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Chapter 1: Bar

BAR OPERATIONS

Introduction and definition

Bar is defined as a counter where goods and services of a specified kind are sold and dispensed. Specifically in hospitality industry, it is defined as a counter where food and/or beverages are sold and provided. Thus, there are food bars as well as beverage bars. Food bars include Oyster bars, Snack bars, Sandwich bars etc. However, in food and beverage business, the term 'bar' invariably mean the beverage bars - particularly the ones that serve alcohol.

The, term 'bar' connoted as a counter for dispensing goods and services

Classification of bar:

Bars can be classified in various ways. It may be classified on the basis of its function; architectural concepts, themes, interiors and ambience: patronizing clientele: key beverage (product) served; location; payment of drinks; in-situ (on-premises) entertainment offered, etc. However, noteworthy point is that a certain type of bar may fit more than one classification.

1) **ON THE BASIS OF FUNCTION**

On the basis of function bars may be classified into:

i. Front Bars: These are also called as public bars. They are situated in front of the house and are characterized by barman-guest contact, facilitating maximum interaction. Here, bartenders serve the public face to face. Some guests are seated and served at the bar counter itself while others purchase drinks at the bar counter and consume standing or carry them to the tables provided. Basic front bars offer adequate bar skills, beverage lists, comfort, decor and ambience. It gets upmarket, stylish, and more lavish, focused (specialized) and more expensive as it evolves into lounge bars and cocktail bars. Front bars may or may not provide entertainment.

ii. Service Bars: These are also called as dispense bars. Here, bartenders do not serve the public directly but pour drinks that are picked up by servers and delivered to customers at different locations like the guestroom, a table in the restaurant or a pool-side deck chair. In short, it fills drink orders brought by waiters and waitresses only. Generally in such bars, a single pouring station is enough to handle the volume. Also, guests have no access to service bars and hence are characterized by absence of barman-guest interaction. However, service bars need the same forethought in its planning, has the same functions. Uses the same equipments and performs the same tasks of recording and controlling the pouring & selling of drinks as any other bar. It is of two basic types:

a) Back-of-the-house service bars: As the name suggests these are located behind the scenes and hence hidden from guest view. They are smaller and simpler in design. Backbar of such bars have a room for bulk supplies of beer, mixes, liquor stock, etc and has no display. These bars do not require hiding of ugly and noisy equipments and mechanical dispensing systems are often used to increase speed and reduce liquor loss. These bars act as centralized bar dispensing drinks in various guest service areas like various kinds of outlets, guest- rooms, poolside etc. and thus centrally located in a hotel. It does away with the problem of having separate bars thus maximizing the service area of various outlets.

b) Front-of-the-house service bars: As the name suggests these bars are in full view of the guests but used only for dispensing beverages to the servers against guest's orders. These bars are less usual, are generally found in conjunction with food service and are a part of the dining room. These bars must harmonize well with the overall ambience and due thought should be given to its layout, design and decor for efficiency and economy of service. The emphasis is more on functional ambience and is not lavishly equipped as a full-scale public or cocktail bar.

iii. Special Function Bars: As the name suggests these bars are used for beverage sales and service at functions like banquets, meetings, receptions, conferences or conventions. It can also be used In recreational areas like golf course and tennis courts, open gardens & pools side or anywhere else in the hotel. It is of two basic types:

a) Portable bars: It takes the form of mobile trolleys (on castors/wheels) built to specifications. These mobile trolleys are parked in a suitable area when not in use.

b) Crash bars: These are a make-shift arrangement of trestle tables (horizontal tables held by two pairs of collapsible legs that save space when stored) nested together and dressed up to create a low and open bar counter. Crash bars are more versatile as they can be arranged into any shape or size required and can also be made to harmonize with the decor and ambience of the function. After the function is over, these tables are dismantled and stacked away.

iv. Minibars: They are also called as in-house bars or honour bars. It is a relatively new concept and consists of a refrigerated cabinet placed in a guest room along with the menu cum rate-list, for consumption by room-guest. Thus, these bars are means of visual merchandising to boost beverage sales. By this option, the guest

can enjoy the drink in the privacy of the room. Generally, miniature single serve bottles of liquor, pints of beer and cans of soft drinks are stocked in such bars due to space constraints. However, the exact contents are a matter of hotel policy. Assorted snacks like nuts, crisps etc are also kept to make the experience more complete. The guest's' account is charged based on consumption - manually or electronically. Billing and Refilling is usually done once a day for a stay-over guest and on check-out for a departing guest. Minibar (refilling, charging and inventory) responsibility lies with a separate F & B team or is appended to the Room Service Department and work 24 hours.

2) **ON THE BASIS OF ARCHITECTURAL CONCERTS, THEMES, INTERIORS AND AMBIENCE**

On the basis of architectural concepts, themes, interiors and ambience, bars can be classified into:

i. Cocktail Lounges: Cocktail lounges are more comfortably furnished, more luxurious in ambience and more expensive than public bars. Thus, it is an enhanced version of public bars. Seating includes chairs with armrests or sofas/couches and coffee tables are spaciously laid out. The ambience is particularly relaxing with enhanced elegance and style. Entertainment may be in form of live music (like Guitarist, Pianist, etc) and some cocktail lounges may be themed. Such bars have a comprehensive beverage list and also serve complimentary light snacks with the drinks. Guests use these lounges for a 'sundowner' in the evening or for an aperitif before proceeding to an in-house restaurant for dinner. Overcrowding, stand-up consumption and very high turnovers are not encouraged in bars. Sometimes, there may be a cocktail lounge on privileged floors for the exclusive use of guests staying on these floors.

ii. Sunken Bars: As the name suggests, these bars are sunk (immersed) and surrounded by water on all sides i.e. it is built in the middle of a swimming pool. These bars are usually found in resort hotels where guests spend a lot of time in and around the pool. Here, guests swim to the bar to collect the drinks and consume it seating at Immersed bar stools or on air floats.

iii. Tiki Bars: As the name suggests, these bars are themed on the tiki culture i.e. a South Seas-inspired pop culture in United States. This culture was at its height in the 1950s and 60s, and is enjoying a revival now-a-days. Tiki bars are generally made of bamboos, canes, straw mats etc and are decorated with tropical flowers including orchids, fruits, etc. They dispense rum based cocktails and mixed drinks such as zombie, planters punch etc.

iv. Pubs: Also referred to as dive or neighborhood bar in America, it is a contracted form of 'Public House' - a licensed house for the sale and consumption of alcoholic drinks on or of the premises. These are small outlets - pretty much like local places at the comers; very basic, nothing fantastic or special and generally run of the mill bars. They dispense common beers, standard spirits and wines.

3. **ON THE BASIS OF PATRONIZING CLIENTELE**

On the basis of patronizing clientele, bars can be classified into:

i. Meet Bars: Also called as "singles bars", they are patronized by individuals looking for a new friend of the opposite sex for a date to a complete relationship. These individuals stay long enough to meet someone they did like to spend the evening with, and then move on to a suitable place for food, entertainment and leisurely evening together.

ii. Ladies (Only) Bars: As the name suggests, these bars are patronized by members of female sex only (permanently as opposed to bars having an occasional ladies' night) and tend to be psychologically safer. Men are strictly not allowed in such bars. They generally dispense ladies' drinks like cocktails, gin, vodka, wines, etc. They are popular as the females feel secured as opposed to a regular male dominated bar However, too many ladies bars are not likely to succeed in a single area.

iii. Gay/Lesbian Bars: As the name suggests, these bars are patronized by gay individuals looking out for a partner. On the other hand, ladies only bar doubles up as Lesbian bars also.

4. **ON THE BASIS OF KEY PRODUCT (BEVERAGE) SERVED**

On the basis of principal beverage sold, bars can be classified into:

i. Wine Bars: As the name suggests, such bars serve a wide range of wines by glass/carafe/bottle and wine based mixed drinks. Food served include cheese trays, fruit platters and hors d'oeuvre specialties. Wine list consists of a wide variety of wines ranging from inexpensive house wines to quality wines at dizzy prices for accommodating different tastes and budgets. Wine bars are declining as serving only wine limits the clientele to wine-lovers only. Also, purchasing appropriate wines requires expertise and large investment. Hence, such bars feature a limited range of beer and spirits to maintain a broad appeal and realizing good profit margin. In stark reality, now-a-days these are simply bars that have a wine oriented ambience and often broaden their offerings by serving meals. Wine bars may also be successfully combined with a smart casual restaurant. Also, it requires professional, knowledgeable staff that comes expensive.

ii. Beer Bars: As the name suggests, these bars stock and serve only/predominantly beer and beer based mixed drinks. They generally carry and sell a variety of different styles and brands of beer like stout, porter, ales, pilsners, draught etc by glass/pitcher/pint/can/bottle. Many a times, such bars are owned/franchised by brewery companies as part of their vertical marketing integration strategy.

iii. Cocktail Bars: Cocktail bars are full-service bars serving an entire range of alcoholic and non-alcoholic beverages but specializing in wide range of cocktails and mixed drinks - both classical and innovative. Here, the focus is on the cocktail range featured on the menu and the skills & proficiency of the bartender. Cocktail bars are upmarket beverage outlets, commonly found in luxury hotels and are luxuriously furnished and lavishly equipped. It carries a complete range of liquors, garnish, glassware and equipment in order to prepare and serve different cocktails and other drinks. Such bars can be thematic and sometimes open only in the evenings offering professional and elegant tray and bar service. Being a high class and refined bar, standing crowds and congested layouts are unlikely.

iv. Tequila bars: As the name suggests, such bars stock and serve only/predominantly different styles and brands of tequila and tequila based mixed drinks.

v. Bloody Mary bars: .As the name suggests such bars serve various styles and variations of the famous mixed-drink (cocktail) Bloody Mary - a mix of Vodka & tomato juice. It also stocks all the items and Ingredients going into its making.

5. **ON THE BASIS OF PAYMENT OF CONSUMED DRINKS**

On the basis of payment of consumed drinks (particularly at bars in banquets/catered events), bars can be classified into:

i. Host Bars: Also called as Sponsored bars, a host bar is a kind of special function bar where the total consumption of beverages of any type (from what is available) and in any quantity by the Invited guests at the function, is charged to and paid for by the host at the end. Consumption may be recorded and charged on

a. a drink-count basis,

b. bottle count basis

c. per hour basis.

On a drink-count basis of Host Bar, a system is kept to track the number of each type of drink served through tickets turned over to the bartender by guests, transactions recorded by a point of sale system, or marks on a tally sheet. The consumption is then charged generally With reduced rates (as compared to normal rates) to obtain the host's business. On a bottle-count basis of Host Bar, the entire

numbers of bottles used or open is charged upon an agreed price. This is nothing but difference between the beginning inventory and ending Inventory of each type of spirit, beer or wine bottles.

On per hour basis of Host Bar, the pricing plan charges a fixed beverage fee per person per hour. This plan involves estimating the number of drinks guests will consume each hour. While estimates are not easy to make, a rule of thumb used is three drinks/person during the first hour, two a second, and one-and-half the third. It is then multiplied by an established drink charge to arrive at the hourly drink charge per person. A point to note over here is that statistics should be maintained on consumption, which can assist in accurately setting hourly charges in future events. Another form of host bar is the Captain's bar, which is stacked with full bottles of liquor and mixes needed to make all the basic bar drinks. It is a self-service or make-your-own-drink bar and is not attended by a barman.

ii. Cash Bars: These are also called as No-host bars, Cash on delivery (COD) bars or A-la-carte bars. In some service clubs, some convention functions, and meetings; such bars are set up. Here, the host may pay for the food and venue while the individual participants pay for drinks consumed. Payment may be effected by cash collection or an equivalent amount (number) of coupons that is sold prior to the event by either the function organizer or the hotel. The prices may be the same or different from normal selling prices. However, the prices are generally reduced in order to attract group business.

iii. Open Bars: In these kind of bars, the guest gets any type and any quantity of drink desired (limited only by brands and types of merchandise carried) as he has already prepaid for them in the form of a ticket or pass purchased for the event, which include food, entertainment as well as beverages. In other words, the bar is 'open' to the guest to consume any liquor available and in any quantity desired. Thus, an open bar is similar to a 'drinks buffet' during the time the bar is in operation. Here, the price of ticket/pass is based on the number of guests, the length of cocktail hour (some run longer and others less), the type of guest (men versus women), and other historical factors.

6. **ON THE BASIS OF LOCATION OF BARS IN HOTELS AND OTHER ESTABLISHMENTS**

On the basis of location of bars in hotels and other establishments, bars can be classified into:

i. Foyer Bars: As the name suggests, such bars are situated in the foyer (lobby area) of some superior residential hotels and serve drinks in the same area. However,

even if there is no such bar, most of the hotels serve drinks to seated guests in the foyer.

ii. Nightclub & Discotheque Bars: As the name suggests, these bars are found in nightclubs (An outlet that is principally open at night for dinner, dance and cabarets. Decor is lavish while service is elaborate. A live band is always there and most establishments insist on formal wear so as to enhance the atmosphere) and discotheques (An outlet which is principally meant for dancing to recorded music. A live band may also perform. Food offered mainly consists of snacks). They serve mixed drinks including cocktails as well as local and imported liquor. These bars ore open till the early hours of morning and provide tray and bar service.

iii. Airport Bars: As the name suggests, these bars are found on international airports. They are characterized by offering quick service to transit passengers. They are often economically priced because of access to duty-free liquor. It is posh.

iv. Casino Bars: As the name suggests, these bars are found in casinos. They offer gambling and gaming services as well.

7. **ON THE BASIS OF IN-SITU ENTERTAINMENT OFFERED**

On the basis of in-situ (on-premise) entertainment offered bars can be classified into various types. A few of them include:

i. Jazz Bars: As the name suggests, these are bars providing entertainment in form of jazz music on the premises. It is the bar's main focal attraction apart from the bar itself.

ii. Sport Bars: as the name suggests, these are bars that provide sports entertainment on big television screens, with special projections etc. It may have a series of screens and the decor may also be geared on the theme of sports. Generally, they are found in clubs and spring up throughout the city during Soccer season, Cricket World-Cup, Wimbledon Tennis tournament, etc.

iii. Piano Bars: As the name suggests, these are bars with piano and a pianist. They provide excellent in-situ entertainment to traditionalists who love piano tunes.

8. **OTHER BARS**

i. Stand-Up Bars: As the name suggests, these bars do not, provide seating arrangement. Customers collect their drinks from the bar counter after paying for the same and consume standing or while circulating in the room. Such bars promote social interaction, are highly Informal and are found in downtown commercial areas where the turnover is high. People who like to have a quick drink after a hard day's work before heading home are their clientele. Stand-up bar

environment is usually found at events/functions where a special function bar has been set-up for a limited time. Stand-up bars require far less space for their operations than their counterparts that offer sit down facilities. Given the same space a stand-up bar can handle a higher turnover than a bar with sit down facilities.

ii. Wet Bars: As the name Suggests, wet bars are one that have wash up facilities built in its structure. Thus, public bars are wet bars as they have sinks built into the underbar for wash up while a crash / mini bar cannot be called as wet bars due to the absence of in-built wash up facilities.

THE BAR (ITSELF)

The size, shape and placement of the bar (is a design problem which) should fulfill two different purposes - the element of layout & decor and the element of function. The element of layout & decor are primary concerns of the owner, architect and the interior designer who plan the size, shape, appearance and position of the bar in the room. The element of function i.e. the working areas, where the drinks are mixed and poured, are planned by a facilities design consultant or an equipment dealer.

They (i.e. the owner, architect, the interior designer and the facilities design consultant) should all work together from the beginning to plan a bar. Very often, the bar is positioned and its dimension set without consulting a facilities designer and without considering factors like the number of drinks to be served, the projected volume of business, space and equipment needed to serve the drinks in these numbers, etc. the result is that, eventually, the facilities designer must do the best job possible within allotted space. Only after money has been spent in such cases, the owner discovers its inadequacies.

PARTS OF THE BAR

Typical bar is made up of three parts: The Front Bar, the Backbar and the Underbar Often it may have a fourth part - the Overbar. Each part has its special functions The figure shows all these three parts in profile with its standard dimensions. The length of the bar will vary according to need.

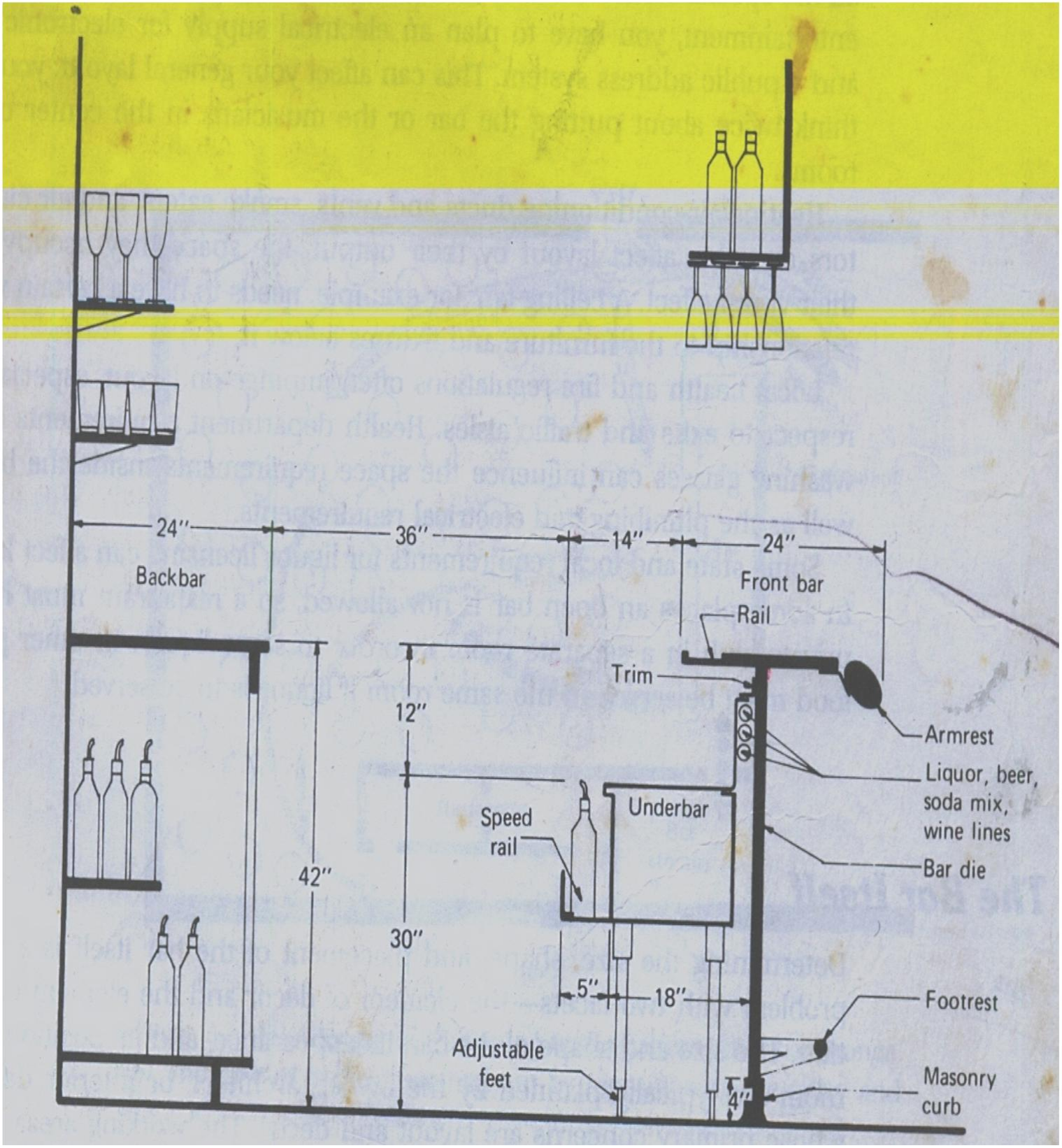
i. THE FRONT BAR: Customers order their drinks and these drinks are served at the Front Bar. Thus, front bar is also called the Customers' area. It is typically 16 to 18 inches wide with an alcohol-proof and waterproof top surface, usually made of laminated plastic. An often padded armrest runs along the front edge. It is usually 13 inches wide. Thus, the total width of front bar is 24-26 inches, The last few inches of the back edge of the front bar are usually recessed, and the bartender pours the drinks here, to demonstrate liquor (well or call) brand and pouring skill. This recessed area is known by various names like rail, glass rail, drip rail, or spill trough. The vertical structure supporting the front bar is known as the bar die, It is like a wall separating the customer from the working area. It forms a 'T' with the bar, making a kind of table on the customer side, with the other side shielding the underbar from public view. There is usually a footrest running the length of the die on the customer side, about a foot off the ground. This footrest is made of brass rail, which has brass spittoons every few feet.

