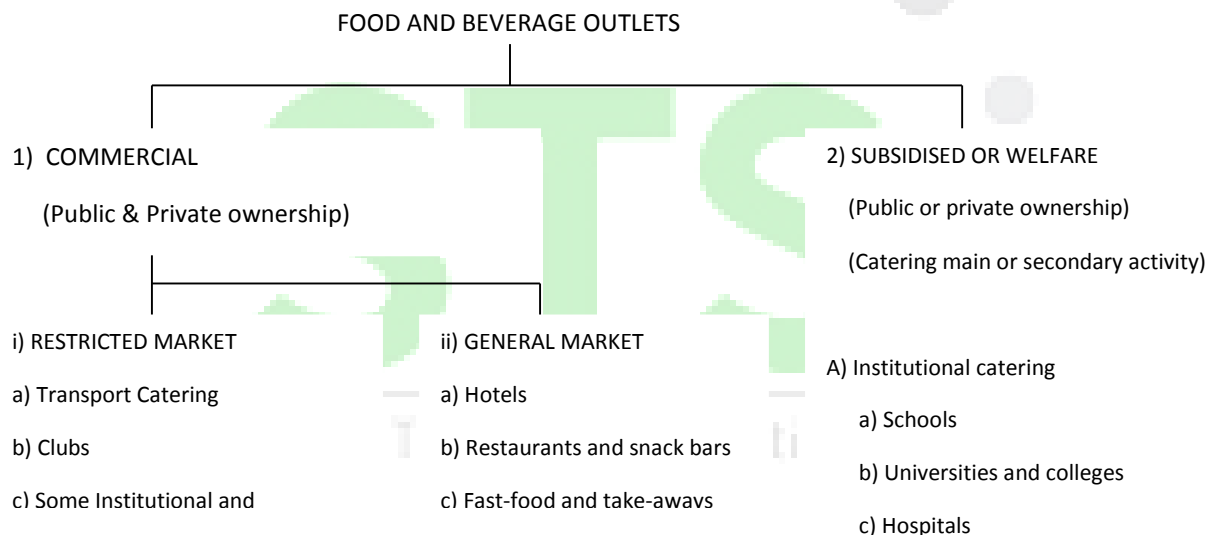


Fig: 3.3 - The Main Sectors of the Hospitality Industry. (Source: Davis and Stone, 1991)

There are various kinds of food and beverage operations designed to meet the demand of the consumers. Over the years, eating out has become a matter of choice rather than necessity. However, the primary reasons for eating out are:

- to celebrate a special occasion or treat,
- meeting friends,
- just for a change from home, and
- at times a necessity, e.g., eating out while travelling.

In this Unit thus, you will be familiarised with the working of the Food and Beverage outlets.

Primarily, you will learn about opening and managing of a food and beverage outlet irrespective of its location and speciality.

Food and Beverage Operations

Food and beverage segment of hospitality industry is primarily concerned with providing food and beverages to their consumers. Various elements related in it's operations can be summarised in the catering cycle which is shown in Figure 3.4.

