

ADVANCED FOOD AND BEVERAGE OPERATIONS MANAGEMENT
(USHO 604B)

UNIT 1

CHAPTER 1

GUERIDON SERVICE

1.1 Origin, History and Definition.

The first claimed flambé dish was Crepes Suzette which was supposedly invented by Henri Charpentier when working as a commis at the Café de Paris in Monte Carlo in 1895, when Henri Charpentier, accidentally set fire to a pan of crêpes he was preparing for the future Edward VII of the United Kingdom, he named the dish Crepes Princess in honour of the Lady accompanying Edward VII. However, the Lady was not of noble descent which is why he named it Crêpes Suzette after the Prince's companion. He discovered that burning the sauce affected its flavour in a way that he could not have anticipated.

The original meaning of the term guéridon in France was ‘a small table with a single central pedestal’. An early form of this was the butler’s tray with its foldable stand. One American training manual refers to a guéridon cart suggesting the addition of small wheels while others suggest that a guéridon must be equipped with a lamp, rechaud or hotplate to distinguish it from a side-table. In fact, however, to many restaurants the words guéridon and side table (as distinct from sideboard) have precisely the same meaning suggesting (with wheels)

The term ‘guéridon service’ has wide meaning, for several types of activity may be centred on the mobile service table or trolley (which is more usual today).

These include:

- Performing relatively simple service – transferring food from platter to guest’s plates.
- Preparing special preparations – e.g. making salad dressings or filling for pommes au four, peeling oranges.
- carving fish, poultry, game and meat
- Cooking, especially flambage.

1.2 Factors to create Impulse buying.

Within a restaurant itself, there are many elements designed to exploit the marketability of products and service by promoting display and activity. They are manifold and include:

- Hot and cold buffets, to appeal to the eye and the nose.

- voitures (trolleys)—for drinks (aperitifs, liqueurs etc.), salads, hors d’oeuvre and sweets (especially to combat resistance from the diet conscious). A customer can more easily refuse from a menu than from a sales-conscious waiter with a well-laden trolley.
- A chilled display of uncooked meats for selection by guests of their own cuts for grilling.
- A live fish display (this may need more careful judgement for not all guests appreciate the spectacle of live crustaceans or trout in tanks).
- Guéridon (whether mobile or not) – for carving, salad mixing, flambage and cooking. These give opportunity for flair and display by the maitre d’ hôtel and waiter i.e. they meet identifiable requirements of guests and contribute to the work satisfaction of waiters
- Trays – including insulated boxes for warm rolls, and tobacco trays.
- Attraction and specialities – shashlik swords, kebab skewers and fondue sets, sizzlers.
- Open Kitchens and Live counters where the guest can see and interact with Kitchen Personnel.

1.3 Advantages and Disadvantages of Guéridon Service.

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> • Creates atmosphere, sophistication, soigné • Seen service: provokes demand, impulse buying and stimulates imitation. • Heat and freshness of food retained • Visual attraction of flames which provides entertainment and spectacle. • Safer than silver service, as waiters are working with both hands • Flatters a guest by focusing attention on his table • Intrigues guest at other tables • Involve the guest in the experience • Please staff: enhances job satisfaction and pride in job, improves gratuities, stimulates inventiveness • Profitable when looked at from the point of view that encourages high check averages. • Different from home cooking and regular service forms 	<ul style="list-style-type: none"> • Takes time and may slow services at other tables. • Extravagant use of staff/labour • Extravagant use of space • Equipment costs increased • Fumes and smells(not all cooking smells are desirable) • Waiters rarely cook as well as chef • Nuisance to guest at other tables • Commodity control and accurate costing more difficult. • Hazards: accidents through guéridon obstructing aisles, fire risks, spillage risks.

1.4 Principles of Gueridon Service . (general considerations)

1. Co-ordination:

- a) guéridon service is primarily a two person team working in close association with one another.
- b) One is the chef de rang who could be called the chef du guéridon for the time that he is presiding over the guéridon activity while the other is the commis du guéridon.