The height of the front bar, usually 42 to 48 inches, is a good working height for the bartender. It also makes the front bar just right for leaning against, with one foot on the footrest. All underbar equipments are designed to fit under this 42-inch high front bar.

If it is a sit-down bar, it will have stools tall enough (usually seat rung 30" high) to turn the front-bar into a table. Each stool is allotted a 2-feet length of bar. The stools should look & feel comfortable and should have upholstered backs and seats. Since the seats are high off the ground, the stools have rungs for footrests, or else the footrest of the bar is within easy reach, Even numbers of stools make it convenient for couples.

Where drinks are served from tile main public bar for table service, the front bar must always have a pickup station-set off from the customers' bar area with the help of a railing, where serving personnel turn in, receive orders and return empty glasses.

All of the front bar-the surface, die, armrest, footrest, and stools- must be planned



as visual elements in the total décor.

ii. THE BACKBAR:

The backbar (usually 24" In depth) has a double function' the decorative function of display and the work function of storage. It is the area where bottles of liquor and rows of sparkling glassware are traditionally displayed. There is a mirror behind them. This mirror has two-fold purpose or function. One: it doubles the splendour of the bottles due to reflection and other: it gives the person sitting at the bar - a full view of what is happening behind him.

A modern bar still follows the same tradition of bottles, glassware, and mirror. People feel it is just not a bar without them. There are functional reasons too: the liquor and glassware are part of the bartender's working supplies, and the back-bar is a good place to display call brands as a subtle form of merchandising. The mirror adds depth to the room; it also gives customers a view of others at the bar and of the action going on behind them. Bartenders sometimes use it to observe customers without being noticed. New fashions in backbar decor are branching out to include stained glass, panelled or textured walls, murals, posters, wine racks, mood pieces, and conversation starters. Stemware hanging from slotted racks overhead is popular as a design element as well as for functional glass storage.

The base of the backbar (usually 42" in height) is likely to be storage space, refrigerated or otherwise. It may house special equipments such as a glass froster, an ice machine, or a mechanical dishwasher. If specialty drinks are featured, the frozen-drink or espresso machine will probably be on top of the back-bar. The cash register is usually on the backbar, in a recessed space. Whatever be its uses, since customers look at the backbar, it should not only be visually pleasing but coordinate with the decor of the room also.

iii. THE UNDERBAR

Underbar is the heart of the entire beverage operation. Utmost care and attention is Required to design it so that all the equipments (pouring stations, washing sinks, etc) and supplies are arranged compactly and efficiently. Undoubtedly, the speed of producing different mixed drinks should be the overriding concern. Work surfaces of underbar equipment are 30 inches high with a depth of 16 inches to the backsplash at the rear. Units fit side by side and give the appearance of being continuous. Each piece of equipment is on legs 6 or more inches high for access to plumbing and ease of cleaning or flush with the floor. The legs have bullet feet that are adjustable to accommodate uneven flooring. Each bartender should have an individual supply of pouring liquor, ice, mixes, glasses, mixer, blender, and garnishes, all within arm's reach in the pouring station, in the under-bar. Each

pouring station has an ice bin and one or more bottle racks for the most used liquors and mixes. The supply of glasses may be upside down on the glass rail, on drain boards near the ice bin, on special glass shelves, in glass racks stacked besides the station, on the backbar, in overhead racks or in all these places, grouped according to their type and size. The blender and mixer is on a recessed shelf beside the ice bin, while the garnishes are on the bar top in a special condiment tray. The underbar also' contains equipment for washing glasses - a three or four-compartment sink with drainboards 'on both sides, or in some cases a mechanical dishwasher. The underbar must also have provision for waste disposal and a hand sink.

iv. OVERBAR:

As the name suggests, it is a fitting or fixture (a part of bar itself) found above the front bar (Note: not all bars feature an overbar), Well, it solves two purposes: one the function of design I decor and two the function of storage as the glasses (stemware) are hung from slots (in the overbar). Also, the later function is solved when the overbar may feature a cupboard type arrangement that provide additional storage for surplus bar supplies and equipments that may be generally accessed in non-operational hours. Care must however be taken to see that it is fitted at a convenient and adequate height so as to not impede efficiency. It should not even block the show and spectacle of the backbar. Down-lighters may be fitted in the overbar, which must be task oriented and aesthetic, Like every other part of the bar, the overbar should also blend into the overall plan and decor of the bar.

LARGE UNDERBAR AND BACKBAR EQUIPMENTS

1) EQUIPMENTS FOR MIXING DRINKS

The main equipment for mixing drinks IS the POURING STATION. It is known by various names like cocktail station, cocktail unit, beverage center or jockey box. It is outfitted with the following equipments:

i. Ice chest (ice bin): Considered as centerpiece of any pouring station, it is usually 30 inches long with sliding or removable doors. Sometimes, it comes with a divider; enabling two types of ice to be stored i.e. cube ice and crushed ice.

ii. Bottle Rails or Speed Rails: The front of the station consists of a 3.5 feet bottle rail (speed rail) with a shorter hang-on rail on the front. Sometimes, there is a double rail on the hand sink as well. Speed rail contains the most frequently used (poured) liquors. Usually, well brands (brands the house pours when a drink is ordered by type rather than by name) and popular call brands (brands customers ask for by name) are setup within easy reach in the speed rails. Additional call brand liquors

are displayed on the backbar. Both, the well brands and the call brands collectively make a well - the liquor supply at a bartender's station.

Pouring (Cocktail) Station

iii. Mixer and Blender: Mixer and Blender are located on a recessed shelf on the right-hand side of the cocktail unit. The shake mixer (spindle blender) has a shaft coming down from the top that agitates the contents of its cup. It is a mechanical substitute for a hand shaker.

Blender

Shaker Mixer

Blender takes the mixing process one step further. It can grind, puree and refine ingredients and is used in making drinks like Banana Daiquiri or Frozen Margarita. Today's bars have both the mixer and the blender.

Bars making a specialty frozen drink may have a frozen drink dispenser. It soft-freezes a large quantity of a premixed drink to a slush. To serve an individual portion of drink, the glass is holded under the tap and the lever moved. At the end of the day, drain off what is left and store it in a refrigerator.

iv. Condiment cups or Bottle wells: Condiment cups are used to hold garnishes and are located in double rows on the left of the ice chest, to keep them chilled. Sometimes, bottle wells replace these condiment cups and keep juices and prepared mixes cold.

v. Handgun for dispensing soft-drink mixes:

vi. Automated liquor pouring system:

vii. Dump sink, glass shelf and a towel rack:

2. EQUIPMENTS FOR WASHING AND WASTE DISPOSAL

It includes the following items:

i. A three or four-compartment sink with drainboards: It is usually a single piece of equipment placed near a bartender station or between two stations. One compartment is for washing, one for rinsing, and one for sanitizing (killing bacteria with a chemical solution). In a four compartment sink, the fourth compartment is usually used as a waste dump (by placing netting in the bottom) to catch the debris.

ii. Hand sink with towel rack (attached to blender station): Usually, the hand sink utilized for washing hands is a separate one but more often the fourth sink in a four compartment sink act as a hand sink.

iii. Special glass-washing brushes: Glass brushes stand up in soapy water of the wash sink. In automatic models, the bartender places a glass over the center brush and presses a button to make the bristles spin. With hand models the bartender twists the glass around and between the brushes to clean the inside and rim. Then, the glass goes into the rinse sink, then the sanitizing solution, and finally onto the drainboard, upside down to air-dry.

Motorized Glass Brushes

iv. Waste dump: Each pickup station has a waste dump on the server's side of the bar. Cocktail servers returning with dirty glasses dump the debris here. Behind the bar are removable trashcans.

v. Bottle chute: Empty liquor bottles are accumulated at the bar to return m to the storeroom to exchange it for full bottles. In a bar with a storeroom below it, a bottle chute can convey these empties directly to the storeroom. Also, a bottle chute conveys empty beer and soda bottles to the basement below the bar for disposal.

3. **OTHER LARGE EQUIPMENTS**

It includes the following items:

i. Glass Froster: Usually, a glass froster is used to chill glasses for straight-up cocktails, frozen drinks and ice cream drinks. It is a top-opening freezer that chills glasses at O·F temperature. Always dry glasses and mugs should be placed in the froster, otherwise a thin coat of ice will form on the glass and the glass may stick to the lip of the drinker. Alternatively, a refrigerator will frost a wet glass without making ice. Other alternative is to ice the glass by hand with ice cubes just before the drink is poured.

ii. Automatic Glass-Washer: For better cleanliness, stricter sanitation laws and labor savings, automatic glass-washers are used now-a-days. It is an alternative to washing glasses by hand. An underbar or backbar rotary glass-washer easily washes up to 500 glasses per hour, giving bartenders more time to prepare drinks. It washes and rinses glasses with tap water, provides a final high temperature rinse (120·F to 160· F) with good chemicals to sanitize them and blow dries them without water-spots.

There are other models of rotary glass-washer available too. Some have a variety of "cycles" for different types of glassware and still some others provide a final

rinse of cold-water, which means glasses can be used immediately after washing. Conveyor type washers, capable of washing up to 2000 glasses per hour are available for use in high-volume operations.

Also, it is impractical to vent steam to and from glass-washers in a bar area (for blow-drying glasses) and hence machines having sanitizing system using chlorine and other chemicals are favoured.

P.S: Kitchen dish washing machine should never be used to wash glasses as they have to be carried back and forth, are likely to get broken, and leave grease marks.

iii. Frozen Drink Dispenser: Bars making a specialty frozen drink may have a frozen drink dispenser. It soft-freezes a large quantity of a premixed drink (like a margarita or dalquiri) to a slush. To serve an individual portion of drink, the glass is holded under the tap and the lever moved. At the end of the day, whatever is left is drained off and stored in a refrigerator.

All frozen drink dispensers pump a percentage of air called as overrun into the liquid mix, increasing its volume and giving soft-frozen consistency.

Draught beer dispenser:

iv. Dry (unrefrigerated) Storage Cabinets: This storage forms tile major part of the backbar. The day's reserve supplies of liquor - all the unopened bottles as back-ups are stored here with locks. Also in dry storage cabinets are stored red house wines for pouring by glass or carafe, reserve supply of napkins, bar towels, matches, picks, straws, stir-sticks, and other non-food, non-beverage items.

v. Refrigerators: Undercounter and backbar refrigerators, which look just like dry storage cabinets from outside, hold supplies of special mixes and juices, bottled beer, bottled mixes if used, white wines, fruits and condiments for garnishing, cream, eggs and other perishables at 40' Fahrenheit. They may also be used to chill glasses.

It is important not to overload the cabinet, since proper airflow is key to chilling the contents properly.

vi. Ice (making) Machines: Every cocktail bar operation has an ice-maker, as it cannot operate at all without ice. It is at underbar or backbar in case of a large bar and elsewhere if it is a small bar

vii. Cash Registers: From its slow, noisy, hand-operated first version machine with a pot-belly and a bell (called as **"Ritty's incorruptible cashier"**) to today's slim, quiet and lightening fast computerized register (known as ECRs or Electronic Cash registers), it has been a rock of Gibraltar at the bar. Cash registers are core of a system of controls by which management ensures that its liquor is sold to the

customer With little or no "evaporation" en route. It generally records each bar-sale no matter how or where payment is made. Thus, it keeps records of the drinks poured, their sales value and hence the records of stock in hand, the costs etc, as It should be The sales record is checked against money received at the end of every period, to verify that one equals the other.

SMALL BAR TOOLS AND EQUIPMENTS

All small bar tools and equipments are usually made of stainless steel as it looks good, is long-lasting, durable and can be cleaned easily. Small bar tools and equipments are used for mixing and pouring, preparing condiments to garnish drinks, and for serving.

1. **SMALL WARES FOR MIXING AND POURING**

The indispensable tools for mixing and pouring by hand include:

i. Jiggers A jigger is a measure of ounces or fractions of ounces. It is used to measure liquors for cocktails, highballs and other mixed drinks. There are two types of jigger

ii. Mixing glass: It is a heavy glass container having a capacity of 16 to 17 ounces, in which drink ingredients are stirred together with ice. It is used to make Martinis and Manhattans and other drinks whose ingredients blend together readily. It is rinsed after each use. Mixing glasses should be heat-treated and chip-proof,

iii. Hand shaker: It is a combination of a mixing glass and a stainless-steel container that fits on top, on an angle so that one edge is flush with the side of the glass. It is also called as Boston's Shaker. Usually, it has its own strainer. The stainless-steel container is known by varied names like mixing cup, mixing steel, mix can etc. It is used for shaking drink ingredients with ice and is used in making of cocktails with fruit juices, egg, sugar, cream, or any other ingredient that does not mix readily with spirits. It is rinsed after each use.

iv. Shake mixer: it is an automatic alternative of a hand shaker and is faster and more efficient. it can even make ice-cream drinks, which the hand shakers can't do·, The mixing container of the shake mixer is also called a mixing cup, steel, or can.

v. Bar strainer: It is a round wire spring on a handle. It comes with ears that fit over the rim of a shaker or mixing glass and keeps ice and fruit pulp from going into the glass when the drink is poured. The most famous one is the Hawthorn Strainer.

vi. Barspoon: It is a stainless steel shallow spoon with a long handle and a bead on the end. It is 10 to 11 inches long. The bowl equals a teaspoon. Bar-spoons are used for stirring drinks in a drink glass or mixing glass or cup.

vii. Ice scoop: It is an implement for scooping ice from the ice bin. It has a capacity of 6 to 8 ounces. It makes easy to get the right amount of ice with one swoop of the scoop. Glasses should not be used for scooping ice.

viii. Ice tongs: They are designed to handle one cube of ice at a time. They serve an important function of hygiene, as hands should never touch the ic3 c a that goes into a drink.

ix. Muddler: or muddling stick: It is a wooden tool that looks like a little baseball bat. One end is flat for crushing one substance into another. For instance: sugar crushed into bitters in an Old-Fashioned. The other end is rounded and can be used to crack ice.

x. Funnels: They are needed in several sizes for pouring from large containers into small ones. For instance: transferring special mixes from bulk containers into plastic botnes for bar use. Some funnels have a screen at the wide end to strain out pips and pulp.

xi. Fruit Squeezer: A bar-type fruit squeezer is a hand-size gadget that squeezes half a lemon or lime for a single drink, straining out pits and pulp,

xii. Glass Rimmer: It is a gadget used to rim a glass with salt or sugar, It is made up of three trays. One contains a sponge that is saturated with lemon or lime Juice, the second contains a layer of salt, and the third a layer of sugar. The glass rim is pressed on the sponge, and then dipped in salt (for a Margarita or a Salty Dog) or sugar (for a Side Car).

2. SMALL BAR TOOLS AND EQUIPMENTS FOR GARNISHING

Fruits and other foods used to garnish a drink go in a multi-compartment condiment tray, which is mounted on some part of the underbar at the pouring station. It should not be directly above the ice bin, as it can become a health hazard because of the likelihood of droppinq foods into the ice. Another way to keep garnishes is in a plastic tray on the bar top. This tray can be moved conveniently and cleaned easily. If the servers garnish the drinks themselves, the garnishes must be on the bar top at the pickup station.

Cocktail Accessory Organlz.er containing cocktail sticks (picks), straws, stir sticks, sip sticks cocktail napkins etc is kept near the condiment tray at each pouring station cocktail sticks are either coloured plastic kind, sword-shaped or round wooden toothpicks used to spear the edible garnish. Straws are useful for sipping mixed drinks and are sometimes used as stirrers. They are available in two lengths: 5-inch length for drinks in the stemmed or rocks glasses and 8-inch length for highball and Collin-size drinks. Stir sticks are used for stirring and preferably used in highballs. These are custom made as souvenirs for

patrons to take home. Sip sticks are between straws and stir sticks i.e. they are hollow but firmer than a straw and smaller in diameter. It is sometimes used for coffee drinks. Cocktail napkins are neatly stacked with the folded edge towards the bartender or server for easy pickup at each station.

The tools for preparing condiments are as follows:

i. Cutting Board: It is a small board having surface that will not dull the knife. Rubber or plastic is the material to prefer. Wood is the best surface to work on. But it is a health hazard.

ii. Bar knife: It is any small to medium-size stainless steel knife such as a Paring or utility knife. The blade should be kept sharp, as it is safer than a blunt knife and the handles should be made of heavy-duty rubber or plastic for sanitary reasons. Carbon steel should not be used as it discolors and passes on the color to the fruit being cut.

iii. Relish fork: It is a long (10-inch), thin, two-tined stainless-steel fork designed for reaching into narrow-necked bottles for onions and olives. Usually, it has a spring device that helps to secure the olive or onion firmly.

iv. Zester, router and stripper: Zester or router are special cutting tools which peel away the yellow part of the lemon skin without including the white under skin. A stripper is similar but cuts a broader, shallower swath.

3. SMALL TOOLS AND EQUIPMENTS USED IN SERVING

No bar can do without these items. They include:

i. Bottle and can openers: Bottle or can openers should be made of stainless steel, as it is rust-free and easily cleaned.

ii. Corkscrews: There are many different kinds of corkscrews available to extract corks from wine bottles. The screw or worm should be i/2 inches long and about 3/8 inch in diameter with a hollow core in the middle. A solid core chews up the cork. There should be enough spirals to extract the cork smoothly. Edges should be rounded, not sharp. It should be made of stainless steel.