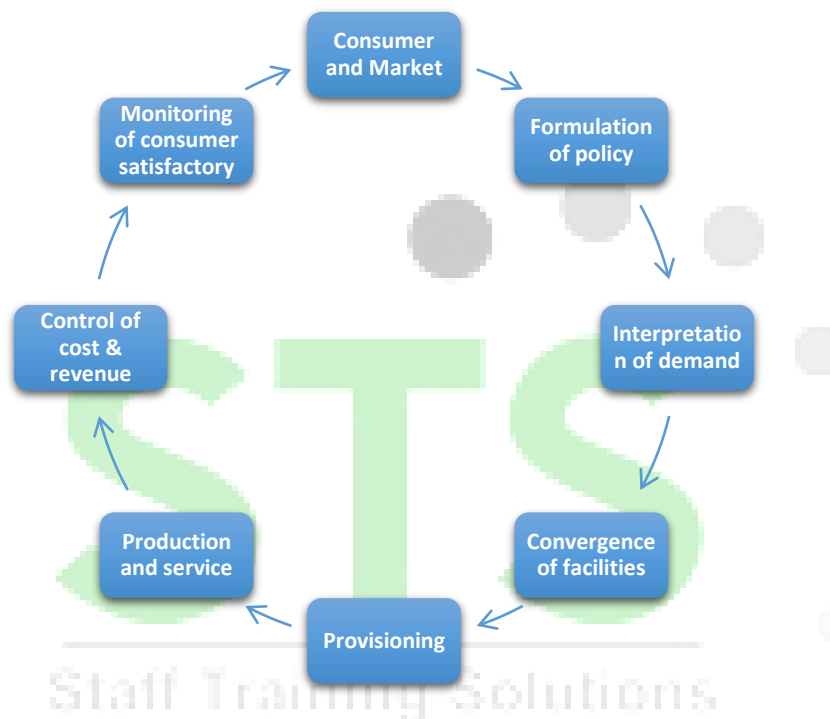


Fig: 3.4 *The Catering Cycle (Source: Cracknell et al., 1983)*

The fact that the catering cycle is not only concerned with operations but it is also a dynamic model in the sense that any one problem in one section of the cycle will cause difficulties for other elements of the cycle. For example, problem in the purchase section will also affect production and service, while improper utilisation of raw materials during production would also affect control system and so on. We can infer from the cycle that an ideal food and drink service would be one which:

- provides food and drink on demand;
- has optimum utilisation of labour and skill, raw materials and equipments;
- has quick and simple methods of operational design; and
- has flexible system design allowing ease of adaptation.

To be able to establish and manage such an ideal food and beverage outlet one would require careful preparation, both at pre and post opening stages of the outlet. Yet the common assumption is that Food and Beverage outlet is the easiest way to earn a profit, since food always sells. It is also often assumed that if you eat well then you know how to run an eating joint. Well such thoughts are far from the truth. Let us now discuss various elements involved in the opening and running of a restaurant successfully.

Food Service Operation System

Food Service Operations involve the procuring of raw materials, production of food and finally serving to the customers on demand. As the food service outlet varies, the type of services provided and also the food production process also varies. Yet the process can be depicted simply as,

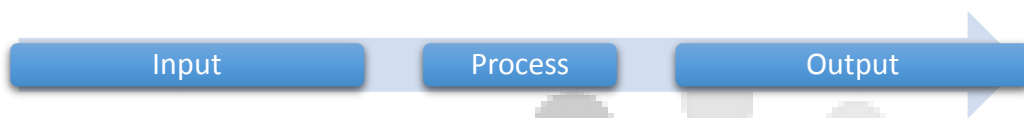


Fig: 3.5

The input being the raw materials, processing involving the cooking and preparation of food and output is to serve the prepared food to the guests. The process of the food production traditionally followed is depicted in Figure 3.6.

