# A Textbook of Catering Management

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# CHAPTER 1

# A COMPREHENSIVE REVIEW ON MANAGEMENT OF THE CATERING AND FOOD SERVICES

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**ABSTRACT:**

The management of catering and food services, which includes a broad variety of operations from menu design to food preparation, service, and customer satisfaction, is an essential component of the hospitality sector. An overview of the main elements in the management of catering and food services is given in this abstract. It emphasizes the significance of effective operations, client-centred strategies, and flexibility to changing trends in the culinary industry. In this industry, effective management not only assures profitability but also enhances the whole visitor experience. There are further employment prospects in this industry in the kitchens that serve meals to trains, aircraft, and cruise ships. In their kitchens, cafeterias, and hostels, large private hospitals also include catering supervisors. Every time someone travels more than a few hours away from home, they must find lodging somewhere else. Given that his or her house is too far away to go to and dine at, it is often a snack, a drink, or even a meal.

**KEYWORDS:**

Catering, Food, Management, Menu Planning, Services.

## INTRODUCTION

Even if a person has a packed lunch, they may still want to drink something throughout a lengthy workday. This might be tea, coffee, juice, or an aerated beverage. As a result, we need services that can provide meals whenever and wherever it is needed. The catering sector provides several services. To varied degrees, the catering sector offers an alternative to the cuisine one may have obtained at home. Dharmashalas were inns in ancient India that catered to pilgrimage tourists. Such dharmashalas are still in use today, providing a cheap place to rest and eat. In addition, it is customary to provide prasad or langar to the faithful at sacred locations. Similar to this, everyone receives food as they break their fast during the month of Ramadan. These dishes are all cooked in professional kitchens in extremely big quantities. Food service and catering have developed into an industry that is growing as a result of changes in the socio-economic environment because there is a lot larger need for food that is provided outside the house that is delicious, sanitary, healthful, and visually pleasing. There may be a desire from time to time for food with a longer shelf life [1], [2].

The development of science and technology has made it possible for individuals who work in the mass production of food to organize their tasks more effectively, increase the safety and quality of their products, and do so while also reducing their workload. The use of computers has made a significant contribution, not only for maintaining records and accounting systems but also for online food ordering, learning about equipment made in other countries, and finding recipes for diverse meals. There is a growing need for a diversity of cuisines and traditional ethnic meals nowadays due to rising migration, urbanization, globalization, travel abroad, and tourism, exposure to other cuisines and commercials, as well as rising local interest in trying out new dishes. The growth of food services are influenced by the elements shown in Figure 1.

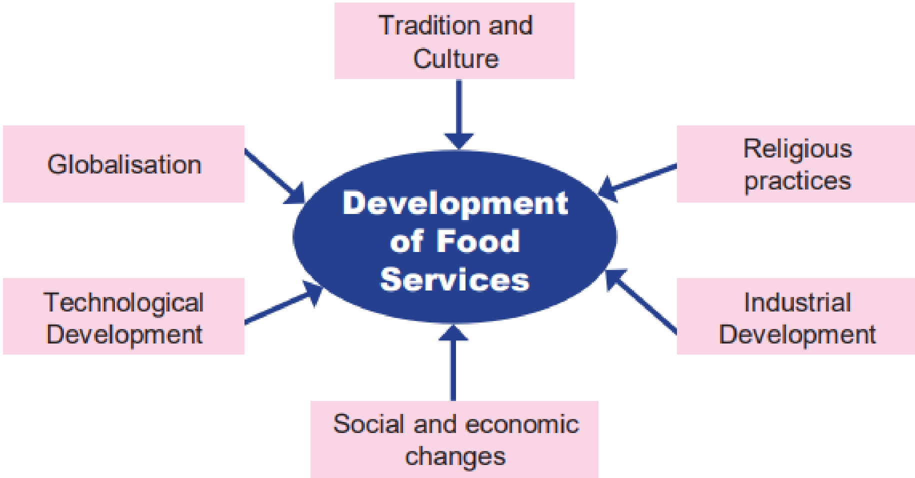


**Figure 1: Factors Influencing Development of Food Services**

It's crucial to understand other cultures' culinary practices. People working in this industry must thus have extensive culinary knowledge. The media, especially television, has sparked interest in cooking and varied cultural culinary customs. Have you observed how the majority of TV networks cover cooking and cuisines? From Kashmir in the north to Tamil Nadu and Kerala in the south, to the North Eastern states, Orissa and West Bengal in the east, to Gujarat and Maharashtra in the west, India alone has a tremendously diverse range of regional cuisines. Due to this, "Cuisinology" has gained popularity and opened up new career opportunities. Similar to this, there are many different cuisines around the globe, including American, Mexican, Caribbean, African, British, Welsh, Irish, Scottish, French, Italian, Spanish, German, Austrian, Russian, Eastern European, Swiss, Scandinavian, Mediterranean, and Middle Eastern. Along with Indian, other languages spoken in Asia and South Asia include Pakistani, Bangladeshi, Thai, Chinese, Korean, Japanese, and Indonesian. The ingredients and preparation techniques employed in each of these cuisines differ greatly [3], [4].

## DISCUSSION

People of all ages, from all walks of life, and at all times during a 24-hour period must have access to food. Everyone agrees that food must be properly prepared and cooked. Institutions that provide care for various target groups, such as hospitals, old age homes, orphanages, and hostels, have emerged in addition to workplace food provision. School, college, workplace, jails, and feeding programs run by the government or the nonprofit sector to enhance the health and nutrition of certain populations are other establishments where food is often offered. Another way to think about catering is as a nice alternative to home-cooked meals. People like to partake in meals, snacks, and drinks that have been prepared and presented in interesting and appealing settings. Nowadays, many families like dining out on the weekends or sometimes go out to dinner for fun. In addition, more families are taking vacations away from home. Because of the necessity to eat while traveling and throughout the holiday season, the national and international tourist and catering industries are both 'expanding.

Food is prepared by certain people or organizations and delivered to others at their homes or places of employment. The term "home-based food service" refers to this. There are several such entrepreneurial catering operations, such as take-home meals or home-cooked meal delivery. Women who utilize their passions and culinary abilities to run many of these businesses. There is a high demand for catered food due to the vast number of households where both the husband and wife work, as well as the fact that there are certain communities where individuals live alone, have a lack of cooking facilities, or are unable to prepare their own meals. Additionally, there are mobile food service units. At community events like fairs, exhibits, rallies, and flower, fruit, and vegetable shows when attendees would want to take advantage of some refreshments, it is necessary to provide food, snacks, and drinks. Similar to this, meals and drinks may be provided during meetings. These all illustrate the breadth of options available in the catering sector and the possibilities for many career paths in this area of food service management. Before we cover the numerous vocations, let's become familiar with some key terms and factors that are pertinent to this sector.

**Basic Principles**

The extensive food service sector includes all establishments, organizations, and businesses in charge of any outside-the-home food or beverage preparation. These range from pricey hotels and restaurants to less costly establishments like quick food restaurants, street food sellers, food services in canteens or cafeterias at workplaces, businesses, and schools, as well as catering for flights and trains. 'Catering' industry is another name for the food service sector. The skill of serving food and drinks to a big group of people in a manner that is both satisfying and economical is known as food service management. At every level of the food service operation, a professional attitude, coupled with specialized knowledge, abilities, and attentiveness, are necessary. The art or profession of preparing, delivering, and serving prepared meals is known as food service. The goal of food service is to provide appetizing food that is prepared in accordance with accepted sanitary standards and is presented attractively at a certain price. A food service unit, department, or organization's management and administration are under the purview of the food service manager. A menu is a medium of communication used by caterers and other types of food service establishments to let customers and consumers know what foods are available. Let's familiarize ourselves with the many kinds of restaurants [5]–[7].

**Different Caterer Services**

Depending on their importance to society and the economy, catering services may be widely categorized. This classification is based on whether the catering's primary goal is profit-making or anything else.

**Non-commercial Services / Welfare**

These services are primarily intended for charitable giving and social welfare. People or organizations who provide these services want to make sure that people are fed adequately and appropriately; any financial gain is secondary to that goal. Examples of these catering services include providing meals to employees, members of the military forces, students, and those who are ill and receiving care in hospitals. One kind of welfare catering is industrial catering. As part of their welfare initiatives, several industries feed their staff. The wellbeing of the workers is thought to be connected to work production. Workers who eat well generate more and better work. Food is provided to employees for free or at a price that is much less than its true cost , with the remainder of the expense being covered by the employer. The basic goal of industrial, institutional, and welfare outlets is to provide a crucial service. There may be a set budget that caterers and managers of these services must work under in order to properly run the business. As the festivities "belong" to the employing organization in certain circumstances, the caterer may not be competing with other caterers for business. Additionally, the service is only offered to members of the institution or organization for whom it is conducted at such places, not to the general public.

These businesses and services cater to the general public and generally offer food and drinks for financial gain. However, the reason these services are significant is because they not only fill consumer demands but also provide as a source of employment. These services are also of enormous economic value to the nation. The tourism, travel, and vacation sectors are supported by hotels and catering services. Since this sector brings money into the nation in return for its services, it is a significant source of foreign currency earnings. Hoteliers and caterers indirectly improve international understanding via the travel and tourism sector.

The business sector's styles and requirements for catering occasions vary greatly:

1. Meal service is exquisite, opulent, and often offers a wide range of cuisines at globally renowned 7–5 star facilities. The banquet manager also has access to the necessary skill sets and equipment. It is expensive to furnish and maintain and necessitates experts with extensive training. These businesses usually have very high prices.
2. The food and service are of a high grade at less costly venues, such as 3 or 4 star hotels, restaurants, etc., where expenses and prices are lower than at the very top level.
3. Small restaurants are often less expensive since they use less resources and less expensive food. There may not be much variation in the menus.
4. Following our familiarization with the many sorts of food service facilities, it is crucial to understand the various kinds of food delivery systems.

**Different Food Service System Types**

Food service systems may be broadly categorized into four categories: traditional, commissary, ready prepared, and assembly/serve.

1. **Traditional food delivery system**

On the property where the meal will be served, food is made in a kitchen. Food is kept hot or cold after preparation or manufacture and served as quickly as feasible. The meal may be delivered straight to a nearby service facility, such as a cafeteria, restaurant, or eating area of a hostel. As an alternative, it might be carried on trays and given to patients in hospitals, for example. This approach is better equipped to accommodate different user preferences. There is more freedom in meal planning and the utilization of seasonal items is possible. Additionally, distribution expenses are low [8], [9].

2. **A system of commissary food delivery**

Since the food production center and the service regions are situated in distinct buildings, the food is made centrally in one location but delivered to various distant places for final preparation and service. So, in order to guarantee that the food is provided to the different locations, a food distributor is required. For instance, there are chains of restaurants like Coffee Day, Barista, etc. where the staple foods like milk, cookies, ice cream, etc. are provided from a centralized kitchen. When a client requests a milk shake, it is made according to the flavors they choose, with any additional ingredients, toppings, etc. added at their request. The benefits include the ability to buy all ingredients in bulk and the lack of specialized staff and equipment required for cooking the meals in each unit. It is affordable and guarantees product quality uniformity across all units.

3. **Systems for serving ready-made food**

Before the time of service, food items are made far in advance and stored frozen until they are needed. Many of these cuisine products, like frozen parathas, samosas, cutlets, and French fries, are accessible in big cities. Examples of businesses that have created and are promoting similar goods are Mafco and Godrej. The need for specialized freezers and equipment for preserving food in a frozen state is a crucial component of this kind of business. To avoid contamination and deterioration, food handling procedures must be carried out with the utmost care.

4. **System of assembly and servicing**

This involves buying completely prepared goods from producers with just finishing activities, including seasoning, defrosting, and reheating, being carried out at the location of service. At the point of service, some procedures only need minimum cooking, such as the selling of "golgappas/panipuri or bhelpuri." The distribution process and service are distinct from the production process. One of the drawbacks is that there may not be a lot of things prepared. The main objective is to guarantee that the food delivered is of high quality, regardless of the kind of facility and food service system. For this, the food service manager or caterer should have the following qualifications:  knowledge of menu planning, food selection, preparation and service, equipment required;  organizational and managerial skills;  successful personnel direction;  an adequate system of cost control;  wise use of space for the physical layout of the unit;  assurance that appropriate waste management practices and procedures are used. Since all actions inside a food service unit or organization are focused on the menu, menu planning also known as bill of fare is an essential part of all food service enterprises.

**Menu preparation**

The menu and the quality of how the different dishes are prepared and presented will define how successful the organization is. One of the most crucial tasks in the catering industry is creating the menu. The menu has an impact on every action taken within the food service department. The necessary ingredients, equipment kind and quantity, staff skill level, and employee count are all determined by the menu. Season and ingredient availability, price range, time of day which meal and what type of items to include, such as breakfast, snacks, lunch, and dinner special functions, types of beverages to be served, sensory appeal and attractiveness of food, no repetition of colors and flavors, nutritional considerations and eating habits of inmates, consumers, such as those in businesses, schools, and colleges, me, are some of the things to take into account when planning a menu.

**Menu functions include**

In essence, the menu serves two purposes:  it educates the client or consumer on what is offered, and it tells the catering crew about what has to be prepared. A meal that has been thoughtfully arranged shows this. It embodies three different viewpoints. The customer receives value for money in terms of the quantity of food served, variety, and palatability as well as the manner in which the food is served; employees receive value for money in terms of translating the written menu into actual food products; and management receives satisfaction in terms of profit, goodwill, and repeat business. In businesses that make a profit, the menu projects an image that also reflects the restaurant's general aesthetic. Attractive, well-crafted menus aid in sales promotion and may serve as a marketing tool. For people who have a deep interest in a variety of cuisines, there are a number of menu types that are both quite intriguing and hard. Menu planning has the advantages of being labor, time, and money-efficient. Menu planning is becoming more and more computerized nowadays. The manager is in charge of converting the printed menu into the preparation of high-quality cuisine. Managing the facility is a management skill need, regardless of the kind of food service and business [10], [11].

**Management in the food industry**

Utilizing resources to accomplish objectives via a variety of interconnected components is the process of management. In essence, it entails making choices in order to accomplish objectives. As a result, we may alternatively describe management as a process of making decisions and exercising control over human behavior with the intentional intention of achieving predefined objectives.

This encompasses the administration of both tangible and non-material resources. These resources are often referred to as the "6Ms": markets, money, materials, human resources, machines, and minutes. Planning, organizing, delegating, inspiring, directing, reporting, budgeting, and process coordination are just a few of the tasks that fall under management. Let's talk about each of them in brief:

1. **Planning**

This is a fundamental and important function. Planning is the foundation for all other activities. Planning is the process of thinking forward, establishing specific goals and policies, and choosing the best course of action to achieve those goals. Planning involves creating a course of action in line with the goals and policies and assigning tasks to different employees to ensure the organization runs smoothly. It involves both short- and long-term planning, as well as daily activity planning. The basis for enabling participants at different hierarchical levels to successfully carry out their task is planning. When making plans, we ask ourselves:

What should we do? Where do I go? When should you? Who will execute it? How do you do it?

2. **Organizing**

To utilize human resources and other resources effectively and efficiently, this includes defining the responsibilities of the organization, separating them into roles, and the duties and tasks each position requires. It also entails putting individuals with the same skill set and aptitude in the same groups. The connection between several other management roles is organization.

3. **Staffing:**

This task include hiring and educating human resources. To achieve the intended outcomes in line with the aims and objectives, it is crucial to employ individuals with the necessary expertise and abilities.

4. **Delegation and Direction**

For this, you need to be able to make judgments swiftly and consistently. Workloads are distributed to competent personnel at different levels within the organization via delegation.In addition to protecting the organization's interests, directing entails protecting the interests of the workforce as well.

### 5. Controlling

This factor is crucial to ensuring that the performance follows the plans. Cost management, which is crucial for financial operations, is also included in this. All sources of revenue and outlays must be tracked and under control. Utilizing a system of records as a tool to keep operations within preset budgetary constraints is essential for effective cost management.

### 6. Coordinating

For the organization to operate smoothly and to achieve its goals, this role aids in linking and connecting different sorts of activity.

### 7. Reporting

This necessitates informing the numerous departmental authorities, such as managers and executives, about the various responsibilities via reports, documents, and records. In order to guarantee efficient operation, this must be done.

### 8. Budgeting

All businesses, including those in the food service and catering industries, should be aware of this. The available funding is taken into consideration while planning and carrying out all actions. Planning for the allocation and utilization of financial resources as well as accounting are all part of budgeting.

## CONCLUSION

For business success in the fast-paced and fiercely competitive hospitality sector, competent management of catering and food services is crucial. In order to achieve this, thorough menu planning, effective food preparation and service, and a strong emphasis on client happiness are required. Long-term survival depends on the capacity to adjust to shifting dietary choices and culinary trends. To maintain profitability, efficient operations and cost-control measures are also required. By giving these things top priority, catering and food service companies may prosper in a constantly changing environment and keep giving their clients top-notch services.There is a need for qualified, seasoned personnel who can help establish hotels and other types of food businesses abroad. The majority of the departments in the catering sector are intricate specialties that call for a lot of effort, devotion, practice, and proficiency. These are fundamental traits that any young person who wishes to start a job must have.

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# CHAPTER 2

# A DISCUSSION ON TYPES OF CATERING SECTOR

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**ABSTRACT:**

This chapter looks at contracts, travel, and public sector catering. Contract caterers often provide their services to the government and mobile catering businesses. However, there are still occasions when companies provide their own in-house catering. By dividing the sector into three segments, it allows us to discuss the crucial differences between the various companies. The three subsectors have had a significant increase recently, with some, like the cruise ship industry, showing signals of economic development that will probably endure for at least the next ten years. The goal of this chapter is to provide the reader a comprehensive overview of the sectors in order for them to understand the many forms of technology that are often employed in each sector as well as the marketing and financial implications. This research examines the difficulties associated with contract administration, travel arrangements, and catering services in the public sector. Public agencies are required to meet people' needs while adhering to stringent regulations and budgetary constraints. Effective contract management throughout the procurement process ensures transparency, equality, and accountability. An essential component of operations in the public sector is travel, which requires careful planning to control costs and ensure fast completion.

**KEYWORDS:**

Catering, Contract Management, Public Sector, Travel.

## INTRODUCTION

Contract catering has advanced tremendously over the last ten years, and it is now commonplace to see contract catering companies investing in any of the sectors covered in this chapter. In the past, institutional or nonprofit settings like canteens at work, hospitals, and schools have been associated with contract catering. However, modern contract catering businesses like Compass and Sodexho have gone beyond traditional contract catering and often develop their own brands to operate restaurants. The BHA estimates that contract catering brought in little less than £4 billion in the UK alone in 2006, a 0.8% decline from the previous year. It is interesting how contract catering has declined in the fields of healthcare, the MOD, municipal governments, and private education. For the purposes of this text, contract caterers are defined as individuals or companies that accept the responsibility of managing and operating a company' catering facilities in line with that business' rules under a particular contract arrangement. Contract caterers are often retained for a certain period of time, after which the agreement may be extended or terminated as requested by both parties [1], [2].

Five basic categories may be used to classify catering contracts:

**1. Cost plus/management fee:** Under these agreements, the customer is charged both the operation's operating costs and a management fee.

**2. Fixed price/performance guarantee contracts:** These include entire cost-sharing agreements that prohibit cost increases.

**3. Profit and loss concession:** The customer and the caterer agree to split the business's gains or losses.

**4. Total risk:** The caterer, who keeps all profits, will cover the whole investment.

**5. A contract that is just for purchases:**Contract caterers are involved in all kinds of industrial catering situations, from small independent businesses to large multinational corporations, and they may do so for a variety of reasons, including the organization's dissatisfaction with the current services, staff meetings where complaints about the quality of the catering have been made, repeated attempts to improve the facilities that have failed, or the company's desire to avoid getting involved [3], [4].

1. **Commercial catering**

Industrial catering is simply catering that occurs in businesses. For instance, large retail chains may provide food for their staff, yet most often they would engage a contract caterer even if they sometimes may have an in-house catering section. The cuisine provided to staff members of businesses that provide financial services is another example of industrial catering. Catering operations at oil rigs, building sites, and training or convention facilities might also be included. In fact, the subsector has a turnover that surpasses £660 million annually. Typically, organizations and caterers will agree on a fixed pricing, profit/loss sharing, and entire risk agreement.

2. **Event planning**

The majority of the time, regular employees work in these operations. Since caterers sometimes operate other businesses in adjacent locations, personnel mobility may be a possibility. This adaptability may be crucial, particularly when staff absences or illness must be covered at several locations. Technology for holding food is crucial. It is possible to employ an off-site central kitchen that services many enterprises. It is crucial to make sure that food quality is maintained throughout delivery and transportation. Technology used at electronic points of sale may reduce waste by aiding in sales forecasting. For marketing reasons, communication tools like access to host corporate electronic boards or intranets and group email lists may be a huge benefit to the caterer.

## DISCUSSION

Event management is a growingly significant component of hospitality management. The supply of food and drink is often of paramount significance to ensure the success of the event, even though event management encompasses all those parts that are necessary to arrange a successful event. Numerous elements that are inherent in this sort of catering influence policy choices pertaining to event catering. The season comes first. The second is the concentration of events that take place during these months, most of which occur on the weekends, especially on Fridays and Saturdays, when a business must work to increase sales. Third, the caterer has access to a lot of information before the organized events, such as the number of guests to be catered for and for which mealtimes, such as lunch or dinner; their arrival and departure times; the menu they will receive; and the cost per person [5]–[7].

The basic rules regulating event catering are sometimes somewhat particular to this kind of food. Only when commerce is an establishment's only source of income will the stated rules be applicable. at contrast, the event space may be one of multiple catering possibilities at other establishments, such as hotels. However, even in these businesses, the budgeting division often takes decisions that are unique to this division. Food services are available in sports stadiums, venues for football, cricket, rugby, and other games, private health and fitness clubs, golf courses, and other athletic activities. It is challenging to quantify the catering sector due to the enormous number of sites in each country and the scattered nature of the catering enterprises. The industry was estimated by Mintel in 2004. £354 million in the UK in value. The addition of additional venues since 2004 is expected to bring in an income for the UK sector of more than £400 million today. Included in these are the London stadiums for Wembley and Arsenal, which debuted in 2007 and 2006, respectively. Currently, the UK has 365 stadiums, compared to 1,726 in the USA. With 9,379 stations globally, sales of food and drinks must now be responsible for more than £10 billion in earnings.

Caterers and venue owners often engage into one of three types of typical agreements. The first is a performance guarantee, wherein the venue is given a part of the catering company's profits. In the second scenario, the facility just leases out its spaces, generating a steady stream of income. The third arrangement is a relatively recent one in which the caterer and venue work together to create a joint business and equally split any earnings. In locations including zoos, animal parks, theaters, cinemas, historic buildings, and art galleries, catering services are offered. Price and quality seem to be the two primary management priorities, which may be attributed to the market's captive structure. The UK market has increased since 2006 and is now close to £2 billion. However, the sector's growth has been far slower than that of independent restaurants, indicating space for progress. Despite the fact that the majority of entertainment venues prefer to outsource their catering, a considerable fraction of them decide to keep it in-house. This is more typical at the theater and in catering for movie theaters.

**Travel Catering**

Road, rail, air, and sea transport catering has several special qualities that are not often seen in other food and beverage establishments. It usually involves serving a large group of customers who, as on an airplane, come to a catering facility at the same time and who need to be served promptly. On board, there is just enough food and liquids to last for a certain amount of meal intervals. If for whatever reason this food cannot be served to customers, other supplies may not be readily available. It could be particularly challenging to supply the food and beverages due to the physical circumstances of the serving place, such as turbulence on an airplane. The types of restaurants previously described often draw a specialized and restricted socioeconomic audience. A frequent need for travel catering is "mixed markets." Last but not least, there are problems with staffing these food and beverage companies, including increased costs for transporting and serving the food and drinks, a shortage of space, and a concern with security while the company is operating. Travel catering may be divided into four main categories: roadside catering, cruise ship and ferry catering, airline catering, and train catering.

**Airlines**

The emergence and significant expansion of the low-cost or "no frills" airline phenomena has been the dominant new trend in the airline sector in Europe during the last 10 years. Companies like Rynair and Easyjet have had phenomenal development. Although the whole airline industry grew by an astounding 30% between 2000 and 2006, the cost of in-flight food has been on the decline recently, mostly as a result of the rise of low-cost carriers. Over the last 25 years, there has been a significant growth and development in the airline catering industry. The growth of the service, which began with sandwiches and flasks of tea, coffee, and alcoholic drinks, has followed a trajectory similar to that of aircraft development. However, at low-cost carriers, the product has returned to the standard trolley with sandwiches, chocolate-covered sweets, and a small range of drinks on sale. Terminal catering and "in-transit" or "in-flight" catering are the two primary divisions of airline catering. In an effort to change the widely-held consumer view that aircraft food is bland, airlines have undertaken a variety of trials. High street labels have been included into the food packaging on several aircraft. Airlines often hire a well-known chef to develop their menu as part of their marketing efforts since the quality of the cuisine is frequently exploited in their marketing campaigns as a distinctive selling feature. It's worth noting http://www.airlinemeals.net as an interesting resource. This website allows users to post images of their in-flight meals [8], [9].

1. **Styles of goods and services**

Depending on the class of travel, the nature of the trip, and the distance traveled, the in-flight meal service varies significantly. The food and beverage portions are extremely consistent for economy travelers since the meals are portioned onto plastic trays that are offered to the passengers and from which they consume their meals. Disposable cutlery, napkins, and other goods may help keep a place cleaner while taking up less room in storage and transportation. Gourmet food offered on airlines is another modern trend. In order to establish a "Gourmet Brand" on their meals, airlines are engaging well-known chefs. Examples include Christian Petz of Vienna's Restaurant PalaisCoburg who works for Austrian Airlines, Guy Martin of the three-star Le Grand Vefour Hotel in Paris who works for Air France, Govind Armstrong of. In Miami and Los Angeles who works for Air New Zealand, and others. At the same time that Chicagoan chef Charlie Trotter debuts special treats created only for United Airlines' most privileged passengers, Dallas restaurant owner Stephan Pyles is working with American Airlines. In order to ensure that they have taken into account the unusually low air pressure, which may affect both the customer's sense of taste and their capacity to digest it, executive chefs often test a menu while it is being produced. Additionally, rather of being cooked, food is simply warmed up on board. Meals are prepared by cooling them for 12 to 16 hours and then storing them at low temperatures.