For instance: The waiter's corkscrew Is designed for opening wines tableside. It includes the corkscrew itself, 'a small knife for cutting the seal of the bottle and a lever for easing out the cork. It folds like a jackknife. The butterfly corkscrew is efficient. It is fine at the bar but too bulky for the table server's pocket. There are many more types available.

iii. Beverage trays: Round beverage trays usually of 14-inch and 16-inch are used in bar operations. They should have a cork surface to keep the glasses from slipping.

iv. Folio: It is used to present a check to the customer.

Apart from these items, all the essentials for table service like drink or appetizer menus and wine lists, wine chillers, bar towels (or white table napkins), beer coasters, matches and clean ashtrays, small bowls (biting dish) for savoury mixtures (bitings) such as peanuts, pretzels, cheese crackers etc should be in readiness at the p.ck-up station.

BAR PREPARATION

Bar opening duties include:

- ✓ completing the requisition for bar stocks for the day's trading (business):
- ✓ carrying out housekeeping duties:
- ✓ cleaning one area of the bar shelves thoroughly on each day of the week, so that over the seven-day period every part of the bar receives attention:
- ✓ requisitioning food items which are required from the stores:
- ✓ wiping and polishing bar arid table tops where appropriate;
- ✓ collecting dean linen before service;
- ✓ restocking the shelves in the bar behind the bottles which are already there; labels should always face the customer with each bottle wiped clean as it is put in place; old stock is put in front of the new stock;
- ✓ checking that an adequate supply of ice is available;
- ✓ checking the cash float
- ✓ laying out cocktail equipment where needed; checking that optics are in working order;
- ✓ attending to the beer casks in the cellar and turning on the beer taps; a small sample of each beer should be tasted;
- ✓ polishing the glassware.

Bar closing duties include:

- ✓ checking and clearing the tills;
- ✓ completing bar summary sheet;
- ✓ removing empty bottles from the bar;
- ✓ attending to the beer casks in the cellar and turn off the beer taps;
- ✓ collecting all glasses and ashtrays from the bar tables;
- ✓ brushing out the ashtrays into a metal bin with a 2'/2 - 3 inch paintbrush;

- ✓ making the bar ready for early cleaning the next morning by placing the chairs on the tables;
- ✓ starting a requisition list of known items of stock which will be required the next day; the list will be completed by the next day's opening team;
- ✓ washing all glassware;
- ✓ returning useable fruit to the fridge;
- ✓ disconnecting electrical equipment, except for tills and refrigeration or cooling cabinets, by removing the plugs from the sockets;
- ✓ pulling down and securing all grills, hatches and windows.

BAR STAFFING

The number and type (positions) of beverage service staff needed varies from one establishment to another. Also, the duties and responsibilities (tasks) of these positions depend on the size and organization of the operation. At one end of the spectrum is a small owner-operated bar, where a Single individual - the owner handles almost all the functions and at the other end is the beverage service of a large hotel/restaurant chain where beverage managers and other positions are found. The organization charts of two different beverage service operations and duties and responsibilities of various positions involved are as follows:

BEVERAGE SERVERS: Servers are a group of waiters/waitresses handling beverage service at tables in various types of bars/dining room.

Their duties and responsibilities include recording customers' drink orders; transmitting them to the bartender; picking up the drinks; serving the customers in an efficient and friendly manner, presenting the checks; collecting payments; returning empty glasses to the bar thus helping to keep the service areas clean; and performing a number of opening and closing tasks. Sometimes, they help bartenders in preparing drinks by putting ice in glasses and adding garnishes. They may also ring up their own checks in the cash register and carry out quick, accurate and honest check routines ;It specific intervals.

Ideal servers should possess a pleasant personality, a neat and attractive appearance, good communication Skills, poise, mind for detail, alert and observant, and good basic knowledge about drinks and liquor, They should not only know to identify underage guests and refuse them service but also monitor alcohol consumption and "cut off' guests who are in danger of becoming intoxicated. They should also be good salespeople and should know the art of suggestive selling techniques. In some restaurants, servers serve both food and drinks including wine and thus they should be able to open wine bottles and carry out rituals of wine service.

BARTENDER

The bartender is the central figure in any beverage service operation. He is an amalgam of salesperson, entertainer, mixologist and psychologist. The bartender's primary function is to mix and serve dunks for patrons seated at the bar and/or pour drinks for table customers served by servers. Thus, he must know of all the drinks the house serves and the techniques of mixing them. Other responsibilities include recording each drink sale, washing glassware and utensils, maintaining a clean and orderly bar, stocking the bar before opening, and closing the bar. In many operations, the bartender also acts as a cashier. He is a host and a promoter whose combination of skill and style build public relations goodwill and good business. He may invent new drinks or think of new ways to market traditional ones.

The bartender is a person with patience, good attitude and adaptability. His wit, wisdom and approachability make him or her center of conversation and the advisor of drink concoctions. He should have a pleasing personality, pleasant appearance and should be honest. In a speed bar, the bartender's ability to work quickly and under pressure is essential.

BEVERAGE MANAGER

A beverage manager is responsible for beverage service in the entire hotel or large restaurant operation. He or she generally reports to the food and beverage director (in hotels) or to the general manager (in large restaurants). In small operations, the beverage manager's tasks might be performed by a head bartender.

When functioning as a department head, the beverage manager is involved in selecting, orienting, training supervising, scheduling, and evaluating staff members. Sometimes, the beverage manager plan beverage service in the banquets and functions.

His duties involve day-to-day management activities like purchasing supplies and equipments, controlling inventory, standardizing recipes, and designing and constantly improving income control systems. In conjunction with the food and beverage controller or food and beverage director, the beverage manager determines standard beverage costs, develops departmental operating budget and supervises and controls the production and service of beverages. He is also responsible for maintaining quality standards and required profit margins.

BARBACKS

One or more helpers to the bartenders generally found in large beverage service operations are called as barbacks. They are often trainee-bartenders, whose job is to assist the bartender. They act as runners or "gofers· to the bartender also. A barback relieves the bartender of all chores except pouring drinks, handling customers and cash register. Sometimes, they may serve beer or simple mixed drinks under bartender's

supervision. General duties include setting up the bar; preparing garnishes and special mixed syrups; filling ice bins; washing glassware and utensils; maintaining supplies of towels, napkins, picks, straws, stir sticks, matches; keeping bar surfaces and ashtrays clean; washing fixtures; mopping floors; and running for liquors, beers, wines, and other supplies needed by the bartender.

THE WINE STEWARD OR SOMMELIER

Wine Steward also called as winemaster, cellarmaster or wine waiter is an employee who takes orders and serves wines in fine restaurants. He presents the wine list to the guests, makes recommendations, discusses wines, and takes care of serving the wines, thus making the experience pleasurable.

Wine stewards who are true connoisseurs of wines and wine service are called sommelier. They are usually found in upscale restaurants featuring expensive wines, extensive wine lists, and cellars containing thousands of bottles.

A tasting cup called tastevin always hanging from the neck, a cellar key, and sometimes a leather apron are symbols of the sommelier. A well-qualified wine steward helps in:

- ✓ Creating a wine list that fits the atmosphere and menu.
- ✓ Dealing with suppliers and importers and doing the wine ordering.
- ✓ Negotiating "exclusive" deals to carry certain wines that no one else in the market has.
- ✓ Controlling and keeping inventory of the cellar or wine storage area,
- ✓ Making purchasing decisions to maximize profits
- ✓ Training the servers and other staff members about wine appreciation.
- ✓ Orchestrating and helping publicize tastings, wine dinners, seminars and other wine-related events for the business.

BAR THEFT & FRAUD

Although bar and beverage control may be more accurate and successful than food control; bar thefts and frauds inevitably occur. Some are standard and universal while others are situation based, Some of them are bar billing frauds while others are frauds by manipulating the liquor being served, Of course billing frauds are prevalent in restaurant operations as well, but occur more frequently in a bar owing to the barman himself doubling as the cashier, the relatively more informal attitude of the guest, the trust he places in the barman, an inability to maintain an accurate drink count and his own state of insobriety which makes him pay cash on demand for the drink without asking for the cheque/bill and without checking the bill if one is offered, The existing control system and the manner in which cash is collected in the bar could proude for loopholes leading to theft of money. Keeping a separate cashier and barman may not solve plug the loopholes if there is a collusion between the two, and in order not to allow a nexus to proliferate, bars employing more than one cashier have a policy of rotating the shifts of their cashiers and in. hotels having several outlets, a different cashier is assigned to the bar each-week I fortnight. There are several frauds that can be perpetrated with cash registers in a bar. However, higher degree of automation and the inclusion of an audit (till) roll may trace them and help to minimize some of them, While on the topic of billing frauds It must be mentioned that actions on part of the guest such as paying only against a bill checking the same, and Insisting on a paid copy of the bill have an important role in discovering and controlling billing frauds, It is not uncommon to find the words 'This is not a bill" printed across a totaling slip or KOT to enlighten the guest against possible fraud.

Certain bar thefts and frauds may be unearthed by tight control and exercising routine and surprise checks while others may come to light by observing trends, presence of mind and out thinking the perpetrator, Computerized billing and inventory software (often chained together) too, can play a major role in controlling and minimizing certain frauds, Strict and regular physical inventory is also a measure to nip fraudulent activities in the bud, Strict and decisive punitive action meted out to the guilty will serve as a deterrent to others as well. However, there is perhaps no substitute for physical on-the-job supervision, which will definitely keep the bar personnel in check and then after the event when the tracks are clouded and the responsibility ambiguous. The random and occasional use of shoppers service (explained later) keep staff alert and conforming to standard operating procedures. Guest suspicions and reports of any anomalies comprise another important starting point for investigation of many frauds. A supervisor in a beverage sendee area must realize and understand that it is vigilance and not suspicion that is required in order to minimize and eliminate bar theft and fraud. The most ideal preventive measure is developing and instilling in an employee a high level of integrity and sense of loyalty.

Bar thefts and frauds reduce the sales and raise the pour cost (beverage cost) of a beverage sendee operation leading to severely eroding the profitability of the outlet. Control measures of all kinds may be seen as presen mg the money of the owner. One more loss to the organisation, though intangible, is the loss of repute and goodwill in the event that a fraud or theft is exposed. The customer would in all likelihood not return to such an establishment and would perhaps deter others from going there as well which In rum means a loss of potential new and repeat custom.

Why are bar frauds widespread?

Bar thefts and frauds are widespread because of the following reasons:

a) Personnel handling cash (like bartenders, cashiers, service staff, etc) often hold low-paid, entry-level positions. Moreover, these employees frequently move from job to job and have little identification/loyalty to a property.

b) The busy environment and the complexity of production/service tasks provide the opportunity to personnel in such beverage operations to take advantage of loopholes in income control systems and provide ample scope to dishonest bartenders to perpetrate frauds.

c) To some extent, many managers are simply apathetic about employee thefts and frauds. Some feel that theft is inevitable and simply increase prices to cover It.

BAR THEFTS & FRAUDS

Dishonest bar staff (attempt to) steal sales revenue in many ways. The different ways by which the employees steal (revenue and liquor) and precautions that the management can take to reduce the possibility of theft and hence frauds are given sequentially hereby

BEVERAGE (LIQUOR) RELATED THEFT AND FRAUD

These thefts and frauds are generally due to manipulation of quantity, quality or source of liquor by the bartender or beverage servers (waiters).

i. <u>Underpouring:</u>

Also called shortpouring, it is pouring a measure lesser than what has been ordered by a guest. (e.g. If a bar man underpours- five drinks by one sixth the normal measure, it results in an excess which can be sold as a sixth drink. Here, the sale of sixth drink is not recorded and the resulting cash payment is pocketed.) This fraud does not affect the beverage cost percentage. Underpourinq alcohol in mixed drinks is widespread and goes unnoticed because it is pre-mixed when served. Sometimes, underpouring is resorted to compensate for shortages caused by overpouring.

Precaution: Bartenders should be told to prepare al/ drinks using a peg measure and not to free pour under any circumstances; Other solutions include a policy of pouring in full guest view wherever possible, use of bar optics (pourers) fitted to bottles that deliver an exact measure of liquor, the use of automatic drink dispensing systems, and use of shoppers to regularly observe and report on this fraud. Moreover, bartenders should not be allowed to use their own measuring devices to avoid this fraud.

ii. Dilution:

Diluting liquor (like gin, vodka, white rum, silver tequila, etc which are colourless) and pocketing income from the additional drinks sold is called Dilution. Further, if this liquor is used in cocktails it is unlikely that the guest will notice minor changes in taste. Dilution is resorted to compensate for shortages caused by overpouring.

Precaution: Use shoppers to regularly watch the bartenders and investigate frequent guest complaints about the strength of the liquor. Bottles may be checked as some liquors turn cloudy when water or soda are added other liquors turn a lighter colour. One way pourers in the neck of the bottle are other way of preventing dilution. Density checks with the help of a hydrometer may be performed if dilution is suspected and compared with its original density.

Sometimes an excess of one brand of liquor may be used to level off the shortage in another brand. This is called adulteration. Many a times, overpouring one brand of liquor may be levelled off by using the excess liquor.

iii. Bringing in personal bottles:

Also called the Phantom bottle fraud, bartenders serve drinks from these bottles when the guests order matches with the nature/brand of liquor brought in by them. The sale is not billed and the cash is pocketed. This fraud does not affect the inventory levels nor the beverage cost percentage but results in severe loss of revenue to the organization.

Precaution: Marking/identifying hotel bottles in a unique and hard to duplicate manner (like stamping) and regular visual inspection helps to eliminate this practice. Keep bottle stamps secure (e.g. in a safe) so that employees cannot misuse them. Another that could be used along with stamping is to break all empty its contents into an empty liquor bottle that has the property stamp.

iv. Substitution:

Serving a lower quality brand when guests order for call brand & billing the guest for the expensive call brand, thus pocketing the extra cash is called substitution. Some bartenders even fill an empty call brand bottle with house brand. In this case,

even guests seated at the front bar will not suspect that a wrong brand is being served. Here, the inventory may reveal a shortage if the stock of each liquor is listed and maintained separately. To cover up, the bartender may resort to leveling off the shortage by dilution, short-pouring, or adulteration by adding similar liquor (of some other brand).

Precaution: Bartenders and bar-servers should be made to write all drink orders on a BOT, which is billed by a separate cashier. Having a separate cashier is desirable as it makes the billing function independent of the liquor service function which facilitates control. An alternative method is to write all drink orders onto a check and having the bartender ring up the amount on the guest bill before serving the drink, thereby Charging the guest the right amount (and denying the bartender any excess).

v. Using personal drink measuring devices:

Aiding in underpouring, these personal drink measures (invariably of a lower volume) help obtaining excess liquor, selling the same and pocketing the excess cash. Guests do not suspect as liquor is filled to the brim before being dispensed into the glass and they would never doubt that the volume of the peg measure itself is faulty.

Precaution: Routinely check the portion control tools (peg-measures, pourers, etc) and the bartenders should be made to use only the tools provided by the facility. (In India, standard measures may be purchased from shops approved by the Government under the Weights and Measures Act).

vi. Selling drinks for cash and recording them as spilled, accident, returned, walk-out or complimentary:

It helps in pocketing the money that results from the sale. Sometimes, staff collects the beer from undrained bottles and glasses to fill a full bottle, designated it as a flat beer and claim a replacement In exchange. It is then sold and the proceeds are pocketed or simply drunk by the bartender.

Precaution: Bartenders should not be authorized to give out free drinks and any complementary drink must first be authorized by somebody in authority. Any returned drinks and requests for replacements must be approved by management. Also, accidents must be evidenced by the service staff and approved by the management (like showing the crown intact neck of a beer) before a replacement is given. To avoid frauds like building the bottle, close supervision of table clearance, introduction of a policy of removal of the used beer bottles to the pantry area where they will be stacked in an inverted manner, and the immediate clearance of all glasses to the wash-up area for washing. (Breaking the bottles on

clearance Is not advised as empty beer bottles are in plenty and probably command some resale value.) Moreover, retraining and closely supervising bartenders/bar servers having excessive spillage records or high pouring costs should be undertaken. A spoilage/accident report must be made out for all such occurrences and signed by a responsible person. Look for deliberate attempts on part of the staff to make extra money using this modus operandi.

vii. Misuse of "one full against one empty bottle" policy:

In hotels/restaurants that have a system of issuing one full against one empty bottle; bar personnel may bring in empty bottles from out and exchange for full bottles from the hotel store/cellar. Consequently; drinks from bottles are sold and the cash pocketed. It results in a sharp difference of the beverage cost as the bottle cost is incurred by the hotel without a corresponding increase in its revenue.

Precaution: Having an established par stock and random checking of this par stock is recommended so that the fraud is avoided. But a better precaution is to stamp the purchased bottles with signature of the cellarman or special identifying label or special sticker or a rubber stamp to which only authorised personnel have access. Comparing standard beverage costs to achieved beverage costs periodically may eliminate this kind of fraud.

viii. Overpouring:

Bartenders do so to influence the guest for a larger tip or buy them (bartenders) a drink.

Precaution: Bartenders should be told to prepare all drinks using a peg measure and not to free pour under any circumstances. Other solutions include use of bar optics (pourers) fitted to bottles that deliver an exact measure of liquor, the use of automatic drink dispensing systems, and use of shoppers to regularly observe and report on this fraud. Moreover, bartenders should not be allowed to use their own measuring devices to avoid this fraud.

ix. Removing unconsumed bottles at "hosted" banquet functions:

Doing so, they are charged to the host as consumed. This can be easily done as the consumption is usually on the basis of a "bottle count" basis. Here, the barman may Import empty bottles into the function room bar (which have in reality not been consumed at the party of the host). whisk away an equivalent amount of full bottles and raise the amount payable by the guest. The bottles thus siphoned away are then taken for personal use or transferred to the main bar (for fraudulent use as it is excess stock).

Precaution: Having tile par stock counted and marked. ensuring tight physical supervision on the dispense of drinks. placing all bottles on the bar top in full view of the guest and even having a person from the host's party keeping an eye on the service/dispensing bar counter helps in avoiding such a fraud.

x. Giving away free drinks to friends:

Precaution: Do not allow bartenders to provide complimentary drinks without management approval. All the drinks should be dispensed against BOT only. Use shoppers to spot these and similar problems.

xi. Trading liquor with the cook for food:

Precaution: Enforce strict eating and drinking policies. Management should stay alert for signs of eating and drinking. E.g. plates and glasses in the restrooms or items hidden at work stations, etc.

BILLING RELATED THEFTS AND FRAUDS

In many bars, the bartender collects the money with the help of a bar cash register before/after serving the drinks. This provides the dishonest barman with ample or scope for billing frauds. These frauds and thefts are equally valid for a bar cashier as well.

i. Accumulating the individual drink sales:

This fraud often happens when a group of guests are running up a tab. It is done particularly for a liquor, until the entire bottle is used and ultimately recorded as a bottle sale. The sales price of a full bottle is generally lesser than the accumulated sales of the equivalent number of individual drinks obtained from the same bottle. Thus, the difference will be pocketed.