- c) Successful guéridon service depends in large part on the co-ordination, understanding and tuning that the two have with each other.
- d) Keeping the trolley top clear of soiled dishes and the timely pick-up of accompaniments are two important areas that the commis has to liaison and synchronise with the chef du guéridon to add that touch of crispness and smartness to the service.

2. Personalization:

- a) guéridon service is meant to be a highly personalized type of service.
- b) The guéridon trolley is positioned to a certain table because the guest has ordered specific dishes requiring work at the guéridon.
- c) The guéridon performance is intimately and exclusively for the guests of that particular table and this opportunity must be taken full advantage of and seen as an opportunity to personalize the guest's meal experience.
- d) Asking for and complying with the preferences and dislikes of the guests, occasionally explaining what you are doing at guéridon (especially if the guests evinces an interest) and otherwise engaging the guest in general conversation goes a long way in personalizing the guéridon experience and bonding with the guest.

3. Safety at the gueridon:

- a) gueridon work often involves gas or spirit driven flame lamps for cookery, flambage using alcohol and the use of carving knives.
- b) All this coupled with the close proximity of the gueridon to the patron's table, calls for caution and safety to be exercised by those who work at the gueridon.
- c) The gueridon trolley must be positioned properly in relation to the table it is serving not only so that the seated guests get a good view of the gueridon exhibition but such position should also give due consideration to the safety factor.
- d) Cooking dishes at the gueridon and doing flambé work with alcohol does require putting safety at the forefront.
- e) Handling spirits carefully for flaming dishes and using the right technique to flambé must be practiced and mastered as it poses potential hazards to the person working at the gueridon. (The risk is higher when the person is untrained or uninitiated).
- f) The position of the trolley must be such that it poses no danger to other serving personnel or guests by obstructing traffic movement and work aisles.
- g) Never leave any spirit near a heated appliance or naked flame.

4. Hygiene at the gueridon:

- a) working with raw and cooked ingredients at the gueridon demands that the highest practical levels of hygiene must be maintained.
- b) Handling of raw ingredients, carving meats quickly, and tasting food prepared at the gueridon, personal grooming standards, bussing away soiled dishes by the commis and keeping the gueridon work area clean and uncluttered are some of the hygienic factors that must be planned for by those working at the gueridon.

5. Showmanship:

- a) gueridon service is restaurant tool of merchandising and is considered the highest and most luxurious level of service attracting elite clientele having a high check average.

- b) Gueridon service must live up to this honour, match up to guest's expectation & deliver them value for money by providing a worthwhile spectacle filled with finesse, flamboyance and flair.
- c) Gueridon service is perhaps after all nothing more than kitchen preparation brought to the front of house minus the infamous kitchen discipline and overcompensated by a great deal of cleanliness and immeasurable style.
- d) Each action of the chef du gueridon must be deliberate and rehearsed just as an actor would for a role in a stage play.

6. Skill:

- a) the chef du gueridon (who may be the maitre d'hotel or senior captain of the restaurant) must have been professionally trained and posses a high degree of skill for work at the gueridon.
- b) He is after all showcasing his talent and upholding the reputation of the organization he works for.
- c) An understanding and knowledge of the principles of cookery is essential to back and develop his skills.
- d) Carving and jointing, segmenting an orange, skinning a banana or mixing a salad are all gueridon tasks that require practice and skill to perform flawlessly in front of guests.

7. Mis-en-place:

- a) Like most areas in food and beverage production and service mise-en-place (pre-preparation) has a vital role to play in the success of an operation.
- b) It is no different with gueridon service. Setting the trolley with the necessary flatware and crockery, checking that all equipment is in working condition and having all necessary supplies like wine, spirit, sugar, condiments and proprietary sauces ready and at hand at the trolley ensure the success of a gueridon presentation.