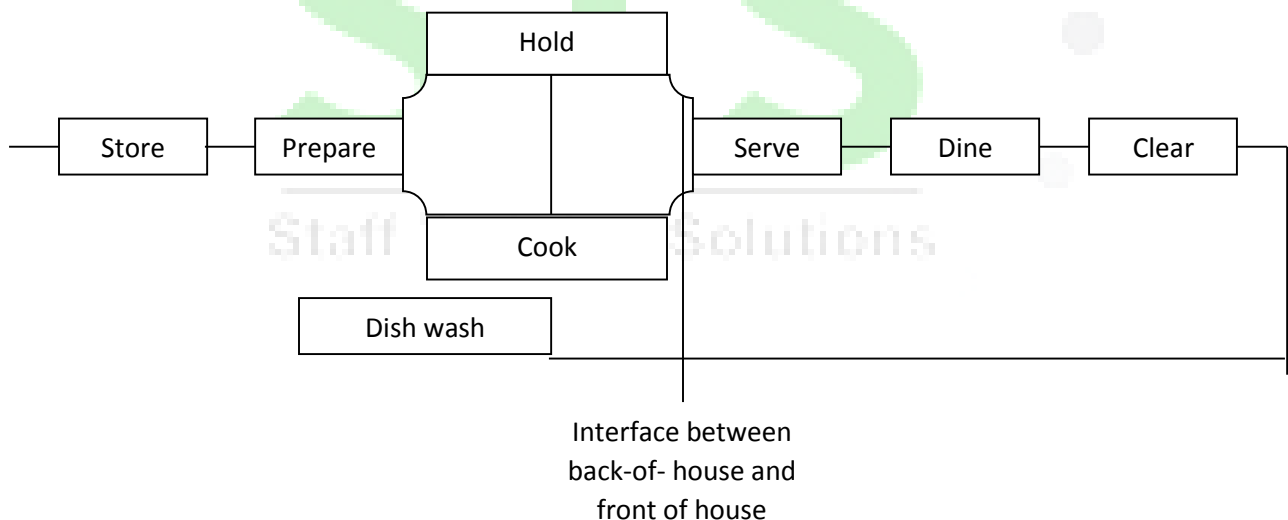


Fig: 3.6 - Flow diagram of traditional foodservice delivery systems.

(Source: Adapted from Alan Huelin and Peter Jones, Food Service Systems: Generic Types, Alternative Technology and Infinite Variation, Journal Of Foodservice Systems, 5(4), p. 303, 1990)

Fig 3.6 shows the eight distinct stages of the traditional food service delivery system. These stages are:

- | | | | |
|----|----------------------|---|--|
| 1. | Storage | – | refrigerated or ambient storage of material |
| 2. | Preparation | – | activities such as peeling, cutting and so forth |
| 3. | Production (cooking) | – | methods such as frying, roasting and so forth |
| 4. | Holding | – | storage between production and consumption |
| 5. | Service | – | style of delivering dishes/meals to consumers |
| 6. | Dining | – | consumption of meal by consumer in setting |
| 7. | Clearing | – | removal of equipment/food debris |
| 8. | Dish wash | – | cleansing of soiled equipment |

A few distinguishing features of the traditional system are:

- Clear differentiation between front and back of the house,
- Customer interaction/contact is restricted only to the front, and
- All the activities take place on the same premises.

Various modern food service outlets do not always follow the traditional system in its true form. A few changes are brought about, depending on the type of service outlet. For example, a la carte restaurant in a five star hotel would use fresh ingredients and stage 4, wherein prepared foods are kept on hold is not necessary. Same is the case when in speciality restaurant the different courses are prepared right in front of the guest. At times the prepared food needs to be held in special temporary conditions and so on. Thus, the food production process is modified according to the policy of the outlet. The production policy decides the purchasing and storing factors. The success of the outlet depends as much on the food production processes as on the site and décor of the place. Initially the idea of opening a distinctive type of service outlet is decided for example a bar or restaurant with self-serving facilities, etc. Then a site is selected according to the distance from the target market. Often a new restaurant is opened within an existing hotel. A manager takes decisions of opening new eating joints as a result of the changing markets trends or a demand of a new outlet by the guests visiting the hotel. The opening of a new outlet within a hotel means to create space within the area by either renovating an old eating joint or otherwise. Once the space has been earmarked, one can start working for setting up and running the outlet. This also involves designing of the Restaurant, i.e., the designing of both the sitting area and the kitchen and office area for such an outlet.