When food is served from a gueridon cart, portions are divided in front of the customers and any extra toppings, sauces, etc. are added in response to their immediate demands. A luxury dining experience may be created by using expensive silverware, glasses, and plates together with bone china. Some airlines provide a full silver service menu to its first class and business passengers. One distinguishing feature of airline catering is the regular outsourcing of this task to a specialist catering business that will provide a similar service to several airlines. The price of the meal is often included in the fare, with the exception of low-cost carriers. Due to the rise in air travel, there is now intense competition, and one area of an airline's entire business where competition is tough is its food service. The SkyMeals Company provides gourmet meals to airports, which is a novel concept at the moment in the USA.

Air terminal food and beverage choices often include authorized bars and vending machines in addition to self-service and waiter-service restaurants. Several of the well-known food brands that are often seen on high streets have locations at airport terminals. The flight attendants are in charge of providing the in-flight catering, and they often put the passengers' health and safety first before providing them with food and drinks. This is especially valid if the people are flying economy. Even while the health and safety of passengers should always come first, airlines that wish to gain a competitive advantage should train and reward staff who provide excellent service. Weight and space are the two main issues with aircraft. On-board ovens must be made to be more compact, lighter, and energy efficient. Thanks to technology breakthroughs, airlines may one day be able to serve food that has been totally produced on board.

**2. Freight boats/cruise ships**

One of the hospitality industry's fastest-growing segments is the cruise liner business. From around 500,000 in 1970, the number of passengers increased to more over 12 million in 2006. According to projections, the worldwide cruise industry will carry 20 million passengers by 2012, with the USA and the UK dominating the cruise ship passenger market. Budget or "no frills" cruise lines are becoming more prevalent thanks to new firms like Caspi Cruises and Easy Cruise, while more established ones like Thomson or Louis Cruise Line are expanding their fleet. On the other side, ferry boat catering has suffered as a result of the sharp decline of ferry travelers brought on by the rise of low-cost airlines. According to Mintel Reports, the UK's onboard catering business was valued at £155 million in 2005, a 19% decline from 2000.

Ferry boat catering is very competitive even if development in the cruise liner industry is anticipated. According to Mintel, the negative trend will continue far into 2010. Traditional cruise lines are attempting to be more creative by providing optional extras alongside their all-inclusive packages. Wedding and honeymoon packages are two additional items that cruise lines often provide. The marketing methods of cruise lines are being expanded to target hitherto untapped market niches. They are forced to use creative thinking to find new methods to market their goods without competing with more established companies due to increased competition in the budget market. The majority of liners use a variety of promotional strategies, including special promotions, discounts during the off-season, presents for clients' anniversaries, and other celebrations.

The supply of food and beverages on small sea route ferries differs from that on major cruise or passenger ships, where the catering facilities constitute a crucial component of the service provided by the shipping company and are often included in the fee. Because they are a crucial selling point in a cutthroat market, the catering facilities on cruise ships are of a high caliber. However, due to the need to feed a large number of passengers quickly, cost is often a more significant consideration on short maritime routes. As a result, the catering services offered are frequently of the fast-food kind. With firms like Princess Cruises providing meals in customer rooms or suite balconies to ensure additional food and beverage profits, it seems that cruise ship companies are more imaginative than ever. Celebrity chefs like Todd English on the Queen Mary 2, NobuMatsuhisa, Wolfgang Puck, Marco Pierre White on the new P&O Ventura , and Gary Rhodes on two P&O ships, the Oriana and Arcadia, are all exhibiting the "gourmet bug" in the cruise industry. Depending on the cruise ship, service emphases might vary from full silver service to self-service and buffet. Due of the small distances involved, cafeteria or takeaway service is frequently used on ferry vessel [10], [11].

**3. Trains**

In contrast to ferry and in-flight meals, rail catering is generating more revenue, according to Mintel Reports. Terminal catering and in-transit catering are the two categories that make it most practical to split rail catering. In the UK, there are 2,500 train stations. Low-cost airplanes are the greatest threat to rail, although the 2003 launch of Eurostar increased the rail market share in the UK.

Passenger counts grew by 20% as a result of Virgin Trains' launch of the Pendolino train and enhancements to the West Coast Mainline. In 2005, sales in the US were $79 million.

**Public Sector**

Prison catering, college and university catering, public catering, as well as the services, have all witnessed expansion in the public sector. However, there has been a drop in catering in local government, hospitals, and schools.

1. **Schools**

In the past, the school lunch catering service was set up on a dietary basis with a daily or weekly per capita allocation to make sure the kids got enough nutrition from their meals. The majority of schools used to run their dining halls on a family-style or self-service basis, with the classic "meat and two veg" lunch being the standard. The offer of a snack-style lunch as an alternative to or substitute for the main meal has replaced this traditional arrangement. Nowadays, many schools offer'snack meals' such baked potatoes, pizzas, sandwiches, rolls, pies, soups, yoghurts, etc., and the kids may pick from this assortment in the same way they would in a cafeteria. Some communities no longer provide school meals at all and instead only provide dining room space for students to bring their own lunches from home. Whether or not this trend

Whether to go on in the future is questionable. However, it does seem probable that the snack-style meal, which has already been offered, will continue to provide an option to the regular school lunch. Numerous local educational bodies use specialized contract caterers to provide this service. In order to assure a higher standard of food in schools, celebrity chef Jamie Oliver launched his campaign for school meals in 2005. His TV show had a significant impact on political circles, which led to promises of budget increases for schools.

2. **Colleges and universities**

For the academic, administrative, technical, and secretarial personnel, as well as for full- and part-time students and guests, all institutions of further and higher education provide some kind of food facilities. In this area of the business, the catering service experiences underuse of its facilities throughout the three holiday times and often on weekends. Universities are independent organizations that manage their own food operations. However, the Higher Education Funding Council for England, which provides them with funding on behalf of the exchequer, requires them to publicly account for their spending. A subsidy on capital expenditures, such as structures and equipment, "landlord's" expenses, rent, and rates as necessary, is permitted under the HEFCE's catering policy. With a few limited exceptions for certain colleges, they are anticipated to break even. Residential facilities attached to residence halls that may serve breakfast and evening meals for an all-inclusive price per term and central facilities that are open to all students and staff and typically serve lunches and snacks throughout the day along with beverages are the two basic types of university catering units that have historically existed. The services provided by the student union and the independently run senior common rooms must be freely competed with by these food establishments.

3. **Hospitals**

In the last ten to twenty years, hospital catering facilities have significantly improved, and as a consequence, new hospitals in particular now have access to well-organized and managed food services. Hospital catering is a unique kind of catering since patients are often unable to leave and pick other facilities. As a result, particular consideration must be given to the food and drinks so that patients are encouraged to consume the meals that are offered.

The hospital catering service is often set up such that staff pays for all of the meals rather than giving patients a per capita allocation. Many hospitals used a decentralized strategy where patients' meals and drinks were portioned at the point of delivery in the wards. The interval between the food being made and the patients actually getting it, however, often resulted in the patients receiving cold, unappetizing meals. A centralized technique that includes preparing the patients' trays in or adjacent to the primary production area is often used to replace this manner of meal serving. In order to minimize the time between the meal being prepared and supplied to the patient, they are transferred from here to the different floors by trucks or mechanical conveyors, where they are then delivered straight to the patients.

## CONCLUSION

Furthermore, catering services are essential for public sector occasions and facilities; as a result, dietary restrictions, sustainability, and cost-effectiveness must be carefully considered. Through a thorough review of best practices and case studies, this paper provides insights on optimizing contract procedures, improving travel logistics, and updating catering services to satisfy the diverse needs of the public sector. The public sector must manage contracts, travel, and catering services skillfully if it is to achieve organizational efficiency and satisfy people' needs. By using transparent and responsible contract management practices, public firms may ensure fair procurement processes. Making travel arrangements in advance not only lowers costs but also increases operational readiness. Furthermore, catering services that prioritize dietary requirements, sustainability, and affordability are essential for the success of public sector events and facilities. As the public sector grows, adopting best practices in these areas is crucial to optimizing resource allocation, increasing stakeholder satisfaction, and maintaining the values of transparency and accountable government.

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# CHAPTER 3

# ANALYSING THE ROLE OF FOOD AND BEVERAGE IN CATERING

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**ABSTRACT:**

This review article offers a comprehensive analysis of food and beverage management in the hotel industry. Since the worldwide food service sector is continually evolving, effective management practices have become crucial for guaranteeing customer satisfaction, simplifying operations, and achieving financial success. In this paper, a range of food and beverage management issues including menu planning, quality control, client happiness, sustainability, and technology integration are critically analysed. It analyses current research and real-world case studies to highlight trends, challenges, and advances in this area. The intricacy of food and beverage administration is emphasized in the article's conclusion, along with its significance in deciding the hospitality experience.

**KEYWORDS:**

Beverage, Drinks, Food, Management.

## INTRODUCTION

A significant portion of the operations of the hospitality sector and, in fact, of the economy as a whole, include providing meals and drinks away from home. Food and beverage operations are distinguished by their variety, much like the industry of which it forms a significant portion. Outlets vary from tiny independently owned and run businesses to massive multinational enterprises managing worldwide brands, from catering in prisons to catering in the most opulent hotels in the world. They include both private and public sector institutions [1], [2]. However, obtaining reliable statistics about the hospitality sector and food and beverage operations is very challenging because there is no universally accepted definition of what constitutes the various industry sectors and subsectors and, consequently, what should and should not be included.

### Amount and Type of Food and Beverage

If the supply of food, drink, and lodging away from home is regarded to fall under the umbrella of the hospitality business, then all food and beverage outlets are obviously included. In other words, the supply of food and drink is but a small part of the larger hospitality business. Conceptually, this presents few issues, with the possible exception of take-out restaurants where, in certain situations, food may be brought home for consumption even if it is made and served away from the consumer's residence. However, in reality, it might be challenging to think of the hospitality sector as including all restaurants and other shops serving alcoholic beverages. This is because, despite several official and corporate definitions, the hospitality sector is often seen to have a significantly smaller reach. Many restaurants and bars were omitted from the official definitions. The Standard Industrial Classification offers the hospitality industry a very wide scope, yet even here, several aspects of employee and welfare catering are either left out or are covered in other industries. This book takes the widest stance conceivable, attempting to take into account all variations of food and beverage operations wherever they may be found.

The most recent statistics on the size and breadth of the UK hospitality business are according to UK government sources. The statistics are based on a definition taken from the SIC 1992, which will be covered in more detail later. According to the statistics, the sector saw rather steady development over the first few years of the twenty-first century. With the exception of the hotel and motel industry, all other sectors have seen significant increases in the number of enterprises, with the restaurant, café, and take-out industry expanding by around 10% over the last four years. There are around 127,000 distinct enterprises that make up the hospitality sector as it is here defined [3].

A somewhat different view of the composition of the total of more than £70,000 million may be obtained by looking at turnover. For instance, despite a decrease in the overall number of enterprises, hotels and motels have seen an increase in turnover since 2002. This either indicates that the industry is consolidating into a smaller number of bigger enterprises or that each company is doing much better. The truth probably lies somewhere in the middle of the two. Given that a significant portion of hotel turnover is reliant on room sales, the restaurant and pub, bar, and club sectors have exhibited very high growth in turnover and may be viewed as the main sectors of food and beverage operations. The contract catering and contract food service industries have both seen rapid expansion. Restaurants are by far the biggest industry in terms of employment, followed closely by pubs, bars, and clubs. The hotel industry is increasing more slowly, while the contract food service industry is remaining stable.

## DISCUSSION

The UK government provided the data which is based on the SIC, 1992. Economically related activities may be categorized into "industries" for analytical reasons, such as agriculture, the production of automobiles, retail distribution, catering, and national government service. This method of categorizing activities is known as an "industrial classification." As a result, the classification may be utilized with differing levels of precision for various reasons. Typically, such a classification begins with a limited number of broad groupings of activities that are subsequently broken into increasingly finer divisions [4], [5].

Numerous revisions have been made to the classification, and the SIC was redrew in 2007 to conform with EU data requirements. The new classification system will go into force at the start of 2008.

The new system, as indicated is far more extensive than the previous SIC, which only included four primary groups: hotels and other accommodations; restaurants, cafés, and takeaways; pubs, bars, and clubs; and canteens and contract cooking. There is a lot of information here, but it is important to look closely at the different headers to comprehend the distinctions between the various classifications.The new classification has a number of intriguing points that are worth noting.

1. First off, the descriptions and terminology utilized are quite specific and exact, identifying both the sorts of action that are included and those that are not. The omitted activities will have a separate heading in the national statistics.
2. The second definition of food and beverage operations is as businesses that provide finished meals or beverages that are suitable for immediate consumption. Here, the focus is on food and beverages that are ready to consume; it is not on the production or sale of items that need reheating or reconstitution. Supermarkets that offer a lot of sandwiches for immediate consumption as well as a lot of ready meals to take home and cook for supper may run into some issues as a result. What part of this definition does a rotisserie chicken fit into?

3. Third, the classification now specifically includes mobile food stalls for the first time.
4. Fourth, the category of event catering was included. This industry has grown significantly over the last several years, although it may seem weird to include industrial or contract food service in this category. The bulk of public sector catering is still not included in this category of "other food services," which now also covers travel catering, cuisine at sporting venues, as well as catering at factories, offices, hospitals, or schools, but only on a contract or concession basis.
5. Fifth, what exactly is a beer hall?

**Classifying enterprises that provide food and drink**

For various reasons, food and beverage businesses may be categorized in a variety of ways. With the help of the SIC scheme discussed above, national economic data will be systematically collected and analyzed, enabling comparisons throughout the whole EU. Organizations like Keynote, a reputable market intelligence firm, focus only on commercial operations in restaurants, fast food, contract food service, hotels, public houses, and other establishments despite producing extremely detailed reports on a variety of industries, including hospitality and food and beverage operations. People 1st, the Sector Skills Council for the Hospitality, Leisure, Travel and Tourism sectors, which places a focus on personnel and their skill development to meet business demands, divided the sector into 14 categories, including Private ownership and contract food service companies are also significant. Subsidized catering often caters to niche markets alone, almost by definition [6], [7].

Of course, there are overlaps in every classification. There are two that are particularly significant. The first overlap relates to catering at a variety of private schools, colleges, and hospitals as well as in certain offices and work canteens, where the catering is conducted entirely on a commercial basis and is not in any way subsidized. These establishments are included above under the subject of the business sector as commercial caterers to a niche market. The second problem relates to the many welfare or subsidized catering businesses that are run by catering companies that are themselves rigidly structured along commercial lines. Since the final product is often subsidized for the market, they have not been split out even if the operators themselves may be commercial businesses. Since these two concepts are strongly related to the specific industries that have been recognized, it is therefore useful to explore the general distinction between cost and market orientation within the hospitality business. Cost-oriented examples may be found mostly in the welfare sector, including catering for inmates, patients, and often "in-house" staff eateries, while market-oriented examples can be found in the hospitality, dining, and fast-food industries. It may be argued that a market-oriented strategy is necessary across the board for the industry.A market-oriented company exhibits the following traits:

1. A significant portion of fixed expenditures, such as rent, rates, management pay, and depreciation of buildings and equipment. Even if the number of sales fluctuates, this large proportion of fixed expenditures does not. A restaurant in a hotel is an example of a business with significant fixed expenses that must be paid for before a profit can be realized.
2. A stronger dependence on rising revenues than falling expenses to contribute to the establishment's profit levels. The consequence is that in order to raise the profitability of the company, more focus must be placed on growing sales than on cutting expenses. This makes meticulous tracking of all sales in a firm focused on the market essential.

3. An erratic consumer demand for the goods, necessitating a higher focus on all forms of marketing and merchandising the product to minimize sales gaps and the need to more carefully monitor the capacity of the firm.
4. More likely to use a flexible pricing structure to attract clients during non-peak hours.

A cost-conscious company exhibits the following traits:

1. A smaller proportion of fixed expenditures and a larger proportion of variable costs, such as those associated with food and drink. In cost-oriented businesses, the proportion of variable expenses vary according to variations in sales volume. Employee lodgings often have a smaller share of fixed expenditures. As a result, obtaining huge sales quantities is less important.
2. A higher dependence on cost reductions than on revenue growth to help the establishment reach its anticipated profit levels. Therefore, in order to raise a cost-oriented company' performance level , greater attention would be placed on lowering total operating expenses in areas like buying, serving sizes, and labor rates.
3. A somewhat steady demand for the goods on the market. Cost-oriented enterprises see a more steady demand for their goods than market-oriented ones do. This increases the predictability and controllability of planning and operations.
4. More likely to choose a fixed-price system that is more conventional.

There are certain segments of the hotel sector that are difficult to categorize as either cost- or market-oriented because they exhibit traits from both orientations intermittently throughout their operations. However, the majority of hotels fall into one of these two groups, and this has a significant impact on the company's culinary and financial policies, which are discussed subsequently [8], [9].

**Beverage and Food Management**

Over many years, there has been a great deal of interest in the description and nature of the manager's job. Comparison of industry sectors is show below in Figure 1.

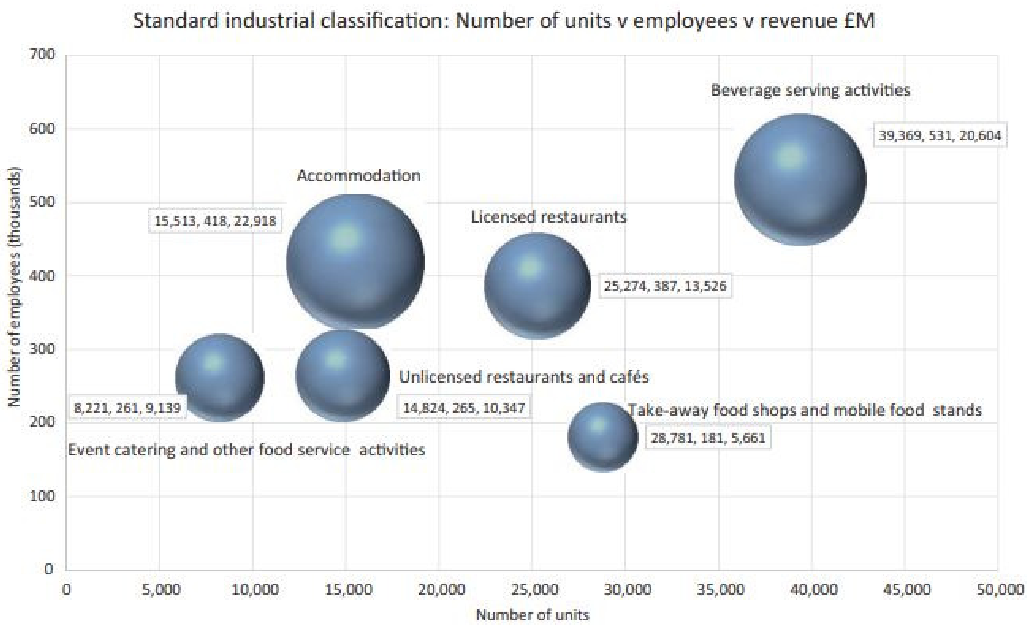


**Figure 1: Comparison of industry sectors**

Both stated and implicit objectives, and obligations, of hospitality managers are focused on maintaining the organization's survival and success, as well as their own personal interests, such professional advancement. To ensure that the guest feels welcome, that the facilities are usable by the guest, and that the operation will continue to provide service while also turning a profit are the three main types of objectives that management must be concerned with for hospitality firms. The organizational structure and culture, the economic climate, the national culture, the resources at hand, the cognitive and moral norms, and their own personal characteristics all influence the objectives that are established. Due to its distinctive service characteristics, the hotel business presents managers with a more unpredictable and complicated work environment than many other industries. The cultural variances of various corporate climates and surroundings, as well as the managers' own values, are then added to this complexity.

Managers in the hotel industry do a variety of responsibilities and activities, including the standard management functions of planning, organizing, commanding, coordinating, and controlling, to achieve the objectives that have been specified. They often behave in a seeming ad hoc manner, always reacting to the unexpected brought on by the shifting surroundings. While managers engage in a variety of management tasks, their actions and/or decisions are, to some degree, unpredictable and subject to change. It's also not always consistent how managers choose to carry out the job. Therefore, the informal component of the job of a hotel manager might be regarded as being marked by diversity, variation, and instability [10], [11].

Each managerial action, however, is often linked to a certain management function. In other words, a managerial behavior's goal might be connected to one of the major managing tasks. For instance, a restaurant management can decide to interact with the customers to see how they feel about the service provided. Then, s/he will be able to provide a report on client satisfaction. The manager may also notice certain flaws in the level of service and, as a result, introduce staff members to the proper training exercises. Managers, especially those in the hospitality sector, are required to do these functional tasks since they are accountable for the accomplishments of their companies or organizational units. This establishes the official tone of the hospitality manager's duties. Managers' effectiveness is supported by their competences, which include their personal qualities, knowledge, and abilities. Managers' success is measured by the extent to which their objectives are being achieved. Managers in the food and beverage industry need to be knowledgeable enough to oversee daily operations and steer the company strategically. They must be capable of interacting with staff and visitors, achieving operational objectives while working within financial constraints, and quickly attending to client needs in order to provide high-quality real-time service. Hospitality managers must be capable of understanding cultural differences and handling varied circumstances effectively in a global work setting.

While this model provides the framework for what managers should be doing, research done by the University of Surrey for the HCIMA in 1994 was intended to identify the kinds of management activities that could be seen as typical of various sectors of the hospitality industry across Europe. The research used a critical incident methodology to gather instances where managers believed their contributions or actions had significantly influenced the outcome of a situation; in some instances, the managers' skills and knowledge were effectively utilized, and in other instances, the managers felt their skills and knowledge were inadequate. Following that, these instances were divided into the four crucial categories of managing operations, managing the company, managing people, and managing personal abilities. After then, classifications were created for each of these areas. These 15 categories highlight the critical areas of expertise and knowledge that are necessary for every manager in the hospitality sector to be successful [12].The information is derived from an analysis of the occurrences in relation to the major category areas by degree of management. The following management levels were used to account for the variations in titles and duties across industrial sectors:

1. Department heads and junior managers are responsible for overseeing a division within an operational unit. This would be comparable to the assistant manager of a fast-food establishment or the manager of the coffee shop at a hotel.
2. Managing a whole unit or a part inside a bigger unit is known as unit management or section management. This would be comparable to an executive chef, a unit catering manager, or the food and beverage manager of a small hotel working for a contract catering firm.
3. General Manager: In charge of a group of smaller units or a big unit made up of several parts. This would be equivalent to the manager of a few catering contracts or the food and beverage manager of a large hotel with several restaurants, conference rooms, and banquet halls.
4. Area managers are in charge of many distinct, sizable units or geographical regions.
5. Director: accountable for the administration and functioning of a whole organization.
6. Owner, operator, or partner.

## CONCLUSION

Successful food and beverage management has become essential to success in the constantly changing hospitality sector. To remain competitive and satisfy the many demands of today's customers, a comprehensive strategy spanning menu planning, quality assurance, customer service, sustainability practices, and technology improvements is required. In light of shifting customer tastes, dietary trends, and environmental concerns, the literature review emphasizes the need of adaptation and innovation. In order to create unique dining experiences and maintain profitability as the business changes, it is essential to combine classic traditions with contemporary technologies and techniques. Food and beverage businesses may negotiate the complexity of the sector while producing great services that appeal to a wide and demanding customer by becoming aware of current trends and making the most of technology.

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# CHAPTER 4

# A REVIEW ON CLASSIFICATION OF FOOD AND BEVERAGE SERVICE OPERATIONS

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**ABSTRACT:**

Food and beverage service operation categorization is an important part of the hospitality sector. This article presents an overview of the many categories and kinds of food and beverage service businesses, emphasizing their distinguishing qualities and functions in the sector. This study intends to help industry professionals, researchers, and students obtain a better grasp of the broad terrain of food and beverage service operations by using a thorough categorization system. Service style, target audience, food items, and location are all considered in the categorisation. By classifying these activities, our study adds to a better understanding of the industry's dynamics and enables stakeholders to make more informed decisions.

**KEYWORDS:**

Beverage Service, Catering, Food, Industry, Restaurants.

## INTRODUCTION

Operations in the food and beverage industry typically adhere to the input, process, output paradigm. The process include the storage, preparation, cooking, and other steps. The outputs are the meals and drinks that will be sold using the service concept. Food and beverage operations conceptually begin with a notion for a theme or a preferred restaurant style. This will help the menu, which will have an immediate practical impact on the business. Other factors will include the amount of space available, how the space is organized, the kind of service provided, and, if it is a part of a group, the number and location of the locations. If the restaurant is part of a complex with other businesses, such a hotel, food court, hospital, or shopping mall, then additional factors may have an impact on the idea and operating style. Although the design of such a process often begins in reverse, the operational process must always go from input to output [1], [2].

The catering policy, the marketing strategy, and the financial policy are used to create an output aim. As a result, the restaurant's operational features are created to support the cuisine, service, and other areas of the business. Challenges with quality, staffing, and financial goals. The last section of operations deals with controls, including how they are put in place and evaluated. The management and regulation of the expenses and income associated with running the catering operation in hotels, restaurants, hospitals, schools, employee restaurants, and other facilities may be referred to as food and beverage control. Controls are required for a variety of reasons, including the more apparent ones like sustaining profitability, quality, and dependability as well as the less visible ones like worker morale, disciplinary issues, and recruiting expenses. In the part titled "health and safety," the 1995 Food Safety Act provides a full explanation of the legal obligations related to the procurement, delivery, storage, handling, processing, and sale of food and drinks [3], [4].

A simple analysis of the list reveals that 51 of the operations are affiliated with a chain, while the remaining 16 are independent; there are three bars, three cafés, nine coffee shops, four hotels, seven pubs, 28 restaurants, four retailers, and nine take-aways; and three of the operations are run by 'celebrity' chefs. If there are thus many various sorts of activities in a 15-minute walk across one mile of London, how much more complicated is it to analyze the whole of food and beverage service operations in the UK and internationally? The preceding example and demonstrate that food and beverage service activities span a wide range in a short period of time, and that in order to make sense of this complexity, it is necessary to discover methods to reduce it into manageable or intelligible portions. There are three main reasons for categorizing the sector into separate kinds of operations:

**To give data that are useful and comparative**

To comprehend the contribution that the industry and various segments of the industry make to the economy as a whole, a system that records and reports on that activity on a regular basis is required. The government is an important actor in this job. As mentioned the Standard Industrial Classification is used in the United Kingdom. The North American Industry Classification System is a comparable method used in the United States. As discussed, the SIC is very detailed and provides interesting statistics; however, the categories it uses are not necessarily the ones that correspond best to the dynamics of the industry, and the system excludes certain activities, such as catering in schools and hospitals, due to the nature of the system. The figures gathered include the number of enterprises, turnover, and employment, but they do not give information on client spend or profitability, or even which businesses are classified as belonging to which sector.