Precaution: Policy includes using shoppers, closely supervising employees, and making it mandatory for bartenders to record all drinks on guest checks (BOTs) before they are served and cashiers will bill for them. The bills may later be cross tallied against the pre-Checks (BOTs).

ii. Prerecording and registering the sale of drinks during the happy hours:

It is done to pocket the difference when the drinks are actually sold at a higher price during normal hours.

Precaution: The use of different coloured guest checks during these special (happy) hours will help prevent this.

iii. Using own guest checks (private sales checks):

It is used to collect sales income instead of those authorised by the establishment and the sales proceeds pocketed

Precaution: Use unique, hard-to-duplicate guest checks at your property.

iv. Reusing paid guest checks (BoTs/Bills):

Many times, the bartender/beverage server serves a guest and collects the sales income without ringing it up. He/she uses the old guest check for the orders and pockets the sales revenue, the cashier immediately upon completing the service. Require bartenders to ring up all BOTs and deposit them in a locked box to which only management has access. Abnormally long times between picking up the bill and depositing the same should be suspected and must be investigated. Using a pre-check system for the pick-up of beverage orders ensures cross referencing to find the culprit

v. Overcharging:

When drinks are being served to a group of customers (who are running up a tab), the barman/cashier many a times adds a charge for a few more drinks. The guest overlooks the same and pays the amount unquestioningly. In case it is caught, the bartender may claim an oversight, rectify the error and possibly get away. After departure such bill is adjusted for the sales difference which is then pocketed. The stock will not differ because the extra drinks charged were never served. This act of deliberately overcharging the guest If he is in an intoxicated/inebriated state is called as Overcharging.

Precaution: Any alterations on a bill must be authorized by the manager only and a satisfactory explana.ron sought. Strict actions should be taken against beverage servers caught short-changing or overcharging the guest. It may serve as a deterrent. A computerized system of billing would reduce overcharging in prices Charged.

vi. Servers may collect cash and destroy a check:

Precaution: When checks are accounted for, the missing checks are noticed. When a server genuinely loses checks or guests leave without paying, additional training may be imparted. A stiff penalty for lost checks may be implemented. Having a pre-check system will ensure that there is backtracking to find the value of the lost check.

vii. A server may claim that a dissatisfied guest returned an item listed on the guest check

and turn in only tile income for the remaining Items and pocket the difference.

Precaution: The manager should approve all returned menu items and approve any changes to totals recorded on the checks.

viii. Using a fraudulently obtained credit card to convert cash sales to credit sales or using a legitimate credit card and its charge slips to transfer cash sales to these vouchers at a later stage.

Precaution: Credit card charge slips as well as the concerned voucher must be signed by the guest himself as a policy. Both the above frauds may be detected when the credit card company investigates upon complaint from the guest

OTHER BAR THEFT AND FRAUDS

i. Doctoring (manipulating) mandatory excise records:

In case of F.L.R. III & F.L.R. VI, clearly shows an intent to fraud and misrepresent information with a view to deceive. This is prosecutable under the law.

Precaution: The duty of maintaining these records must be entrusted to a responsible person and randomly checked by the bar manager himself. The management of the operation must take strict action against the erring staff. A close scrutiny and the imposition of heavy penalty by the Excise Authority will serve as a deterrent to such action.

ii. Bartender and server split the Income earned:

By working in collusion so that the property does not receive income for drinks prepared and served.

Precaution: Rotate employee shifts. Management should be alert about employee relationships and use control systems to monitor beverage cost percentages.

Theft Prevention through Shopper Services

The value of using shopper services to detect bartender theft has been mentioned several times. With this technique, the manager hires someone to pose as a guest, sit at the bar, am watch the bartender work. Many operations bring in shoppers every month or even more frequently. Bartenders or other employees should not know the shoppers. Could be friends of the management staff or employees of a professional shopping service.

Informing the staff that a shopper service is used routinely to assess the effectiveness of the operation's sales income control system may itself help deter theft. Remember that the purpose of the control system is to prevent and reduce the opportunities for employee theft.

Shopper Training: Before the on-site visit, it is important that management meet with the person who will be "shopping" the property. The usefulness of shopper services to managements control system depends on shoppers knowing what to look for.

A shopper is not simply an undercover security person looking for overt cases of employee theft. It is much more likely that a shopper will note an improper procedure than

an actual theft taking place. Therefore, the exact procedures that should be followed by the food and beverage staff must be fully to the shopper before the visit. Shoppers should be familiar with all cash register, drink preparation, and sales income collection procedure established by management. This includes such things as how guest charges should be transferred between the lounge and restaurant, how appetizers should be accounted for in the lounge, and how guest bar tabs should be run.

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Chapter 2 – Event Management

MICE - Meetings, Incentives, Conventions and Exhibitions.

It's an important industry because **MICE** visitors are usually on business and often spend more than leisure travelers.
Meetings, incentives, conferences, and exhibitions, or Meetings, Incentives, Conferences, and Events (MICE) is a type of tourism in which large groups, usually planned well in advance, are brought together for a particular purpose.
Meeting – Is a general term indicating the coming together of a number of people in one place, to confer or carry out a particular activity. Meeting planners and other meeting professionals may use the term "meeting" to denote an event booked at a hotel,convention center or any other venue dedicated to such gatherings.
Incentive – Meeting event as part of a programme which is offered to its participants to reward a previous performance.
Conference – Participatory meeting designed for discussion, fact-finding, problem solving and consultation. As compared with a congress, a conference is normally smaller in scale and more select in character – features which tend to facilitate the exchange of information. The term "conference" carries no special connotation as to frequency. Though not inherently limited in time, conferences are usually of limited duration with specific objectives.
Exhibition – Events at which products and services are displayed.
There has been an industry trend towards using the term 'meetings industry' to avoid confusion from the acronym. On the other hand industry educators are recommending the use of "events industry" to be an umbrella term for the vast scope of the meeting and events profession.
Recently, there has been an industry driven initiative to not use the *"MICE Market"* label and instead say *"The Meetings Industry"* which encompasses all the above. The Meetings Industry consists of a broad range of organizers, suppliers and facilities engaged in the development and delivery of meetings, conferences, exhibitions and other related events which are held in order to achieve a range of professional, business, cultural or academic objectives.
The activities of the Meetings Industry are an increasingly significant element in the future growth of the global economy, an essential part of the spread of knowledge and professional practices and a key factor in building better understanding and relations amongst different regions and cultures.
Specifically, the Meetings Industry is a key component of the knowledge economy, acting as a vehicle for business, professional and academic communities to achieve the interactions required to effect the knowledge transfer, collaboration and information dissemination that is the primary purpose of these events

Venue Planning

Once you have produced a detailed event concept and established that the event is viable, detailed venue planning can take place to progress from event concept to event implementation. The following activities should assist in this process:

Map of the venue / site

Having a scale map of the venue and surrounding area will assist in the early stages of planning. This will help with venue layout design and also identifying what is in the area surrounding your event e.g. entrances, exits, offices, storage areas, loading bays, car parks, access routes, etc. Note that sometimes distinctive features of venues such as lower entrances/ceilings, pillars or topographical features may not be obvious from two dimensional plans, so visits are essential. Tools like Google Earth can also be a useful way of viewing the area surrounding your venue.

Having to scale plans of the event and venue are also essential when it comes to communicating with different stakeholders (e.g. the emergency services or other suppliers) and in terms of the building of your event site and development of your venue.

List of facilities

Develop an inventory of all the facilities that the venue has available for you to use e.g. reception areas, kitchens, bars, storage areas, offices, parking areas and loading bays. Note that areas and items you see during a venue visit may not be part of the venue package so, when signing contracts, you should be clear exactly what areas and facilities within the venue you are entitled to use. Where the venue does provide elements such as bars and catering, the terms and conditions around these areas should also be negotiated prior to signing contracts.

Fixtures, fittings and equipment

Linked to the above, you should identify what the venue has in terms of furniture, fixtures, staging and technical equipment required to run your event and what you are entitled to use. It is also important to consider if you require specialist staff to operate equipment and whether these can or have to be sourced from the venue or if they can/will be brought in separately.

Venue visits

Familiarise yourself with the venue you are using and visualise how the event elements will manifest within the venue. In addition to producing venue plans, actually visiting the venue and visualising how each area will be constructed is a useful exercise and can help identify potential problems in your ideas and plans. During your visits you should also ensure you arrange meetings with staff to discuss the event and how it will operate.

You can also learn from venue staff how previous events have run and learn valuable lessons from past events. You can also learn valuable lessons from attending other events at the venue you are planning to use, by observing operations during these events and highlighting positive and negative issues.

Assessment of utilities

Does the venue have sufficient power, water and gas for your requirements? If not, then you may need to consider additional power generators or temporary water storage. Older venues may have limited power supplies for large scale productions likewise, their toilets may be inadequate if you are expecting large numbers of people. You should consult with suppliers of sound and lighting equipment to ascertain their requirements and liaise with the venue to ascertain if they can be accommodated within the existing infrastructure of the venue or not.

Planning how the event will be laid out within the venue

You should produce clear scale drawings of the venue noting aspects such as performance areas, staff and guest areas. This will then tie into aspects such as security, personnel deployment and passes for controlling access around your venue. Other points for consideration include the location of catering and bars (these may be fixed or flexible), merchandise and retailing, toilets, first aid and possibly emergency services.

Audience movement and logistics

As part of your venue planning you also need to carefully consider your audience and logistics surrounding their movement both to and within the venue. From an external perspective, signage around the venue, both to the event and parking facilities, can help smooth the flow of traffic and pedestrian movement. You can also facilitate and encourage use of specific routes through pre-event information and providing additional transport services such as shuttle buses if appropriate.

Depending on the anticipated numbers of people, crowd control can be a serious challenge for event organisers, especially those outdoors in temporary venues and those during the night when visibility can become an issue. It is always advisable to seek advice from a specialist event security company on aspects such as the construction of crowd barriers, security deployment plans and emergency planning and communications. Crowd management is another area requiring specialist input to ensure that there is an appropriate distribution of people within the event site, to avoid congestion, enhance the experience and minimise queuing.

Guidance on crowd management can be found here: http://www.hse.gov.uk/event-safety/crowd-management.htm

If your event is of a sufficient size and scale you will also require the input of the emergency services and may well be required to attend a Safety Advisory Group. Please follow this link for further guidance on this matter: www.monmouthshire.gov.uk/esag.

Safety plans and risk assessment

The Health & Safety at Work Act (1974) places a statutory duty of care upon employers to protect the health and safety of all those affected by their activity. Employees have a similar statutory obligation to protect the health and safety of themselves and their colleagues. In the Events industry, the statutory obligations cover a duty of care to employees, contractors, artists, participants, and the public.

It is a legal obligation for all events to conduct risk assessments in order to identify risks arising from the event. In order to do this, it is valuable to consider the different phases of the event including building the event site/venue, getting the audience into the event, running the event, getting the audience out of and away from the event and event de-rig and venue clearing. You can then assess the risks arising in each phase of the event. Risk assessment involves a process of identifying hazards associated with the event, considering the risks arising from hazards and putting in plans and control measures to minimise harm.

The basic risk assessment process is:

1. Identify the hazards associated with the event.
2. Identify the groups at risk and reasons why?
3. Assess the levels of risk – severity and probability.
4. Identify precautions and control measures to mitigate risks.
5. Assess the levels of risk – severity and probability.
6. Record and communicate.
7. Evaluate after.

The Health and Safety Executive advice on getting started on event safety is a valuable starting point for those new to running events and health and safety considerations:

Licensing

The objectives of licensing are the prevention of crime and disorder, public safety, prevention of public nuisance and the protection of children from harm.

You need to obtain a licence for the following activities:

- To sell alcohol.
- To provide regulated entertainment.
- To sell late night refreshments - selling hot food or drink between 11.00 PM and 5.00 AM.

In the context of the licensing act 'regulated entertainment' constitutes the following:

- Plays.
- Film exhibitions.
- Indoor sporting events.
- Boxing or wrestling exhibitions.
- Live music (karaoke included).
- Recorded music.
- Dancing by the public or performers.
- Any entertainment similar to that described in 5, 6 or 7 above.

However you do not require a license for the following activities:

- Films which are solely or mainly to demonstrate a product, advertise goods or services, or provide information, education or instruction;
- Films as part of an exhibition in a museum or gallery;
- TV and radio broadcasts, providing they are shown "live" and not recorded;
- Religious meetings or services;
- Entertainment in places of public religious worship;
- Garden fetes (unless held for private gain);
- Entertainment provided in a moving vehicle;
- Morris dancing;
- Incidental entertainment.

There are different types of licenses which are required for events to conduct licensable activities. These come under the following headings:

- Premises license.
- Personal license.
- emporary events notice.
- Club premises license.

For a local event, you may be looking for a venue within a reasonable distance from most attendees' homes or places of work. If many attendees will be traveling from out of town, a venue near the airport or their hotels will be beneficial. In whichever case, don't forget to consider traffic, transportation, and parking option. Also, "get an official contract with the venue provider just in case, because having to change the event venue is the probably the last thing you want to see." says the founder of SoftwareHow, who organizerd an industry conference with 300 attendees.

If you want to reduce the chance for your attendees to be late, provide them with a mobile event app, which is essentially a standard these days. With GPS maps, driving directions, and parking/shuttle information at their fingertips, your attendees will feel relieved. If the venue is within a large campus or institute, maps with pins especially help a lot. For events with exhibitions, posters, or parallel sessions, interactive indoor maps will help attendees conveniently navigate.

2. Parking

Does the venue have a parking lot or valet parking? A venue with a parking lot is what dreams are made of. If that's not the case, are there parking lots nearby which attendees can access and use? If there is no parking available, you're not completely out of luck as you have a few alternatives:

- You can reserve nearby parking lots for your attendees and either include the cost in the ticket prices, or have attendees pay when they park.
- Take a look at Uber and Lyft discounts offered for events. You can negotiate with them to set this up and distribute the promo code to your attendees.
- Provide a way for attendees to share a ride or a cab with each other. It would also be a good chance for them to interact with each other. A conference app like Whova provides a Community Board and a group chat feature to help on this. Get more information here.
- You could offer valet parking for the event, even if the venue doesn't. Providing a valet may be essential if the event is an upscale event such as a gala.

3. Capacity and Minimums

- **What's the capacity?** You'll need to know the room capacity of the venues for a few reasons. First, 500 people (if it is your estimated event size) can't comfortably fit into a room with a 250-person capacity. And second, there are fire and safety codes that the venue has to abide by.
- **What are the F&B Minimums?** If your venue offers food and/or beverages and sets a minimum food and beverage spending amount (known as an F&B minimum), ensure that the past F&B records from the previous events are in line with the minimum. If you estimate much more F&B spending than what the venue requires, it means you would be a good customer to them. Negotiate whether they can provide complimentary service (e.g. upgrade Wi-Fi or A/V support) in return if your spending reaches a certain level.
- **How to make adjustment based on attendee feedback?** It is important to be able to make an informed adjustment for a size of a room or F&B right before or during your event. You can easily headcount or collect instant feedback through live polling on an event app, which save you time and money. Here are 85 event survey questions and live poll examples in ready-to-use templates.

4. Services and Amenities

- **Does the venue have a kitchen and can it provide catering to your event?** If so, often a venue will waive the facility fee and only charge a down payment along with the cost of food for each attendee. Those venues without kitchen facilities may have a partnership with a food provider that you're required to use. You may want to check their food in advance. If it is not good enough, it can create a negative impact on your attendees' experiences. So, either go with a venue that serves great food or allows you to bring in outside food vendors.

- **Does it have tables, chairs and linens you can use?** If a venue has these items, you can save a great deal of money and effort by using what they have, assuming it matches your theme and ambiance.
- **Does it have a setup/clean up crew?** If you've found a venue which provides a setup and clean up crew, rejoice! This isn't always the case. If these services aren't available you'll need to build your event team or find volunteers.
- **Does it have AV capabilities?** Some venues have a built in audio-visual equipment for you to use, and others will require you to bring that in yourself.

5. Layout

Even though you'll be finding your venue early in the event planning process, you'll still want to have a rough idea of what types of activities you'll be including, the amenities you'll require, and the needs of your team and the attendees.

While narrowing down your selection, get an illustrated floor plan of each venue, and walk through your favorites at least once, making note of important things such as where the outlets are and where AV equipment is or can be located.

The layout and floor plan will greatly affect a few different aspects of your event:

- **Flow of traffic** Think about the flow of traffic through your event. The kind of flow you'll want will be different for each event. What areas will be high traffic at the event? Registration? The auditorium doors? Keep this in mind when choosing your venue, realizing that how you setup the tables and decor will greatly affect this as well.
- **Event activities** If you want to have keynote speakers at your event, you'll either need a stage, or a spot to place a rented stage. Will you need a demo area? Will there be a bar?

6. Ambiance

Pay special attention to the existing decor inside the venue. What style is the architecture and what does the building's interior convey? If you're holding a gala, you'll likely need different venue accommodations than you would for an expo. The less the ambiance matches the desired feeling of your event (upscale, high tech, etc.) the more decorating you'll need to do to make up for it.

7. Insurance

According to BizBash, some venues won't even do business with you if you don't have insurance. Amy Hallquist-Hamric, president of Hallquist Insurance Agency agrees with BizBash. "There are several venues that require a certain amount of liability as well as them named as additional insured for the event," states Hallquist. "Typically you can ask your general liability insurance agent for this endorsement for your event. It is also a

great idea to START EARLY in planning to have this added as well as to have all of the wording required, address, etc., prior to contacting your agent."

8. Accessibility

Accessibility refers to the possibility that everyone, especially those with special needs, can access the building and its amenities. Before you can answer this question, you'll need to understand who your attendees are and what their needs are.

You'll probably know whether there will be children at your venue, but you may not know if there will be individuals with other special needs. In this situation, reviewing recent events hosted by your organization may give you a sense of this.

9. Acoustics

Have you ever attended an event at a venue that was so loud, it was hard to hear others, causing you to strain your hearing and lose your voice, all in one night? That's caused by poor acoustics. Acoustics is just a fancy word for how sound travels through the venue. A low ceiling will make the venue seem cozy, but it will make it louder if it's packed. Alternatively, a large warehouse-style venue will result in echoes, or what architects refer to as "reverberation".