Designing the Restaurant

The designing of the sitting area of restaurant depends on the type of restaurant. For example, if the restaurant is only for breakfast buffet, then the sitting arrangements needs to be centred around or near the buffet table for easy access by the customers. While designing the guest sitting area one needs to choose the correct furnishing and furniture. The guest sitting area should provide some form of privacy to each guest table and at the same time have optimum utilisation of space. Each table should be easily accessible by the serving staff and thus save on serving time. The décor should be pleasant as well as attractive. The ambience of the restaurant contributes towards the customer satisfaction. Over-doing the décor is not advisable. Lighting plays an important role for giving the correct ambience, but one should

remember there's a difference between deductive lighting and eating one's meal in almost total darkness. Soft music, if played completes the relaxed ambience and environment. Air conditioning, though not a must a few years back, has now become a necessity so as to provide clean and cool air to the guests. Designing the kitchen also forms an important part since major work is done there. The primary areas of kitchen can be distinguished as:

- a. **Storage:** where the raw materials are stored. This would mean both dry storage and refrigerated storage area. Storage area is also dependent on the type of restaurant. For example, a speciality restaurant may require some special storage facilities for the ingredients.
- b. **Pre-preparation Area:** Kitchen usually has a specified area for cleaning, peeling, chopping, mixing and combining ingredients.
- c. **Production Areas:** The production areas or food preparation area is best situated. The production area has hot food and cold food area wherein main courses, soups and salads and other refrigerated food is prepared, respectively.
- d. **Bakery:** If the manager decides on providing baked food, a separate bakery is useful.
- e. **Holding and Service:** An area for holding the food prior to service is very essential.
- f. **Ware Washing:** The washing area is usually near to the dining area but also close to the main production area.
- g. **Pot and Pan Area:** A pot and pan area would enable the storing of the utensils when they are not in use. The restaurant design must have an Office Area and Employees Area. The office area would be used to keep the record of various transactions both with the suppliers and the consumers. The employees need an area to change into work clothes and also an area to rest during breaks. It's the manager's duty to check the viability of a restaurant's final design and work out the viability of the plan.

Equipments

The general points to be considered when purchasing equipment for a food and beverage service area are:

- Flexibility of use;
- Type of service being offered;
- Type of customer;
- Design;
- Colour;
- Durability;

- Ease of maintenance;
- Stakability;
- Costs and funds available;
- Availability in the future – replacements;
- Storage;
- Rate of breakage, e.g., for China;
- Shape;
- Psychological effect on guests; and
- Delivery time.

(Source: Food and Beverage Management by Cousins, Foskett and Shortt):

Menu Planning

Consumers' food preferences are the major factor while deciding upon the menu planning. It is not easy to decide what will most be liked by the people. The consumer preferences are based on many factors, such as, food, nutritional value, the cultural and ethnic background and others.



Fig: 3.7 Factors affecting food habits, acceptance, and preferences

Fig 3.7 clearly illustrates that the food habit acceptances and preferences depending on the following factors:

- Age, sex, physiological and psychological influence affect of the food a consumer chooses,
- Factors like appetite, personality, mood and emotions and also the influence of other people,
- Advertising and environmental situations prevalent even before the guest enters the restaurant,
- Economic conditions and social or prestige issue of the guest,
- The appearance, texture, quality, odour and flavour of the prepared food, and
- Finally, religious and cultural constraints as many people don't try some food due to their set views.

As you can see many factors affect the food preferences and most of them are beyond the control of F&B Manager. It is difficult to be 100% sure what is going to appeal to the consumer. Thus, menu planning is extremely important since it involves selection of food, and beverages acceptable to both to the guests (consumers) and to the management. Menu planning involves careful consideration of the following aspects:

- The type of food service outlet and the budget available with the organisation for the outlet;
- The consumer food habits;
- The availability of the raw materials is also important. Many food items are seasonal and procuring of exotic ingredients can prove to be difficult. The viability of the menu depends on the available ingredients; and
- The physical facilities and equipments also dictate menu planning. Both the type and number of equipments available play an important role in the selection of menu items.