## DISCUSSION

### Comparison

In essence, benchmarking is just a methodical method of comparing how your organization performs against a reference point, determining where and why your operation is not doing as well as it should, and adopting strategies to close the gap. To do so, it is necessary to find businesses that operate under comparable circumstances. There are two ways to benchmarking that are often used:

a) Performance benchmarking is based on identifying important performance indicators, which are likely to comprise both physical and monetary metrics, and comparing them to an acceptable reference point. This method is also known as statistical or metric benchmarking.
b) Process benchmarking examines the processes and sub-processes that comprise the organization's operational capability the manner in which major activities are carried out. The emphasis is on how things are done rather than the results obtained. This method is often referred to as best practice benchmarking.

The selection of your comparison set is crucial for statistical or metric benchmarking to operate properly, and the more scientific the decision, the more successful the comparison is likely to be. A lot of scholars have worked hard to create systems that can give these groups. See, for example, the references at the conclusion of the chapter for Barrows, Vieira, and DiPietro and Barrows and Vieira.

### Common problems

While each food and beverage service business is unique, there are certain commonalities in how they may and should be handled, and recognizing where the similarities and differences lie will help the manager understand how to manage their operation effectively. Indeed, as Barrows suggests, classifying operations is crucial since various segments have distinct features such as labor skills, operating systems, cost structures, and profitability. The management issues that each segment faces, as well as the methods that each segment adopts, are two extremely significant areas where segments vary.

**Methods of classification**

As you will have found in the preceding activity, there are several methods to separate food and beverage service businesses. This section will look at some of the most frequent techniques and examine their benefits and drawbacks. The name of the business seems to be a reasonable starting point for identifying food and beverage service enterprises. However, if you examine at the list of operations on the walk to Bankside, you will see that many have no terms identifying the kind of operation in its name, such as Benugo or Baltic, and others have more than one category, such as Young Vic. Even though the same name type is used in the title, such as the Rosie Tate Café and the Union Street Café, the real activities are completely different. Other oddities include the River Café in London, which is termed a café but is really an Italian-inspired, 1-Michelin-starred fine dining restaurant defined by Michelin Guide inspectors as "all about the natural Italian flavors of the superlative ingredients." The on-view kitchen with its wood-fired oven dominates the beautiful riverfront area, and the infectiously effervescent ambiance is aided by really lovely service'. Using common names for food service businesses does not seem to help us locate operations with similar difficulties or attributes.

**Sorting by food type**

Another logical method would be to categorize the business based on the sort of food it offers. This is one of the factors used by Barrows and Viera in their investigation. Burgers, chicken, coffee, sandwich, deli, pizza, Mexican, American, steak, Italian, seafood, ice cream, Chinese, Japanese, pan-Asian, donuts, BBQ, beverage, brew pub, soup and salad, hot dogs, bakery, fondue, Caribbean, eclectic/fusion, pancakes/waffles, desserts/snacks, New Orleans, pasta, bagels, South West, other ethnic, and chilli were the categories they used. They agree that this list is not exhaustive and that many restaurants provide a mix of menu items and menu categories. Furthermore, this ranking is definitely biased toward the United States, and various nations might yield a different list. Consideration of various menu/food varieties quickly brings up a number of additional considerations that may be considered essential here.

Some enterprises will only use food from the surrounding region and at the right season. 'Our regularly changing menus showcase a vast range of freshly cooked seasonal, local, organic, and wild cuisine,' said Hugh Fearnley-Whittingstall's River Cottage restaurants. And, as you would anticipate, Hugh and his team of head chefs have obtained almost all of our products locally. Many businesses will concentrate on certain national cuisines, such as French, Italian, or Peruvian, while others may concentrate on specific regional cuisines, such as Sichuan, Fujian, or Cantonese. There has lately been an increase in enterprises that specialize on a single prominent item, such as Flat Iron's flatiron steak or Clockjack Oven's free range chickens from Brittany. It's even possible to claim that the British staple of fish and chips is fundamentally an ingredient-driven business. If adequate standards are to be met, all establishments should develop a strong buying strategy and control system. "Buying is not a distinct activity. Every time you make a purchase, it should be in line with the general objectives of your business. As fashion changes, so must you, the buyer [5], [6] It might be said that the Hard Rock Café was the first theme restaurant idea, with its theme being American. Planet Hollywood, TGI Fridays, and the Rainforest Café were among the many that followed. There are several sports-themed restaurants in the United States, including Shula's Steak House, Murray Bros. Caddy Shack, and the 3G Group, as well as the brilliantly called Hail and Hog Kitchen and Tap. Other businesses focus on a certain cuisine type that might be seen as a healthy alternative, such as vegetarian or vegan. Vanilla Black in London is an example of a fine dining operation, while Ethos is a self-service restaurant in the heart of central London, steps from Oxford Circus, specialized in 'deliciously diverse, meat-free food that tastes as wonderful as it is healthy for you'. In addition, operations are becoming more imaginative and thorough with their gluten free/ wheat free menus. See the case study part of our companion website under J D Wetherspoon for examples.

Food and beverage service companies might specialize on a specific cooking technique. Clockjack Oven has previously been described under ingredient-dominated operations, but it deserves to be noted here as well since it utilizes a revolving spit over a high flame, which dates back to Tudor times when they utilized a spit-roasting contraption known as a clockwork jack, or clockjack for short. The operation in Jamie Oliver's Barbecoa is inspired by fire and smoke. According to the website. A chef's fantasy comes realized in the Barbecoa kitchen. It's like an Aladdin's cave packed with equipment that no one else in London has - robatas, Argentinian grills, wood-fired ovens, Texas pit smokers, and a tandoor oven - that we use with fruit woods like apple, oak, and cherry to give our cuisine wonderful flavors. As the name implies, the manner of cooking is a fundamental differentiating element of the amazing Hai Di Lao Hot Pot restaurant in Singapore. The surge in media interest in cooking and chefs has resulted in the establishment of businesses based on the name and style of certain celebrities such as Gordon Ramsay, Guy Grossi, Jamie Oliver, Bobby Flay, Tom Colicchio, and others.

**Purchasing**

In line with the establishment's catering policy, purchasing is "a function concerned with the search, selection, purchase, receipt, storage, and final use of a commodity." This implies that the person hired to buy food and drink for a business will also be responsible for receiving, storing, and issuing all commodities, as well as being involved in the reason why items are bought and how they are used in the end. This position may fall under the category of procurement and fall within the purview of the finance division in many corporations. In the control cycle, the purchase function is crucial. If it is not handled well, it may lead to issues that often leave the organization and its customers with unacceptable levels of expenses and profits. Without specifications for commodities, there would be no quality or quantity requirements, which would lead to over- or under-ordering as yields for the goods would be unknown. Only quantity could be monitored by the receiving department; quality monitoring would not be possible. Given the wide variations in product quality, it would be challenging to work in the shops and preparation areas. Finally, if departments were consistently given non-standardized commodity products, it would be difficult to evaluate their performance adequately.

The process must adhere to the Food Safety Act of 1995 and the established Hazard Analysis and Critical Control Point for an establishment, which should reflect the type of establishment and the market it is in, for example, a hospital or first-class restaurant, the location of the establishment in relation to that of its suppliers, the size of storage facilities available, and the forecast of future risks.  This refers to the supplier's capacity to adhere to the delivery dates and timings set out by the customer. The items will be supplied promptly when needed and when personnel is available to efficiently verify them for quantity and quality. The Food Safety Act of 1995 regulates temperature restrictions for food deliveries, which are subject to the establishment's HACCP history [7], [8].

**The Buying of Food**

When buying food, it is important to take into account the actual cost of the item in comparison to the price shown on the supplier's printed price list. The invoice price minus any discounts that may be claimed must be included into the real cost estimate together with the manufacturing expenses, storage costs. The calculation of a true cost may very well show that purchasing an item in five-case lots rather than a fifty-case lot at a lower price is more cost-effective, or that the production costs of an item make it too expensive to purchase it in that condition, and that purchasing the item already processed by a manufacturer may be more cost-effective in the long run. There are seven primary purchase options available when buying food. The specific approach used is often influenced by the establishment's location, nature, and size, as well as by the kind of food being bought and its buying power. For purchasers to choose which mode of purchase to employ and to negotiate the purchase price, it is crucial that they have access to reliable data on the consumption and use of significant commodities [9], [10].

**Sorting by Business Format**

The food and beverage service sector works in a variety of company models, ranging from solo proprietor'mom and pop' through franchising to tenancy and lease arrangements. Whatever shape the firm takes, all of the main operational factors. Starting with the most basic company type, a single independent owner-operated unit, the owners are solely responsible for all four tasks. In developing the menu, service style, and physical setting, they will have developed the original service idea. It would be an exaggeration to call it a brand at this point, but the fundamentals for brand growth will be there. The proprietors will also have chosen the location for the company and will have purchased, leased, or rented the land as well as all of the equipment required to offer the service idea. They must also select how to sell the business and which marketing channels to use. They will also be in charge of running the firm on a daily basis, though they may delegate part of this work to the team of managers and employees they have assembled.

If the single unit is successful, the company may expand into a chain. The only significant distinction is that a chain has a higher number of units where the corporation retains a centralized locus of control and functions via a framework of codified policies, procedures, and regulations. Most chains will operate a single service concept that adheres to a single template whereas others may develop a limited number of linked concepts for example, Wahaca full service 'Mexican market eating'; DF Mexico -'modern Mexican diner shaped by traditional flavours and modern American influences' ordered at the counter and delivered to table; and Burrito Mama a take-away concept. A chain, on the other hand, such as Lettuce Entertain You Enterprises Inc., might operate with a collection of apparently unconnected ideas or with unique names for each of its businesses. As chain operations expand, they increasingly separate the line and staff functions, so one section of the company may specialize in product/brand development and look after the service concept, another may look after all the property that the business uses, another may look after all the marketing, and finally, an operations management team will look after the day-to-day running. The premise is that this permits each division to perform more professionally and effectively, ensuring the company's success.

The growth of the franchise is enabled by a deeper separation of the core business processes. In this business model, the franchisor owns the intellectual property for the service idea as well as how it is handled and promoted, while the franchisee supplies the property on which the firm runs and manages day-to-day operations. Franchisees pay fees for the right to run the idea, as well as for training on operational practices and centralized marketing. The contract with a certain time frame, which attempts to establish the source of supply and the price of commodities for a specified time frame, often three or six months. When the costs of things are fixed for a certain amount of time, it has the additional benefit of helping with budgeting and pricing. This minimizes the time and labor required for negotiating and ordering. This method may be used to contract for things having a generally consistent price, such milk, cream, bread, etc.

The quantity contract, which tries to maintain the supply of a certain amount of a necessary good at a predetermined cost over a specific trading time. The purchase of frozen fruit and vegetables for a banquet or the summer are typical examples of situations when a quantity contract is advised since the supply might be impacted by the weather and lead to price fluctuations. Noting that a contract is a legal document, the terms should be drafted by the firm's attorneys to protect against potential areas of contention or, alternatively, drafted in accordance with recommendations provided by one of the professional associations [11], [12]. When it is required to guarantee the ongoing availability of a menu item, which is very important to a restaurant, this strategy is utilized. When these items are a feature, large catering firms may buy the whole production from one supplier or set of providers. The complete catch of local fisherman or hand-raised or specifically bred meat are a few examples of items that may be obtained via this way. A certain amount of trust in the relationship is necessary for this to work since trade must be equally fair to both sides.

## CONCLUSION

The categorization of food and beverage service operations is useful in defining the hospitality industry's diverse terrain. Industry experts may better understand the complexities and variety within the sector by recognizing and classifying these activities based on variables such as service style, target demographic, menu options, and location. From fast-food restaurants to premium fine dining venues, each category serves a certain function and caters to specific consumer tastes.

This categorization method may be used by researchers and practitioners to study market trends, make strategic choices, and adjust their services to particular client wants. Understanding these categories will remain critical for success in the competitive world of food and beverage service as the business evolves.

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# CHAPTER 5

# A REVIEW ON THE DIRECT MARKET FOR RESTAURANTS AND EVENTS

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**ABSTRACT:**

The direct market for restaurants and events has seen tremendous transition in recent years, owing to technological advancements and shifting customer tastes. This article investigates the market dynamics, emphasizing the primary techniques used by restaurants and event organizers to interact directly with their target audience. It also goes into the problems and possibilities that come with this strategy, shining light on the possibility of enhanced profitability and customer happiness. This report provides significant insights into the shifting environment of the direct market for restaurants and events by exploring case studies and industry trends. The restaurant industry is essential for satisfying gastronomic cravings, social connections, and cultural experiences. This study examines the sector's many facets, including its historical development, commercial methods, practical difficulties, and upcoming developments. This assessment tries to provide a thorough overview of the restaurant industry's current situation and future prospects by looking at it from a variety of angles, including customer preferences, technical developments, sustainability initiatives, and economic consequences.

**KEYWORDS:**

Events, Food, Industry, Market, Management, Restaurant.

## INTRODUCTION

The large range of food and beverage establishments makes it difficult to distinguish between them. Some stand out as being quite different. Others are more difficult to classify. The list of food and beverage management sectors in this book is not all-inclusive, and when trends shift, new sectors will appear. The relevant descriptions of the restaurant subsectors in this chapter are based on the knowledge of food and beverage managers, academics, and research in the most recent sector definitions. Basic rules, monetary concerns, and catering difficulties unique to each subsection's kind of outlet are covered. Discussions on average spending, normal capacity, output potential, and current technology are made wherever feasible. Full-service restaurants are categorized by income stream in this chapter's section. The key income sources of operations that sell food and operations that sell beverages are examined. In this section, examples of popular restaurant guides are also examined. The restaurant guidelines provide a useful point of reference when attempting to distinguish between different restaurant kinds and styles since licensing requirements vary from nation to nation [1], [2].

### Guides to restaurants

When deciding which restaurant they would like to visit, customers often consult restaurant recommendations. A placement in a restaurant directory may be the difference between a successful company and one that struggles to draw customers for the food and beverage management. Restaurant guides may provide a simple method of categorizing food and beverage enterprises. Every food and beverage manager should consequently have knowledge of the most popular restaurant guidelines. The Michelin guide is a well-known publication that awards restaurants between 1 and 3 stars based on the quality of their food. The Michelin Man, who represents restaurants with excellent meals at fair costs, is also included in the book. The guide also rates the atmosphere, décor, and overall vibe of the place on a scale of five levels, from moderately comfortable to luxurious establishment. The Michelin city guide to New York was published in 2006. A Michelin star unfortunately often gives the owner carte blanche to demand exorbitant charges [3], [4].

The USA's restaurant guide, TheMobiltravelguide, rates establishments from 1 to 5 stars. Starting with a restaurant that offers a unique experience via its culinary specialization. The ideal eating experience in a country is at the top of the scale. Another tourist reference that assigns restaurants a diamond rating from 1 to 5 is the AAA. The Michelin one, two, and three star ratings are roughly equal to three, four, and five star/diamond ratings. In the UK, the 'Good Food Guide' is an annual publication that uses anonymous inspectors to grade restaurants from 1 to 10.

A restaurant receives a 1 if it is recommended and ranks in the top 1% of all restaurants nationwide; a 10 if it receives the equivalent of a three star Michelin rating. The 'AA Restaurants and Pub Guide' is another resource worth noting. The Zagat survey is a different resource. Although it does not provide an official assessment of the establishment, the Zagat poll gathers consumer feedback on restaurants. MenuPix.com is one of the biggest online restaurant and menu directories. More than 16,000 restaurant menus from different US locations are available on the internet. Any food and beverage manager may use it as a terrific resource to acquire tips on what to do and what not to do when creating their own menus [5].

## DISCUSSION

A large à la carte menu, silver service, high-quality facilities and décor, service accompaniments, etc. are just a few examples of the high standards that fine dining restaurants provide in every element of their business. They may be found as standalone restaurants or in four- and five-star hotels. Currently, only a tiny portion of eateries between 3 and 5 percent of all eateries across all segments of the catering industry can be considered fine dining establishments. But as long as there is a segment of the eating-out market that demands the highest standards in every aspect of a restaurant's operation and can afford to pay the high prices charged, the small market that quality restaurants serve will continue to exist. The financial policies of fine dining establishments reflect their profit-oriented business practices. The smaller percentage of variable costs in these businesses and the necessity to pay the higher personnel expenses are the key causes of the higher GP levels of à la carte and high grade restaurants. The margin of safety, which is the gap between an operation's break-even point and its maximum possible production, is impacted by the high proportion of fixed expenditures associated with fine dining establishments. A decrease in sales volume would have a significant impact on the profitability of high fixed cost establishments because high fixed cost operations have a narrower margin of safety than those with lower fixed costs. The extensive price discretion that hotels and high-end restaurants have access to further complicates their pricing system. Therefore, the balance between these businesses' prices and the amount of their sales must be carefully determined, and again, this would be reflected in their financial strategies [6].

The typical bill at a fine dining establishment may be between £50 and £120 or even more per person. The cost of the meal to the client is not as significant a factor in determining the operation's sales in higher average spending power activities; generally speaking, the more expensive an operation is, the less elastic its demand is. Therefore, the demand for the catering services provided by high-end restaurants and hotels tends to be rather inelastic, meaning that a significant change in pricing will not have a significant impact on the business's sales.

The marketing strategies of these businesses are able to very precisely define their market and focus their advertising and merchandising campaigns at this market level due to the narrowness of the market that premium restaurants serve. The high ASP of these businesses must be reflected in their marketing strategies; if they are unable to compete on price with other catering companies, they must instead turn to other facets of their business, such as food quality and service standards, for competitiveness. Such establishments often have a celebrity chef serving as their executive chef. Sometimes the quality of the dish may earn a restaurant a Michelin star, driving up demand to the point where menu prices quickly follow [7], [8].

Fine dining establishments are characterized by a high capital expenditure need, a large percentage of fixed expenses, the perishability of their product, and an inconsistent demand for that commodity. All of these elements result in a strong dependency of these businesses on consumer needs, making high-end hotels and eateries seen as very market-oriented. Fine dining establishments are more reliant on their market for existence than the welfare sector's cost-oriented operations, which has significant ramifications for their fundamental policy-making choices. Advertising in reputable periodicals, gaining complimentary restaurant reviews in reputable newspapers and magazines, and collaborative promotions with credit card companies are just a few examples of how restaurants may use covert marketing to their advantage. These might improve the kind of impression the business is attempting to make. Frequently, the restaurant will engage with a PR firm that has the knowledge, connections, and resources to do this.

The traditional technique of production, based on the parties system, is still the most often utilized way of food preparation in the kitchens of fine dining establishments. According to the sort of food being prepared, production is separated into several regions in a kitchen using the partie system. For instance, there might be up to seven primary production parties in a big hotel kitchen: roast, vegetables, larder/salads, entrée, fish, soup, and pastry. Depending on the amount of food that has to be produced by each party, each of these sections may be further split. Fresh ingredients define the product at fine dining establishments, and the use of convenience foods is either completely avoided or kept to a minimum [9], [10].

The sort of catering enterprise and its pricing point both affect the manner in which food is served. Generally speaking, a business's service level grows more elaborate and complex as its pricing level increases. However, there has been a shift away from silver service and toward plated service approaches in fine dining establishments. This is mostly because the chef has far more influence over how a dish looks in the kitchen. When a consumer spends £40 on a main course, they expect not just exceptional food quality but also good dish presentation. Additionally, the industry's good fortune in having trained workers has rendered fashion trends like flambé and silver service obsolete. However, it is important to keep in mind that there may soon be a return of the Flambé service performed right in front of the consumer. Although there are still flambé items on the menu, they are often made in the kitchen. However, a recent trend would indicate that, at the very least in fine dining, the flambé serving style may return.

With an operation's pricing level comes an increase in both the complexity of food service styles and beverage service styles. For instance, the wine service is far more elaborate at a high-end à la carte establishment than it is in a table d'hôte establishment. A wine server would serve the wine during the course of the dinner at a high-quality restaurant that had a comprehensive wine selection. A smaller wine selection would be supplied at a lower ASP catering establishment, and the wine would typically be served by the staff person manning the customer's table rather than by a dedicated wine waiter. A cocktail bar or other kind of bar that serves customers at their own tables may be located next to high-quality restaurants. This bar setup is uncommon in lower ASP enterprises; typically, guests for the table d'hôte restaurant would utilize the main hotel bar. The top of fine dining establishments has seen the most shift in recent years. Given that the menu item sets the restaurant apart from its rivals, an executive chef may often serve as both the owner and manager of such a business. Although there will still be a sous chef in charge of the operations and chefs de partie in charge of certain areas of the kitchen, many commis chefs will help the chefs de partie with the more routine jobs [11].

In front of the house, a restaurant manager now often replaces the maitre'd, a head waiter, and a chef de rang in charge of a station with a commissary waiter. In establishments with a lengthy wine selection, a wine server with a commis may also be present. Communication between the production and service employees is crucial at fine dining establishments. The restaurant will not keep its reputations if the chef prepares an amazing meal only to see it melting away on the hot plate due to service employees not receiving a timely notice. Technology for electronic point of sale and mobile point of sale systems has advanced significantly. Without physically going to the kitchen, the waiter may submit specific instructions regarding a dish and be informed through the MPOS. When just a few servings of a specific dish remain or if he wishes to emphasize a particular dish, the Chef may immediately inform all waiters.

Technology has made it much simpler to measure employee performance. The list of data that POS systems may give on an employee includes: how many clients the employee serves per hour; how much income the employee makes; how long it takes to service a table; how much customers tips left; and so forth. With the use of this information, it may be determined if a staff member needs further training, needs to be complimented for their outstanding performance, or needs to be reviewed since they don't appear to meet the acceptable criteria. Due to how simple it is to acquire this information, the team may share it, which in and of itself can inspire employees by allowing them to discuss what is happening at work.

**Nightclubs, bars, and pubs**

Pubs have carried the food agenda in their establishments even farther with the relatively recent phenomena known as Gastro pubs, even though bars technically speaking are focused on the selling of beverages solely and the provision of entertainment. Nightclubs often include eateries on their premises. The UK market is expected to increase positively in the future, according Mintel. The Gastropub is a conventional pub that has been modernized with a full-service restaurant whose menu often compares well to that of a fine dining venue. Every food and beverage manager's favorite task has always been the selling of drinks. With a gross profit margin of 65–70%, drinks sometimes assist in seeing a firm through difficult times. Even though many nightclubs charge an admission fee, this is mostly done to pay for the entertainment costs, such as the cost of a DJ or a band. As a result, there may be additional money from nightclubs. There has been concern that the implementation of new anti-smoking regulations will result in a significant decline in such establishments' revenue. However, in May 2007, it was reported that the anti-smoking laws have not deterred customers, and businesses like Wetherspoons in the UK have announced 3% higher profits than anticipated.

The traditional pub is a kind of institution found in the UK that roots its operation primarily in the local community with, often, a catchment area of little more than 5 miles, while bars and nightclubs tend to draw younger audiences. Pub owners often provide live music evenings or organize and promote event nights like bingo or karaoke to counteract this. In addition to local radio and TV stations, bars and nightclubs often run advertisements in regional newspapers and magazines. When a nightclub wants to publicize a major event, young people often hand out flyers. Similar to a pub, they often host themed evenings or a unique feature in an effort to draw in more customers. Bars and clubs often provide a wide selection of drinks and cocktails. In bars and pubs, service is always provided in a counter-style manner, whereas table service or butler-style service may sometimes be seen in select nightclubs. When a drink is included in the admission fee, this form of service is typical, and the client may provide a ticket while receiving a drink from staff members who are passing around trays full of the designated drink. At least 10 different varieties of beer and/or ale are often available at pubs, and frequently, goods from nearby breweries are included on the menu. However, the majority of pubs nowadays are controlled by huge corporations, who rent the establishments to owners who are then required to purchase the company's brews.

Because the pace of business is often quite high and one barperson may have to service one order every one to three minutes, bars and nightclubs will need to have well-trained bar employees working behind the counter. Since most customers at pubs will need beer, the required abilities are not as difficult as in bars and nightclubs where business volume is higher. Security is a concern for staff members at pubs and clubs. An operator will often prefer to outsource their security to a security firm since insurance prices might be rather costly.

**Restaurants at Hotels and Private Club**

Due to the wide range of catering outlets that may be found in a single hotel, hotel food and beverage administration is one of the most complicated sections of the catering business. Luxury haute cuisine restaurants, coffee shops, specialty restaurants, room and lounge service, cocktail bars, banqueting facilities, and staff restaurants are just a few of the many catering services offered by hotels. . Additionally, some hotels provide cuisine and bar services in places like their swimming pools, health clubs, discos, and other leisure spaces. They also often have vending machines available.

The kind and selection of catering establishments in hotels will be greatly influenced by the hotel's size. A licensed bar and a restaurant with a limited table d'hôte or à la carte lunch and dinner menu may be found in small hotels with up to 30 to 40 rooms. A medium-sized hotel with up to 100 rooms would typically feature two restaurants, including an à la carte restaurant and a grill room/coffee shop that serves a table d'hôte menu. In a hotel of this size, the bar could also include a small range of food. These small- and medium-sized businesses very sometimes provide room service these days; instead, facilities for preparing tea and coffee in the room are more often offered. The widest selection of dining options can be found in large hotels with several hundred rooms, including traditional haute cuisine restaurants alongside more unusual specialty restaurants, lounge and cocktail bars, several coffee shops with varying degrees of room service, some of which offer only a small selection of snacks.

The many catering options available in hotels vary depending on the operation's nature and target market, in addition to its size and scope. For instance, a medium-sized resort hotel where visitors typically stay for two to three weeks would need to provide a range of food and beverage options to meet their various and evolving demands while they are there. However, a transitory hotel, such one that is close to an airport and where a guest's typical stay may only be one or two nights, may only need to offer fairly basic catering services. The demand for hotel accommodations is strongly related to the demand for food services provided by hotels. The need for hotels and other forms of lodging for travelers, as well as for food and beverage services, is assured by the UK's and other countries' expanding tourism industries.The dining room is a characteristic of exclusive gentlemen's clubs that predates the idea of an exclusive restaurant for members only, like Mosimann's in London. It is noteworthy since it informs us about the development of member-only restaurants.

**Outlets for food and drink in hotels**

In many hotels, the food and beverage department's role in running an à la carte restaurant and a 24-hour room serviceneither of which may contribute significantly to net profitsis crucial for the establishment to earn a four- or five-star rating. Their contribution of service and facilities also enables the establishment to significantly raise its room rates. By doing this, the hotel will have a better chance of increasing both its overall revenue and net profit. Notably, hotels have recognized the untapped potential of their eateries. The most recent data indicates that the food and beverage industry is a significant source of revenue for most hotels and many hotel owners chose one of two primary alternatives. Outsourcing is the one that is the simplest. With outsourcing, the hotel just leases the restaurant's premises to a management business, which produces a product that can be sold to both hotel guests and the general public. There are certain divisions within catering corporations that focus on outsourcing to restaurants. For instance, Restaurant Associates is the Compass Group division that specializes in outsourcing. The hotel management's second choice is to renovate the restaurant on their own.