Good service from the guéridon aims to

- Promote sales of the restaurant's product.
- Distribute the food conveniently and effectively.

1.5 Flambé trolley & other trolleys

Many types of trolleys may provide for gueridon and other forms of service. These includes

- hors d 'oeuvres trolleys
- heated trolleys for carving and serving large joints,
- sweet and salad trolleys
- Voitures (trolleys)—for drinks (aperitifs, liqueurs etc.),
- Salads, hors d'oeuvre and sweets (especially to combat resistance from diet conscious).

TROLLEYS USED FOR MERCHANDISING AND SERVICE OF FOOD AND BEVERAGE

1. The simple guéridon trolley

Some waiters favour side tables (guerçons) that are partially wheeled, with large castors or small wheels on two legs of the four. However, carts or voitures used as guerçons, with wheels on all four legs have the advantage of being easily mobile even why they have larger work surfaces and are being increasingly favoured. The necessary equipment and food are brought in and placed on this trolley positioned near the guest table from which skilled service is executed. Spirit fuelled rechaud lamps may be placed on this table and used for lamp cookery and flambage.

2. Trolley for lamp cookery and flambage

This trolley is perhaps the most glamorous, in as much that it helps produce the best showmanship in a restaurant. For lamp cookery and flambé work, trolleys incorporate a predominantly laminated wooden working top that has one or two burners or flare lamps that are recessed into stainless steel section to give a uniform working height in addition to safety for the person working at the trolley. A drop flap may be incorporated into the trolley construction to extend the work area. If gas is the source of fuel a cupboard would enclose the gas cylinder (preferably small) and there would be burner's regulators and tubing. Gas cylinder should be carefully checked and the customer should not be able to see the cylinder nor smell any gas. Sundry drawers and enclosed shelves would hold the necessary flatware, crockery, and silverware. Other recessed pockets on the outside of the trolley would hold bottles of wine and still other on the trolley may be used to hold condiments. A handle bar (or handle bars) would necessarily be present to facilitate the pushing of the trolley or carts. The welded area holding the flare lamps or gas burners is made of steel to make it easy to clean, durable, and visibly aesthetic. Because of the nature of this trolley – much care has to be taken whilst moving it about the room. A typical trolley for flambage and cookery would be 920 mm height, 550 depth and 1090 mm length.

3. Carving trolley – la voiture de tranche

In Europe, Sunday roast merchandising at luncheons gave a fillip to carving trolleys and other presentation equipment which was to date largely confined to upmarket operations. This trolley is the most elaborate of all. However, it is seldom found in India because roast a joint of meat is not particularly popular, other than in buffet styles of service. Carving trolley designs tend to reflect tradition with the craft and use silver plate, stainless and copper and wood such as mahogany and beech. The tight fitting roll back metal (silver plated or hotel plate steel) dome cover is attached to the trolley to retain heat. This cover slides under the trolley and the flat metal surface (not silver) that displays, holds and is used for carving the meat is exposed. There is groove that runs round the edge of this carving surface in order that juices released during carving don't overrun the surface. This surface is positioned over a water bath that is kept hot by spirit lamps or electricity which in turn keeps the food on the carving surface hot. A knife holder, a plate rest and a lower shelf to accommodate plates for service completes the setup. Typically dimensions are: length 36" width 22" and height under the carving cover 31" although smaller and larger versions are available.

Following are the various forms of trollies which are used in the gueridon Operations

Hors d'oeuvre 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 along with the appropriated accompanying sauces. The plated food is served to the guest from his/her right side.

Salad Trolley

It has half plates and bowls, under plates, 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 the salads is carried out on the trolley in the restaurant.

Cheese Trolley

It has a variety of cheeses, cheese board, cheese knife for cutting the cheese and accompaniments for cheese. The surface of the trolley is normally marble and has a 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 the right.

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.

Food preparation, Carving and Flambe trollies

These have a gas burner or flare lamp which is fixed on the trolley to the level of the top surface. Carving trolley has a carving board which is placed over a chafing dish to retain heat during carving. A trolley may have a single or double burner. Double burner trolley is necessary when the partly 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.