Once the factors affecting menu planning are understood, menu is decided upon. Essentially menus can be of three types:

- a. Static or fixed menu where the same menu items are offered repeatedly.
- b. Cycle menu refers to menus, offering different items for a pre-determined time period.
- c. Finally, Single Use Menus which are planned only for special days or occasions and are not repeated.

Cookbooks and computers help to a greater extent in Menu planning. The success or failure of a food service venture depends on the menu and hence Menu is the focal point around which all the components of a food service operation are centred.

Managing Food Service Operations

As a manager you need to concentrate on the management aspect of food services once your outlet is operational. Various aspects of managing food service operations involves:

a) Food Purchasing:

According to John Stefanelli the food service purchasing involves:

- developing specifications;
- preparing an approved suppliers list;
- determining the appropriate order size; and
- establishing appropriate receiving and storage procedures.

Specifications; is the first step, since it represents cost and quality control guidelines. Developing appropriate specifications for each item purchased from an outside supplier helps in avoiding any future misunderstanding among the concerned people. Mostly the restaurant manager's develop an approved supplier's list. This ensures a consistency in quality and cost. This also helps in controlling the buyer's activities. Usually, the manager can only add or delete a supplier's name to the list. Determining the order size is very difficult. A case of over-buy results in storage problem whereas under-buy is an option no manager wants to take. Over a period of time a somewhat accepted order size could be agreed upon. Once needs are determined, the procedure for ordering and buying is set up. Invoices and receipts with signatures will help in checking any possible mischief or theft.

b) Managing Food Production Systems:

Food production is the core of the food service industry. Menu classification starts the food production system **Table 3.3** describes the three different types of menus which are mainly used according to the nature of outlet.

No Choice		Limited Choice	Choice
Fixed (static)		Quick-service restaurant	Full service restaurant Cafeteria
Cycle	Airline Nursing home	School food-service	Cafeteria
Single-use	Banquet	Catered luncheon	Buffet

Table 3.3: Menu classification

Although menu forms the core of food service industry, the ingredients form the magic part of the food produced. Herein, comes the usefulness of recipe standardisation. It is the most important tool available to control costs and ensure product consistency and quality. Consistence duplication of food item is achieved with an accurate record of ingredients, amounts and methods of combining ingredients and cooking. Given below in **Table 3.4** is a format used for standardization of recipe:

Date Meal Unit					
Item/Recipe	Quantity Needed	Actual Produced	Time	Leftover	Comments
Additional instructions					

Table 3.4 : Sample production schedule format

Although standardisation of a recipe is important, it is often overlooked in food service industry. As a manager, you shall ensure that standardisation of a recipe is achieved so as to control quantity and quality along with the costs involved in running an eating joint.

c) Food Service Hygiene:

Hygiene is very important for any eating joint. Reputation of a restaurant is made based on its menu and hygiene. Here the employees are in constant contact with food and preparation equipment. Major source of contamination of food arises from human contact from elements like skin, fingernails, hair, jewellery, mouth, nose and respiratory tract and eyes. Employees, therefore, should be trained to ensure that they maintain personal hygiene. Next area of consideration is the equipment to be used. The cleaning area should be clean so as to ensure food service hygiene. The sink and work surfaces should be cleaned before and after every use. The equipments should be sanitised and sterilised after every cleaning. These sterilized equipments need to be stored in a clean area with protection from splash, dust and contact with food. Various sanitation methods like thermal and chemical sanitation methods among others should be used. The kitchen area and dining space should be pest free. Pests like, mice, cockroaches, etc. bring bad reputation to a place because they are carrier of many diseases. Hence, regular pest control methods must be undertaken so as to ensure hygiene of not only food but also of the surroundings.

Beverages

Beverages or drinks can be either alcoholic or non-alcoholic. Non-alcoholic beverages include tea, coffee, juices, shakes, aerated drinks and of course mineral water. The entire food service outlet usually provides non-alcoholic beverage. However, a few offer alcoholic beverages bearing in mind that:

- special permit or licence is required to serve alcohol at the premises,
- usually specific hours are maintained, and
- age of the consumer needs to be checked so as to ensure the legal age of buying an alcoholic drink.