The initial costs may be high, but the advantages may outweigh the'rent' paid to contract out the space. For instance, one of the biggest issues hotel restaurants had was that their establishments would be on a middle floor, requiring customers to trek through the reception area and up an elevator before seeing a restaurant with sometimes exorbitant prices and out-of-date menus. Many prospective consumers would pass such hotels without even thinking about stopping by the restaurant. The restaurant should be on the ground floor and have a separate entrance to the high street from those that hotel guests may use. Both highly skilled and motivated employees and updated menus that can compete with other high street restaurants are essential. In general, guests spend more money on average at hotel catering establishments than they do at comparable establishments outside of hotels. This is especially true of the hotel's high-quality restaurants, but it's also true of less pricey establishments like coffee shops, where the average sales price (ASP) of hotel guests may be greater than in comparable businesses situated, for instance, on a town's main street. These kinds of catering establishments charge greater pricing, which increases sales per employee and income each trading hour. Long trading hours are often required in fast-food enterprises with lower ASP per customer in order to achieve large volume sales.

## CONCLUSION

The direct market for restaurants and events is changing dramatically, with conventional marketing methods being complemented, if not completely replaced, by direct interaction techniques. Restaurants and event organizers are increasingly using technology, social media, and data analytics to engage with their target audience. This trend not only delivers cost-effective marketing options, but it also allows for individualized experiences that increase client happiness. However, obstacles like as data protection, competitiveness, and adjusting to quickly changing technology must be successfully addressed. As time goes on, it is certain that the direct market will continue to expand, opening up new prospects for restaurants and event planners. Long-term success will depend on embracing these changes and being sensitive to altering customer preferences. Finally, the direct market enables restaurants and event organizers to strengthen client connections, promote loyalty, and prosper in an ever-changing world.

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# CHAPTER 6

# EXPLORING THE MENU OF THE FOOD IN CATERING SYSTEM

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**ABSTRACT:**

This study examines the art and science of creating a tasty and useful food and drink menu for different restaurants. A strong menu is an essential tool for promoting a restaurant's brand, improving the dining experience for patrons, and boosting sales. In-depth examination of layout, typography, graphics, and content structure are among the study's primary topics. It also looks at pricing, menu engineering, and seasonal offers from a strategic standpoint. This article offers a thorough framework for restaurant owners and managers to design menus that appeal to consumers, pique appetites, and maximize financial performance by fusing concepts from psychology, marketing, and culinary arts. Any establishment that sells food and beverages relies heavily on its menu as a sales tool. For the consumer, it lists the available products, displays pricing and any additional fees, and when combined with other elements from the outside, it may define the kind of food service being provided. The menu should, from the viewpoint of the institution, achieve the goals of the marketing, catering, and financial policies.

**KEYWORDS:**

Beverages, Customer, Drink, Food, Menu Design.

## INTRODUCTION

The catering policy should be influenced by the marketing strategy to ensure that the goods provided and the manner in which they are run best satisfy the demands of the target market. The catering policy addresses the scope of the menu to be served, its format, and the proper manner of service, all of which have an influence on the amount of space needed, the kind of equipment to be acquired, the degree of expertise needed, and the necessary staffing levels. The financial policy strives to produce revenue and profitability within budget by controlling costs, increasing volume, and setting prices [1], [2].There are really just two sorts of food menus: the table d'hôte and the à la carte, despite the fact that there are many different types of eating venues offering many different types of dining experiences. There are various variations of each of these two kinds of menus that are used in daily life.

1. Having a limited menu.

2. Only offering three or four courses, on average.

3. A small range of options within each course.

4. A set selling cost.

5. Having all of the dishes ready by a certain time.

This style of menu often offers the most well-liked foods and is simpler to manage. The set price is fixed regardless of what the customer orders, or it may vary based on the primary dish ordered.

Occasionally, an extra item may be offered at a supplement fee. A table d'hôte menu will often be shown to a client together with an à la carte menu at many restaurants. Breakfast, lunch, and supper table d'hôte menus are options. Their many modifications are used in:

**1. Banquets**

A banquet menu is a fixed menu provided to all guests at a defined time for a given fee that often offers no options at all, unless the client notifies the caterer in advance that certain guests need, example, a vegetarian or kosher meal.

**2. Buffets**

Depending on the occasion and the price charged, buffet type meals range greatly from the straightforward finger buffet, where all prepared items are proportioned to a small size so that the customer may consume it without the use of cutlery, to the exotic fork buffets, where both hot and cold food is available and where many large dishes will be carved and portioned for the individual guest. Buffets are regularly provided for events including conferences, press conferences, pre-sentations, and wedding receptions. As they provide a constrained menu, a limited selection of just what is on the buffet, a predefined fixed price, and all the items are accessible at a certain time, buffets may be categorized as a kind of table d'hôte menu [3].

**3. Coffee houses**

Today's hotels and restaurants often utilize a coffee house menu, a more contemporary variation of the table menu. This kind of menu is distinguished by:

i. Having a fixed menu that is often available from twelve to eighteen hours a day.
ii. Being moderately priced, with often distinct prices for each dish or menu item.
iii. Providing a selection of foods that are appropriate for snacks, light meals, lunch, and supper.
iv. Providing a small selection of items that are either already cooked, fall under the convenience food category and take little time to prepare, or are easy and fast to prepare, such as omelets, hamburgers, etc.
v. The provision of a streamlined service, such as plate service, counter service, etc.

When a particularly high number of customers must be served as quickly as possible, the coffee shop menu in certain places may be substituted for two to three hours with a special morning menu giving a limited selection.

**4. Cyclical menus**

These are table d'hôte menus that are repeated repeatedly for a certain amount of time, like four months, and are, for example, for three weeks. In order to establish a pattern of client demand for a menu item and therefore help with buying, preparing goods, and staffing needs, they are often employed in hospitals and industrial catering.

A free option from the card or menu is referred to as "à la carte" and is identified by:

i. Typically giving more options and being bigger than a table d'hôte menu.
ii. Listing all of the foods that the restaurant could provide under the course titles.
iii. Every meal is made to order.
iv. Separate pricing for each dish.
v. Typically costing more than a table d'hôte menu.
vi. Often include expensive, unusual, and seasonal meals.

There may be a plat du jour or "speciality of the house" section on an à la carte menu. Typically, this comprises of one or two prepared, separately priced main courses that vary daily. A la carte menus are more challenging to manage than standard table d'hôte menus due to their vastness and the unpredictable demand of each item.

## DISCUSSION

The visitor may sometimes be given a special promotion menu in addition to the à la carte menu, which is a kind of à la carte menu. This kind of menu focuses on the sale of a certain item from the menu in order to pique consumer attention, raise average client spending, and ultimately boost revenue and profit for the caterer. Promotions may be done by producing appealing menus specifically for things like:

1. When a wider selection of shellfish and unique cuisines would be made accessible.

2. Soft fruits, when special meals would include berry fruits such as strawberries, raspberries, loganberries, etc.

3. During the hunting season, when pheasant, grouse, etc. were featured in pâtés, soups, and special main course dishes.

4. Food prepared or cooked at the table, such as steak Diane, crêpes Suzette, etc.

5. Dishes made using seasonal ingredients, many of which are included in the aforementioned categories.

### Menu Options

The way that the food and beverage selection is presented and served has altered significantly. Traditionally, high-level service consisted of either silver service, when each component of the meal was served separately from silver flats or plates, or trolley service, where food was either prepared or cut at the table and vegetables were silver served. Following this came table or family service, when the main dish was served and the vegetables and sides were set out in dishes for the guests to assist themselves. Plated service, where the whole meal was pre-plated, and self-service, where the client picked and received their food from a service counter, were at the lowest end of restaurant service. In order for the more costly trolley or silver service styles to reflect in the more expensive menu items, printing, and overall restaurant atmosphere, menu creation followed these service methods. Plated service is currently seen as the standard option at many of the world's finest premium restaurants because to changes in food presentation style spurred by nouvelle cuisine and sustained by the rise of celebrity chefs. With vegetables, sauces, and other fixings, the chef almost constructs the food on the plate, giving it a presentation or painting-like appearance. The status of plated meals has changed, and the menus must reflect this shift in presentation style. Due to the fact that all things are already on the plate and that certain customers may be allergic to or intolerant to certain foods, it is very important for menu descriptions to be precise and helpful. The breadth and frequency of adjectives used in descriptions has increased, and these adjectives are comparable to those used to describe works of art in many aspects. For the chef and restaurateur, this is the image they want to project as part of the character of their business and of themselves [4]–[6].

### Menu items' contents

The information on food menus vary depending on the kind of meal, the market group it is targeted at, the event, the cost of the food, the nation or location, etc. A hotel room service breakfast menu will include three or four courses from both a traditional breakfast and a continental breakfast, as well as a variety of ancillary items like newspapers, magazines, or early morning beverages. Depending on the establishment, there will also be a variety of breakfast delivery times.

Nevertheless, it is normal for the same à la carte menu to be served all day long. For instance, in the UK, heavier dishes like thick vegetable-based soups, farinaceous dishes, meat puddings, meat stews, steamed fruit, and sponge puddings are typically served for lunch, while lighter dishes with more delicate flavors are typically served for dinner. These dishes include specialty consommés, poached fish with delicate flavors and frequently intricate garnishes, hot and cold sweet and savory soufflés, etc. Many of these classic foods are now included on menus at any time of the day as a result of a marketing drive for what marketers refer to as retro dishes—items that were popular in the past but have since fallen out of favor and are once again available on our menus. This is especially true of foods that nutritionists claim to be unhealthy, such steaming suet puddings, which have significant nostalgic appeal. The courses or portions of a traditional complete à la carte meal would be split into a maximum of 14 parts. An elaborate luncheon or dinner menu, or a table d'hôte menu, might be created from this comprehensive breakdown of the components [7], [8].

The mix of the different menu items relies greatly on the event, the prices to be charged, and the preferences of the client. There is a set sequence for the menu's sections, which is observed out of custom. The caterer may put together the individual dishes on table d'hôte and à la carte menus using this established order, and they can also recommend to customers suitable special and/or event menus with a range of durations. Although it is quite uncommon for a menu's available courses to be delivered in their entirety, as a general rule, it can be said that when a lot of courses are presented, the portion sizes are often rather tiny. The 16-course meal prepared by M. J. Leto and W. K. H. Bode does not include coffee. They are served in the following order: cold starter, soup, hot starter, egg and farinaceous, fish, small hot meat dishes, big meat joint, small cold meat course, sorbet, roast with salad, vegetable, potato, warm sweet, cold sweet, cheese, and fresh fruit.

**Menu preparation**

As previously said, the menu is the primary marketing and sales tool accessible to the restaurateur. As a result, paying close attention to every little detail is essential to make this operate well and is a positive step towards a successful food and beverage business. The menu conveys a variety of information to the consumer through "copy," or the words used to describe the dishes, as well as more subtly through color, layout, the quality of the materials used, and style. This information needs to be conceptually reflected throughout the entire restaurant.

The menu helps establish a customer's degree of expectation along with other tangible aspects of a business. The restaurant owner's main goal in the pursuit of a successful and lucrative company should be to meet or even surpass this client expectation. Because the menu is so important to operational style, pricing structure, and overall concept design, it's crucial to consider the location, the market within this catchment area, and how it will fare against local competition during the planning stage. A modest restaurant with high-end, high-quality food may succeed in a wealthy residential neighborhood.

Despite how significant they may be, a menu's design goes beyond its typography, color scheme, images, form, and manufacturing materials. Consumers of today are fully aware of how capable current computers are of producing prints and images of the highest quality. It is reasonably easy and affordable to produce high quality, colorfully designed menus with plenty of images with a little advanced software and a decent quality color printer. Therefore, a catering company places greater emphasis on the content and presentation of its menu items in order to appeal to customers on a visual level. Using language may be challenging, especially when blending several languages, like English and French. The restaurant owner could want to add classically called meals by including French, but when the two languages are mixed, the dish is often described in a mixture of pseudo-English and French that is impossible to distinguish. The menu may be printed in the language of the nation that the restaurant is meant to represent, but it is crucial that an exact description of each item be provided and correctly translated into English. This allows for the style and content of the menu to reflect certain themes or events.

Modern materials and somewhat cheaper manufacturing costs should guarantee that menus are always maintained tidy and appealing. Customers will see the establishment as being of a poor grade if the menus are damaged, dirty, have prices overprinted on them, or in certain situations, have new prices put over old ones. Menus should be simple to understand, accurate, and allow customers to estimate their expected spending amount. They should also make it apparent whether there will be any extra fees, such as service costs. Where necessary, menu items should have accurate descriptions that take into account the expectations of customers about the kind of restaurant the menu represents and the level of service they may anticipate. According to consumer expectations and current market trends, the menu should accurately represent the restaurant's offerings. "Menus should be created to promote the restaurant and persuade customers to eat." The typical client reads the menu for about two minutes. Using the word "reading" to describe something that is only a fast scan could be too hopeful. In under two minutes, your menu must convey the complete variety of food and drinks available and persuade the customer to purchase what will fulfill both their needs and your financial goals [9], [10].

1. **Structure of the menu**

The longer it takes customers to choose their meal or glass of wine, the wider the menu. Customers may not be completely satisfied with what is delivered if it is too brief. With the understanding that the longer a menu is, the more management control would be required, caterers must adapt the length of their menu to the specific demands of their consumers. Unless the customer is very experienced, the length of the wine lists supplied by many restaurants is often especially bewildering and humiliating. Wine lists of this kind won't do much to boost a restaurant's potential sales unless they are exceptionally well organized and include extra information to assist guests make their pick. How a menu is laid up should take into account how a client typically reads one. To allow a restaurant to meet its financial objectives, it must effectively use the key regions of the menu.

2. **Size and shape**

The size and form of the menu may enhance and compliment the facility's distinctiveness. A food or beverage menu must be simple to use and easy to understand for the client. There are countless shapes and sizes that the menu can take, from a chalked-up menu on a blackboard to a large illuminated display board with photographs, traditional menu cards, tent cards, placemats, menus printed in the form of a fan, and even hand-printed menus on silk handkerchiefs as keepsakes for banquet guests. There are financial ramifications, especially when using a professional printing firm, so taking into account how long a menu may be used or how much soiling might be anticipated should be a part of the decision-making process.

For the caterer to generate appropriate profits and for the consumer to feel satisfied that they are receiving value for their money, menu pricing must satisfy two criteria. The demand for precision is crucial in both situations. Customers nowadays are more sophisticated in their dining choices, more people dine out, many are well-traveled, and practically everyone has developed a sense of quality and value from watching celebrity chefs and other food-related television programs. A few areas of profitability, but for the purposes of the menu, profitability primarily consists of three components: margin per item, sales mix, and volume. A restaurateur's pricing strategy should consider all aspects of the business, including expected return on investment, market demand, competition, where price should be compared to quality, industry standards for operation style, and location, especially where this may have an impact on operational expenses like staff costs, rents, and council fees. It is simple for restaurant owners to forget that they are truly talking about pounds, dol- lars, euros, etc. and that percentages do not always convey the whole story since a lot of time is spent on study of profitability and pricing, often known as menu engineering [11].

**Menu comprehension**

Given that a menu is the major sales tool for any restaurant, it stands to reason that product/menu item expertise is essential. Aside from allergies, specific diets, or preferred tastes, discriminating clients would want wait or sales employees to be well-versed in all meals, both in terms of ingredients and preparation and cooking. Good menu knowledge is a crucial assistance in the sales process; it allows for discussion and, when appropriate, up-selling of more costly or lucrative meals. It also provides the client confidence that the institution is competently handled.

1. **The mix of sales**

Although food expenses only account for 20-30% of menu item expenditures on average, there are typically significant differences. The example above shows that various food or beverage products might contribute dramatically varying amounts of earnings. Other instances are the expense of manufacturing a soup vs a smoked salmon offering, or the cost of making a steak and Guinness pie against a grilled steak offering. Although these meals welcome price difference, the menu as a whole must have a complimentary pricing structure so that the differential seems properly organized and fits all of the other pricing requirements for client approval. Sophisticated sales data analysis using EPOS systems enables the caterer to monitor variations in profitability as the mix of sales passes through the system. The sales data will be analyzed to discover sales patterns and the implications they have on profit margins, service needs, and kitchen output. The caterer may alter a sales mix that influences income, service, and production needs by making changes to menu content. Menu engineering, as described earlier in this chapter, is one technique to sales analysis that provides the caterer with knowledge on how the menu is functioning and offers areas for future investigation.

2. **Nutrition**

The nutritional value of food has sparked widespread public interest in the twenty-first century. Catering for schools, hospitals, jails, the military services, and any other facility with a 'captive market' has historically required caterers to pay special attention to nutrition. More recently, public awareness has made nutrition, or rather the lack thereof, a greater concern across all strata of society: obesity at all ages; poor eating habits within the school meal service leading to poor eating habits later in life; levels of nutrition in hospitals and care homes as demographic changes lead to a more elderly population; and the role that food plays in behavioral studies for both school children and prisoners. While food remains popular and trendy in other areas of society, the lifestyle, image, and high-level advertising for healthier food means that caterers in all sectors must include nutrition in their regular menu planning and design reviews. Each menu item on Wetherspoon's online menu clearly identifies the calorific value of the meal choice; there is also a dietary filter so that customers with food allergies can identify menu items that would not be suitable choices and can see at a glance whether there is sufficient menu choice to meet their needs.

3. **Menus and lists of beverages**

The requirements for creating a wine menu, or drinks list, are the same as those for creating a meal menu, as discussed previously in this chapter. Wine menus and drink lists are subject to licensing laws, some of which are detailed above, and they are subject to change, thus those running licensed facilities must be informed of these changes. The importance of using the wine menu, or drinks list, as a marketing tool cannot be overstated. Customers dining at a restaurant are not required to buy a drink and will not be shamed if they do not. It is the caterer's skill to pique clients' attention and acquire their trust that will most likely lead to them purchasing a drink. Most drinks take less workers to process, therefore revenues are greater than profits from food; it goes without saying that this is an area that demands time and care from the caterer to reap the maximum advantage. Because the criteria vary widely, beverage lists should be developed particularly for the unit in which they are offered.

A restaurant styled after a nation or region may provide both cuisine and drinks made from the region's wines and breweries. A general purpose wine menu may not be appropriate, but such is the influence of 'brands' that it may be advisable to add a few since they are likely to boost sales. What is equally crucial with drinks is that the exact serving temperature be kept to and the correct traditional glassware be used, especially when available to manufacture the brand. Wine and drink sales at hotels and restaurants are often lower than they should be due to factors such as bad marketing, overpricing, and the elitism associated with wines and cocktails, which tends to put guests at ease. Most wine merchants with whom you have a regular supply will often create a wine list for your restaurant at no additional cost.

## CONCLUSION

A complex fusion of psychology, commercial strategy, and aesthetics goes into the creation of a food and beverage menu. A successful menu goes beyond just being a list of things; it transforms into a dynamic tool that engages guests, communicates a restaurant's identity, and affects purchasing choices. Menu designers may create a balanced culinary narrative that leads customers through a pleasant eating experience by using visual design principles, taking psychological triggers into account, and using clever pricing tactics. Menus are kept current and appealing by regular menu refreshes and constant adaptation to shifting consumer tastes and culinary trends. In the end, a well-designed menu goes beyond just offering a variety of foods; it becomes an essential component of the gourmet experience that restaurants provide to their customers.

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# CHAPTER 7

# ANALYSIS OF BUSINESS PROCESS MANAGEMENT USING COST DATA IN PUBLIC ORGANIZATIONS

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**ABSTRACT:**

Efficient business process management (BPM) is critical for public organizations' success in providing services efficiently and within budget limits. This study analyzes the use of cost data in BPM in the context of government organizations. It investigates how cost-related information may be incorporated into BPM techniques to improve process optimization, resource allocation, and decision-making. This paper provides light on the benefits and difficulties of adding cost data into BPM projects, eventually demonstrating the potential for increased transparency and accountability in public sector operations via a study of case studies and best practices. Government agencies must deliver high-quality services at a cheaper cost. To achieve this aim, businesses must use well-accepted cost techniques and assess the effectiveness of their operations utilizing Business Process Management (BPM). The study's goal is to examine the use of cost data in process modeling in an academic library. Our study provides a fresh and simple three-phase process analysis.

**KEYWORDS:**

BPM, Business, Management, Organization, Public Companies.

## INTRODUCTION

Only a few research, however, have looked at the integration of cost information to a process model in a public organization. We used a combination of qualitative interviews with library employees and quantitative research approaches estimation of time and cost for each activity and process to model two significant processes at the University of Macedonia (UoM) academic library. We modeled the loan and return procedures in an easy-to-understand way using Business Process Model and Notation (BPMN). We used the Time-Driven Activity-Based Costing (TDABC) approach to calculate the expenses of each process and subprocess. Our methods and findings were very beneficial to the library's management. Our research found that combining workflow and cost analysis may considerably enhance decision-making and the efficiency of an organization's operations. However, further study and evaluation of the suitability of the integration of different cost and BPM methodologies in other public companies is required. Despite their restricted financing, public sector entities such as university libraries are obligated to offer first-rate services. Academic libraries have seen considerable cost reductions over the previous decade as a result of decreased funding resources and service digitization. To tackle this difficulty, library managers must implement cost-cutting measures and assess process expenses [1], [2].

An effective cost analysis will assist academic libraries in allocating resources effectively and reducing expenses by minimizing non-added value operations. TDABC is a simple accounting system that evaluates the cost and time for each procedure using time equations. Unlike the Activity-Based Costing (ABC) technique, TDABC analyses indirect costs effectively while avoiding subjective and time-consuming tasks. However, before using a pricing strategy, academic libraries should first model the most critical procedures. Managers at the library should use Business Process Modeling for a variety of reasons. Business Process Modeling will assist them in completely analyzing the workflow, activities, and resources needed for each process. Process analysis may help managers minimize operational costs and eliminate obstacles between information systems and employees. It would also enhance control over the most critical corporate activities. Implementing BPM may also assist managers in dealing with operational issues and providing high-quality services [3].

BPM should be used in government entities for two reasons. The fundamental rationale for greater digitization is to minimize operational expenditures and improve the efficiency of current infrastructure. The second purpose is to provide high-quality services. In terms of BPM adoption, public sector enterprises lag behind private sector firms. Their managers encounter a variety of problems, making good process management implementation challenging. Public and private organizations vary in many ways, including accountability, policy reform processes, and culture. Many strengths and hurdles exist in the public sector, just as they do in the commercial world, making it difficult to fully execute procedural management. The source of these discrepancies is not just related to the public sector; rather, there are issues in general. A cost analysis data from a costing system combined with BPM diagrams may give an in-depth examination of financial value-flows and cost allocation. Cost analysis may be performed at a variety of levels, including process, sub-process, activity, and resource. Cost information will assist managers in better organizing corporate operations and allocating organizational resources.

They may also assess the direct and indirect expenses of each action and understand how to cut costs by enhancing or eliminating business process activities. However, only a few scholars have examined the incorporation of cost information to Business Process Modeling. The hotel reservation process and incorporated cost in business process models. Using BPMN to represent financial flows in a finance notation. Enterprise Resource Planning (ERP) and Accounting Information Systems (AIS) were used to create the modeled processes. Nonetheless, there is a scarcity of real-world case studies involving public institutions. Furthermore, past studies employed business process modeling methodologies that lacked the ideas needed to appropriately depict financial data [4], [5].

## DISCUSSION

The purpose of this research is to assess the integration of cost analysis data to process mapping in a real-world situation. As our case study, we picked the University of Macedonia library in Thessaloniki, Greece. UoM is a medium-sized university that offers undergraduate and postgraduate programs in a wide variety of scientific subjects. The academic library serves 17,910 students as well as 200 instructors. Due to the inadequacy of the accounting information system, the UoM library management do not have a breakdown of costs by activity. As a result, they are unable to assess and evaluate the cost of the library's services.

### Business Processes Management

BPM is defined as "the combination of art and science" used to manage how work is done in a company. It guarantees consistency and capitalizes on possibilities for development. BPM is a well-known and widely utilized subject of research. The process lifecycle is critical to BPM because it standardizes how a process is introduced and maintained within an organization. BPM is related to an organization's ambidexterity in that it shows the entity's capacity to model, implement, optimize, and manage processes in response to an ever-changing external environment. In the backdrop of rapid digitalization, the demand for context awareness in BPM initiatives to provide business value develops. However, the academic community is divided on the relationship between BPM and digital innovation.

Despite its roots in the revolutionary Business Process Reengineering of the 1990s, numerous researchers have suggested that BPM has moved its focus in recent decades to process control and optimization.

Researchers observed that large firms lacked the agility to respond to digital disruption and adapt existing BPM practices to disruptive technologies as early as the turn of the millennium due to inertia, a lack of incentives, or an underestimation of the value of the new prospects presented by these technologies. However, as demonstrated with robotic process automation, BPM is capable of experimenting with cutting-edge digital technology. Because of its relationship to long-term market performance, organizational ambidexterity is one of the most essential ideas. The firm's ambidexterity is shown by its ability to effectively handle the opposing demands of exploration and exploitation. By keeping an eye on these competing forces, both the exploitation success trap, which strengthens and exacerbates organizational inertia by limiting responsiveness to environmental shifts, and the exploration failure trap, which lacks concrete short-term results while being oriented to search for innovation, can be avoided.

BPM's purpose is to methodically study and analyse business processes in order to improve them. According to management science, an organization is a complete system of processes. BPMN and other business process modeling languages provide understandable graphical representations of an organization's important processes. Process modeling and mapping are required before building organizational information systems. The purpose of business process management is to align company goals and strategies with market demands. BPMN 2.0 is a simple notation that employs multiple symbols to represent process flow. The most important symbols are: (a) event (start, intermediate, and end), (b) flow symbols (sequence flow, message flow, and association symbol), (c) activity or task, (d) message, (e) sub-process, (f) gateway (the decision point that separates the process flow based on a condition), (g) data elements (information and document), and (h) swim lane. The inclusion of price information in BPM models is a step forward in the application of BPM. With this new information, an in-depth analysis of monetary value flows and cost allocation may be conceivable. Managers will be able to assess the costs of each process at several levels sub-process, activity, and resource [6]–[8].