1.6 Gueridon equipments and ingredients, Mise-en-place and Presentation.

MISE-EN PLACE FOR GUÉRIDON

Where necessary the top and under shelf of the guéridon should be covered with a folded tablecloth. This of course depends on the nature of the guéridon itself and its general appearance. For convenience of working, the cutlery and flatware layout should be similar to that of the sideboard. This saves time and speeds up service. From the right to left:

- service spoons and forks(joint)
- sweet spoons and forks
- soup, tea and coffee spoons
- fish knives and forks
- joint and side knives

The hotplates or table heaters are generally placed on the left-hand side on the top of the guéridon. These heaters may be gas, electric or methylated spirit. If methylated spirit is used, then coffee saucers should be placed under the burners. Also on the top, there will be a carving board, knives for carving and filleting and selection of basic accompaniments such as oil and vinegar, Worcestershire sauce, English and French mustard and castor sugar. In addition to the above other routinely used seasonings, condiments and ingredients required by the gueridon selection of dishes like red wine, white wine, brandy, certain liqueurs, some property sauces, oil/butter containers, pepper mills and salt grinders, are also held at the gueridon usually in recessed area. (The specific ingredients for a particular dish are pre-prepared and rationed out by the kitchen at the time of receiving the order and this mise-en-place is brought in by the commis for the chef de rang to prepare or finish at the gueridon).

Underneath will be found a service plate and service salver, salad crescents, side plates and some joint plates for the tableware operation being carried out. There should also be some silver under flats of assorted sizes for the service of vegetables and sauces. A selection of doilies is useful for the presentation of sauces and other accompaniment. Any other mise-en-place required, such as coffee saucers accompaniment and checks pads, will be on the waiter's sideboard, together with a surplus of all the gueridon equipment in case of emergency.

SPECIAL EQUIPMENT & TOOLS FOR GUERIDON SERVICE

- Flare lamps-for-heating, cooking and flambéing
- Hotplates – heated by gas, electricity or methylated spirits
- Cooking pans(skillets) – copper bottomed or non-stick
- Steak Diane sets
- Le flamboir (a rarity)-

A flamboir or Capuchin is a kitchen utensil iron used in kitchens in France since the middle Ages. It is used after heating the iron in the fire at time of service, to melt the fat on parts of meat cooked on a spit to give them a taste of fat outbreak. It is all metal, consisting of a long rod (necessary to preserve the intense heat of the fire) supporting a small funnel to flow over the meat of the inflamed fat.

- Wooden rack for standing silver kebab skewers or shashlik swords
- The Hot Rock (for Japanese yakitori) The term "yakitori" refers to skewered food in general.
- Cloches(mushrooms covers)- made of glass
- Special flatware including a soup and sauce ladle
- Pepper mills, salt grinders and lemon press
- Decorative chopping board
- Salad bowls and other salad mixing equipment
- Boards for planking fish
- Carving tools
- Chafing dish or Suzette pans. True chafing dishes are seldom seen today. These were deeper, had a lid and were made to fit its own individual heating unit. The shallower pans using today are called Suzette pans. They resemble frying pans in shape and size and have a diameter of 9 – 12 inches with or without a tip. The lip is usually found on the left hand side. The pans are generally made of silver coated copper as this given an even distribution of heat.

GUERIDON INGREDIENTS–

In theory any food can be flambéed but in practice, for a variety of reasons, some are more suitable than others. Basically the main elements in flambé dishes can be classified as under

- Meat
- Fish
- Poultry
- Game

- Eggs
- Pancakes(crepes)
- Fruit

COOKING MEDIUM –

Usually, butter or good quality and odourless cooking oil (such as salad oil), or a combination of both are used. They should be used sparingly. Butter is favoured when the main ingredient is fish or fruit while oil is used in the case of meat.