Once an establishment starts to supply or provide alcoholic drinks to the consumers it needs to maintain a wine and drinks list. If the drinks are served along with food then the list should match the food on the menu. The drink list is provided to the guests along with food menu and the drink should help bring out the flavour of the food. For example, white wine goes well with less flavoured food and so on. The list size and shape should be such that it is easy to handle by both staff and guests.

Types of Wine and Drinks List

The wine and drink contents of a list may include (Source: Food and Beverage Management by Cousins, Foskett and Shortt):

- non-alcoholic drinks including natural spring and mineral waters, aerated waters, squashes, juices and syrups.
- cocktails including non-alcoholic cocktails,
- bitters as aperitifs and for mixed drinks and cocktails,
- wines including still wine, sparkling wines, alcohol-free, de-alcoholised and low-alcohol wines, fortified wines and aromatised wines,
- spirits,
- liqueurs,
- beers including draught and packaged beers and reduced alcohol beers, and cider & perry.

The order of wines and drinks on a list tends to follow the order of consumption or be grouped under types of wine or drink.

- Cocktails,
- Aperitifs,
- Cups,
- Wines,
- Liqueurs, and
- Beers, minerals and squashes.

After-Meal Drinks List

- These are often combined with the wine list – although are occasionally presented as a separate liqueur list,
- The list should offer a range of liqueurs together with possibly a specialist range of brandies and/or a specialist range of malt whiskies. Vintage and LBV port may also be offered here, and
- A range of speciality liqueur/spirit coffees might also be included.

Banqueting Wine Lists

- The length is generally according to size and style of operation,
- In most instances there is a selection of popular wine names/styles on offer,

- There would be a range of prices from house wines to some fine wines to suit all customer preferences, and
- In some instances the banqueting wine will draw wines from the restaurant wine list.

Room Service Drinks List

- There may be a mini-bar or choice from a standard bar list, and
- They usually offer a limited range of wines.

Purchasing and Pricing

Purchasing the right amount of stock is the main objective of a beverage manager. Many items have limited shelf life but in the case of good wine it can be decades. Nevertheless, under-stocking means not being able to serve the guests properly while over stocking means extra storage space. The right stock levels can be determined by using past sales data. A formula which can also be useful is:

$$M = W (T + L) + S$$

(Source: *Food and Beverage Management by Cousins, Foskett and Shortt*)

Where

M is the maximum stock,

W is the average usage rate,

T is the review period,

L is the lead time,

S is the safety stock (buffer or minimum).

An example of using this formula could be

W = 24 bottles per week

T = 4 weeks

L = 1 week

S = 1 week's usage, i.e., 24 bottles.

Therefore,

$$M = 24 (4 + 1) + 24 = 144 \text{ bottles}$$

ROL (Reorder Level) may also be calculated as:

$$(W \times L) + S = (24 \times 1) + 24 = 48 \text{ bottles}$$

The Pricing is based on three basic methods:

- 1) **Cost Plus Pricing:** The selling price is determined by the addition of specific percentage, of the cost price, to the cost of the drink (Gross profit = sales less the cost of sales).
- 2) **Rate of Return:** The total costs of the business are determined for a given business level and from this the percentage of the cost price required to be added to the cost is determined in order to ensure that business will be viable.
- 3) **Market Oriented:** Selling price is determined by considering both what the customer is likely to pay as well as what others in similar operations, locally, are charging.

Further Reading:

- ✓ *Michael J. O'Fallon, Denney G. Rutherford, (2011), Hotel Management and Operations*
- ✓ *Darrell Clifton, (2012), Hospitality Security*
- ✓ *Thomas J. A. Jones, (2008), Professional Management of Housekeeping Operations*

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