**BPMS and BPM**

Increasing client expectations, uncertain markets, and unpredictability in the economy have all contributed to today's difficult business environment. As a result, companies must cope with the ever-changing nature of the marketplace and constantly innovate and alter their ways of operation in order to prosper. As a consequence, many companies now use a new BPM-based organizational architecture. BPM has lately emerged as a key issue in management research. Management is the study of guiding operations inside an organization to consistently accomplish desired objectives and benefit from available improvements. The concept of a business process is the cornerstone for BPM. Thus, a business process is a set of connected actions performed by personnel in an ordered technological framework. As such, it specifies what (activities), who (organizational and technological environment), and how (coordination) work is done inside a company. In recent years, the notion of business processes has grown in popularity as a tool for firms to document, regulate, and improve their operations.

Recent BPM study illustrates the growing realization that BPM is about more than simply technology, but also a comprehensive organizational strategy that includes human components of business processes. Because of the increasing adoption of BPM concepts by enterprises worldwide, a new type of software has emerged: the business process management system (BPMS). These applications enable and coordinate the execution of corporate processes and job allocation. The BPMS manages business process instances and ensures that they are carried out in compliance with the rules outlined in their associated process models. A process model is the principal artifact used to illustrate a process. A graphical depiction of the process is often used by business modelers, who use components from a specified language or notation such as activities, gateways, events, sub-processes, resources, and data. In addition to the process itself, each human resource's position and function within the company are represented in a process model. Process models are created and improved in order to perform business processes and keep track of them. A BPMS, in line with the process models, assigns work to the relevant human or non-human resources (automations) throughout the execution of a business process instance. With the engagement of highly skilled professionals, BPM is getting more difficult and dynamic.

**BPM in the Government Sector**

As a consequence of the rapid changes in local and global socioeconomic situations, public sector organizations are having difficulty satisfying the expectations for improved public services. The public sector is typically characterized by outmoded and inflexible processes, red tape, and bureaucracy, and it regularly faces dramatic policy changes as a consequence of elections and political landscape upheavals. Public sector organizations throughout the globe have shown a strong interest in adopting BPM principles and practices because they regard BPM as a key facilitator of high performance and greater customer centricity. BPM techniques in many firms or industries have been studied throughout time. As von Brocke et al. (2016) point out, it is questionable if these strategies are applicable to all sectors. A prior BPM research showed that, although product and service businesses embraced BPM differently, commercial and public organizations did not. Given their fundamental differences, it is questionable if these models and their link to process performance are similar in the public sector. However, the data show that commercial firms have significant route coefficients for information technology, resources and expertise, process development, and measurement that public organizations do not have. According to Van Looy and Van den Bergh (2017), public organizations are lagging in adopting BPM practices, so it is critical that they invest in IT support and increase employee expertise via trainings or knowledge-sharing communities to improve organizational performance [9], [10].

Organizations in the public sector encounter significant hurdles. Because of significant budget constraints, they must lower expenses while simultaneously increasing production. In recent years, government agencies have made significant efforts in streamlining their operations and providing more uniform services. Governments, on the other hand, have historically lagged behind private-sector enterprises in embracing new technology. The delay may benefit the public sector by giving agencies more time to pick the most effective approaches. In light of these seismic upheavals, BPM has been considering how to integrate radical, disruptive innovation into its operations while maintaining efficiency and operational excellence.

By better integrating information technology (IT), business process management might aid public sector organizations wanting to replace their antiquated procedures. Public institutions may use a low-cost business model to upgrade and digitize their infrastructure. BPM deployment may also aid in the delivery of high-quality services. The capacity of BPM to readily simulate a broad range of business processes is a significant benefit. BPM enables the rapid and low-cost integration of new IT systems into current company activities. BPM provides managers with a unified view of their company by modeling the organization's processes and incorporating data regarding resource allocation. According to Gulledge and Sommer (2002) and Genon et al. (2011), adopting BPM may provide several advantages to public companies. These are as follows: (a) better alignment of public administration goals with resource management goals; (b) increased transparency and accountability; (c) continuous service improvement; (d) increased productivity and cost savings; (e) faster response to policy shifts and unforeseen occurrences; and (f) increased efficiency.

The goal of our research is to test the premise that adding financial data from the TDABC approach to process models is useful for a public organization. Our study takes a case study method. A case study is a research technique that extensively investigates a phenomena within its environment. We modeled the circulation department of the UoM library's two most popular for user library procedures i.e., lending and returning of item/s from the main collection. This is the most significant department since it oversees the most popular library services loan, return, renew, pay fine, and shelving. UoM is a medium-sized Greek university that provides undergraduate and graduate programs. The University of Michigan library employs twenty-one librarians and serves about 18,100 students and teachers. The UoM library administrators are unable to analyze expenses effectively since the library's accounting system is unable to assign costs for each service. Our research will assist UoM library administrators in effectively evaluating library procedures and detecting organizational inefficiencies, hazards, and excessive costs.

Our investigation is separated into three stages. We generated process models in the initial step. We analyzed the library's guidelines and conducted open-ended interviews with UoM library management and personnel. Because both processes involve more than one instance, we defined the activities and distinct situations for the loan and return procedures. In the second step, we estimated the time and cost of each procedure using the TDABC costing approach. To apply TDABC, we took the following five steps: (1) estimate the total cost of each resource group, (2) estimate the practical time capacity of the resource groups, (3) calculate the unit cost of the resource groups, and (4) estimate the time for each activity via direct observation with a stop watch and create time equations for each process. We also evaluated the findings of the observations with repeated measurements, and we (5) estimated the cost per activity and the cost of each procedure based on various situations.

We added cost and time information to the process models in the third step. We enhanced Magnani and Montesi's (2007) study by using BPMN notations to incorporate not only cost but also time information. We calculated the total cost and time required for each scenario. This information has been added in the activity symbol to make it simpler for the library manager to read and comprehend. We also calculated the likelihood of each option. We have presented this information alongside the gateway sign in accordance with Magnani and Montesi (2007). At the bottom of the graphic, we've shown the activities, total time, and cost for each example in a separate table. Finally, we calculated the overall average cost of the loan and return procedure based on the likelihood of each instance. We approximated the expenditures for each step over the course of a year January-December 2017 to include the winter semester, spring semester, and holiday season periods. Using a timer, we documented the time spent on each activity throughout the spring semester of 2017. We confirmed our data by repeating the measurements for the 2017 winter semester. Finally, we calculated the average duration of each procedure. To acquire more reliable findings, the total number of observations was quite big 100 for the loan process and 101 for the return process [11], [12].

Academic libraries, for example, should strive to be more efficient and cost effective, and should integrate commercial sector best practices such as process modeling. We assessed the integration of TDABC cost data into the process models of the UoM library's two most essential services. The use of BPMN modeling in conjunction with cost data enabled library managers to examine precise and simple cost and time information for each operation. This new graphical tool assisted them in better understanding how to increase the cost efficiency of the loan and return procedures. They've learned that the most costly aspects of the loan procedure are the payment and administration of the patron's penalties. Payment of a fine during the return procedure is another time-consuming and costly step. The proportion of customers who must pay a fine throughout the loan or return procedure is rather high. However, paying penalties is a separate process that may be avoided. Patrons seem to be given little information on when to return loan products. The library staff should regularly remind users to return borrowed goods on time. They may also send automated messages to customers using the library's information system.

The placing of the item(s) on the library shelves (estimated time = 1-2 minutes; estimated cost = 0.84 €) was identified by UoM library management to be the most time-consuming and costly action of the return procedure. This practicedoes not need specific expertise and may be performed by trainees. Library managers may use blended learning strategies to teach trainees in person or via e-learning courses. The UoM library might potentially leverage emerging technology to automate repetitive procedures, such as robotic services. Government agencies should strive to modernize their operations in order to increase productivity, results, transparency, and accountability. BPMN is an effective process modeling technology that may assist managers in improving the effectiveness of their organization's operations. The use of BPMN enabled the library's management to better comprehend the process flow and identify organizational inefficiencies. TDABC is a dependable and simple-to-implement cost approach for identifying value-added and non-value-added activities as well as the source of expenses.

The combination of BPMN and TDABC analysis assisted library management in suggesting methods to shorten the length of the two processes and enhance resource utilization. The addition of time and cost data to the library's process models may assist a public organization in improving the quality of its services and adding value to its clients. BPMN process diagrams containing cost data may be integrated as a module to an ERP system. To show cost data, our technique advises just using the BPMN symbols for activities and gateways. The user should construct a process and cases for each process using the additional ERP module. She or he may also enter all of the essential data for each instance using the TDABC approach i.e., resource data i.e., kind, name, availability hours per month, and cost, resource assignment to activities, length of each activity, and total number of observations. Each case's cost and time, as well as the average cost and time for each procedure, should be evaluated by the module.

Alternatively, a company might develop a software solution for strategic process management and cost analysis. It is recommended the deployment of software for assembly businesses that applies TDABC cost data to BPMN process diagrams. They have recommended a certain programming environment that includes a specific programming language, framework, database management system, BPMN library, and so on. They defined the software architecture using the model-view-controller design pattern. They have also characterized the platform's fundamental modules, which are as follows: (1) process management, (2) business process management, (3) process and cost analysis, (4) reporting, and (5) software configuration are all part of the process management framework. The recommended platform may generate a variety of reports, such as process cards, process diagrams, and so on.

Cost data may be included in BPA or BPMS systems on a daily or weekly basis. The adoption of these technologies may assist library management in having a more current and accurate estimate of the library's procedures. They may also assist them in comparing current data to model predictions. Our research adds to the BPMN literature by emphasizing the usefulness of merging workflow and cost analysis in a government agency. Our findings imply that combining cost data with process modeling may increase the efficiency of an organization's procedures. Our study provides a novel process analysis that is simple to apply and is divided into three steps. Our technique, which integrates information from administrative science and economics, may assist managers in analyzing the most significant library procedures and determining how to increase their efficiency [13]–[15].

We enhanced Magnani and Montesi's (2007) study and offer financial data in an easy-to-understand style. In contrast to their study, our empirical analysis takes into account all conceivable occurrences per procedure as well as the time variable. Our research, however, has several drawbacks. We only examined two services from a single academic library in Greece. In future study for the same library, we may use the same technique to analyze other crucial operations, such as interlibrary loan (ILL) or the renewal process. We might potentially broaden our investigation and assess the practices of other Greek libraries. This benchmarking will allow us to more effectively analyze the benefits of workflow and cost analyses. Finally, a future research should extensively investigate how effectively alternative cost and BPM strategies interact.

## CONCLUSION

Integration of cost data into business process management has emerged as a critical technique for public organizations looking for operational efficiency and accountability. Several advantages may be obtained when cost data is successfully included into BPM projects, as shown by the case studies and best practices presented in this article. These advantages include improved procedures, more efficient resource allocation, better decision-making, and more openness and accountability. However, the road to effective BPM utilizing cost data in government enterprises is not without obstacles. Data collection and accuracy challenges, reluctance to change, and the requirement for specific skills in cost accounting and process optimization are examples of these. To fully realize the value of cost data in their BPM initiatives, public sector organizations must face these difficulties head on. As public companies face increased pressure to offer high-quality services while staying within budget limits, the role of cost data in BPM is expected to become even more critical. Adopting modern technology, cultivating a culture of data-driven decision-making, and investing in training and development are critical steps toward effective BPM in public sector environments. Finally, incorporating cost data into BPM may result in more efficient and accountable public services, which benefits both governments and people.

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# CHAPTER 8

# UNDERSTANDING THE PRODUCTION AND SERVICE OF FOOD AND BEVERAGE

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**ABSTRACT:**

In-depth analysis of the production and service processes used in food and beverage businesses is provided in this study. The global economic and cultural environment are fundamental to the food and beverage sector, which necessitates effective and customer-focused manufacturing and service methods. This assessment examines these operations' essential components, including purchasing, culinary processes, menu planning, customer service, and more. This paper provides insights into boosting operational efficiency, maintaining quality standards, and providing outstanding dining experiences by examining current practices and new trends. For the survival and expansion of firms in this dynamic industry, a seamless integration of production and service is essential. The phase of the food flow that is primarily concerned with the processing of raw, semi-processed, or prepared food- stuffs may be referred to as food production. The finished product may be in a ready-to-serve condition, as in the case of the traditional process, or it may go through some kind of preservation before being presented to the consumer, such as cook-chill or cook-freeze.

**KEYWORDS:**

Beverage, Food, Production, Management, Service.

## INTRODUCTION

The processing of a raw, partially prepared, or prepared beverage product to make it ready to serve before it is given to the client may be referred to as beverage manufacturing. For instance, a semi-prepared product like a cordial would only need to be partially prepared, but a raw beverage product like tea would need to be entirely treated before being given. A bottled fruit juice or bottle of wine may be considered a fully prepared beverage product. It is not always possible to differentiate between the fine line that separates food and beverage manufacturing from food and beverage service. It might be difficult to determine when manufacturing stops and service starts [1], [2].

Because of this, it is sometimes required to include specific details about, say, food service when explaining food production methods so that the production technique may be understood in the context of the whole catering operation and not in isolation. The choice of which food and beverage manufacturing technique to use in a certain catering operation is made at the first planning stage; at this time, the target market and, therefore, the kind of catering facility to be provided, have been determined. The initial design of a food service facility is essential to the operation's long-term performance, and it requires time, money, and dedication to prevent expensive errors later. The food production and service model must at the very least be acceptable for the sort of operation the organization demands, as well as following all food hygiene rules, particularly those pertaining to holding temperatures for hot or cold food. Practically speaking, inviting the neighborhood Environmental Health Officer to the location before laying out the kitchen or installing equipment is often quite beneficial.

Getting them "on board" now may serve as the foundation for a positive working relationship in the future and reduce the danger of breaking law or engaging in ethical behavior.

**Critical control point analysis and risk assessment**

Whether they are microbiological, chemical, or physical in origin, dangers may be identified and controlled in a systematic manner using the Hazard Analysis and Critical Control Point method. Each business is obliged to do an analysis that may identify any possible danger for that specific organization, even though many food and beverage companies are likely to have a lot of the same risks. The local EHO will be able to provide guidance on how to do this as well as suggestions for the kinds of records you should maintain for the specific service in issue [3]. A food safety management system may be established and executed using HACCP's seven critical steps as shown in Figure 1. Each product category will need application of the systematic method.

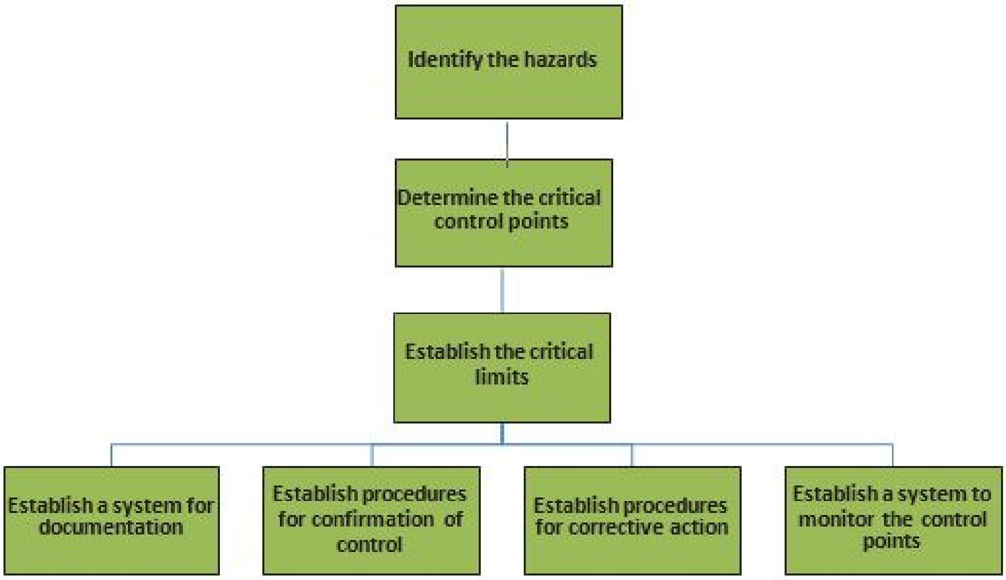


**Figure 1: illustration of the procedure based on an HACCP**

## DISCUSSION

An inherent issue with food production planning is that customer demand for the food service facilities is not constant; the restaurant, cafeteria, or fast-food outlet is only in demand during specific times of the day, primarily breakfast, lunch, and dinner. This results in peak periods of activity at specific times of the day, and troughs of comparative inactivity in between. The catering facility's need to provide various menu items or "products" for each meal period and sometimes even a distinct style of food service adds to the complexity of this issue. A hotel restaurant could, for instance, provide a continental-style buffet service for breakfast, a table d'hôte menu with plated service for lunch, and an à la carte menu with silver service for dinner.

The significance of effective food service planning must be emphasized. It comprises a variety of interconnected activities that are mutually reliant and, when combined, constitute a fully integrated system. Cost restrictions are present at every step of the planning process, and money is set aside specifically for the construction of the building, interior furnishings, equipment, etc.; this money must be spent carefully since making short-term savings typically results in higher long-term expenditures. Low initial design, low labor utilization, loss in food quality standards, excessive operating expenses, and a general lack of customer approval are all everyday problems for poorly planned facilities. Planning a food service area must include having adequate food holding temperature controls at the point of serve for both hot and cold meals. Increases in the amount of "short cuts" personnel are ready to use to make their job procedures more efficient or simple are the probable result of a badly structured food service area [4]–[6].

A written declaration of the operation's goals is the first stage in developing a catering facility. A food service operation's main goal must be to provide a catering outlet targeted at a certain market segment of the population. The catering facility's other goals are complementary to this one, with some of them taking precedence over others in different catering situations. For instance, the main goal of a commercial restaurant might be to maximize returns on capital in the shortest amount of time, whereas the main goal of an industrial cafeteria might be to provide a subsidized catering facility, in which case the net profit is no longer the most important goal.However, general planning goals may be established for all kinds of catering facilities, and they include the following:

**1. Customer appeal:**

A catering facility's primary goal is to provide catering services to a specifically identified market segment. The planning of the facility may start after the market segment to be served has been determined. Customers have expectations about the type of establishment, the caliber of the food, and the level of service they will receive when they enter a restaurant, cafeteria, or any other type of food service operation. If the catering facility wants to attract customers, its image must be consistent with those expectations. However, over the last ten years, hotel restaurants have made an attempt to turn this around, not just as a source of money but also as a component of their overall marketing strategy. For many hotels, food and beverage has not historically earned the same amounts of revenue as the rooms sector. It is crucial that this coordination between the catering and customer service operations extends across the whole facility. For instance, a client would expect a high-class restaurant to have a comprehensive à la carte menu, silver service, only linen on the tables, well attired service employees, etc. These many elements of the business work together to provide the consumer a complete image. Therefore, it is crucial that the catering operation be designed holistically during the planning stage so that all the many components of the production and service come together to create a facility that is targeted at a certain market group.

**2. Cost management:**

Regardless of the kind of catering facility, expenses must be kept under control. In a catering business, these costs include the upfront planning and construction expenditures as well as the ongoing costs for things like food, labor, and gasoline. Even those operations, such as subsidized catering facilities, should strive to keep costs to a minimum so that any "profits" made may be reinvested in the operation, reducing the overall running costs of the operation. Some operations, such as commercial restaurants and cafeterias, are built specifically with a profit target to achieve.

**3. Facilitate production and service:**

To facilitate production and service, production and service spaces and equipment must be laid out ergonomically in the kitchen, restaurant, and bars. Particularly essential factors in workplace design include which equipment should be attached and which should be free-standing, storage options, the height and breadth of the workbenches, the height, size, and form of the tables, the needs for lighting, heating, and noise reduction, etc. If properly considered, all of these characteristics of a food service facility lead to a work environment that is safe to design and a seamless flow of personnel and supplies.

**4. Material handling:**

In a catering operation, the transportation of goods should be arranged to entail as little handling as possible. The movement of materials should, wherever feasible, be as straight-forward as possible, for instance, from the storage area to the workstation for preparation. Backtracking and traffic cross-flows should be avoided since they may lead to accidents and are time-consuming. When developing materials handling for a catering business, the planner has access to a variety of tools: flow process charts, string diagrams, journey charts, etc. These tools all help the planner create a materials-handling system that minimizes actual handling. The time that workers spend handling items might be converted into labor expenses as the employee is not preparing the materials for sale while he is carrying or moving them. Use mechanical assistance, such as conveyor belts, trolleys, carts, etc., where they will reduce the amount of manual handling of products. All of these may be integrated into the first strategies. Only if it is deemed to be cost-effective may mechanical assistance or labor-saving devices be obtained.

**5. Labor utilization:**

The application of management techniques like work-study, motion economy, etc. is crucial to the planning of effective labor usage. In order to create thorough job descriptions and work schedules, the tasks that must be completed in the catering operation's production and service sections must be identified, and the most effective way to do those duties must be analyzed. The need to develop effective food production and service areas that increase staff productivity is a consequence of the constantly rising labor expenses in catering operations today [7]–[9].

**6. Management and supervision:**

During the planning stage, attention must also be paid to the responsibility of managing and monitoring the catering operation, especially the production and service staff. This entails setting aside enough time and space for staff meetings, training sessions, and demonstrations, among other things, so that management can make this an ongoing process rather than something that is made available to all employees at the beginning of their employment but is never updated. Other aspects of managing the catering facility, such overseeing daily expenditures for food, labor, and gasoline, should also be taken into consideration. It is important to implement effective feedback information systems that can provide management with the kind of data they need to make judgments about the effective functioning of the catering business.

**7. Hygiene and safety requirements:**

For the benefit of both customers and staff, hygiene and safety requirements must be taken into consideration while developing a catering business. Currently, EHOs in the UK have the authority to examine and, if necessary, shut down establishments with inadequate hygienic standards. All catering enterprises must be aware of and completely adhere to the laws governing the hygienic management of premises and the current fire rules. The fire officer must be notified of any new layout or design inside licensed facilities. It is also advantageous to get feedback from the local council's environment health department so that no further changes are needed after a future inspection.

Considering the ease of cleaning and maintaining the property during the planning stage is closely tied to the safety and hygienic conditions of the food service facility. The design of the equipment, such as movable units that can be pushed away of the wall and cleaned behind, sufficient room beneath the equipment so that the floor can be washed, etc., are some of the aspects that must be taken into consideration in this situation. Regular equipment maintenance is also crucial if expensive failures and potential accidents are to be avoided. Being flexible at the early planning phase might reduce the overall expenses of an operation. Planning ahead for this shift may significantly ease the transition or changeover phase because most catering facilities experience some kind of modification over their lifespan. The majority of changes in a food service business are made to the ingredients or production methods utilized; for instance, if a lot more convenience meals were used, less labor and equipment would be needed, and more kitchen space would be available. These kinds of modifications must to be planned for in advance so that the operation may manage them effectively when and where they are required.

It is not unusual for not all of the necessary funding to design and run a production facility to be available at once, necessitating the implementation of the plans in phases over a two- to three-year period when the funding becomes available. For instance, it may take a catering operation until the second year of operation to be able to purchase some specific pieces of equipment; it is crucial that this has been considered during the planning stage and that the basic services of gas, electricity, water, drainage, lighting, ventilation, etc. are fully accessible and have allowed for an increase in capacity. The key needs mentioned above should serve as the foundation for designing a food service facility if it is to make the best use of the resources, including money, materials, and labor, that are available. If there isn't enough planning done up front, the organization will lack focus and may end up attempting to "be everything to everyone." The business may subsequently be forced to try to serve mixed markets for which it was not intended and, as a result, lacked the requisite infrastructure.

**Methods For Food Production**

The traditions of catering, which have had a significant impact on the production methods used today, must be considered while studying the food preparation techniques now in use. Over time, during a labor-rich era, food manufacturing techniques in the catering sector changed. The conventional kitchen layout developed around the separation of jobs into parties, which was first brought into the UK in the latter half of the 19th century. This was the phase of the parties system's development. Because of the strict divisions between the sectors, there was a high staffing ratio in relation to the amount of meals provided.

The technology in hotel and restaurant kitchens changed very little or not at all over the first half of the 20th century. The majority of managers and chefs were educated in the old conventional techniques that produced outcomes that were mostly acceptable, so they saw no need to alter. The old conventional procedures have only seen alterations in the past thirty years. These reforms began slowly and in the industrial sector rather than in the hotel and restaurant kitchens. As experienced catering employees started to become scarce, the main food suppliers conducted technological research, and their goods gradually gained acceptance by the catering business. The growing price of the space required for a typical kitchen further encouraged this. Traditional culinary activities were beginning to vanish more quickly. The first cook-freeze operation started in the UK in 1966, and as a result, both cook-freeze and cook-chill technique variants were developed. The information that follows is a review of the primary food and beverage production techniques presently in use. It is crucial to remember that the Food Safety Control of Temperatures Act of 1990 governs all food processing [10], [11].

**Traditional techniques**

The bulk of food purchased through the traditional party technique is raw, with very little falling into the category of what we today refer to as "convenience foods." There are facilities for receiving and storing items, preparing, cooking, holding, and serving meals, as well as for dishwashing. The utilization of labor fluctuates throughout the day, peaking right before the serving of each meal. Similar circumstances apply to culinary equipment, which is generally underutilized overall but is used well for brief periods of time. This results in inefficient usage of gas and electrical appliances, which are often switched on in the morning and remained on throughout the day despite only being used for a few hours. All things considered, it is a costly method to run a kitchen due to the labor, equipment, and energy needs as well as the space and resources required to run it.

Using conventional methods to produce convenient meals. It is possible to bring convenience meals into a typical production kitchen. Convenience food consumption in conventional manufacturing might vary from partial to almost total dependence on the broad selection of products that are now offered. However, a coordinated catering system is the only way to make the maximum use of such quick items. The systems approach is fundamentally based on considering the operation as a whole, taking into consideration the impacts of changes to one component of the system on other components. Therefore, the consequences on labor, equipment, space, and most importantly, the consumer, should all be taken into account if convenience foods are to be brought into a conventional kitchen that traditionally used only fresh produce.

The production and service parts of the food flow system are divided using centralized production techniques, either by location or time or both. Food that is made centrally may be conveyed in a ready-to-serve condition, such as hot, or it may need some kind of regeneration at a satellite or end-kitchen, such as cooled or frozen food. Food may also be transferred to the point of service in batches or in pre-portioned amounts. This kind of food production rose to popularity in the 1970s and 1980s mostly as a result of the welfare sector's need for centralized production and the cost reductions that came with it. Central production units are no longer in such great demand, mostly because of their high operational expenses, owing to the changing nature of the catering industry in general and hospital catering in particular. Modern hospital catering provides a broad variety of high-quality foods and drinks that are prepared and delivered to a high level.