10. Cost and Flexibility on Event Date

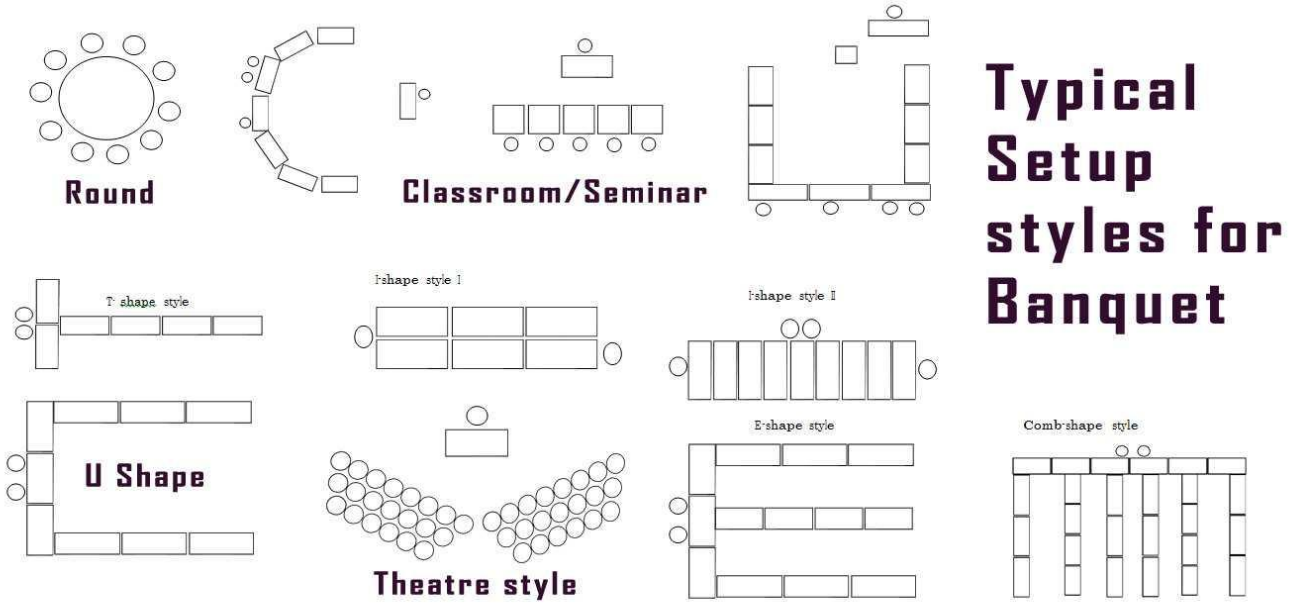
Being flexible on the event date can be a great way to negotiate with venues. They may have open dates on their calendar that they want to fill. By providing 2-3 date options, you are more likely to get discounted pricing.

Chapter 3 - Banquets

Setup must be functional in order to serve its purpose.

The Banquet Manager/Supervisor etc. is responsible for drawing-up the layout plan such as table plans, buffet lines, service stations etc, according to the instruction given/listed on the 'Function Order'.

Typical Banquet Setup styles



Classroom/Seminar style for Business Events

- PR Functions (Press release, Fashion, Dealer's Meeting, Seminars, Exhibitions)
- Conferences (Political, Trade Union, National Sales, International, etc)
- Internal or External Briefings

Classroom/Seminar setup, important points:

- – Overhead projector/LCD projector table may be used for classroom setups.
- – 3-5 people per classroom/seminar table.
- – Each seating has a pencil, a note pad and a water glass plus coaster set in front of it.
- – 2 ½ feet spacing between tables.

Round Tales for Formal, Social or Business Events

- Luncheon
- Dinner/Dinner Dance
- Buffet
- Wedding
- Annual Ball
- Graduation Dinner

Round table set up, some important points:

- – Round tables are used (normally) for formal dinner setups where smaller parties can join easily.
- – Max. 10 person per table.

- – Table legs are lined-up in the same direction.
- – Setup 'molton'/under-lay before the table cloth.
- – Table cloths and chair covers must be properly ironed.

Oblong/Rectangular Tables for Formal, Social or Business Events

- Luncheons/Dinner/Dinner Dance/Banquets
- Buffets
- Annual Ball/Graduation Dinner

Round table set up, important points:

- – Oblong/rectangular tables are primarily used for banquet setups.
- – 8-10 person per table.
- – Table legs are lined-up in the same direction.
- – Setup 'molton'/under-lay before the table cloth.
- – Table cloths and chair covers must be properly ironed.

U-Shape for Business Events

- Meeting/Conference/Press release/Seminars

Comb-shape style

U – shape set up, important points:

- – Seminar tables are primarily used for meeting setups.
- – Max. 3 person per table.
- – Table legs are lined-up in the same direction.
- – Table cloth is preferably used, green felt shall be avoided.
- – Each seating has a pencil, a note pad and a water glass plus coaster set in front of it.
- – 2 ½ feet spacing between tables.

Congress/Theatre style for Business Events

- Meeting/ Press release/ Seminar/Speeches

Congress/theatre style setup, important points:

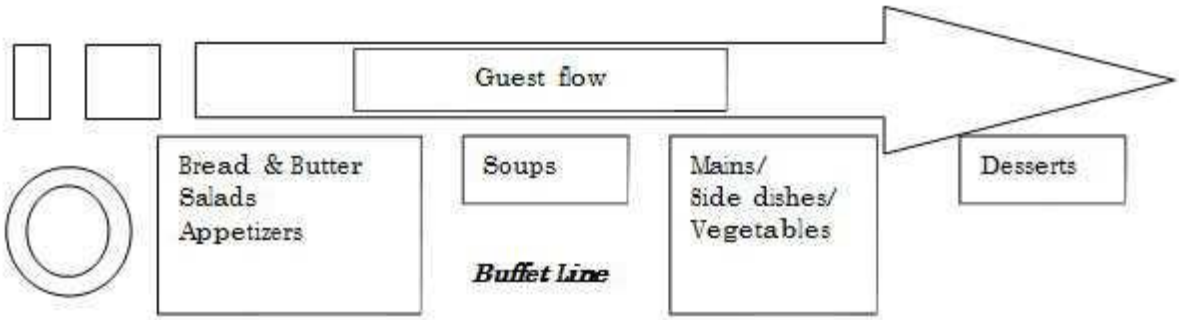
- – All theatre/congress setup has a service station (at least 1 set per 40-50 person).
- – Approximately 2-4" inches between chair to chair.
- – Approximately 1 ½ chair-width between rows.
- – Platform is used for the speaker.

Banquet Guest Flow

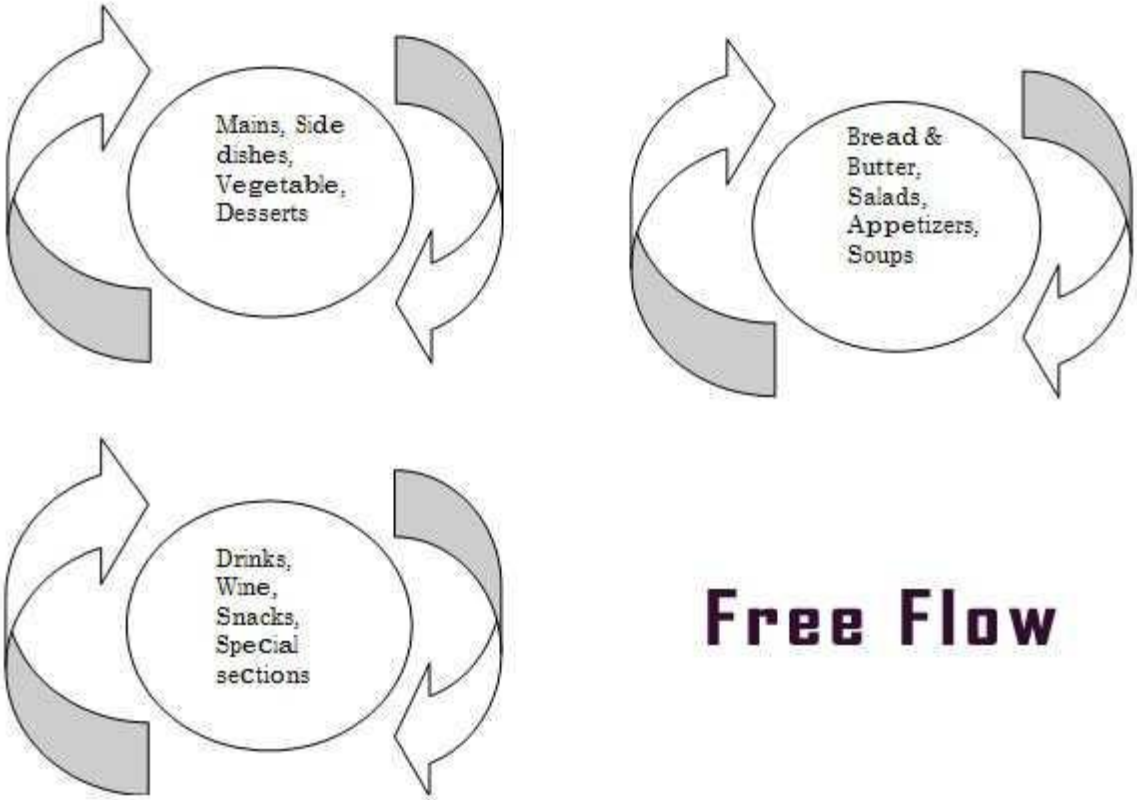
For typical buffet arrangements, it is suggested that plates are setup at one end of the buffet table, starting with first to main to dessert courses. Bread and butter can be set on the guest table or alternatively placed on the buffet table at the beginning.

It is also recommended to use tables like "islands" to generate a smooth "free flow"-system which is rather more effective then a buffet line, above a certain amount of guests.

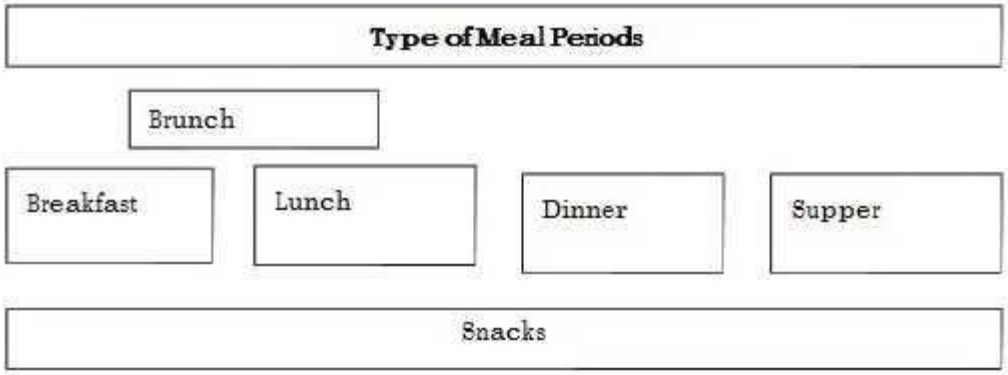
Buffet Line



Free Flow



Type of Meal Periods in Banquet



Banquet Service Techniques Indicators

1. Service Time
2. Time available the guest has to spend in the restaurant
3. Type of clientele
4. Service material
5. Qualification/skills of associates
6. Art, style and capacity of the restaurant

The above mentioned six criteria are crucial in order to choose the right type of service technique used by its banquet operation; in addition also depending on the client's request what is to be expected for this particular event.

However, most banquets/events where breakfast/lunch/dinner/supper etc is requested, either 'Buffet Service' or

'Service by Plate (table service)' is commonly used.

More challenging service techniques such as the additional 'Voiture Service' or 'Guèridon Service' combined with buffet or table service is rarely found or only in gourmet temples since its techniques needs highly skilled, efficient service associates and time. However those service techniques are very elegant service techniques, perfectly suitable for anniversaries, promotion or gala dinners in smaller group or up to the Hotel/Resort's capacity possible in order to execute its smooth operation.

Service Techniques used for Banquets

Service by Plates – Pre-plated Service – American Service

Pre-plated service means that the food is served on the guest's plate, prepared in the kitchen and brought to the guest. This type of service is commonly used where service is required to be fast or formal. The plates are always served from the right side.

Service by Platter – Platter Service – English Service

Food is brought on platters by the server. Each guest has a pre-heated plate on the table. The waiter serves from the platter, always from the left side onto the guest's plate. For "supplement" service the waiter replenishes new platters from the kitchen.

Guèridon Service – Service from a Trolley with heating Elements

The platters from the kitchen are presented to the guest first and then placed on the sideboard/trolley with heating elements. The hot plates for the guests are placed

in front of the platters. The waiter serves each item from the different platters onto the hot guest plates and distributes all prepared plates until each guest has its plate. The platters are presented from the left side; the plates are served from the right side. The waiter serves each guest using a service spoon and fork.

This type of service is a very elegant service technique and needs professional waiters and time.

Voiture Service – Service from a chilled or heated Trolley

Specialties or daily specials/sets are presented from a moveable (sometimes heated) trolley, and served on a chilled or heated plate. Salads, cheese or sweets can also be served from the trolley.

Buffet Service

Buffets cater cold or hot food & beverage items.

Buffets can also be part of a menu like a salad-, first course-, or dessert buffet. Buffets can be themed such as a farmer-, American-, or International buffet.

It depends also on the time of the day like a breakfast, brunch or lunch buffet.

It can be even a beverage, aperitif, liqueur, or coffee-break buffet, multiple options are possible.

We differentiate between self-serviced and served buffets. Self-serviced buffets are operated in a one-way direction. The guest picks first the plate, then the first courses, followed with the hot items, finished by the dessert section.

Service Sequences used for Banquets

French Services-Family Service

The food is pre-platted and presented from the left side and placed in the middle of the table. The guest serves themselves. This type of service is popular in the French and Asian cuisine (i.e. Thai), also for fondue specialty restaurants. Commonly seen combined with the table d'hôte service.

Banquet Service

A banquet is a large public meal or feast/ event, complete with first, main courses and desserts. It usually serves a purpose, such as a charitable gathering, a ceremony, or a celebration. The menu, the time and the location is given; also a banquet is always for a group.

Catering Service

Depending on the event, food and beverages, cutlery, chinaware, stainless and glassware is served outside the premises. It is either a banquet service or a food delivery catered served by the hotel/ resort or company.

Chapter 4: Gueridon Service

Introduction: The definition of the term gueridon is a movable service or trolley from which food can be carved, filtered, flambéed or prepared and served. It is, in other words, a movable side board which has sufficient equipment for the immediate operation in hand; however it should also carry essential equipment in case of emergency for eg crockery, cutlery service gears . The guéridon service itself come in various form i.e. calor gas trolley, specially made for the purpose, a plain trolley or even a small table.

The origin of guéridon service itself is hard to trace. It includes carving salad preparation, pre preparation of fresh fruit and so on. This form of service the cost of the dishes being priced individually and the average cost of the meal being therefore **higher than a table d'hote meal. Another reason for higher cost with an a'la carte type of me**al is that it demands a skilled personnel who is trained and specailised ,hence making the cost of service expensive due to the equipment, skilled labour and space required service to be carried out.

Flambé dishes first become popular in the Edwardian Era i.e. the first claimed flambé dish was crêpes Suzette which was invented by Henri Charpentier working as a commis at the café de paris is Monte Carlo (1894).in honour of the Prince of Wales girlfriend named Suzette.

Miss-en-place for Guéridon

Where necessary, the top and under shelf of the guéridon should be covered with a folded table cloth. This, of course depends on the nature of guéridon itself and its general appearance for convenience of working the cutlery and flatware layout be similar to that of the side board. This saves time and speed up the service from right to left.

- Service spoon and forks
- Sweet spoon and forks
- Soup, tea and Coffee spoons
- Fish knife and fork, special equipment including a soup and sauce ladle
- Joint and side knife

The hot plates or table heaters are generally placed on the left hand side on the top of the guéridon. This heater may be gas, electricity or methylated spirit. If it is a heater the coffee saucer should be placed under the burners, Also on the top there should be a carving board, knife for carving and filtering .A selection of basic accompaniments such as oil and vinegar, Worcester sauce, English and French mustard and castor sugar should be available .

Underneath will be stacked with service plates and platters, side plate and some joint plates, for dirty tableware there should be a bin for collection. When an operation is being carried out, there should be some silver, cutlery and doilies is useful for a presentation of sauces and other accompaniments.

SPECIAL EQUIPMENT:

Flare lamps:

These are an essential item of equipment for guéridon service and are used in re-heating, cooking and flambéing dishes. The maintenance of the flare lamps is very important and should be carried out very carefully, ensuring each part is fitted together correctly, that it is fitted to the correct level with methylated spirit and then the wick is of sufficient length to give adequate heat where in use.

The flare lamp should be cleaned regularly with the aid of plate powder. Regular timing of the wick is essential to avoid methylated spirit fumes baking out and spoiling the aroma of the food. The lamps are usually 20-25 cm high with a grid of diameter 15-20 cm. In a purpose built the same working height all along the trolley tap. This is much safe for the waiter as he/she works since there is less chance of accidents. The lamps here are generally color gas.

Chafing dish on suzette pans:

The true chafing dish in rarely seen now days. This was **deeper, had a led and was made to fit into A's own individual** heating unit. The shallower pans which are used today are called Suzette pans. They resemble frying pans in shape and size and have a diameter of 23-30 cm with or without a lip. The lip is usually found on the left hand side. The pans are generally made of silver plated copper as this gives an even distribution of heat.

Hot plates:

The hot plates main function is to keep food hot before it is served to the guest. They are always positioned on the side board and the guéridon they come in a vast range of sizes and may be heated by gas, electricity or methylated spirits and there are even infrared ones available. The majority of hotplates in present day use are heated by methylated spirit and therefore, as with the flare lamps care should be taken in cleaning filing and trimming the wicks in both hotplates and flare lamps should be long enough and adequate for the service.

Guéridon (Calor gas):

A guéridon may use a gas lamp connected to a calor gas cylinder. The service top is flat the upper casing. This makes it much safe when working dishes or carrying out any form of flambé work at the table. The top of the trolley is stainless steel which allows for easy cleaning other facilities are the control switch for the gas lamp, the drawer for the surplus equipment, the cutting board for use when cooking dishes at the table the bracket on the lower tray used for holding bottles of spirit and liqueurs and the identification on top of the trolley for holding accompaniments.

Care and maintenance of equipment:

These are many reasons why all equipment should be maintained on a regular basis. Primarily, it is because of Hygiene and presentation in front of the client and legal suspects of the food Hygiene Regulation, 1970; the Food Act 1984; the Food safety Act 1990, and the Food and Drug act.

Work performance: Efficiency of performance is lost and possibly as a result loss of custom and therefore revenue. **Work safety:** The legal aspects of the health and safety at work 1974 would apply here as well as applicable insurance acts.

To ensure the above takes place a daily inspection and cleaning rota as schedule. This work should then be carried out by the food service/personnel during the normal mis-en-place period and under the supervision of a senior member at the team of brigade.

CHECK LIST

Gas lamps:

• Check that all moving arts move freely.
• Ensure both the jet and burner and free from soot and dirt.
• Clean by appropriate method – silvo or geddards plate powder – but remember do not even immerse in water.

Gas bottles:

• Ensure at all times there is no heated equipment or naked flames near the lamp.
• Follows at all times there is no heated equipment or naked flames near the lamp.
• Checks all taps are in the off position.
• During storage all gas bottle should be kept cool.

Spirit lamps:

• Check the amount of methylated spirit.
• See that the air hole is free.
• Trim the wick and check it for length.
• Clean of any excessive dirt and spent matches.
• Ensure all moving parts move freely.
• Clean by the appropriate method – but remember do not immerse in water.

2) Any decoration of equipment should be checked carefully and if necessary cleaned with a toothbrush.

GUÉRIDON SERVICE:

Certain qualities and attributes are expected are expected of a waiter in carrying out this forms of service. It is as well to bear the following in mind at this stage.

Taking the order:

It has to be remember first and foremost that you are a sales person. You must sell the dishes, which will involve you in work at the table. Suggest to the customs, item on the menu, this focusing attention in dishes. You may wish to sell. Use the carving trolley and sweet trolley as visual selling lid.

You must always have a good knowledge of the menu so as to give good discipline to the guest of the dishes available. Recognition of the host is an important factor.

•**Stand to left of the host, each guest shou**ld have one yourself for reference purposes.

• **Do not positioning yourself too close to guest as this may** cause embarrassment?

•**Size up your host and guest according to age's dues and** nature of the party. This should then give you some indication as to the type of dishes on may suggest.

•**Take all order through the host. Try to ascertain the length of** time available for the meal as this could determine the type of dishes sold. Warm customer of waiting times.

•**Take note as to whether the party is all** male, **female or female.**

•**Always take** the order as score as possible.

Points to be kept in mind while doing guéridon service:

•**Guéridon service is job of chef who also responsible for doing the service.**
•**Always push the guéridon trolley but don't pull it help**s the avoid accident.
•**The guéridon should be kept in one position for the service for** the complete course.
•**The trolley should never be kept near the service door as it is** may be obstruction to the waiter.
•**When more covers are being served only the main dirt should** be served from the guéridon potatoes, sauces, vegetables should be served in normal manner.
•**Service spoon and fork are not used as in the silver service but** held with spoon in one hand and fork in the other.
•**The filling or carving should not be done on silver dish but on the carving board or hot joint plate.**
•**Dirty plates should** always be cleared from the guéridon trolley.

Basic accompaniments
•**Oil & vinegar**
•**worscestire sauce**
•**English &** French **mustard**
•**Caster** sugar

Carving:

Carving is the joint skill task only pot rated by continuous practice following are the point kept in mind while carving:

Sharp knife is used to carve a joint because a blunt knife may damage certain important issue. Meat is carved across the grain with the exception of saddle of mutton which are sometime cut at right angel to the ribs. The carving fork must be holding the joint firmly as multiple pierced damages the mind.
Equipment is used in carving:

v. Carving knife should be 10-12 inch long and 2.5 cm wide.
vi. For poultry on game since long knife is used.
vii. For ham long, thick, flexible carving knife is used.

Method for carving:

Carving of all hot food must be performed quickly so that no heat is allowed to escape.
3) Beef and ham: Their slices are cut.
4) Lamb, mutton, pork, and veal tongue is carved double thickness of beef and ham.
5) Boiled beef and pressed meat is most thickening than roast.
6) Saddle of lamb: Carved in long thick slices.
7) Shoulder of lamb: It is cut from top to bottom and again from bottom to top because the cut has an occurred bone formation which heat meat, tucked between the bones.
iv. Cold ham: Carved bones from to bottom in thin slices.
v. Whole chicken: Carved in six portions.
vi. Duckling: Carved in six portions, two leg, two wing and 2 breast.

vii. Turkey: Four cuts, guest is supposed to by ordered breast and supreme.
viii. Salmon: Fillet and then sliced into 4/1 inch slices.

Carving trolley function:

2 Function of carving trolley is to act an aid selling.
3 The chefs should act as salesman and suggest right joint to right guest.
4 The carving is visual treat hence great care should be taken while doing it.
5. Carving trolley is heated by 2 methyl ethylated gas.
6. Container in which the carving board rest contain hot water.
7. There are two each for keeping hot plates.
8. Last one to keep carving equipment.

Presentation of Trolley:

Where in use the carving trolley must be presented in between the customer and chef who ensures that the customer can see every operation performed and appreciates skill performed. It should be position in such a way that the lid is drawn from trolley towards the waiter and safety wall is positioned on the side away from the waiter.

Mis-en-place:

Following mis-en-place should be placed on the
caving trolley. Carving board
Carving knife
and fork
Sauce ladles
Service gears
Joint plate
for dirties
Flat ware
Spare serviette and serviette cloth

Method of serving a dish at the table:

First present the dish to the customer then return to the guéridon. Place on the side of the trolley with the food for service standing on the hot plate. The food for service is then carved as filtered if necessary and is placed on the plate of the guest. Unlike silver service, when the spoon and form are used together in one hand, guéridon service requires that the spoon and fork are used one in each hand.

The vegetables and potatoes are then placed on to the plate by the waiter while the plates are still on the guéridon. The sauces are placed on to the plates by the waiter and plate is then placed in front of the guest.

It should be noted that, when there are more than two person at one table, the main dish is served as describe, but the vegetable and potato dishes are as for normal silver service and will kept hot in readiness for service on the hot plates on the waiter side board. During this operation it will be the **commis or dibarrasreurs's function to keep the guéridon clear** of dirty dishes and equipment.

Safety points:

• Never place the lamp or the hot plate outside the four trolley legs.
• Never move the trolley near to drapes.
• Note : The main course does not need to be placed on the hotplate if the service in quick only the potatoes and vegetables for a short period.
• Serve with a spoon in one hand and the fork in another hand.

Sequence of Service:

Presentation of all dishes for all courses is very important both before the actual service commence and in placing the meal upon the plate, especially when filtering and carving.
Hors d'oeuvres or substitutes: These are served in the normal way except for specialty dishes such as pâte de foegras, which may have to be cut into slices.

Soup: Always served from the guéridon whether in individual soup tureens or in larger soup tureens requiring a ladle. All accompaniments passed.

Fish: Filleted where necessary and served from guéridon. Meat: Carved where necessary and served from the guéridon.

Potatoes and vegetables: Served as previously mentioned together with sauce and accompaniment. Sweet: Served from the guéridon in a flambé type dish or from the cold sweet trolley. All accompaniments passed.

Savoury: Served from guéridon.

Coffee: Normal silver service unless speciality coffees are required.

Types of trolleys

There are many types of trolleys used in the restaurants practicing gueridon service. The design, equipment required, and layout of the trolley depends on its function. The design of a flambé' trolley is different from liqueur trolley. A wide range of trolleys is available with different quality of structural material and design to suit the need and pocket of the proprietor. The various types of trolleys are

• Hors d'oeuvre varies trolley • Carving trolley • Cheese trolley **• Salad trolley • Flambe trolley • Liqueur trolley, etc. • Food preparation trolley • Sweet trolley**

Hors d'oeuvre Varies Trolley

It displays 10 to 12 varieties of appetizers. The containers holding appetizers are placed over ice. The trolley is designed in such a way that it has provision for holding ice and containers. It has adequate cold half plates, necessary service gear to transfer the hors d'oeuvre selected by the guest on the cold half plate, and the appropriate accompanying sauces. The plated food is served to the guest from his/her right-hand side.

Salad Trolley

It has half plates and bowls, underplates, containers with prepared ingredients, salad dressings, and seasonings that are required to prepare the salads. Salad dressings may either be prepared on the trolley in the presence of guests or in the kitchen. Most restaurants make the dressings in the kitchen and the dressing of salads is carried out on the trolley in the restaurant.

Food Preparation, Carving, and Flambe Trolleys

These have a gas burner or flare lamp which is fixed on the trolley to the level of the top surface. Carving trolley has carving board which is placed over chafing dish during carving to retain the heat of the meat. A trolley may have single or double burner. Double burner trolley is necessary when the pastry finished food is to be held hot during the preparation. One burner is used for keeping the food hot while the other is used for cooking.

Flambé trolley

Cheese Trolley

It has a variety of cheeses, cheese board, and cheese knife for cutting the cheese, and appropriate accompaniments for cheese. Surface of the trolley is normally in marble and has translucent dome to cover the top. Cheese selected by the guest is portioned and plated on the gueridon trolley, and then served to the guest from his/her right.

Cheese trolley

Liqueur Trolley

It has assorted glasses, measure, ice bucket, spirit and liqueur bottles, carafes, etc. It may also have cigars, cigar cutter, and a lighter.

A restaurant normally has two to three types of trolleys, mainly preparation, flambeing, liqueur trolleys.

Food preparation techniques

Tossing/Mixing

It is the process of combining main ingredients with the appropriate salad dressings, sauces, cream, liqueur in a mixing bowl or plate. The sauces or dressings may be prepared in the kitchen and brought to the trolley or made in the presence of the guests. Generally sauces, such as mayonnaise and hollandaise are prepared in the kitchen and their derivatives, such as tartare (mayonnaise), mousseline (hollandaise), etc. are made on the trolley.

If the salad dressing is made on the trolley, it should be made first. Some hotels take the guests preference for dressing of their salads and make accordingly. The finished dressing is then added to the main ingredients and tossed.

Prepared sea foods are tossed with mayonnaise, if served cold or hollandaise, if .served warm, other variations of sauce are also possible according to the hotel's recipe. Cut fruits are tossed with custard sauce, sweetened and flavoured cream, liqueur or both.

Ingredients used for dressings

The ingredients required must be brought in clean containers.

- **Olive oil/salad oil** • **Pepper (powder)**
- **White vinegar** • **Mustard (powder, paste)**
- Salt • **Sugar (optional)**
- Other ingredients, such as chopped herbs, grated cheese, gherkins, capers, Worcestershire sauce, etc. are also used in the preparation of dressings depending on the variations on offer

The proportion of oil to vinegar to be used depends on what type of dressing is prepared Following is the proportion of oil to vinegar for various salad dressings.

- **French salad dressing: 3:1** • **Vinaigrette salad dressing: 2:1**
- English salad dressing: 1:2 • **American salad dressing: 1:1**

Cooking

Sauté is the ideal type of cooking on the gueridon. In sauté preparations, dishes are cooked in small amount of hot oil for a very short period of time. Sirloin, tournedos, minute steaks, lamb chops, escalope, noisettes, chicken breast, fillet of fish, vegetables, etc. are ideal for sautéing at the table side. During sautéing, the flavour and fumes that emanate may be enjoyable for the guests for whom it is being made, but for others it may not be.

The meat for cooking by the table side should be trimmed, fat removed, and shaped in the kitchen and sent to the restaurant for cooking. For all dishes prepared on the gueridon, kitchen staff must extend good support to the service staff and provide prepared ingredients. Following points should be considered while sautéing on the gueridon.

- Use appropriate cooking medium, which is normally a mixture of butter and oil or only butter. Oil prevents butter from browning too quickly
- Sear the ingredients quickly at high temperature to obtain colour and to retain the juice of the meat by sealing its surface
- Cooking time for the preparation should be observed
- Deglaze the pan with the addition of liqueur or brandy and flambé (optional)
- Reduce the sauce and coat over the portioned dish

Flambéing

Flambéing is setting alight the liquor added to the dish either during or at the end of the preparation. The liquor added mostly is brandy or liqueurs. This glamorous work is done mainly to entertain the guests at the table and to impart the flavour of the liquor to the food. Though the flambé" work is simple and can be done by anyone who can strike matches, the element of risk involved is very high.

Following are the commonly used spirits and liqueurs used for flambéing.
Spirits
Liqueurs

•Rum • Curacao **• Kirsch** **•** Kahlua

•Brandy **• Cointreau •** Calvados **• Tia** Maria

• Grand Marnier • Chartreuse • Aurum

Flambéing is very simple as it does not require elaborate ingredients and cooking, the dishes to be flambéed are already prepared in the kitchen and are only heated on the trolley in a flambé pan. The only ingredient required to flambé the dish is liquor.

The most important point one should keep in mind while flambéing is that all ingredients for the flambé dish should be heated and liquor should be warmed in the pan before igniting it.

During flambéing, if any one of the ingredients in the preparation is cold, the flame will be weak and die out soon. In such cases, the dish will not look attractive.

There are two ways of flambéing dish which depend on the method of preparation and presentation.

•Add liquor, already set alight to the dish which is held hot just before serving

•Add liquor to dish during the preparation at a predetermined stage. The dish is heated and set alight by gently tilting the pan. The pan with flame should be lifted slightly and moved carefully in circular motion so as to make the flame move around the pan making it look attractive

Flambéing can be used with all kinds of dishes to make it attractive during the preparation. Sweet dishes are often flambéed. Following is the procedure for flambéing.

•Light the cooking lamp

•Pour the required quantity of chosen liquor into the pan. Place the bottle of liquor well away from the flame

•Heat liquor on the pan and make sure all the ingredients are heated up

•Tilt the pan until the liquor just comes in contact with the flame and ignites

•As soon as the liquor is a light, lift the pan slightly and move it gently in a circular motion so that the flames move around the pan

•When igniting the liquor, do not bend your head and shoulders

over the pan as the flames can Catch you unexpectedly (Note: Make sure you are doing this at a **safe distance from the guests' table and the flaming liquor does** not spill over the table of trolley.)

Advantages and Limitation of Gueridon Service

Gueridon service has its own advantages and limitations are as follows:

• Highly personalized service. The wait staff prepares or carves the dish and serves the guest
• High level of customer satisfaction. The dishes are prepared, carved, or flambéed in the guest's presence
• Good merchandising device. Guest will be tempted to order for dishes that are served from the trolley.
• Wail staff can exhibit their culinary, carving, and service skills The wait staff has an opportunity to impress the guests by demonstrating its cooking, flambéing, carving, and skills to them. It also gives them good job satisfaction from the trolley
• High average spending power (high revenue/cover). The revenue generated will be more as the dishes served from the trolley are always expensive

Limitations
• Slow service: the time taken to extend the service from the trolley is more
• Low seat turnover: number of times a seat is sold during the operation hours will be low as the service takes more time
• Expensive style of service: as it requires more service area and highly skilled staff
• Chances of accidents are more
• Cooking in the service area may leave odour.

RECIPES
CREPES SUZETTE
2 (For 2 portions)
3 04 Pancakes
4 50gm Butter
5 Juice and zest of two oranges
6 50gm Caster sugar
7 ½ measure cointreau (or any orange liqueur)
8 1 measure brandy

Crepe suzette

PROCEDURE
6. Place butter and sugar into pan allow to caramelize.
7. Add juice and stir into good sauce with liqueur.
8. Add the pancakes and fold into quarters turning frequently.
9. Add zest of orange and finally the brandy.
10. Tilt the pan and flame it.
11. Turn each pancake in the flame and serve.
RUM OMELETTE
(For two portions)
j. **2 Omelettes** - to be prepared in the kitchen.

k. 50gm Butter
l. 50gm caster sugar
m. 1 measure rum
PROCEDURE
2 Melt butter and add caster sugar , let it caramelize to form a sauce. Put the omelette in the pan sprinkle caster sugar on it.
3 Add the rum and flame it by tilting the pan.
4 Serve with the flame.

BANANA AU RHUM
• **FIRM RIPE BANANA –** 2 NOS

7. 50gm Butter
8. 50gm caster sugar
9. 1 measure rum
PROCEDURE
10. Melt butter and add caster sugar , let it caramelize to form a sauce. Put the Banana in the pan sprinkle caster sugar on it.
11. Add the rum and flame it by tilting the pan.
12. Serve with the flame.

STEAK DIANE
(For 1 portion)
ii. Fillet steak flattened
iii. Finely chopped onion
iv. Red wine
v. Worcestershire sauce
vi. Teaspoon hot mustard
vii. ½ cup cream
viii. Cognac
PROCEDURE
ix. Season steak.
x. Place nob of butter in pan and fry steak briskly, turning over once.
xi. Remove to plate.
xii. Add onion to pan and cook gently.
xiii. Add dash of sauce and mustard.(French and English mustard)
xiv. Return meat to pan and flame with brandy.
xv. It should be well seasoned with ample amount of freshly ground black pepper.
PEPPER STEAK
xvi. Same as steak diane.
xvii. It should be well seasoned with ample amount of freshly ground black pepper.

Chapter 5 – Food & Beverage Cost Controls

Cycle of control

Introduction

For any catering establishment, the basis of preparing and serving meals acceptable to consumers is the purchasing of food of desired quality. While taking decisions regarding purchasing of foods, the handling of different commodities should be kept in mind. This is important because the handling and packaging techniques affect the quality of the food commodities, especially the perishables like vegetables and fruits. The manner in which the foods are brought from the farms or manufacturing units to market also affect their nutritional and preservation qualities. It is the duty of the purchasing manager of the establishment to keep pace with prevailing prices of the commodities in the market. He or she should also understand the fluctuations from time to time in wholesale and retail markets. Suppliers tend to offer products which are most profitable to them in the given conditions of supply and the products with the best and desired quality may never reach an establishment unless the purchasing manager is aware of the psychology of the supplier.

THE PURCHASING PROCEDURE

The procedure can o the be broken down into five steps

1. A requisition form from an authorized member of staff , for example a Restaurant Manager , Head Chef or from the storekeeper, informing the purchasing manager of the low stock levels of items.
2. The selection of the source of supply.
3. Entering into contract with the supplier by phone or in writing and negotiating the price to be paid and a satisfactory delivery performance with particular reference to the time, date, and the place of delivery.
4. The acceptance of goods ordered and the adjustment of any discrepancies in quality or quantity of goods delivered.
5. The transfer of commodities to the ordering department or to the store or cellar.

The selection of a supplier

A supplier can be easily selected from among those that the buyer has previously purchased from in that quality of goods received, price and services offered would be known. When seeking a new supplier caution must be exercised and detailed enquiries made to cover at least the following points:-

1. Full detail of the firm and range of items they are selling
2. Copies of recent price list.
3. Details of trading terms.
4. Details of other customers
5. Samples of product.

A visit should be made to any potential supplier to see the size of the company, the full range of products, the size of processing and storage facilities, and the size of their transport fleet and to members of the management team.

This procedure would convince the supplier of the professionalism of the purchasing manager. Having selected suppliers and placed them on an approved supplier list , and after having purchased from them ,it is necessary to periodically evaluate their performance rating system .The three main performance criteria which are

1. Price performance
2. Quality performance
3. Delivery performance

1. Price performances

The cheaper item is not necessarily the best buy; often a cheap item is of a low quality. One supplier may specialize in lower quality goods at a lower price whilst another may specialize in high quality goods at higher prices. Both suppliers are specialists and both may supply the same buyer with similar goods but of different qualities. Which supplier the buyer chooses depends on the quality required- the corresponding price will then have to be paid. Price, however, is not always related to quality. The purchasing offer needs to guard against this.

2. Quality performances

This is the ability of a supplier to supply the buyer consistently with goods of the desired quality laid down in the purchase specification. Consistency in meeting the purchasing specification would give a high quality performance rating.

3. Delivery performance

This is the ability of the supplier to meet agreed delivery times and dates with the buyer. Prompt deliveries mean that the goods will be delivered when required and when staffs are available to check them efficiently for quantity and quality. Late deliveries will often add to the pressure of work at the receiving department, when other goods are also being checked in, and to complications in the production department. The nearer the scheduled delivery date and time the higher the delivery performance rating.

METHODS OF PURCHASING

The methods of purchasing depend on the quantity of food items required by the establishment. The methods are as follows:

1. **Purchasing by Contract**

There are two common types of contract used:-

1. The specific period contract.
2. The quantity contract.

The specific period contract – The specific period contract which aims at determine the source of supply and the price of goods for a stated period often of three or six months. This reduce the time and labour and negotiating and ordering to a minimum, plus it has the added advantage of assisting with budgeting and pricing , when the prices of items are fixed for a period of time . Examples – Milk, Cream, Bread and so on.