**Methods for Producing Beverages**

In this context, both alcoholic and non-alcoholic drinks are referred to as "beverages." The amount of preparation required before these various drinks can be served to customers varies, but in most cases it's the non-alcoholic drinks that fall into the categories of raw and semi-prepared products, while the alcoholic drinks are typically already fully prepared. Compared to the other categories, these beverage items need more processing before being presented to the client. Tea, coffee, and cocoa are a few examples of these drinks, which may take up to fifteen minutes to reach a serving-ready condition. Although in some specialized restaurants or coffee shops the tea or coffee making facilities may be an integral part of the total food service being offered by the catering operation, the preparation of these raw beverage products may be done away from the service area and the customer, for example in a stillroom in the kitchen of a large hotel. These are alcoholic beverages that don't need preparation from the raw product state but aren't quite ready to be served either. Fruit cordials, which just need water to be added, are an example of semi-prepared drinks. Iced coffee and cocktails may also fall under this category. The production of these partially prepared drinks may also be included in the service, such as the showmanship involved in mixing drinks in a cocktail bar. These include bottled fruit juices, spirits, wines, and other beverage items that need little to no preparation before being presented to the customer. Most of the time, completely prepared drinks are served to customer’s right in front of them, whether they are spirits at a bar or wines at a table, for example.

**Methods of Food Service**

Some type of food service is necessary to bring the food prepared in a kitchen to the consumer. This may range from full silver service in a fancy restaurant or hotel, where the meal is delivered to the client's table, to self-service in a cafeteria, where the consumer receives his or her own food from a service counter. Historically, full waiter service was the most common manner of meal service. However, a larger degree of informality while dining away from home, as well as the necessity for better efficiency owing to increasing prices, has led to the development of new food service techniques and styles. These include the conventional cafeteria and its various variants, counter service, take-away items, vending, and the many tray service systems, which are especially prevalent in the welfare sector. The mode of food service used by an establishment will be determined by a number of interconnected factors, including: the type of establishment, such as whether it is an industrial cafeteria serving low-priced meals or a high-class restaurant serving more complex and expensive dishes; the type of associated food production method, such as whether using traditional or conventional production or a comparatively more recent method such as sous vide; and the type of customer to be served.

In some operations, more than one type of food service may be provided in the same location; for example, in a large office building, there may be a cafeteria for the majority of employees, a waiter service restaurant offering a plated meal service for middle management, and a silver service for top-level management. When more than one level of food service is provided, these multiple activities may be serviced from a single kitchen; however, in big office buildings serving to a diverse range of clients on different levels of the building, numerous kitchens may be required. Whatever meal service technique is used, dining out should be a joyful experience. To achieve acceptance, the fundamental goal of an operation should be to give the consumer with top quality food at the proper temperature and delivered attractively. The service approach employed must also be fiscally consistent with the organization's principles and objectives. This necessitates the design of effective food service facilities from the start, taking into consideration all elements of the food service operation, notably the market to be served and therefore the client needs.

**Classification of Food Service Methods**

The categorization of food service techniques employed in this book is self-service, waiter service, and special service arrangements, since the majority of recognizable food service methods can be simply categorized into these categories.

1. **Self-service**

The self-service approach is the most basic food service method presently in use. Self-service methods are ones in which the service personnel does not come to the table and serve clients their meals; instead, consumers pick their own food, silverware, and so on and take them to an eating area themselves. Such a system may be totally self-service, as in a vending machine, or it can be assisted self-service, as in cafeterias where counter employees are ready to assist the consumer in portioning and serving the food on a plate. The ability to serve large numbers of people rapidly with few workers is one of the primary reasons for adopting a cafeteria-style service. Cafeterias essentially consist of a service counter layout so that consumers can inspect the food before making a decision and an eating space. The counter or counters are constructed of different heated and refrigerated units that showcase food and drinks.

**2. The standard cafeteria**

Customers enter at one end of a straight line of counters, pick up a tray, and proceed down the complete length of the counter, picking menu items along the way. A tray rail spans the length of the service counter, where customers may rest their tray while going through. The service counter and eating area are normally divided by a rail or a partition, and payment for menu items is usually done at the end of the line, where the cashier is sitting. The velocity of flow through the cafeteria line varies depending on a number of variables, including the variety of options available and hence the length of the line, consumer familiarity with the cafeteria layout, cashier speed, and so on. In practice, four to six people per minute may travel through a commercial single-line cafeteria, although eight to ten may be the average in a cafeteria with restricted options, such as a school cafeteria. The rate of flow through a traditional cafeteria arrangement can be increased by installing more than one straight line, such as counter lines in parallel with service facilities in between, but customer throughput can be increased even more by eliminating the traditional straight lines and replacing them with food'stations' or 'banks' that can be arranged in various layouts within the cafeteria. All of these layouts are referred to as 'free-flow' cafeterias.

**3. The free-flow cafeteria**

The 'hollow-square' cafeteria design is another name for it. Separated counters for hot and cold meals are often positioned along three sides of a room, with the fourth side open for customers entering or exiting, resulting in a U-shaped layout of food stations. Food stations in a free-flow cafeteria may be positioned at right angles to the counter or staggered at an angle, producing a 'echelon' or'saw-tooth' configuration. On cruise ships, counters are often located in the center, with freestyle seating on both sides and forward. One of the benefits of this kind of service is the flexibility to customize flows to suit physical locations of various shapes and sizes. Customers entering the plaza may proceed right to the hot or cold areas without having to wait in line for their meal, while brief lineups may develop at the more popular stations during peak seasons. The beverage sections may be positioned in the square's center or in the eating area itself, making them easily accessible to customers. However, consideration should be given to the simplicity of providing stations when the traffic region is congested, especially supplying centrally positioned stations.

## CONCLUSION

The key to success in this thriving business is the complex interaction between food and beverage production and service.

Businesses may successfully negotiate the challenging terrain of customer expectations and industry competitiveness by concentrating on optimizing procurement methods, improving kitchen operations, creating enticing menu designs, and providing exceptional customer service. Given the shifting tastes of current customers, the analysis of contemporary practices highlights the need of innovation and flexibility.

A comprehensive strategy for integrating production and service operations will be crucial for firms to not only survive but also prosper in a market that is becoming more and more competitive.

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# CHAPTER 9

# FOCUS GROUP INTERVIEWS WITH EMPLOYEES AND OWNERS ON MEAL MANAGEMENT AT FOOD SERVICE

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**ABSTRACT:**

Food waste in the food service business is a worldwide problem that impacts the whole planet. Despite the fact that food service organizations generate a large amount of food waste, they have gotten less scholarly attention than other sources of food waste. The purpose of this study is to examine meal management approaches in food service organizations in the perspective of food waste. Three interviews were conducted with 23 owners and three interviews with 24 workers of six different kinds of food service enterprises, such as restaurants and bars. According to the responders, the quantity of food thrown out is not big and often comprises perishable goods and food wasted when making dishes. At the same time, respondents confessed that many commodities discarded were still edible, such as wilted fruit and vegetables or products with no symptoms of rotting but whose wrappers had been opened. Greater focus must be made on collaboration between food service enterprises and charity organizations to achieve maximum reduction of waste of meals prepared in advance by food service outlets. According to the report, caterers are hesitant to publicly participate in such collaboration because, among other things, they are unfamiliar with the present contribution regulation.

**KEYWORDS:**

Food Waste, Food Service, Food Donation, Organizations.

## INTRODUCTION

Despite the fact that food waste is a major worldwide issue, there is no one, agreed-upon definition in the literature. The United Nations Food and Agriculture Organization (FAO) defines "food loss" as a drop in the total weight of food intended for human use. Food loss occurs early in the supply chain, while food waste occurs following distribution and consumption. Food waste is classified as preventable, possibly avoidable, or unavoidable. Food that might have been eaten before being thrown away is considered avoidable food waste, even if it is no longer edible at the time of disposal. Food that can be consumed when prepared in one manner rather than another, such as potato peeling, is referred to as avoidable food waste. Unavoidable food waste refers to food waste that is not edible under normal conditions, such as banana peels, eggshells, and chicken bones. Avoidable food waste should be given special consideration. According to Buzby et al. 21% of meals in restaurants goes uneaten. Malefors et al. discovered that around 20% of food given in various sectors of food service institutions such as canteens, aged care units, hospitals, hotels, preschools, primary schools, restaurants, and upper secondary schools went to waste [1], [2].

According to a FUSIONS study, the EU food service industry accounts for around 12% of overall food waste. In the United States, the food service industry produces roughly 16 million tonnes per year, accounting for approximately 25.4% of the food supply chain. According to Wen et al. food service enterprises may account for up to 50% of food waste in China. Failure to consume the produced food in line with the basic assumption results in an unreasonable load on the natural environment. It is connected to GHG emissions or the use of natural resources such as water. Based on an evaluation of the amount of food lost in 2011, the carbon footprint was calculated to be 3.3 Gt CO2 eq. Reducing food losses and waste is generally acknowledged as a means to address the concerns of global warming, natural resource and ecosystem conservation, and availability to food for those in need . Many investigations discovered that plate leftovers and food excess make for a large amount of food waste in food service organizations. This is supported by WRAP (Waste and Resources Action Programme) study in 19 restaurants, which found that plate waste and food excess account for more than half of wasted food. The tests done in four hotel restaurants by Tomaszewska et al. also show that the majority of food, about three-quarters, is wasted in areas where meals are served, i.e., buffet-style settings, or is left unconsumed on plates. Buffet-style settings can create a substantial quantity of trash, according to Juvan et al.

Eriksson et al. highlighted the hospitality industry which includes canteens, aged care institutions, hotels, schools, restaurants, and universities, according to Malefors et al. as a sector with high potential for food waste reduction. Redesigning the kitchen process, education programs, and food redistribution are among strategies for reducing food waste. According to Amicarelli et al. official agreements should be signed between hotels and foodbanks in order to create a food network that connects businesses. As proven by Aiello et al. food recovery in the supply chain is still uncommon, and the potential advantages are generally overlooked. As Bierwagen et al. point out, Food Rescue and Donation has the potential to establish a "win-win" arrangement between waste management and food security demands; however, it is still perceived as a less appealing alternative than sending surplus food to waste treatment systems. According to Peira et al. attitudes and behavior toward unsold food are influenced by personal experience and position in the supply chain. Farmers often distribute unsold produce to households and focus on recycling operations. Unsold products are donated to non-profit organizations by groups of peddlers. Hybrids attempt to repurpose trash as compost feed. Bonadonna et al. discovered a significant degree of interest among farmers in the ethical and philanthropic implications of food waste and unsold food. According to Alfiero et al. conventional handling of unsold food is a critical competitive aspect in this market [3], [4].

## DISCUSSION

Food donations from the catering industry are permitted, although they are sometimes challenging owing to infrastructure limits of food service businesses. Donation logistics are a substantial impediment. Concerns concerning possible accountability for health and safety issues linked with donated food, as emphasized by Sakaguchi et al. are another crucial problem. Appropriate laws might help to limit these hazards. The Bill Emerson Good Samaritan Food Donation Act is an example of such law. Some countries, notably France and Italy, have enacted legislation to promote unsold food contributions in the commerce and hospitality sectors. Financial incentives for contributors are also essential. The Polish VAT Act has been in effect since October 1, 2013. The Act removed the need to pay VAT on food contributions. One tool that could assist businesses in reducing food waste is the provision of support for the actions they take, such as developing procedures that will allow them to make rational use of food for socially useful purposes while adhering to existing legal rules governing food health safety. Meal planning in food service establishments should follow the waste hierarchy, which gives priority for the most effective use of resources from most to least preferred alternatives. Prevention is the recommended approach; unfortunately, not all food waste can be prevented. When prevention is not an option, recycling leftover food is the next best alternative.

Despite the fact that food service firms generate a considerable amount of food waste, they have gotten less scholarly attention than other food waste generators, such as homes. The topic of the article is meal management in the context of food waste in food service enterprises. It should be noted that this feature has not been thoroughly investigated and documented in the food service industry so far. The purpose of this article is to examine: (1) meal management techniques in food service facilities, including advance dish preparation and menu planning; (2) unsold meal management methods; (3) plate leftover management; and (4) waste management. The study included workers and owners of food service enterprises. Each approach seems to have its own set of advantages and disadvantages, and the issue is determining how, where, and when to assess the phenomena. According to Chaboud, the amount or rate of FLW (Food Loss and Waste) alone may not be enough to motivate research interest and drive policy response.

Focus group interviews (FGI) were used as a qualitative research approach in this study. One of the most important types of qualitative research is the focus group interview, which consists of a deep, insightful dialogue with respondents who may also share knowledge and debate a specific subject. The focus group interview, because of its group discussion effectiveness, may reveal interaction-based insights that tests may not deliver. The goal of the focus group interview research is to get accurate information and broaden understanding on the relevant issue. Exploratory questions are asked during the interview to explain/understand the phenomena involved in the problem under investigation. We chose the study sample based on the idea that data in qualitative investigations are often based on 1 to 30 informants, and the sample size was decided based on informational demands. A sample of workers and owners working in food service enterprises for at least a year in each of the three site groups was recruited. Participants in the focus groups represented the following location categories:

1. Small towns having populations of up to 50,000 people;
2. Towns and cities with populations ranging from 50 to 200 thousand people;
3. Cities having a population of more than 200,000 people.

An open invitation to participate in the research was sent to social media thematic groups and also published in the local press covering a city with a diverse population, namely Lodz (city with over 200,000 inhabitants), PiotrkowTrybunalski city with 50,000 to 200,000 inhabitants, Lowicz and Kutno cities with less than 50,000 inhabitants. As a consequence, the number of people who responded to the invitation cannot be calculated. People who indicated an interest in participating in the study contacted the researchers by e-mail or phone. The invitation to the research included contact information. During the first interview, all participants in the previous year's qualitative study using the FGI approach were removed. Qualified individuals were given study information papers. A scenario-based research instrument was created during the first stage of the project. The interview scenario was developed in response to gaps/deficiencies highlighted by researchers in earlier quantitative research[5]–[7].

Three interviews were conducted with workers of food service enterprises (E1, E2, E3) and three interviews with food service firm owners (O1, O2, O3). Each interview was performed in a fixed format, in a professional room equipped with an audio-video recording equipment and customized to study utilizing the FGI technique. An experienced moderator with suitable skills and competence in FGIs was present for each of the six interviews and conducted interviews with a group of workers or owners of food service enterprises (7-8 participants). The interviews were audio recordings. The audio tapes were then transcribed and submitted for examination. The focus group interviews lasted 90 to 120 minutes and were recorded using an audio format with the respondents' permission, allowing us to subsequently compile a full transcript of the interviews. The FGI data was carefully analyzed using a qualitative content analysis, with data provided in words and themes. Furthermore, in a manifest analysis, writers used the identical phrases to express what the informants really stated.

**Menu Flexibility Considering Inventory Levels**

Menu planning and inventory management are handled differently in each food service establishment. Food inventory monitoring allows food service outlets with a fixed menu (e.g., restaurants) to make their menus more flexible. However, with this sort of food service outlet, procedures are made to make better use of materials and resources, such as restaurant employees recommending certain menu items to visitors. When advising clients on special event menus (e.g., banquets), the staff also suggests certain items. Menus at breakfast establishments, on the other hand, might contain seasonal goods or the daily special, making it simpler to combine menu planning with inventory management to guarantee that products are used up before their "best by" date. Food service establishments that serve various items on the menu every day combine flexible menu planning with inventory management, taking seasonal ingredients into mind.

Another rising trend in the food service business is making the most of raw resources. The owners say that they are attempting to utilise 100% of the product, including apple and pear peelings and cores. However, there are still locations where corporate regulations prohibit the reuse of leftovers after processing a particular product, the storage of food products not bought by customers on a given day, or the offering of them to employees. It is usual practice in such cases to dump these items and plates into trash cans. Sometimes we create special promotions or a new dish to entice people even more, but nothing can go to waste, since it would be a pity to lose money. The menu is important to us since there is a menu card, but it is up to our servers to propose what they recommend on any particular day. When it is possible to use products that we have in large quantities in our storage room, we make every effort to reduce waste. For example, when we bake products in larger quantities than usual, our cake shop offers these products at a promotional price, for example, when we have a lot of fruit in the storage room that would otherwise spoil quickly. To avoid waste, the price is cut and goods are marketed as promotional items.

**Unsold Food Administration**

Another concern with food management is what to do with food that has been made but has not yet been given to clients. Owners of food service establishments claim that such meals may be eaten by staff and believe it to be a fairly common practice. Yes, but this is already common practice. It is preferable to give it to someone to eat rather than toss it away. Another problem is that it is preferable to let them eat it than to have them slip away and consume it in the bathroom or someplace else. Here you are, let's eat it, and that's all there is to it. It is worth mentioning, however, that workers at food service establishments cited such an option less often. Of fact, some restaurants do this, but workers are not permitted to take such meals home. Employees at other locations may get it as part of their lunch or buy a meal at a reduced price. Only workers of small, family-run food service establishments, most of which are located in small towns, are permitted to take unsold food home. This is not the case with bigger food service establishments with more personnel. It should be emphasized that the internal regulations governing employee meals are created by the owner of a certain food service outlet, who also chooses whether or not workers may take home any leftover food at the conclusion of the workday. Owners of food service enterprises were also asked what they did with ingredients left over after cooking meals or that were not intended for delivery to customers (e.g., veggies used to make broth). Vegetables are used to make salads and pâtés. Vegetables were also chopped/cut into smaller pieces and added to soups, according to respondents. Meat, on the other hand, may be used to make pâté or fed to cattle or domestic animals (such practices are more popular in small towns). Unused boiled potatoes are used to create potato dumplings or Silesian dumplings; rice or groats may be used to make stuffing for other recipes, such as stuffed cabbage. However, rice, groats, and pasta are regularly prepared for customer-ordered recipes, so not much remains. Employees provided similar responses [8], [9].

These foods are consumed. For example, if a certain sort of meat remains, we have protocols in place that require us to produce various spreads from it, such as sandwiches with chicken paste, among other things. Yes, we process all of stuff so that it does not go to waste. Stale bread may be used to produce croutons, which are then eaten with soups or salads, or breadcrumbs, or it can be sent to farmers in the country, who can then feed it to poultry. Stale buns may also be soaked and used to meatballs. Withered fruit and vegetables are utilized to make compote, juice, or are processed into smoothies or drinks. Vegetables are utilized for making broth if they are not spoiled and can be peeled; otherwise, they are discarded. According to one of the proprietors or staff of a food service establishment, even apple or pear peelings and cores were utilized to make compote fruit stew.

Dishes from bain-marie counters are normally thrown out or, less often, eaten by staff or, in the case of paid events, such as banquets, given back to the client who made the order. Dishes that have not been warmed up and/or served to customers and may be utilized the following day, such as soup, are appropriately locked, dated, and refrigerated. Some restaurants keep foods suitable for eating till the next day and offer them at a reduced, enticing price. All unconsumed menu items are handed to the organizers of scheduled events (e.g., weddings, eighteenth birthday celebrations, banquets). Any unsold cakes, rolls, or doughnuts are offered at a discount of 50% or less the next day, and consumers are welcome to purchase them. Several respondents said that they have provided food to persons in need. One of the food service firms in a big metropolis said that it gave unsold boxed bread to a charity that helps people in need.

There is no collaboration between the food service business and charity groups in small towns, which would allow caterers to give unsold food to individuals in need. Establishing such collaboration is sometimes difficult or cumbersome since it requires compliance with complicated formal standards and entails considerable paperwork. Although it seems to be an excellent option, it is difficult to execute since it creates an excessive amount of work for caterers. Donation activities are also deterred by media stories of caterers who were engaged in charity collaboration and now face issues due to failure to meet all statutory standards. Such instances effectively deter food service organizations from participating in charitable projects. Furthermore, many owners and workers of food service companies believe they would have to pay tax on gifts, which makes them less likely to participate in philanthropic activities. They may decide to throw food out rather than donate it to those in need if they do not want to deal with several official processes or pay extra expenditures. As a result, several food service establishments leave food nearby for persons in need to utilize. They provide complimentary meals or beverages to certain people, such as volunteers who collect money for charity organizations, if they provide any philanthropic aid at all.

**Waste Control**

According to our own study, trash in major cities often ends up in garbage containers and, to a lesser degree, in biodegradable waste bins. It is also given to animals, however this waste disposal practice is less prevalent in larger cities than in smaller villages. Oils and frying fats, on the other hand, are kept in separate containers and collected by a professional firm in compliance with current requirements. Municipal garbage collection firms gather other types of waste. Fruit and vegetables are the most commonly abandoned items, according to food service staff, since they decay quickly and are utilized to decorate meals. The major reason fruits and vegetables are thrown away is because of concealed faults that are not obvious upon delivery, such as cabbage that is rotting on the inside. The goods that are most often discarded are determined by the cuisine that a certain store specialized in as well as the content of the available menu. The majority of them, however, are expired foodstuffs, opened and abandoned tins and jars (for example, tuna or corn at a pizza), mushrooms, and unused sandwich pastes. Employees remark that the quantity of food thrown is little. There are, nevertheless, significant disparities between food service establishments in small villages and major cities. People from smaller communities waste less food. Employees of major city food service outlets far more often say that food is thrown away into rubbish bins, stressing that this is done in compliance with the appropriate waste segregation standards. Waste is occasionally moved as animal feed or composted in small communities. The transfer of leftovers is seldom governed by an agreement, and even when it is, it is an oral one. Such a solution is advantageous for both the caterer, who has no waste disposal issues, and the receiver, who may give it to animals at a reasonable cost [10], [11].

According to both workers and owners of food service enterprises, the quantity of food thrown out is modest and mostly consists of perishable goods and food abandoned when making meals. According to studies, food service providers often underestimate or overestimate the true size of FW. At the same time, respondents recognized that many discarded commodities, such as wilted fruit and vegetables or products with no symptoms of deterioration but whose wrappers had been opened (avoidable food waste), were suitable for continued use. Furthermore, according to Papargyropoulou*et al,* fruit and vegetables account for the majority of unnecessary food waste in hotel restaurants, followed by cereal goods, fish and shellfish, and meat. This is consistent with the results of Filimonau and Ermolaev, who concluded that fruits and vegetables, meat, and pastry goods account for the majority of FW in commercial food services. Meanwhile, as Bharucha points out, even leftovers may be utilized to make recipes. For example, almost 30% of Mumbai restaurants employ peels abandoned during food processing, such as lemon peels, to make marmalade, while leftover skinned peanuts are pulverized and used for garnishing or flavoring recipes. Another option is to change the operating procedures. Caterers, for example, must change their storage and/or improve their production process (order planning, menu cards) to limit the danger of rejecting wilted fruit and vegetables. Some of the restaurants under scrutiny attempt to match the menu to the inventory levels. Food service establishments with a fixed menu are less able to make the menu more flexible.

Differences in food waste management systems have also been discovered. In smaller places, it is more often sent as animal feed or composted. This might be due to better access to farmers. Filimonau and Ermolaevobserved the willingness of selected stakeholders to embrace industrial symbiosis as a means of food waste recovery, but also as an opportunity to strengthen food service operators' and farmers' social and network capital, through interviews with food service providers and farmers. Employees in bigger towns, on the other hand, often dispose of trash in a rubbish can. This food waste management strategy is the least suitable since it has a negative influence on the environment. At the same time, it is the most convenient form of trash disposal from a management standpoint. The treatment of wasted oil and frying fats elicits the fewest concerns. These were gathered by professional businesses in accordance with the appropriate requirements in all food service establishments under investigation.

According to the survey, collaboration with charity is still at an extremely low level. This might be attributable to caterers' fear of legal ramifications resulting from possible food safety problems with the food they transport. The burdensome paperwork also discourages them. The respondents were unaware of the current Polish regulation on food contributions, which exempts donors from paying VAT. Several respondents said that they contributed food unofficially, such as by leaving food at garbage bin sheds. This type of food disposal poses various difficulties, both in terms of health safety and ethical considerations. Above all, food meant for human consumption should be safe. As a result, it is critical to protect it against many sorts of contamination (chemical, microbiological, and physical), including insect infestation. Furthermore, proper food storage conditions, particularly temperature, must be maintained. One of the most prevalent causes of food poisoning or spoiling is failure to store food at the right temperature. The circumstances in waste storage areas (for example, so-called rubbish bins) most emphatically do not meet the aforementioned standards.

During the investigation, it was discovered that the proprietors of food service enterprises had said, more often than their staff, that they had only given food to individuals in need that had been produced but not served to consumers. The found disparity might be attributed to the fact that food service owners feel worse about squandering food than their staff. Unfortunately, worries about the formalities of donating food to charity groups force caterers to select less troublesome methods of disposing of unsold food products. According to Goh and Jie , an increasing number of hospitality staff do not consider food waste to be unethical behavior, which is a concerning trend. Employees and owners should both get training on these concerns. They should also be taught on the legal methods of transferring food to non-profit groups. Goh and Jie observed that many hotel staff felt bad about squandering food, and that this guilt may influence their behavior and lessen the unwanted phenomena.

According to the study, proprietors of food service companies indicated that unsold meals might be consumed by staff and thought it was a reasonably normal practice. However, personnel at food service establishments seldom suggested such a possibility. According to Bilska et al, this is not a widespread practice in Polish food service enterprises (just one in ten of the 130 firms examined permitted staff to eat such items). In contrast, Tomaszewska et al. determined that items not eaten and abandoned by hotel guests were shifted from the breakfast buffet to the staff buffet based on study performed in four hotels. According to Filimonau et al, it is very frequent practice in Chinese restaurants to cook meals for workers using leftover products. Another technique to prevent food waste in the food service industry is to offer meals at a discount. However, operators of food service enterprises have expressed reservations about such a business model.

According to the answers, the most food is wasted during parties on different occasions because their hosts order too many dishes. Another kind of food waste is self-service, which causes diners to leave enormous quantities of "plate leftovers." Some serving tactics, such as preportioning food products so that consumers do not take too large pieces, utilizing smaller crockery, and refilling dishes more often, may help decrease food waste. Thaler and Sunstein suggest utilizing the notion of a choice architecture to alter consumer behavior in a predictable manner. According to Huang and Tseng, the association between customer views and consumer plate waste in restaurants is mediated by behavioral intention and food waste behavior. According to the responders, the most convenient approach is to let customers to take any food surpluses or plate leftovers home. Customers, on the other hand, are not always eager to take plate leftovers home, particularly if they have to pay more for packing. On the other hand, it has already been customary for the ordering person to carry away any leftover food from a gathering. It should be emphasized that this is the only option to dispose of uneaten food since it cannot be served again in most cases. According to Talwar et al. food service establishments should encourage customers to accept leftovers without feeling humiliated.

## CONCLUSION

The quantity of food thrown out in the catering industry is not huge, according to discussions with both staff and owners of food service firms. Nonetheless, waste does occur in certain cases.