The quantity contract – The quantity contract which aims at ensuring continuity of supply of a given quantity of an essential item at an agreed price over a particular trading period. Examples – Purchas of frozen food for the use in a banqueting party.

A contract is a legal document and that the conditions of the legal contract should be prepared by the firm's solicitors to safe guard against possible areas of dispute.

2. **Purchasing by daily market list –** This method is used when purchasing perish able foods on a daily basis and when it is possible to have two or more approved suppliers. A senior member of the kitchen staff would take a quick stocktake of the foods left after each lunch service; pass this information to the head chef who would complete the daily market list by entering the quantities of all items which is required to be purchased for the next day's business in the wanted column. The list would then be processed by the purchasing officer. Each approved supplier would be telephoned and ask to quote a price for each of the items .The price would be on the based on the quality of the item required, the quantity required and the esteem placed by the supplier to supply a particular establishment .The price quoted would be entered on to the daily market list and then a decision made by the purchasing manager as to where to place the order for each item. This may result in two or three suppliers to complete the order.

3. **Purchasing by week /fortnightly** – This is used to purchase grocery items where a delivery of once a week or fortnight is adequate. This method is similar to that described when purchasing perishable foods by daily market list.

   The head store keeper would complete the stock in hand column on the master list and also fill in the wanted column for each item, based on the normal the normal order quantity and the volume of the business expected.

   Meanwhile the purchasing office would send out to each grocery supplier a copy of the list on which supplier should quote their prices. On receipt of quotations these would be entered on to a master quotation list and a decision then made about where the orders for each item are placed. This would be based on requirement in the next week /fortnight.

4. **Purchasing by Cash and Carry –** This method is of particular interest to the medium and small establishments whose orders are often not large enough to get regular deliveries from the wholesaler and food manufacturer .This is most suitable method for small and medium sized establishments .There is complete freedom for purchasing from the market at competitive price and buyer can

personally check the quantity and taste of the item. However the caterer has to pay cash for

all the items purchased and has to provide his own transport and his own staff to collect the item from the place of purchase.

5. **Purchasing by paid reserve –** This method is used when it is necessary to ensure the continuity of supply of an item for the menu, which is of particular importance to a restaurant, for example – Jumbo size prawns, frozen fillets of Tenderloin and so on .The caters buys in advance of these items to be on a safe side and to cover the needs for future months, and requisition his weekly requirements from suppliers .The stocks are hold by the supplier.
6. **Total supply –** This method is relatively new. It is a method offered only by a few major suppliers who are able to offer a full supply service of all commodities to cater. This advantage of only having to negotiate with one supplier, It reduces volume of paper work, and far fewer deliveries. The main disadvantage is that of being tied to one major supplier, whose prices may not be competitive as when using several suppliers and whose range of certain commodities may be limited.
7. **Cost plus –** This method is used frequently in the welfare sector such as hospitals , catering institution ,boarding houses and so on . The approved supplier is paid exactly the same price that he paid for the commodities plus and agreed percentage to include the cost of handling, delivery charges and a margin of profit.

Purchase specification

Purchase specifications should be used whenever possible while purchasing perishable or non perishable goods.

A purchase specification is a concise description of the quality, size and weight required for a particular item. Each specification would be particular to an establishment and would have been determined by members of the management team. The management team includes {The Ex.Chef, Foodand Beverage Manager and the Purchase Manager).establishing standard purchase specification based upon a thorough study of – Market , Menu ,Portion sizes, Selling prices and Yield tests. The copies of the specification should be kept by the relevant members of the management, (Purchasing agent, Food and Beverage Manager, Food and beverage Controller, Ex. Chef and the Receiving Clerk.

The reasons for preparing specification are –

1. It establishes a buying standard of a commodity for an establishment so that a standard product is available for the kitchen and restaurant to prepare for the customer.
2. It informs the supplier in writing precisely what is required ,and it assistsa the supplier in being competitive with pricing .
3. It provides detailed information to the goods received clerk and the storeman as to the standard of the foods to accept.
4. It makes staff aware of the difference that can occur in produce for example size, weight, quality, quantity and so on .

Purchasing of beverages

Apart from purchasing of foods, it is also very important to exercise controls on beverage purchasing in order to maintain an appropriate supply of ingredients for producing beverage products, to ensure that the quality of ingredients purchased is appropriate for their intended use and to ensure that ingredients are purchased at optimum prices.

There are five sources of supply for purchasing beverages:

1) **Wine shippers**

   Wine shippers purchase the wines from their origin countries. Then these wines are shipped to places where they are demanded. As the shippers are concerned to only one region that is why they have only a limited variety of wines. They only make deals with well-known and larger establishments. The wholesalers of wines and spirits usually bring the products of the shippers.

2) **Wholesalers**

   These are the subsidiary wine companies if the large breweries or independent wine companies. They have a large variety and regular supply of beverages.

3) **Beverage manufacturers**

Any purchasing manager contacts the beverage manufacturers when the establishment wants to purchase the beverages in sufficiently larger quantities. Normally, the spirits and beers are purchased by this method. By opting this method the establishment has to pay low price for the beverages as compared to the purchases from any other sources.

4) **Cash-and-carry**

This method offers a large variety of beverages at very affordable and attractive price but has the disadvantage that it offers no other services. They are useful in emergencies or when some special offers are made.

5) **Auctions**

This method is only useful for the sale of wines. By this method only small wines can be purchased from any other hotel or private establishments.

- **Purchase order**

Purchase orders are a formal agreement that the product is going to be brought at a specific price. They are submitted by an establishment to the supplier. A Purchase order is a promise to purchase goods as opposed to an invoice, which is created by the supplier for goods already delivered. There are several reasons why companies use Purchase orders. They allow buyers to clearly and explicitly communicate their intentions to sellers, and to protect the seller in the event of a buyer's refusal to pay for the goods or services. This document represents the buyer's intent to purchase specific quantities of product at a specified price. In the event of non-payment, the seller can use the purchase order as a legal document in a court of law to demonstrate the buyer's intent and to facilitate collection efforts. Companies usually request purchase orders when doing business with other companies for orders of significant size, as Purchase order reduces the risk involved. The Purchase order is a contract between seller and buyer that details pricing, delivery and the products or merchandise. It is used for internal control in business so that costs are identified prior to the receipt of the invoice. The following are the advantages of the purchase order

Written verification of price that has been quoted.

Written verification of quantity that has been ordered.

Written verification of receipt of the food and beverage that have been ordered.

FOOD AND BEVERAGE – SEMESTER VI

Written verification of conformance to product specification. Written instructions to receiving clerk.

Written authorization to prepare vendor invoice for payment.

PURCHASE ORDER

SHIP TO:
ACQUISITIONS DEPARTMENT
XYZ Co. Pvt. Ltd.
Karolbagh, New Delhi

BILL TO:
ACQUISITIONS DEPARTMENT
XYZ Co. Pvt. Ltd.
Karolbagh, New Delhi,

ATTN:
Gafur and Sons
Meat & Vegetables Wholesaler
New Delhi

ORDER DATE	SHIPPING INSTRUCTIONS	P.O.TYPE	PAYMENT TERMS
04/07/1999		BUY LIST	NET 30 DAY

ACCOUNT NUMBER SB-200076543

Quantity	Description	List Price (Rs)	Cost (Rs)
20 kg	Ground mutton	240/kg	4800

SHIPPING CHARGE	.00
SALES TAX	.00
SERVICE CHARGE	480
PROCESSING CHARGE	.00
MISCELLANEOUS CHARGE	.00
DISCOUNT	.00
TOTAL	Rs 5280.00

Receiving

Receiving is one of the most important steps in f&b control mechanism. It refers to the inspection of a food and beverage product, which is done along with the legal possessions of the product ordered. The purpose of exercising control a receiving is to ensure that the supplies delivered by the supplier match the established quality, quantity and price standards.

INVOICE:

INVOICE

GAFUR AND SONS
Meat & Vegetables Wholesaler
NEW DELHI
Phone Fax

INVOICE #
DATE: 5/14/09

Bill to:

ACQUISITIONS DEPARTMENT
XYZ Co. Pvt. Ltd.
Karolbagh,
New Delhi

Reference #: 123456

Product Code	Quantity	Description	Amount (Rs.)
GRNDM	20 kg	Ground mutton	4800
		Subtotal	4800
		Tax	480
		Total Amount (Rs.)	5280

If you have any questions about this invoice, please contact the issuing department above.

There are fair chances that the suppliers may deliver incorrect quantities of foods, foods of lower qualities, foods with prices other than those quoted, or all three. Therefore, the primary objective of receiving controls is to verify that the quantities, qualities and prices of food delivered conform to orders placed.

FOOD AND BEVERAGE – SEMESTER VI

Invoice stamp:

Invoice Stamp	Date: / /	
	Name	Signature
Goods received clerk		
Head chef		
Authorized personnel of accounts dept.		

- **Receiving process/inspection of quantity and quality of food and beverages.**
  - **Step1:** The goods received should match with the particulars shown in the supplier's delivery note (invoice) and the relevant copy of the purchase order.
  - **Step2:** It should be made sure that all the incoming goods are properly checked. The quantities of the non-perishables tend to remain same over long periods and that is why stress should be given on the quantities received. In case of perishables both quality and quantity must be checked thoroughly. The brands of beers, wines and spirits should be the same as ordered. The dates of manufacture of the beverages must also be checked. That is why a goods received clerk should be knowledgeable and competent enough to monitor the quality of the perishables like meat, fish, etc. received.
  - **Step3:** The goods should be received only if the specifications that were demanded are met completely.
  - **Step4:** The particulars of all the food stuffs received are entered in a goods received book, which usually consists of loose-leaf sheets. At the end of each working day, the goods received clerk attaches the goods received sheets, copies of purchase orders and forwards them to control department.
  - **Step5:** When receiving food stuffs both the quality and quantity must be checked and in case of beverages, quantities of beverages actually received are given more emphasis. Beverages like table wine, etc. are subjected to quality inspection.

- **Step6:** After receiving the food and beverages, all the commodities are transferred immediately to appropriate stores.

Beverage invoice

Beverage Invoice

Date / /	Order No.	Invoice No.	Account no.	To: (Name of Hotel)			
Item No.	Quantity ordered	Quantity shipped	Purchase unit	Bottle size	Description	Unit price	Total price
					Total:		

Receiving Records maintained:

Goods received book:

Goods Received Book

Date	Description of particulars	Quantity	Order No.	Supplier
5/14/09	Ground mutton Product code: GRNDM	20 kg	567	GAFUR AND SONS Meat & Vegetables Wholesaler NEW DELHI

STORING:

The main objective of a food store is to ensure that an adequate supply of foods for the immediate needs of the establishment is available at all times and also to avoid pilferage. Foods when accepted at the receiving department are categorized as perishable and non-perishable items. The perishable items go straight to the kitchens, where they would be stored either in refrigerators or cold rooms depending on the item. Perishable foods going directly to the kitchen are often referred to as being on direct charge in that they will usually be used within one to three days of delivery by the kitchen. Ideally, meat, fish, dairy produce, fruit and

vegetables, and deep frozen foods should be stored separately from each other. Standard storing procedures include assigning responsibility to one person, always keeping the sore rooms locked in the absence of the authorized person, organizing the store rooms and maintaining appropriate conditions for beverages like temperature, light and humidity.

For an effective food storing system, control is exercised at the following points:

- Layout of the stores and storage conditions
- Assigning proper allocations of food and rotation of stock
- Location of storerooms
- Security
- Proper date and price labeling

In the layout of the stores normally the items that are issued daily are located near the door, with the remainder being arranged in a logical sequence. Grouping of commodities together, for example, all canned foods, dried foods, etc. each arranged into sections. Planning storage space depends on storage of supply, menu and purchasing policy.

The layout of stores should be such that it should reduce mental and physical strain, time and effort to store. Some important points to be considered while planning a good layout are:

- The height of the ceiling should be at least 3.5 to 4meters
- There should be provision of grilled and meshed ventilators for lighting and ventilation.
- The walls and ceiling should be enamel painted
- Flooring should be concrete or made with heavy tiles that can withstand weights of heavy trolleys with goods.
- The floors, walls and ceilings should be cleaned and disinfected to prevent infection from microorganisms.

- The materials used for building the structure of the stores should be easy to clean and they should not absorb the disinfectant or the cleaning agent that is used.
- The fittings should be easy to dismantle to be cleaned regularly.
- The racks should be made of non-porous material like metal. It should be placed at a distance of 5cm from the wall. If placed in the centre of the room then sufficient space should be given for aisles.
- This helps in accessing the shelves from both the sides.
- The space between the shelves should be planned according to the size of the containers.
- Too high racks create problems in reaching and then placing or issuing goods from the stores.
- Jute bags and cartons should be placed on slatted platforms that are raised to height of 8cm from the floor.
- There should be a provision of seating and work table with computer system of the store room manager or the store keeper who keeps all the records and issues goods from the stores.
- Small scales can be provided for issue of goods in smaller quantities.
- Exhaust fans should be installed to extract out air form the storeroom.
- Inadequate lighting leads to eyestrain of the employees.
- White lights like those of fluorescent lamps give a cooler effect.
- For better vision, shelves should be kept light colored.
- Lights should be fitted high enough above the topmost shelves of the store. This is done to prevent damage to fittings when goods are moved within the store rooms. Food in any storage area will be refrigerated, frozen or dry stored. Hence the correct storage temperatures need to be maintained in order to avoid spoilage.

Bin card

This is a very systematic method of determining the usage of any particular commodity. Bin cards are labels that are placed on the shelf of a commodity with some additional information. The information that must be contained in a bin card is as follows:

- Name of the item
- Quantity of the item added.
- Date on which the quantity was added
- Quantity of item taken
- Date on which the item was taken
- Balance of the item on the shelf.

A standard pro forma of a bin card is as follows:

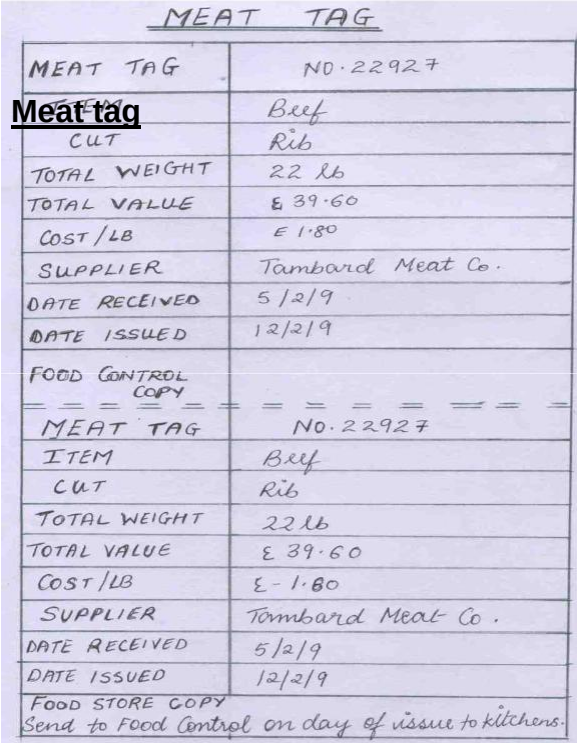
BIN CARD:

item	Tomato puree			Desired ending inventory			10
date	in	date	out	date	out	date	balance
1-sept	18						9
		3- sept	1	4-sept	1	5-sept	6
7-Sept	18	6-sept	1	7-sept	1	8-sept	21

As each delivery is received and placed on the shelf, both the date and number of units are entered on the bin card. The issued date, number and quantity of the desired food items issued are also mentioned on the bin card. The amounts on hand are entered in the balance column. Thus, the approximate usage of each item is determined considering the balance column.

FOOD AND BEVERAGE – SEMESTER VI

Meat tag



MEAT TAG

MEAT TAG	NO. 22927
ITEM	Beef
CUT	Rib
TOTAL WEIGHT	22 lb
TOTAL VALUE	£ 39.60
COST/LB	£ 1.80
SUPPLIER	Tambard Meat Co.
DATE RECEIVED	5/2/9
DATE ISSUED	12/2/9
FOOD CONTROL COPY	

MEAT TAG	NO. 22927
ITEM	Beef
CUT	Rib
TOTAL WEIGHT	22 lb
TOTAL VALUE	£ 39.60
COST/LB	£ - 1.80
SUPPLIER	Tambard Meat Co.
DATE RECEIVED	5/2/9
DATE ISSUED	12/2/9

FOOD STORE COPY
Send to Food Control on day of issue to kitchens.

Storage of beverages:

All beverages should be stored in such a way that all brands and products can be easily accessed whenever needed. This can be achieved by assigning specific storage location to each type of beverage. Then, placing the shelf label or bin card on the shelf helps in locating the beverages as well as maintaining the inventory. Thus all the beverages must be placed in a similar manner that is, similar type of item are kept in one place. They should be stored such that their quality is maintained and the shelf life is prolonged. For these factors like, temperature, humidity, light in the store rooms and the manner of storing beverages are a matter of concern. Moisture is of significance if the bottles are corked in case of wines. Air harms the quality of the product drying the cork of the bottles. This happens in case of low humidity. Thus, such types of bottles must be stored in cool and damp areas. Bottled wines and beers should always be kept away from light. Although any type of light is harmful for such beverages, it has been observed that natural light is more harmful than artificial light. Dark colored

bottles are helpful in obstructing light. The manner of placing the bottles is very important in storing of beverages.

ISSUING

This should take place at set times during the day and only against a requisition note signed by an authorized person, for example head chef or restaurant manager. When the requisition is a large one it should be handed in several hours before the items are required to allow the storekeeper plenty of time to collect all the food items together. When a particular item is required by the chef or service person, it is removed from the sore room and transported to the kitchen against a requisition. This is known as issuing of goods.

There are two elements in the issuing process:

- The movement of foods from store rooms to kitchen
- Recordkeeping

A Requisition Slip

Department:				Date: / /	
S. No.	Food Item	Unit	Amount required	Unit cost	Total cost
			Signature: Name: (Requisitioning authority)		

Requisition Form for Issuing Beverage

Department:			Date: / /	
S. No.	Item	Quantity required	Unit cost	Total cost
		Signature: Name: (Requisitioning authority)		

Care is necessary during issuing of beverages in order to ensure timely release of beverages from the inventory in the quantities desired and to ensure that the quantities issued reaches the user department without any misuse.

TYPES OF COST

Costs are expenses the company has to pay during the production of its product. There are 3 main types of costs, these are: fixed costs, variable costs, and semi-variable costs:

3) Fixed costs:

Costs that don't change over a period of time and don't vary with output. E.g. salaries, rent, tax, insurance, heating and lighting. Fixed costs can also be called indirect costs as they are not directly associated with the final product. Fixed costs have to be paid even if the company is not producing any goods.

ii Variable costs:

Costs that vary directly with output so when output increases, variable costs also increase. E.g. raw materials, electricity. Variable costs can also be called direct costs as they are directly associated with production.

viii. Semi-variable costs:

These costs have fixed and variable elements. E.g. a person working for the company may have a fixed salary but may also earn commission on sales.

Total costs are calculated by adding together fixed, variable and semi-variable costs.

2. ELEMENTS OF COST

We can divide total cost in following main elements of costs:

1. Direct Cost

It is that element of cost in which we can include the cost of direct material and direct labour. If we take its total, it will be prime cost.

a) Direct Material Cost

Direct material is that material which we find in finished product and easily measures its cost. For example, for making furniture, woods are direct material and its cost will be the part of direct cost.

b) Direct Labour Cost

Direct labour is used for producing the product. We pay wages for making product to labourers and this cost will be the direct labour cost.

c) Direct Expenses Cost

Except direct material and direct labour, all direct expenses will be direct expenses cost.

8)Indirect Cost

Overheads

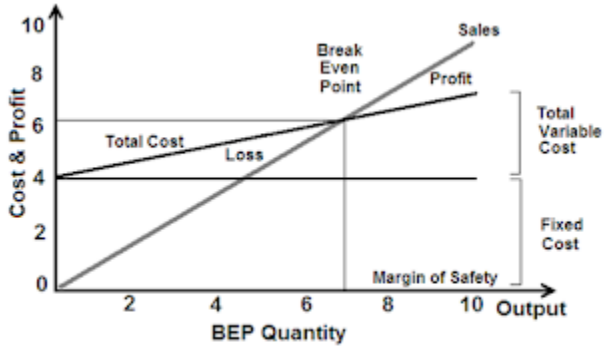
When we can not charge an expense directly on the product, we can say it is indirect expense or overhead. In overhead, we can include indirect material cost, indirect labour cost and other following indirect expenses.

ix. Manufacturing overheads
x. Administrative overheads
xi. Selling overheads
xii. Research and development cost

Factory rent and rates, insurance of plants or telephone bill are the main examples of overheads.

BREAK EVEN POINT
BREAK EVEN POINT

The Break even point is that point at which the organisation makes no profit and no loss. At this point revenue is just sufficient to cover all costs without resulting in either a profit or a loss. If the volume of production exceeds this level (B.E.P. Level), there will be profit and if the volume of production falls below this level, there will be loss. The BEP is the indicator of the production level and so it is considered as an important tool in the hands of the management.



BREAK-EVEN GRAPH

Advantages of Breakeven Analysis:

- It helps the management to decide on the exact volume of goods to be manufactured.
- It helps the management to decide on the make or buy policies.
- It helps the management to decide on the exact selling price of goods manufactured.
- It helps the management to take decisions regarding current as well as new production systems (Technology).

Contribution

Contribution is not the profit. It is called total margin in excess of sales over variable cost.
Contribution = Total Sales – Total Variable cost
Contribution Margin Ratio= Sales – Variable Cost/ Sales x 100.

ABC Analysis

1. What is ABC Method of Inventory Control?

It has become an indispensable part of a business and the ABC analysis is widely used for unfinished good, manufactured products, spare parts, components, finished items and assembly items.

This method of management divides the items into three categories A, B and C; where A is the most important item and C the least valuable.

2. Why the need for prioritizing inventory?

Item A:

In the ABC model of inventory control, items categorized under A are goods that register the highest value in terms of annual consumption. It is interesting to note that the top 70 to 80 percent of the yearly consumption value of the company comes from only about 10 to 20 percent of the total inventory items. Hence, it is crucial to prioritize these items.

Item B:

These are items that have a medium consumption value. These amount to about 30 percent of the total inventory in a company which accounts for about 15 to 20 percent of annual consumption value.

Item C:

The items placed in this category have the lowest consumption value and account for less than 5 percent of the annual consumption value that comes from about 50 percent of the total inventory items.

Note: The annual consumption value is calculated by the formula:

(Annual demand) × (item cost per unit)

3. What are the policies governing the ABC method of inventory management?

The idea behind using the ABC analysis is to leverage the imbalances of sales. This means that each item must be given the appropriate amount of weight depending on their class:

Item A:

a) These are subjected to strict inventory control and are given highly secured areas in terms of storage

b) These goods have a better forecast for sales

c) These are also the items that require frequent reorders on a daily or a weekly basis

d) They are kept as a priority item and efforts are made to avoid unavailability or stock-out of these items

Item B:

a) These items are not as important as items under section A or as trivial as items categorized under C

b) The important thing to note is that since these items lie in between A and C, they are monitored for potential inclusion towards category A or in a contrary situation towards category C

Item C:

a) These items are manufactured less often and follow the policy of having only one of its item on hand or in some cases they are reordered when a purchase is actually made

b) Since these are low demand goods with a comparatively higher risk of cost in terms of excessive inventory, it is an ideal situation for these items to stock-out after each purchase

c) The questions managers find themselves dealing with when it comes to items in category C is not how many units to keep in stock but rather whether it is even needed to have to these items in store at all

4. What are the uses of ABC Analysis?

The ABC analysis is widely used in supply chain management and stock checking and inventory system and is implemented as a cycle counting system. It is most important for companies that seek to bring down their working capital and carrying costs.

This done by analysing the inventory that is in excess stock and those that are obsolete by making way for items that are readily sold. This helps avoid keeping the working capital available for use rather than keeping it tied up in unhealthy inventory.

When a company is better able to check its stock and maintain control over the high-value goods it helps them to keep track of the value of the assets that are being held at a time. It also brings order to the reordering process and ensures that those items are in stock to meet the demands.

The items that fall under the C category are those that slow-moving and need not be re-ordered with the same frequency as item A or item B. When you put the goods into these three categories, it is helpful for both the wholesalers and the distributors to identify the items that need to be stocked and those that can be replaced.

5. What are the advantages of implementing the ABC method of inventory control?

i) This method helps businesses to maintain control over the costly items which have large amounts of capital invested in them

ii) It provides a method to the madness of keeping track of all the inventory. Not only does it reduce unnecessary staff expenses but more importantly it ensures optimum levels of stock is maintained at all times

iii) The ABC method makes sure that the stock turnover ratio is maintained at a comparatively higher level through a systematic control of inventories

iv) The storage expenses are cut down considerably with this tool

v) There is provision to have enough C category stocks to be maintained without compromising on the more important items

6. What are the disadvantages of using the ABC analysis?

i) For this method to work and render successful results, there must be proper standardization in place for materials in the store

ii) It requires a good system of coding of materials already in operation for this analysis to work

iii) Since this analysis takes into consideration the monetary value of the items, it ignores other factors that may be more important for your business. Hence, this distinction is vital

Conclusion

The ABC model works in a manner as to get prime attention to the important items or the critical few and not have unnecessary attention be spent on the not so important items or the trivial many. Each category has a differing management control in place.

This prioritization of attention and focus is vital to keep the costs in check and under control in the supply chain system. To get the best results it is important that items that involve a lot of costs are given the due management attention.

Economic Order quantity

Definition: Economic Order Quantity (EOQ) is a production formula used to determines the most efficient amount of goods that should be purchased based on ordering and carrying costs. In other words, it represents the optimal quantity of inventory a company should order each time in order to minimize the costs associated with ordering and holding inventory.

What Does Economic Order Quantity Mean?

What is the definition of economic order quantity? The benefit for an organization to spend time calculating EOQ is to minimize its inventory costs and, in turn, make strides toward being as efficient as possible. A business can use this calculation to determine exactly when an order needs to be placed and exactly how much should be ordered so that the company can continue normal production and minimize inventory costs.
EOQ is an extremely effective tool for managers because they can use it to figure out what is the optimal amount of inventory to hold on hand as well as to calculate when to order more merchandise because new sales should be generated.

Re-order level (ROL):
Receiving and issuing of inventories are the common and recurring phenomena in a manufacturing organization. When the inventories fall below a particular level, they are replenished by the fresh purchases. The prescription of re-order level (ROL) is an important technique of inventory control. It fundamentally deals with 'when to order' to replenish the inventories. Re-order level is predetermined point, and when the existing stock of inventories reaches this point of falls below it, the purchase action is initiated to replenish them. The ROL is mentioned in the bin-card of each inventory item. What should be the quantity of replenishment order is also a matter of policy. Generally, size of the order is determined on the basis of the economic ordering quantity (EOQ) which is also an important technique of inventory control. Detailed treatment is given to this technique separately.
The re-order level is decided for each important item of inventory on the basis of following considerations:
1)Lead time
2)Average periodic consumption (daily consumption)
3) Safety stock
Re-order level is decided as under:
ROL=(Lead time x average daily consumption) + safety stock
Illustration:
Following data relate to one basic raw material item:
Lead time – 4 days
Safety stock – average two days consumption
Size of the order – 500 units
Solution:
ROL=(Lead time x Average daily consumption) + safety stock
=(4 days x 50 units) + 100 = 300 units
The minimum level of the inventory will be the safety stock. The re-order level (300 units) is 200 units above the safety stock (i.e. 100 units). The order will be placed for 500 units when the stock reaches 300 units i.e. ROL. As it takes four days to get materials after placing an order, the fresh stock of 500 units will arrive at a time when the stock had reached to 100 units, i.e. the safety stock. Thus, the safety stock will be the minimum level of inventory.

The maximum level of inventory would be as under:
Maximum level = Safety stock + Reordering quantity
= 100 + 500 = 600 units
The ordering level is controlled through following techniques:

Two bin system: under this system, the inventory item is divided into two parts. One part is active one from which issues are made. The other part is kept reserved

and touched only when the active part is exhausted. It is also known as the 'bin reserve' system. When the reserve part is touched, afresh order is placed to replenish the stock. The reserve part becomes active and the earlier active part which is exhausted is replenished with the fresh stock. The fresh order is placed for the fixed quantity. The quantity in the reserve part as a reordering level. It is not necessary to provide for two separate bins. It is a notional presentation. The two parts can be segregated even by the line. This method is applicable to low cost, high volume items which have consistent usage. This method does not involve any record keeping.

Mini-Mix system: Under the system, when the inventory times reaches to a predetermined minimum level, it is replenished by the fresh purchase up to the predetermined maximum level. The minimum level serves as a reordering point. The fresh order is placed for that much quantity which shows deficiency in maximum level. Thus, the size of the order is variable rather than fixed. Like the two bin system, this method is applicable to low cost, high volume parts with consistent usage.

Imprest System: Under this system, the reordering is made at regular time intervals. The maximum level of each item is predetermined. At a particular fixed period, say after one week, a fresh collective for all the items be placed. The size of the order will be decided on the basis of the shortages indicated by the existing stock in relation to the maximum level. Thus, the quantity of replenishment will exactly equate the quantity consumed during the period. The size of the order will vary considerably.

Chapter 6 – Sanitation & Health Issues

HAZARD ANALYSIS AND CRITICAL CONTROL POINT

ORIGIN OF HACCP

HACCP was developed in the late 1950's by a team of food scientists and engineers from the Pillsbury Company, the Natick Research Laboratories, and the National Aeronautics and Space Administration. The team developed a system designed to build quality into the product to ensure food safety for the manned space program. As it approaches its 50th anniversary. Hazard Analysis and Critical Control Point (HACCP) repeatedly shown itself to be most effective system to ensure food safety. The principles can be applied in a variety of venues, from agricultural production to food service, from multinational corporations to small processors in developing countries.

HACCP Stands for Hazard Analysis and Critical Control Point. HACCP is an internationally recognized system for reducing the risk of safety hazards in food.

A HACCP System requires that potential hazards are identified and controlled at specific points in the process. This includes biological, chemical or physical hazards. Any company involved in the manufacturing, processing or handling of food products can use HACCP to minimize or eliminate food safety hazards in their product.

EDUCATION AND TRAINING

The success of HACCP system depends on educating and training management and employees in the importance of their role in producing safe foods. This should also include information on the control of food bronze hazards related to be stages of the food chain. It is important to recognise the employees must first understand what HACCP is and then learn the skills, it is necessary to move it function properly. Specific training activities should include working instructions and procedures that will help the tasks of employees monitoring each CCPS.

Building a HACCP System

Implementing a HACCP System requires that both Prerequisite Programs and HACCP Plans are implemented.

Prerequisite programs are programs that are put in place in the facility to control hazards in the environment, preventing contamination of the product. Prerequisite programs ensure a hygienic environment, and good manufacturing processes for personnel that reduce the risk of contamination of the food product.

HACCP Plans are prepared for each process or product, and identify possible hazards and controls in place to make sure the hazards are eliminated or controlled to ensure acceptable levels in the food product.

Why use HACCP?

Awareness of food-borne illness is increasing and concern throughout the industry is driving the use of HACCP and HACCP based certification programs.

HACCP is based on seven principles:

1. Conduct a Hazard Analysis
   This is where you evaluate your processes and identify where hazards can be introduced. Hazards can be physical (i.e. metal contamination), chemical (i.e. can

a cleaning product contaminate the product, are there toxins that could contaminate the product?) or biological (at what points could bacteria or virus contaminate your product?). You will need to make sure that you have the expertise to make an accurate evaluation of the hazards. This means that if you do not have sufficient expertise in your organization you will need to identify external resources that you can use to perform the hazard analysis.
The hazard identification is done in two steps, first the identification of hazards, then an evaluation of the hazard. The hazard evaluation is a determination of the degree of risk to the user from the identified hazard. Once the hazard is identified and evaluated the team must identify critical control points. These are points where the hazard must be controlled or it will present a risk to the end user.

2. Identify the Critical Control Points
   At what steps in your process can controls be applied to prevent or eliminate the hazards that have been identified? These are your critical control points. For each critical control point you will identify the preventive measure. How will you prevent the hazard?: Use of specific Temperature, ph, time, procedures?
3. Establish a maximum or minimum limit for temperature, time, pH, salt level, chlorine level or other processing characteristic that will control the hazard. This is the critical limit for the CCP. If this limit is ever exceeded corrective action must be taken, and all affected product controlled.
4. Establish Critical Limits
   Your next step is to establish criteria for each critical control point. What criteria must be met to control the hazard at that point? Is it a minimum temperature? Are there regulatory limits that you must meet for this control point?
5. Establish Monitoring Procedures
   What will you measure and how will you measure it? You need to monitor the process at the critical control point and keep records to show that the critical limits have been met. Can you do continuous monitoring of the control point? If not, how often will the measurements need to be performed to show that the process is under control?
   The monitoring that takes place at the critical control points is essential to the effectiveness of the HACCP program. The monitoring program will be made up of physical measurement or observations that can be done in a timely manner, to provide the information in a time frame that allows you to take action and control product if an out of control situation occurs.
6. Establish Corrective Actions
   You will establish what actions need to be taken if a critical limit is not met. This will be identified ahead of time for each CCP. The action must make sure that no unsafe product is released. There must also be an evaluation of the process to determine the cause of the problem and an elimination of the cause.
   The action or actions taken have two purposes, to control any nonconforming product resulting from the loss of control, and to identify the cause, eliminate it and prevent the situation from reoccurring. By identifying the corrective action before an out of control situation occurs, you are prepared to take action quickly if and when it does occur.
7. Establish Record Keeping Procedures
   You will determine what records are needed to show that the critical limits have been met, and the system is in control. Address regulatory requirements and include records from the development of the system and the operation of the system.

8. Establish Verification Procedures
   The HACCP plan must be validated. Once the plan is in place, make sure it is effective in preventing the hazards identified. Test the end product, verify that the controls are working as planned. Perform ongoing verification of the system. Are measuring and monitoring equipment in control? What are corrective actions showing? Are records being maintained as required?

HACCP based procedures provide businesses with a cost effective system for control of food safety, from ingredients right through to production, storage and distribution to sale and service of the final consumer. The preventive approach of HACCP based procedures not only improves food safety management but also complements other quality management systems. The main benefits of HACCP based procedures are:

- **S**aves your business money in the long run
- **A**voids you poisoning your customers
- **F**ood safety standards increase
- **E**nsures you are compliant with the law
- **F**ood quality standards increase
- **O**rganises your process to produce safe food
- **O**rganises your staff promoting teamwork and efficiency
- **D**ue diligence defence in court.

ISSUES OF FOOD SAFETY IN F&B PRODUCTION

v Size of the kitchen: - The size of facility depends on the type of cuisine, the number of consumers being catered to per shift/per day.
v Location: - Location of the kitchen is most often affected by space and size constraints.
v Design and layout of the kitchen.
v Quality and efficiency of the kitchen equipment.
v Quality and standards of raw materials and ingredients.
v Quality of lighting.
v Quality of fuel and energy sources.
v Pest Control Systems in kitchen.
v Waste management in the kitchen.
v Waste management and disposal.
v Personal hygiene and health of the staff.
v Improper or inadequate protective clothing.
v Protective measures taken by staff. It is systematic approach to building safety.
v The HACCP concept has continually evolved over the years. The changes that it has undergone have built a complete Food Safety Management System (FSMS) with increased efficiency and effectiveness.

USES OF HACCP IN FOOD INDUSTRY

The HACCP system, which is science based and systematic, identifies specific hazards and measures for their control to ensure the safety of the food. HACCP is the tool to hazards and establish control system that focus on prevention rather than relying mainly on end product testing.

PRINCIPLES OF HACCP

Principle 1:- Conduct a hazard analysis.
Principle 2:- Determine the Critical Control Points (CCPS).
Principle 3:- Establish critical limit(s).
Principle 4:- Establish a system to monitor the control of the CCPS.
Principle 5:- Establish the solutions to be taken when monitoring indicates that a particular CCP is not under control.
Principle 6:- Establish Procedures for verification to confirm that the HACCP system is working effectively.
Principle 7:- Establish documentation concerning all procedures and records appropriate to these principles and applications.
The following guidelines in this chapter will facilitate the development and implementation of effective HACCP plans in your hotel or restaurant.

CHECKLIST OF QUESTIONS OF HAZARD ANALYSIS PROCESS

1. Ingredients: - Does the food contain any sensitive ingredients that are likely to present microbial hazards (e.g. salmonella), chemical hazards, physical hazards (stone, glass, bone, metal).
2. Intrinsic factors of food: - Physical characters and composition (e.g. PH, type of acids, water activity of the food during and after preparation which cause a prevent and hazard).
3. Procedures used for preparation: - Process to destroy Pathogens or Pest Control.
4. Microbial content of the food: -

v Is the food commercially sterile i.e. low acid canned food?
v What is the normal microbial content of the food?

5. Facility design: - It says about the people and moving equipment, air pressure is maintained properly?
6. Equipment design: - Will the equipment provide the time/temperature control that is necessary to meet critical limits or safe food?
7. Packaging: - Does the method of packaging affect the multiplication of microbial pathogens and /or the information of toxins?
8. Sanitation: - Can the sanitation practices that are employed upon the safety of the food that is being prepared.
9. Employee health, hygiene, and education: - Can employee health or personal hygiene practices impact the safety of food?
10. Conditions of storage between packing and consumer.
11. Intended use: - Ready to use, take away or to-be-stocked in a room fridge?
12. Intended consumer: - Is the food intended for the general public, specific dietary group age or individuals?

REFERENCES

1. Food & Beverage Service – Lillicrap & Cousins
2. https://www.ihmnotessite.net
3. Modern Restaurant Service – John Fuller
4. Beverage Book – Andrew, Dunkin & Cousins