According to the interviews, wasted food comprised, above all, perishable food and food thrown when making meals, as well as potentially useable items, such as wilted fruit and vegetables, which is referred to as avoidable food waste. This demonstrates the need to rearrange the appropriate work routines. Plate leftovers, according to participants in the qualitative study, account for a large share of food waste at food service facilities. Some food service organizations take steps to limit the number of plate leftovers, such as allowing customers to take the uneaten part home or allowing them to purchase meal items in a more flexible manner. Caterers, as seen, have difficulty matching supply to demand. Many foods are made ahead of time.

To achieve the greatest possible decrease in waste of prepared foods, more emphasis must be put on collaboration between food service enterprises and charity organizations. At the moment, such collaboration is limited by a lack of understanding about the existing donation regulation, which leads restaurant owners to believe that the donation method is cumbersome. The findings of our research might be utilized by government and non-government organizations to develop food waste reduction initiatives for the food establishment sector.

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# CHAPTER 10

# EXPLORING THE ISSUES RELATED TOSTAFfiNG: AN OVERVIEW

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**ABSTRACT:**

This study explores the many problems that modern businesses confront when it comes to personnel. Recruitment, selection, training, and retention procedures are all part of staffing, a crucial aspect of human resource management. The complexity of staffing challenges is explored in the study, which also addresses topics including talent acquisition, attrition rates, and workforce diversity. This research offers insights into prospective techniques for efficient staffing management by examining the effects of staffing difficulties on organizational performance and employee well-being. For firms looking to maximize their staff and manage the changing employment environment, a thorough awareness of these challenges is essential. However, it is inevitable that those managers may get engaged in more severe disciplinary or grievance procedures. Although this book does provide a brief overview of these processes, it would be wise to obtain expert counsel before handling more serious concerns. The high amount of worker turnover is exacerbated by the fact that the hospitality business is one of several that draws huge numbers of part-time, seasonal, and casual employees, especially at lower grades.

**KEYWORDS:**

Human Resource, Management, Recruitment, Staffing.

## INTRODUCTION

Since most managers spend the majority of their time managing people, this chapter's primary goal is to provide managers an overview of staffing concerns they should be aware of. Both the UK and EU legislatures have strict regulations regarding employee employment, and as with any document addressing these topics, modifications are regularly made. In the usual course of their jobs, managers of staff are often focused on challenges related to hiring, motivating, developing, and retaining employees. Minor disciplinary actions should ideally only arise seldom. This might put more pressure on management in terms of hiring and training, upholding standards for the quality of goods and services, and limiting labor expenses [1], [2].

Approximately 29 million adults, or 60% of the adult population, are now employed in the UK, and by 2009, a third of these workers are expected to be over the age of fifty-five. This represents significant changes in both the size and composition of the labor force. Additionally, the UK economy has seen a continuous shift away from conventional industrial businesses and toward those in the service sector, with a gain of 1.4% in the hotel and catering industry during the previous five years. The UK restaurant industry is likely to expand further, with 2007 sales estimated to exceed £28 billion. The hiring, training, and retention of employees is one of the biggest challenges encountered by service businesses in general and the hotel sector in particular. Many jobs in the hospitality industry include dealing with customers, and because customer pleasure or unhappiness is heavily influenced by the quality of the service provided, working in this industry has the potential to be stressful. The importance of effective staff recruitment and training, as well as a strategy for boosting staff retention, grows as hospitality companies continue to push for strong brand recognition and a memorable meal experience through excellent service delivery rather than an average one.

## DISCUSSION

The most recent data is from 2005, when the Labor Force Survey revealed that 1.88 million persons were working in tourism and hospitality, a 4%, or 84,000, decrease from 2004. In the hospitality sector, 1.64 million people are employed, and 77% of them work in restaurants, pubs and clubs, hotels, bars, and food service management. The remaining 23%, or 380,000 people, work in industries where hospitality is not the major focus, such hospitals and school catering. Ten years before, this percentage was 70%, and in 2005, women made up 59% of the workforce as a whole [3], [4].

### 1) Criterion for hiring

The first practical step in the growth of a workforce is hiring people for effective customer service. The importance of developing the goals for the marketing policy, the catering policy, the financial policy, the menu design, the operational style, etc. has already been covered in previous chapters. However, the implementation of all of the aforementioned policies will largely depend on the front-line employees who provide the service. Decisions on how the company will seem to its target clients will have been made based on the marketing strategy. The catering strategy would have outlined the operational details, such as the manner in which food will be provided to clients and the best service approach suitable for projecting the intended image. The financial policy will deal with concerns of profitability and cost management, and here is where there is often a conflict of opinion about whether employees are a valuable asset or an inevitable expense. Formally, employees are of course reported as a cost in the company's accounting, but how they are seen operationally might pose management issues. At the moment, it is common to think of employees as assets, and they are often referred to as the "internal customer." The "service profit chain," a model created by authors like Heskett, Sasser, and Schlesinger, proposes that if an organization treats its staff well, the customers will respond favorably and remain loyal to the organization, and the organization will experience higher or more sustained profit levels. Therefore, it is crucial that employees be carefully chosen, maintained motivated, aggressively assimilated into the organizational culture, and given authority.

### 2) Techniques for recruiting

Selective hiring continues to be one of the most challenging areas, with hiring managers making mistakes nearly as often as they make good ones. However, there are certain doable strategies that might support a higher success rate. Regularly assess recruiting strategies, both those that have worked and those that haven't. It offers helpful information on how present procedures may be improved. Ensure that every applicant goes through a procedure that enables you to accurately assess both their present talents and potential for the future. For instance, a chef's existing abilities in food preparation and cooking may be shown, and future potential could be assessed using a brief psychometric test. Allow applicants the chance to discuss their knowledge of your company and the potential contributions they may make. Create a job description that is carefully thought out and include a list of personal qualities that are well defined. Put these in the "essential" or "desirable" categories. You may decide to include one coworker in the interview panel and, if necessary, take into account the influence on or of any coworkers. The benefits of doing this process right are significant, and they include enhanced productivity, better employee morale, a high level of dedication, and less time lost on handling conflicts, which will result in better management of management time and increased profitability.

**3) Employee Turnover**

The hotel business has substantial staff turnover, especially among low-skilled workers, which not only results in expensive expenses but also makes it difficult to consistently hire people of the correct caliber. A recent article in the Caterer and Hotelkeeper demonstrates how one manager is attempting to reverse the trend. Hoteliers are well aware of the strains that this places on both their managers and the bottom line. Managing Director of Golden Tulip UK Andrew Silver outlines strategies to combat the negative consequences of excessive personnel turnover and poor morale. 2007's Silver. The cost of worker turnover in the hotel industry is quite significant, according to recent study conducted by David Battersby, Managing Director of the consultancy hotel and Leisure Manpower for the British Hospitality Association. Based on his study, he has estimated that worker turnover is around 30% nationwide, but noticeably greater in specific industries, such as the licensed trade, where 100% or even 200% turnover is common. The most cautious estimate of the cost of hiring each individual is somewhere around £500. This sum accounts for the price of recruiting, conducting interviews, examining resumes, verifying references, etc. It does not account for any missed revenue, new hire training costs, or agency fees [5]–[7].

Given that the UK hospitality sector employs over two million people and has an annual turnover of 30%, it is instantly evident that the sector incurs yearly costs of £300,000,000. It is a startling number that can only be justified by the fact that it is shared across so many enterprises and that owners of hospitality businesses have grown used to having a high employee turnover rate and resignedly accept hiring as one of the "fixed costs" of doing business. Any organization that has a high staff turnover should try to find out why, and if at all feasible, conduct exit interviews with all departing employees. While some employee turnover is unavoidable due to promotions, higher pay, relocation, or career changes, some may be preventable in the short to medium term, improving the labor force's stability. Keep in mind, especially in professions like the licensed trade, where there is a greater than typical personnel turnover. It is first required to estimate worker turnover for the specific company in question in order to precisely calculate future recruiting expenses and comprehend the scope of the issue. This may be decided using the following rather straightforward formula, and there is a chance to further examine this in the brief case study at the conclusion of this chapter.

Count the number of employees who departed during the previous year, divide that number by the total number of employees hired during that time, then multiply the result by 100 to get the staff turnover % every year. For instance, if you employ an average of 40 people and 10 employees leave throughout the course of the year, maybe including many from one vacancy, your staff turnover is 10 divided by 40 multiplied by 100, or 25%. However, this straightforward form does not account for part-time or seasonal employees, who are particularly prevalent in the hospitality sector. The following strategy should be used to get a better estimate of full-time equivalent employee turnover:

**4) Recruiting expenses**

The most apparent and readily quantifiable recruitment costs are the time spent shortlisting prospects, collecting references, setting up interview panels, and advertising charges or agency fees. Less noticeable expenses include the overtime pay given to existing employees filling the gap, the 'paperwork' and natural start-up period for new hires, as well as the cost of their uniform, medical check, and the time it takes to get to know them. Training has a cost as well, but apart from an initial operational training course, training expenses should be included in an operation budget and so may not always be totally covered by the budget for hiring. With these expenses in mind, management should prioritize spending and strategy on employee retention rather than staff replacement.

**Staff Education**

**i. Staff Induction**

The staff induction procedure gives new hires a rundown of the company. It need to include a session on general health and safety concerns as well as specific health and safety training when job demands call for it, such as when utilizing machinery or other equipment or when work requires lifting, etc. It is important to clearly identify fire escape routes, evacuation protocols, and fire assembly locations. Where applicable, employees should be introduced to their supervisor, coworkers, and staff. It is customary at this point to provide new hires staff handbooks, uniforms if necessary, and any more information they may need during their first weeks of work until they feel comfortable.

**ii. Staff education**

The majority of employee training is conducted internally by a dedicated training department in bigger firms, notably in the areas of customer care and customer service. When these services are not offered internally, the training department will assist the delivery of training via specialized organizations, especially when these organizations are accredited externally, like "Investors in People." Training may be provided "on the job" in smaller firms, and sometimes in bigger ones as well, when a more senior employee gives training instructions and continues to reinforce the training while being watched throughout the typical working day. Some training requirements for employees may have been noted during an interview, a periodic evaluation, a supervisor's observation or suggestion, a necessity imposed by an outside agency, or a request made by the employee. The organization has set standards and practices for the management of its operations via a number of its policies. Establishing a set of training objectives can help ensure that staff members are properly trained in order to achieve these operational or administrative goals. For instance, it is already common practice in the UK for businesses to provide English language training so that front-line personnel can interact with clients successfully. This is especially true in the hotel industry, where there is often a high percentage of foreign employees working there. When a company is big enough to provide this kind of training, it makes the hiring process easier by giving recruiters access to a broader pool of potential workers.

A lot of volumes would be needed to explore the extensive legal framework that governs employment in the UK.

The Employment Act of 2002 establishes statutory rights to paternity and adoption leave and compensation and amends the legislation governing mandatory maternity leave and pay for the purposes of this chapter. Additionally, it modifies the Employment Tribunals Act of 1996 to include statutory processes for handling employment disputes and to change the legislation regarding employment particulars, compromise agreements, and equal pay surveys. Additionally, it amends Section 110 of the Employment Rights Act 1996 to make provisions regarding fixed-term employment, flexible working, maternity leave, work-focused interviews for benefit claimant partners, and the use of information for, or relating to, employment and training. It also makes provisions regarding trade union learning representatives and the Employment Relations Act 2004, which primarily focuses on collective labor law and trade union rigor [8], [9].

**Discipline and Dismissal of Employees**

As the preceding sentence shown, employment law is quite complicated, and changes to employment regulations particularly those pertaining to dismissal procedures—occur often. Employers are still entitled to terminate workers at any time, but if the termination is not deemed fair, the employer may be held liable for an unfair dismissal claim filed by the employee in front of an employment tribunal. The employee's employment contract often includes a written description of the company's thorough disciplinary process. The employment contract, which establishes the legal foundation for the employment, must at the very least include the information about the employment. A claim for unfair dismissal may be submitted to an employment tribunal after one year of service, as long as it is lodged within three months following the dismissal. An employee has the same right to unfair or constructive dismissal if they can show that their employer forced them to quit.

Should the employee prevail in court, the tribunal may choose one of the following remedies:

1. Re-instatement, which refers to resuming the previous position on the same terms and circumstances.

2. Re-engagement, which entails switching jobs while still working for the same company.

3. If the dismissal was the result of discrimination, compensation may range in value from a very modest sum to an infinite sum.

By carefully analyzing these trends in trading patterns, it is possible to compare them to other data that may have had an unanticipated impact on trading, such as exceptional weather conditions, public holidays, local or national events, as well as restaurant trading data, such as the percentage of no-shows or turn-downs and the proportion of reservations to chance or walk-in business [10].

**Communication and Supervision**

There are some misconceptions about how we communicate. 'We communicate only when we want to,' "words mean the same to both the speaker and the listener," "we communicate primarily with words," "nonverbal communication equals silent communication," "what we say is what you will receive," and "there is no such thing as too much information." To dispel these illusions, we must first define what constitutes communication. The majority of communication, around 70%, is nonverbal and involves gestures. Laughter, tears, shrugs, raised arms, raised eyebrows, folded arms, and understanding are all examples of body language that is both intuitive and learned. The second most popular type of communication (approximately 20%) is verbal communication. Pitch and level of voice, from monotonous to ecstatic, yelling and shouting to louder voice, and lastly whispers. Finally, the words we use account for around 10% of our conversation.

A restaurant supervisor, for example, may need to communicate with their manager (upward communication), one of the service staff (downward communication), or another supervisor coming on the following shift (lateral communication) in an organization. The topic in all three scenarios may be the same, but the communication may be different. In this case, it is most likely that the words spoken will be similar, and the tone of voice may or may not vary, but the body language is the most likely to differ. This is due to the fact that in a hierarchical structure, position is important, and this is reflected in the body language used; this is the area of communication within an organization that is best learned at an early stage because understanding body language provides early and, in most cases, reliable feedback to your communication.

## 1. Barriers to communication

Developing excellent communication skills sometimes requires putting forth more effort to receive information than to provide it. Having said that, creating an effective communication style is critical, and this includes the pace at which you speak, the tone of your voice, and the style of your body language. Verbal communication must be concise so that the listener does not switch off before you have finished. This relates to one of the already noted prevalent fallacies about information overload. We're accustomed to computers generating countless reports with every minute detail scrutinized from the inside out and upside down. However, with a computer, you may preserve the info and consume it at a more manageable rate later. This is not conceivable with spoken communication unless it is recorded, at which point it becomes a message rather than a real communication. Various persons have various attention spans, but they all ultimately turn off when their information threshold is met. Communication must be heard and comprehended by the listener in order to be successful, and it is primarily a two-way process. Listening is a talent that must be cultivated in order for listening to become active listening. Each will transmit and receive information with signals of acknowledgment in communication scenarios with active listeners; for example, the active listener may repeat part of what has been said to ensure that they have heard what has been spoken properly. There will also be visual cues in the form of body language indicating whether or not the listener understands and is engaged in the communication. Many workplace communications are textual, such as standard operating procedures, instructions for cashing up tills, or the worker rota.

Because a response to the originator is not generally expected or accessible in these communication scenarios, the message must be precise and unambiguous. If the written communication is a customer complaint letter, it almost likely will demand a response; if the complaint or answer is poorly drafted, it may not appropriately address the issue. Other types of written communication may include feedback to workers as part of a periodic review process; once again, it is critical to utilize the proper wording since various individuals may receive the message differently. For example, 'above average' may signify 'very excellent' to the writer but 'just acceptable' to the receiver. The inverted pyramid offers a framework for written communication in which background material is reduced to the basics needed to contextualize the message and is presented last in the communication. Then, possibly in the form of a tabular list, comes the more comprehensive important information that supports the point/s being made/argued. Most importantly, the communication concludes with a succinct summary of all salient points that must be considered, giving the recipient an overview and understanding of what the communication is about so he can decide immediately on its importance and how much time to devote to reading it.

## 2. The supervision and communication processes

The first step on the management ladder is to supervise people, which involves the following processes: planning, organizing, coordinating, staffing, directing, regulating, and assessing. In the hospitality business, as in many others, the supervisory hierarchy often begins at the technical skill level, with the head waiter, for example, training and supervising a station waiter. As the head waiter's abilities improve, he may be promoted to assistant restaurant manager, where technical skills are still essential but people management skills are more valued. If he succeeds in this capacity, he may be promoted to restaurant manager and maybe food and beverage manager, at which point his technical talent will fade further into the background as people management abilities take more time to develop and conceptual skills begin to emerge. If and when you are promoted to hotel manager, although other abilities will not be completely eliminated, the majority of your work will be centered on conceptual managerial decision-making. So, why do so many supervisors fail so early in their careers? For many, it is a failure to connect with their staff. Some hospitality book writers have compared the hospitality sector to a theatrical performance; restaurant service is often like that, with workers expected to put on a show regardless of how tired they are or how crowded or understaffed the restaurant is. Under these situations, it is critical that managers can at the very least sympathize with their employees. An ill-considered remark or gesture taken out of context causes an event that is out of proportion to the problem with which it was meant to deal.

**Staff Turnover**

The hotel business works in a climate of significant personnel turnover, especially among low skilled workers; this not only produces enormous expenses but also poses issues in obtaining the correct grade of people on an ongoing basis. Hoteliers are very aware of the pressures this places on both their management and their bottom lines. A recent Caterer and Hotelkeeper article describes how one management is attempting to reverse the trend: 'Andrew Silver, Managing Director of Golden Tulip UK, discusses how to avoid the negative impacts of excessive personnel turnover and poor morale. Recent study conducted for the British Hospitality Association (BHA) by David Battersby, then Managing Director of the consultancy Hospitality and Leisure Manpower (HaLM), demonstrates the very high cost of personnel turnover in the hospitality business. Based on his study, he estimates that total worker turnover is about 30%, but it is substantially greater in particular sectors, such as licensed commerce, where 100% or even 200% is not uncommon. The most cautious estimate of the cost of recruiting for each individual is about £500. This amount comprises the costs of advertising, applicant interviews, CV reviews, reference checks, and so forth. It excludes any costs associated with lost business, new recruit training, or agency fees. Given that the hotel business in the UK employs around two million people and has a turnover rate of 30% per year (about 600,000 individuals), the yearly cost to the industry soon approaches £300,000,000. It is an incredible amount that can only be supported because the expense is spread over so many enterprises, and because people operating hospitality businesses have gotten reconciled to high worker turnover and resignedly accept recruiting as part of the 'fixed costs' of running the company. High personnel turnover may be damaging to any firm, and if practicable, an exit interview with all departures should be conducted to uncover the reason. Some employee turnover is unavoidable due to promotions, higher pay, relocation, or a change in profession, but some may be prevented in the short to medium term, giving greater stability to the organization's labor force.

## CONCLUSION

Staffing concerns are a key nexus in human resource management and have a direct impact on an organization's productivity, viability, and success. The many difficulties in hiring, from finding qualified candidates to developing a diverse and inclusive workforce, highlight how difficult it is to manage human capital.

Businesses may develop thorough plans to handle staffing concerns by understanding the interwoven nature of these challenges and its consequences for both the corporation and its personnel.

The article also underlines the need for flexible strategies that take into consideration the contemporary workforce's dynamic character. In order to preserve a competitive advantage and provide a positive work environment as businesses continue to change, a deliberate and proactive approach to staffing concerns will be essential.

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# CHAPTER 11

# AN OBSERVATIONAL STUDY OF FOOD SAFETY CONTROLS IN BULK FOOD PREPARATION

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**ABSTRACT:**

We contacted caterers with and without previous hygiene violations to assess personnel, food safety measures, and relationships with microbial counts in food and the processing environment, after seeing the perceptible effect of food poisoning linked with catering businesses. Past violations have no significant influence on the present implementation of food safety measures or the microbiological quality of food. We address alternate approaches to improve food safety, as well as the policy consequences, rather than increased penalties for errant operators. Foodborne illness outbreaks are typically linked to commercial catering establishments. Foodborne disease connected with caterers may impact a substantially bigger percentage of customers than any other kind of institution in the food service industry. Gathering such food safety information on catering enterprises is critical for increasing understanding of how food safety measures, such as appropriate personal and food hygiene standards, are applied in catering operations.

**KEYWORDS:**

Catering, Food preparation, Food safety, Food hygiene.

## INTRODUCTION

According to a 2018 research from the Centers for Disease Control and Prevention, caterers were responsible for more than 20% of foodborne illnesses in the United States, despite the fact that they were only responsible for fewer than 15% of recorded outbreaks. In Singapore, licensed caterers were responsible for at least 30% of food poisoning reports from 2015 to 2018, with the majority of individuals developing gastroenteritis symptoms after ingesting catered meals. To the best of our knowledge, data on the causative agents, contamination events, or hygiene nonconformities leading to food poisoning at catering sites are scarce, and epidemiological investigations following such incidents may be hampered by a lack of contemporaneous data to establish links between contamination sources and affected cases. However, studies have found that food safety concerns in catering services include cross-contamination from bulk food preparation, food hygiene non-conformities by caterers taking orders beyond capacity, and time-temperature abuse from improperly stored ready-to-eat dishes [1], [2].

Caterers' manpower resources and hygiene control practices during bulk food preparation were surveyed through interviews and on-site observations, taking into account the reported risk factors and with a general guiding principle to identify practices within a company's activities that are critical to food safety. The research sought to determine if hygiene nonconformities and low microbiological counts were related to the allocation of labor resources and its proportion to the volume of activities; or the practice or omission of certain hygiene procedures. The aim for stratifying caterers based on the results of previous hygiene inspections was to see whether there were any noticeable variations in how caterers with and without prior hygiene non-conformities executed food safety measures. Such understanding might assist authorities and industry in informing food safety regulations and strengthening food safety procedures in order to reduce risk [3].

We chose participants for this descriptive study using stratified random sampling: 10 caterers having at least one hygiene-related nonconformity discovered during regular hygiene inspections, and 10 caterers without. To identify possible research participants, a list of inspection records from caterers was compiled during a two-year period; each caterer on this list was then allocated a unique identification. The Microsoft Excel randomization tool was used to choose 10 unique identities with and without a history of hygiene nonconformity. Prior to the research team's visit to the catering premise for data and sample collection, the caterers matching to these unique identities were called and verbal consent was obtained.

### Manpower and Business Practices Affecting Food Safety Interviews

A researcher-administered questionnaire was used to gather data on caterers' normal size of operations, associated staff strength, and handling of increased orders during peak seasons in order to obtain insight into business practices that may affect food safety. At each location, one food safety manager, senior-level personnel, or the company owner themselves were questioned.

### Observations on Food Hygiene Measures Implementation

Time-temperature and contamination controls, as well as food handler hygiene practices, were evaluated using an observational checklist based on the Singapore Environmental Public Health Regulations, as well as guidelines and educational materials for caterers from the Australia Food Authority, and the United States Food and Drug Administration. To guarantee uniformity of observations, pre-defined phrases used in the checklist were derived from these resources. To guarantee neutrality, observations were undertaken by two researchers at the same time, with the researchers ignorant of whether the caterers being evaluated had past food hygiene non-conformities [4], [5].

## DISCUSSION

For the microbiological examination, 86 food samples and 120 swabs of direct food contact surfaces and surfaces in close proximity to food were collected. At each catering location, 250 g of each sample from up to 6 different kinds of meals planned for same-day delivery were aseptically collected and stored in sterile bags. To swab food contact surfaces, sterile wooden cotton-tipped applicators were utilized, which were suspended in 9 mL of Butterfield's phosphate buffer. Both food and swab samples were then placed in cooler bags and delivered to a commercial testing facility, where they were promptly chilled until testing. The laboratory estimated aerobic plate counts of the samples as a proxy measure for viable bacteria growth. This was done to identify possible sources of cross-contamination during food mass production and to establish links between microbiological discoveries and food hygiene standards. IBM SPSS Statistics version 26 was used for statistical analysis. To compare the microbial profiles of various food samples and swabs, the Kruskal-Wallis test was utilized. A p-value of 0.05 was regarded as significant.

The occurrence of hygiene non-conformities was not determined only by the scale of operation. Participating caterers provided between 80 and 3000 meals every day. During peak season, the daily amount of meals cooked per person varied from 20 to 500 based on staff strength. Caterers with no previous offenses produce 30% fewer meals per day than establishments with prior hygiene violations. Hygiene practices were not found to be substantially different between catering locations that generated daily orders at or below the median and those that produced orders above the median. While a lower volume of orders might be expected to allow for more careful attention to food safety, our findings showed that caterers preparing daily orders at/below the median had higher Aerobic Plate Counts in food samples than caterers preparing daily orders above the median. Because no link could be found between caterers' previous record of hygiene violations and scale of operation, it appears that other factors such as staff strength and the company food safety culture may play a role in the occurrence of hygiene infringements and the implementation of food safety measures when preparing food in bulk.

A Food Safety-Oriented Culture that encourages consistent ownership of food safety habits throughout catering operations is critical to ensuring safe food, especially when order quantities are high. Caterers reported preparing up to five times the quantity of meals regularly provided during local festival occasions when demand would increase. During these busy seasons, however, 40% of respondents said that no adaptations were made despite the increased workload, although some caterers adapted by expanding temporary employment, using automation, outsourcing specific meal preparations, buying RTE food, or reducing orders . Without personnel changes, bigger orders would take longer to produce, resulting in a wider time gap between preparation and consumption. The increased workload would also force employees to work quicker in order to produce larger amounts of food, thus raising the hazards of incorrect time-temperature control, cross-contamination, and other hygiene violations. Furthermore, some caterers purchase pre-prepared RTE food, which is then kept or further handled to produce the final meals. Those who did not have past hygiene nonconformities reported holding these pre-prepared RTE items for a shorter amount of time before serving than those who had prior hygiene nonconformities . While all caterers recorded invoices for these RTE materials, none tested the quality or related batches of RTE supplies to the meals they cooked. If food safety incidents arise downstream, it will be difficult to determine whether contamination was caused by erroneous food handling methods or by their use of intrinsically tainted RTE components.

The examples shown above emphasize the need of establishing a food safety-oriented business culture in which good food safety behaviors are formed and owned by all members of the organization at all stages of catering operations. This starts with company owners and managers that appreciate the importance of food safety and traceability and are dedicated to guaranteeing it in their facilities. A food safety culture also entails management's commitment to developing capable managers who can effectively coordinate food preparation and staff schedules; who can rationally gauge resources required to prepare food in bulk; and who have the authority to establish or enact company guidelines for declining orders when they exceed available resources. Indeed, firm leadership that is proactive and committed to teaching employees to properly monitor and manage the interaction between food supply, labor, and food processing facilities is critical to averting incidents that might jeopardize food safety [6]–[8].

Temperature control, cross-contamination control, and food handler hygiene risk scores did not differ significantly across premises with and without previous hygiene non-conformities. All caterers had working freezers/refrigerators solely for raw ingredients, potentially higher-risk ingredients were generally handled well, and nearly all caterers were observed to keep these ingredients on ice or at 0 °C to 4 °C upon receiving, until the time of preparation. However, the time lag between the delivery of materials by suppliers and their receipt/storage by caterers could not be monitored in a practical manner and is therefore unknown. Other temperature-control shortcomings were observed: frozen food was thawed at room temperature; large servings of hot RTE food were cooled at room temperature and holding temperatures were not maintained after preparation and subsequent transportation to customers or other business units. Deviations in temperature-sensitive ingredient cold chain management, hazardous thawing, and a lack of temperature control for RTE food may result in higher core temperatures and consequent bacterial growth in food. Because initial microbial loads in raw RTE meals that do not undergo heat treatment might be substantially greater, maintaining temperatures outside the danger zone is critical to preventing the development of pathogenic microorganisms to dangerous levels.

In terms of cross-contamination controls, the majority of caterers practiced raw and RTE food segregation throughout their operations, but soiled premises and food contact surfaces were observed when there were no on-going food preparation activities, both at premises with and without prior hygiene nonconformities. The usage of communal chopping boards for raw and cooked food was seen, as were unhygienic environmental conditions such as filthy pipes and stagnant water puddles near food preparation spaces. The majority of food handlers had high personal hygiene and are forbidden from handling food while unwell, yet 45% of catering kitchens had insufficient hand-washing facilities. These deficiencies included a shortage of soap, a lack of hand-drying tools like hand towels or dryers, and the inaccessibility of handwashing facilities in food preparation areas. Numerous studies have stressed the importance of handwashing with soap; contact time and mechanical movements when washing with soap result in more efficient bacteria elimination than washing with water alone. Similarly, washing without drying provides a food safety issue since germ transfer is more probable when skin is moist. Proper washing of non-disposable hand towels is also vital to guarantee food safety; reusable dishcloths have been shown to have a much greater frequency of pathogenic germs than single-use paper towels.

Dishes containing ingredients with high inherent bacterial loads were associated with poor microbiological profiles. Approximately 10% of RTE food collected from catering venues had a bad microbiological profile. The median APC of all food samples obtained was 2 log colony forming units per gram, and there were no significant variations in microbiological profiles between RTE food samples taken from locations with and without previous hygiene non-conformities. Similarly, no significant relationships were found between the microbiological profile and the application of hygienic measures in the facilities where they were made. Rather, poor microbiological profiles were found to be associated with specific food types, with dishes consumed raw or containing raw ingredients accounting for 10% of food with high APCs, and dishes subjected to heavy post-cooking manipulation accounting for 10% of food with high APCs. Taking into account the variations in natural microflora in food, meals including products with intrinsically higher APCs should be treated with additional attention to prevent further contamination of the ingredient or cross-contamination of other food items. Total bacteria counts from 120 swabs taken across direct food contact surfaces and surfaces in close proximity to food contact surfaces [9], [10].

There was no significant difference in microbial counts across premises with and without a history of hygiene nonconformities.

Chopping boards had substantially higher bacterial counts than other Zone 1 food contact surfaces like knives/slicers, food trays, and ladles, as well as Zone 2 surfaces like preparation tables, doorknobs, and entrance/exit buttons. This observation is not unexpected; a significant bacterial load may remain on boards with difficult-to-clean cracks or crevices after lengthy usage, even with repeated washing before and after each use. Bacteria on these chopping boards may spread to other food items, contaminating other direct food contact surfaces and adding to microbial counts on RTE food, particularly when utensils for raw and undercooked food are not separated. The source of contamination leading to food poisoning has been traced back to kitchen surfaces such as chopping boards where implicated food items were prepared in certain instances of foodborne disease.

**Implications for Food Safety Policy and Guidance**

National food safety laws, such as the Food Safety Modernization Act in the United States, the General Food Law in Europe, the Food Safety Basic Act in Japan, and the Food Hygiene Regulations in Singapore, require food business licensees to have systems in place to ensure the safety of food used in and/or supplied by their establishments. These worldwide food regulations stress the importance of foodborne hazard prevention methods above response systems to control food safety breaches when they occur. Food safety laws are typically outcome-based, with establishments ultimately required to produce and prepare food that is safe for human consumption; broadly speaking, this goal can be achieved through prescriptive means or through self-regulation by the food industry. Recently, a hybrid of both techniques has emerged in the form of "enforced" self-regulation, in which food firms are expected to identify risks particular to their operations and then develop and adhere to a food safety program to manage these contingencies.

Regardless of approach, food safety compliance is typically monitored through routine on-site inspections or advisory visits; the purpose and schedule of appointments are set by regulatory agencies, and frequencies can vary depending on the type of business, previous records, or as a follow-up to complaints. Prescriptive interventions, on the other hand, may be viewed as a limitation in terms of their applicability and practicability to food operations, and such interventions may not always guarantee a positive food safety outcome, as seen in our study, where hygiene non-conformities were observed even in premises that had not previously been found to have food safety lapses. These limitations are highlighted by studies that report varying associations between interventions and longer-term outcomes Allwood et al. observed a decrease in inspection ratings as visit frequency decreased; Kosola et al. discovered that inspection outcomes are affected by whether visits were pre-announced and how food establishments perceive the level of food safety risk in their operations; and Jones et al. were unable to observe significant associations between interventions and longer-term outcomes [11], [12].

Our findings may have implications for food safety policy, as they revealed that a caterer's history of hygiene nonconformities, or lack thereof, had no significant impact on their current implementation of food hygiene controls or the microbiological quality of the food prepared on their premises. As opposed to tighter oversight of errant operators, it may be more profitable to concentrate resources on assuring the safe preparation of higher risk food products, as well as on employee training. Prior to registration and/or future employment in food service outlets in Singapore, as in other countries, food handlers are required to pass a basic food safety course or to undergo supervised food safety training. Food hygiene resources and instructional materials are freely available to the public, are available in key local dialects, and cover a broad variety of themes such as personal cleanliness, food storage, premises care, and so on. However, a company committed to cultivating a food safety culture may create its own set of supplemental training resources that focus not only on sanitary food preparation, but also on how to effectively and efficiently maintain these hygienic practices when handling significantly larger volumes of food; studies have shown that training plans are more effective when drawn from specific problems and clearly defined goals within the framework and context of its operation.

To further contextualize food safety training for catering operations, module content may also mention the adoption of practices such as those noted in this study the use of automation to handle larger orders, blast chillers to rapidly cool cooked food, and thermometers to ensure thorough cooking as well as the clear articulation of how each food handler's habits can impact the entirety of an order and the wellbeing of multiple consumers. Organizations can further foster a food safety culture by providing ancillary training for staff to upskill in numeracy; risk assessment; and book-keeping. A study on the attitudes of industrial caterers toward training programs found that follow-up and support from management fosters a positive attitude and motivation among employees to apply learnings in daily operations. With ancillary training, management may also consider providing subsequent support and reward structures to drive the application of concepts learned. Such program designs may also help enterprises that serve more vulnerable populations, such as nursing homes or childcare facilities, where extra care is required to regularly assure healthy meals for the immunocompromised [13], [14].Notably, the majority of catered meals evaluated for this research had total bacteria loads below 5 log CFU/g, confirming the industry's and local governments' efforts to preserve catered food. Given the heterogeneity and volume of food prepared in catering establishments, a careful analysis of the product's characteristics and the process conditions required to minimize associated hazards would be worthwhile, whereby the preparation of food types more prone to spoilage, undercooking, and higher microbial loads are a good place to start. During inspections, a similar risk-based approach may be used so that the preparation of higher-risk foods or food operations catering to vulnerable communities is more closely observed and immediate guidance is provided if food safety measures are found to be lacking or reluctance to practice safe measures is perceived among food handlers. A food safety regimen guided by product type, process controls, and target population has been demonstrated to limit or decrease food-safety concerns.

## CONCLUSION

Finally, in highly industrialized places like Singapore, where space is limited and manpower is expensive, food business operators' commitment to instilling a food safety culture, workers' competence to handle food hygienically, and food service managers' ability to effectively coordinate resources and leverage automation are critical to ensuring the safe bulk preparation of food. Similarly, implementing effective controls at critical points for catered food and providing simple education modules that emphasize safe mass production of food and encourage wider adoption of best practices could strengthen the catering industry's position. Although our study could have benefited from a larger sample size, it demonstrates that when large quantities of food must be prepared in a short period of time, prioritizing vigilance on high-risk food types and key processing areas is critical to minimizing downstream incidences of foodborne illness and providing consumers with safe and wholesome food. Nonetheless, our results raise crucial questions for the development, assessment, and enhancement of food safety regulations.

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# CHAPTER 12

# TRENDS AND DEVELOPMENTS IN CATERING MANAGEMENT

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**ABSTRACT:**

The catering sector is rapidly evolving as a result of shifting customer demands, technology improvements, and worldwide events. This article examines current trends and advancements in catering management in detail. It looks at major topics including sustainability, menu variety, technology integration, and health and safety regulations. This paper gives a thorough overview of the dynamics affecting the catering industry by integrating current research and industry data, and it provides vital insights for catering professionals and organizations looking to remain competitive in an ever-changing market. This chapter explores the industry's shifting trends and advancements in its dynamic terrain. The significance of these concerns will vary depending on the industrial sectors and nations in which they are present. Catering managers may position their companies for success in an industry that is evolving in response to a dynamic global marketplace by being tuned in to customer tastes and successfully harnessing technology.

**KEYWORDS:**

Beverage, Catering management, Consumer, Food, Sustainability, Technology.

## INTRODUCTION

Recognizing the significance of consumers and their decisions has been one of the largest shifts in the food and beverage industry over the last ten years. Businesses that don't consider the requirements and desires of their consumers have struggled as the sector has become more market-driven. This shift may be seen in part in the rise of food-related news stories as well as the variety of television shows that concentrate on food, cooking, chefs, and restaurants. These shows include Raymond Blanc's The Restaurant, the long-running series of Hell's Kitchen, Ready Steady Cook, and the rivalry between Saturday Kitchen on BBC and Saturday Cooks on ITV. They also include Jamie Oliver's School Dinners, Gordon Ramsay's The F Word, and Jamie Oliver's School Dinners. At the time of writing, a search for food-related shows on UK TV channels turned up 40 different shows in only one week, and that doesn't include the UK TV Food Channel! A growing number of restaurant reviews in all the main newspapers and the introduction of specialized publications like Good Food, Delicious, or Olive may be added to this. There has never been more media coverage of food and cuisine, at least in the UK [1]–[3].

A recent Mintel report on the impact of the media on eating out found that 50% of the consumers surveyed did not believe that the media had influenced their eating out decisions. However, they speculate that the effect of the media may sometimes be so subtle that people are unaware of it or do not want to acknowledge it. According to the survey, as media attention on certain dishes, cuisines, and ingredients has risen, customers have become more interested in them and have become more discerning in their dining out decisions. Customers' general knowledge of nutrition, healthy eating, and the proper preparation and cooking of various foods has increased, especially in the wake of the UK government's healthy eating campaign. This has an impact on where people choose to eat out and the dishes they will order. As a result, more eateries are now providing nutritional information on their menus or websites, as well as increasing the number of salads, vegetable side dishes, and lower-fat menu items.

Many fast-food businesses have attempted to address the growing consumer dissatisfaction with their product offering by introducing healthier alternatives. Burger King, for instance, offers a Garden Salad with no dressing that has less than 35 calories, as well as a variety of low-fat sauces in flavors including Honey and Mustard, French, and Tomato and Basil that have less than 3% fat. The fact that over one-third of the respondents to this study were willing to pay a premium price for "high quality" cuisine while dining out is another intriguing finding from this study, and it may indicate a way for restaurant owners to make a profit by upping their game. The Mintel Organization also creates very thorough assessments on the whole dining-out industry, which provide food and beverage operators a wealth of knowledge on what, where, and how often people are eating. The major developments of the last several years have been noted in the most recent report [4], [5].

## DISCUSSION

Ten significant dietary trends have been highlighted in a comparable analysis from the United States. These consist of:

1. In contrast to UK patterns, economic concerns are encouraging more Americans to eat and prepare more dinners at home. Three-quarters of respondents say they eat dinner at home at least five days a week, albeit many of these meals are takeout or restaurant-branded dishes. However, the trend of dining out for lunch and breakfast is still expanding.

2. There is an expanding "foodie" culture, and many patrons are "trading up" to more unusual and gourmet dishes, both in restaurants and as splurge dinners to prepare at home.

3. The popularity of pre-prepared, time-saving products has increased, including luxury frozen meals and vegetables that have been peeled, chopped, and even cooked. However, portion sizes are decreasing as a result of TGI Friday's Right Portion Right Price campaign, which offers 30% smaller servings for between $6.99 and $8.99.

4. More meals with more enticing flavors, aromas, and textures.

5. There are more kids, but more people are becoming aware of child obesity, which has increased interest in better food alternatives.

6. Foods that are 'without' are becoming more popular among adults; examples include those that are fat-free, dairy-free, sugar-free, caffeine-free, and more.

7. Locally produced seafood from specialized or artisan producers has seen an increase in popularity. This trend is strongly linked to a decrease in food miles, or the distance between the producer and the dish.

8. This is associated with a desire for healthier eating, either to assist with an existing condition or to lower the chance of getting one.

9. A renewed interest in unconventional beverages, such as Health Colas, ready-to-drink tea, coffee, and energy drinks, as well as bottled mineral waters.

10. Snacking and sharing spans from new snack options that are becoming more popular at fast-food establishments in the middle of the day and late at night to a variety of premium bite-sized appetizers for sharing and even the introduction of bite-sized dessert platters.

**Ecological Concerns**

Food and beverage industries need to be mindful of a variety of environmental hazards. These three concerns that have a direct bearing on activities involving food and drink are examined. Challenges with waste management, energy and water use, and the consequences of importing goods from far-off regions of the globe on the environment [6].

1. Handling of waste

Waste management is one of the most significant environmental concerns for the food and beverage industry. Numerous local government organizations now place a high priority on the importance of recycling and product reuse. As there is a growing need for additional area to bury garbage, the reality of inefficient waste management is becoming increasingly apparent. In addition, there are the negative impacts of pollution on human health, the negative effects of excessive packaging, which are evident in every supermarket, and the fact that garbage must often be carried over long distances in order to be buried, which increases carbon emissions and further pollution. What then can business owners do to guarantee they reduce waste? The operator may do any or all of the following depending on the magnitude of the operation:

i. Invest in waste-reducing equipment like grinders and incinerators that are similar to those already seen on certain cruise liners.
ii. Reuse products like packaging, envelopes, and printer paper.
iii. Reduce your use of resources like paper by, for instance, printing just what is necessary.
iv. As much of the garbage as you can compost.
v. Recycling may cut an operation's waste by up to 35% by using materials like glass, paper, aluminum, and plastic.
vi. Make a purchase of a vacuum drainage system.
vii. Make sure you have a waste reduction program and that you routinely assess the quantity of garbage your company produces.
viii. Provide education to your employees, vendors, and clients to encourage them to reduce trash while on your property. For instance, The Acorn House restaurant provides different serving sizes in an effort to cut down on customer waste and simultaneously provide greater value for money.

These are just a few of the factors a responsible and successful food and beverage manager should take into account while running their company. It is essential to be educated and up to date on developments in the field since operations that are more effective at managing trash will be more successful [7].

2. Usage of water and energy

The use of electricity and water is another significant area of concern. It is, of course, closely related to waste management since a successful waste management program would also cut down on unnecessary energy or water consumption. A carbon tax or levy may soon be implemented by more governments, and it could be readily applied to all businesses, including hotels and restaurants. When this tax was implemented in the UK in 2001, energy costs for businesses in the hotel industry increased by up to 15%. While the EU had established the Emissions Trading Scheme, which allows businesses that exceed their own CO2 emission objectives to purchase permits from "greener" ones in order to meet the EU targets under the Kyoto Protocol. Both electricity and water will grow more costly as time passes, and although there may be other sources for energy, water may soon become a scarce commodity. Making sure an organization uses water and energy efficiently can help save expenses and boost profits. Numerous businesses are making efforts to reduce their water and energy use, as well as the impact on the environment. For instance, the Orphalese, a brand-new cruise ship, has alternative power sources, a wastewater treatment facility, and washing machines that use sound waves and require 10 gallons of water instead of 60 in traditional machines. Another instance is that by the end of 2007 McDonald's plans to have its 155-strong delivery fleet operating on a blend of in-store cooking oil and rapeseed [8], [9].

**Trends in Ethics**

Ethics in food and beverage management is an important topic that may easily be the subject of a separate book. The reader is brought here to a discussion on the ethics of tipping practices.

1. **Tipping/service fee**

The tipping question boils down to whether you feel it is ethical to be compelled to pay a gratuity for obtaining a service that is an intrinsic component of the product on sale, such as a meal. Second, many may claim that without a gratuity system, service would be less excellent or efficient, and that the prospect of a gratuity pushes employees to perform a good job. Third, who gets the gratuity? Do the gratuities or service charges go straight to the employees as a bonus, or does the corporation retain the money and use it to cover the wage bill? Consider visiting a self-service cafeteria, where you may look over the menu to see what options are available and compare pricing to see whether they are reasonable. The rates will include all expenses, including personnel and a margin of profit. The price paid would be typically cheaper than that charged in a full service restaurant, due in part to the product selection, but also to reduce personnel expenses. In this case, you are not typically obligated to tip the counter workers, however you may see a dish with tiny change beside the cash register that is an encouragement to tip. So, if a full-service restaurant incorporates greater staffing expenses among other things in its price, why is it essential to add an extra payment for service since you would not be able to utilize the product without the service?

Consider the scenario at a full-service restaurant once again. It is entirely legal to charge for service as long as it is clearly indicated on the menu and clients are informed that a service fee will be added to the price of their meals. The consumer cannot avoid the service fee by serving himself. However, many restaurants are now adding a 'discretionary' service fee that a client may refuse to pay. The cruise ship business is one sector of hospitality where the gratuity culture is critical to the revenue of service employees. Most maritime businesses, whether mercantile or passenger, sail under 'Flags of Convenience' (FOC), which means they fly a flag other than the nation of ownership. While most of the issues with this technique are connected to commercial boats, the International Transport Workers Federation (ITWF) also mentions a number of similar issues for personnel on passenger ships, particularly cruise ships. According to the ITWF, in addition to tax benefits, FOC enable cruise liners to use cheap labor on minimum pay with extremely inadequate living and working conditions. Many employees depend largely on passenger gratuities to compensate for their poor salaries. Most of the time, they are institutionalized and managed by the purser's desk on board the ship. Every day of the trip, a predetermined tip is applied to each passenger's account as a gratuity for the cabin (room) attendant. Norwegian Cruise Lines (NCL), for example, charges a daily fee of $10 for passengers aged 13 and above and $5 for those under this age.

Except for bartenders, Royal Caribbean gives vouchers for each guest with prepaid amounts for all service employees. Passengers just sign a voucher and hand it to each member of the crew - stateroom attendant, waiter, wine waiter, head waiter, etc. Bar beverages are charged to the hotel account and contain a 20% service fee. Different cruise companies use different systems, but all of them allow for lower basic salaries, in some instances as little as $50 per month. This is not true of all cruise line businesses. Seabourn Cruises, for example, has prohibited tipping and instead provides personnel with a revenue/profit sharing program in addition to a respectable base income. The topic of gratuities will continue to spark discussion; some employees consider gratuities as a right, while others believe service professionals are too attentive and perhaps disingenuous. There are both practical and ethical issues for managers who manage a service where gratuities are an integral part of the staff income, from deciding whether to be involved in the distribution of gratuities at all to what shifts or work patterns you should allocate to which staff, as these may have an impact on their earning potential. It is difficult to determine if a gratuity system is the best approach to compensate hospitality industry workers in the twenty-first century, or whether minimum wage laws will phase out gratuities. There has been discussion in both the United States and the United Kingdom on whether the service fee should be eliminated entirely.

According to a recent survey in the United States (Williams, 2016), the no tipping policy trend in restaurant chains is progressively gaining popularity throughout the country. According to a recent American Express restaurant sector poll, 29% of restaurant owners want to implement a no-tip policy in their restaurants, while 18% already do. Restaurant owners and operators evidently felt compelled to do something to address the disparity in compensation for servers and kitchen employees, such as cooks and dishwashers. While pay for 'back of the house' staff chefs have stayed stable at $10 to $12 per hour for years, gratuities for servers have grown in tandem with menu pricing and government restrictions. To address this disparity, a rising number of restaurant chains and restaurants are opting for gratuity-free service while hiking menu pricing to compensate.

The trend has also reached the United Kingdom, with chefs such as Michel Roux of Le Gavroche adopting the idea of eliminating the service fee and raising menu pricing. He is claimed (Topping, 2016) to have said that he believed tipping and optional service charges to be distinct entities, but that he was abandoning the latter and would instead boost prices by 13%. He proposed the following: Tipping and service fee are two separate things in my opinion, but by eliminating the service charge and including it into the pricing of the menu, it is obvious, clean, and unambiguous, and guests are free to give a tip on top of that. Customers' opinions about tipping were also studied in a 2016 Mintel Eating out Review (Mintel, 2016). Customers also like to include tips/service costs in the price of the meal on the menu, as is the practice in countries such as Japan. Indeed, according to their study, 52% of diners would prefer this method over the current one of tipping individually, with consistent levels of agreement across demographic categories. This would also alleviate some of the stress and computations that customers have when tipping at the conclusion of a dinner. In the same vein, it's possible that in the future, investors will be able to own tables, get special treatment when making reservations, and receive a portion of the proceeds from that table's sales in the restaurant business [10]–[12].

Due of their production methods and the impact they have on live creatures, restaurants may include products on their menus that are debatable. For instance, the French delicacy foiegras involves forcing corn mash down the throat of geese in order to produce the dish. An enlarged liver is the end outcome, and there are other potential side effects. Many nations, like Germany, Italy, and Denmark, have outlawed forced feeding, and the EU is presently considering doing the same with foiegras. White crates provide as another illustration. In order to produce veal with a pale color, which is essentially the result of induced borderline anemia, calves are kept in veal cages no wider than 2 ft wide, are unable to turn or move at all, or see daylight. Other instances include using fish species that are severely depleted or fishing methods that endanger dolphins or other wildlife. There are many instances of menu items that are utilized in the business, and even though there is a wealth of knowledge on those kinds of products, we find that operators still include these things on their menus.

Numerous authors have put out views on the distinctions between a service and a product for many years. A few examples are the nature of the physical and intangible components of services, the perishability of goods and services, and the need that the service receiver be present when the service is delivered. We also know that many services have a component of a product linked to them, and many services also have a component of a product attached to them, so how do we decide whether we are mainly getting a service or just acquiring a product in these circumstances? Whether or whether we are compelled to provide a gratuity is one response to this question and the subject of a clear ethical discussion. This perspective on whether we are mainly purchasing services or goods is more nuanced than it first seems. For instance, if we go to the grocery store and purchase our goods, the cashier will scan everything and offer to pack your groceries for you or ask an assistant to pack them. You pay the bill and leave; neither the cashier nor the packer are expecting a tip. However, do you leave the delivery driver a tip if you purchase the same products "online"? Then, think about the circumstance at a restaurant. If it is specified on the menu, charging for service is totally lawful. Consumers are informed that a service fee of a certain percentage will be added to the price of their meal. The customer, however, is unable to decline the service in this situation. To put it another way, you cannot serve yourself and avoid paying the extra fee.

The key issue is whether you think it is moral to be expected to tip for obtaining a service that is a crucial component of the offered good. Many would also argue that the service would not be as good or effective without such a system of gratuities, and that in reality the prospect of a tip somehow encourages employees to do their duties well. Consider entering a self-service cafeteria. You may peruse the menu to see what options are offered and quickly assess the costs to see if they are reasonable. Prices will include every expense, including staffing and a portion of profit. Although occasionally you may see a dish with small change by the cash desk that is an invitation to tip, the price charged would typically be lower than that charged in a serviced restaurant, in part due to the product selection and also because staff costs will be lower. You are also not typically expected to tip the counter staff. Therefore, why it is essential to charge more for service since a serviced restaurant already incorporates greater staffing expenses among other things in its price when you cannot utilize the product without the service.

**Technology trends**

Technology advancements influence the business in a variety of ways, ranging from the application of science in food production and processing to the use of information technology in restaurant management and the effect of social media on restaurant marketing. Although technological trends evolve at a breakneck rate, we choose to highlight two areas in food and beverage management that we believe are now at the forefront of innovation and development. Payment systems and robot automation are two of these fields.

1. **Payment methods**

Convenience is no longer a luxury, but rather a need, and the number of people who prefer to pay with a debit card rather than cash is growing. According to current projections, debit cards will eventually outnumber cash purchases at restaurants. In 2016, contactless payments accounted for 28% of all non-cash transactions in restaurants, pubs, and bars. In 2016, the use of contactless technology surged by 90%. This rising consumer demand for speed and convenience has resulted in an increase in mobile payments in restaurants; however, food and beverage businesses are increasingly realizing that they can use such technology to differentiate themselves from competitors while also developing and increasing customer loyalty. Mobile payments may now be linked into EPOS and MPOS systems, and as the technology gets more affordable, it becomes more accessible to small food and beverage enterprises. Yoyo wallet is an example of a solution that is available to both small and big companies. This system, which was conceived in 2013 and released a year later, was first tested on university campuses before being utilized at several restaurant locations by 2016.

**2. Highlights of the company**

3C is an example of a firm that specializes in payment technology and collaborates with food and beverage operators.

Their organization enables safe payments both in person and online, and they have built technology that enables different payment channels. Although they specialize in a variety of sectors, particularly food and beverage operations, they have created technology that allows safe transactions over the counter or via the use of MPOS technology for payment at the table. They offer back-office assistance and accept mobile app payments, web purchases, and phone transactions. With over 300 million transactions in over 19,000 locations, they have over 1,250 restaurants and hotels as customers. Their success is built on a thorough grasp of the business and the ability to integrate seamlessly with property management systems and electronic points of sale. Because many hospitality businesses have long-term investments in legacy systems, the ease of integration of any new technology is critical.

## CONCLUSION

Technology improvements and altering customer expectations are driving a transformation in the food and beverage business. A variety of reasons are influencing the transformation of the catering management industry. This paper's trends and developments show the industry's reaction to changing customer needs, social changes, and technical breakthroughs. Sustainability initiatives such as food waste reduction and eco-friendly sourcing are becoming more important for catering organizations seeking to line with environmentally aware client expectations.

Menu diversification to meet dietary choices and ethnic variety is not just a reflection of society developments, but also an opportunity for catering businesses to grow their client base. With online ordering systems, catering software, and data analytics tools speeding operations and improving client experiences, technology integration has evolved as a critical component of catering management. Businesses must embrace these trends while also being adaptable in adjusting to new advancements in order to remain competitive and fulfill the shifting needs of the catering sector.

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