SEASONING & CONDIMENTS –

Various condiments are also used in accordance with the dishes to be cooked and the method used. Examples are:

- Salt
- Pepper(mill)
- Cayenne Pepper
- Mustard
- Worcestershire sauce
- Castor sugar

To achieve balance in your dishes, remember:

- Season your dishes to enhance flavours and not to kill them (nor cover up mistakes or poor quality ingredients)
- Nor to overpower a dish's basic natural flavour with any other ingredient.
- If Worcestershire or other bottled, branded sauce is requested, place them on the table for guests. Only add such bottled sauces if they are specifically demanded.

However, ground rules in flambage are not over strict. Recipes have varied as head waiters adapt ingredients and techniques to evolve their own specialties. Garlic (traditionally avoided in the room), herbs and peppers are sometimes in vogue; new liqueurs and drinks are constantly exploited.

ALCOHOL FOR FLAMEBAGE –

The two main purposes of alcohol in flambage are:

- Flavour – for e.g., in Crepes Suzette one can use Cointreau,
- Spectacle

Flavour rather than alcohol content is important in cooking both are important in flambage, which burns away the alcohol and leaves behind the flavour. Hence the need for good

quality liquors and for dishes compatible with wines being served as beverages with the meal. Flaming may also burn away fat in the pan and sometimes scorch food surfaces. It also adds a distinctive taste. Most liquors having noticeable alcohol content are capable of being flamed once the alcohol is vaporizing. Obviously, however, those with higher alcohol content will do so more easily.

There are many different types of liquors used in lamp cookery and flambé work for various purposes:

TYPE	PURPOSE
Spirits(Rum, Whisky, Cognac etc)	To flambé
Liqueurs (Cointreau, Maraschino)	To flavour
Fortified wines	To sweeten
Sparkling wines	To colour
Still wines	To balance flavour
Beer	To determine correct consistency
Cider	To remove excess fat/grease
Syrups	To flavour & sweeten

UNIT 1
CHAPTER 2
FOOD AND BEVERAGE MANAGEMENT

2.1 Objectives of Food & Beverage Management.

The significant contribution food and beverage sales can make towards total sales is evident but food and beverage costs can make equally significant inroads into sales. This necessitates the development of an effective system of control for all areas concerned with the food and beverage function. The development of such a total control system begins with the basic policy decisions described previously - the determination of the financial, marketing and catering policies. Working within these three broad policies of the establishment, the food and beverage department is then able to detail its objectives.

The main responsibilities and objectives of the food and beverage department may be summarized as follows:

1. The provision of food and beverage products and services catering for clearly defined markets to satisfy or exceed these customers' expectations.
2. The purchasing, receiving, storing, issuing and preparation of food and beverages within the establishment for final provision and service to the customer.
3. The formulation of an efficient control system within the food and beverage department with the purpose of:
 - Monitoring food and beverage prices and achieving competitive rates while still ensuring quality standards;
 - pricing restaurant and special function menus to achieve desired profit margins;
 - Compiling on a daily, weekly and monthly basis, all relevant food and beverage information on costs and sales that may be used by management for forecasting, planning, budgeting, etc.
4. Reconciling actual and forecast costs and sales, and initiating corrective action if dis-

crepancies occur, and finding out and eliminating the causes, for example bad portion control, incorrect pricing, etc.

5. Training, directing, motivating and monitoring of all food and beverage department staff.
6. Co-operating with other departments to become a significant contributor to the organization's short- and long-term profitability.
7. Obtaining in a regular, structured and systematic way, feedback from customers, so that their comments, complaints and compliments may be taken into account to improve the overall standard of service.

These are the major responsibilities and objectives of a food and beverage department. Other minor objectives do become important during the day-to-day running of the department, but these often tend to deal with sudden crises or short-term problems and would be too numerous to mention. However, achieving all these objectives is a far from easy task when managers are faced with the inherent complexity and variability of a food and beverage operation.

2.2 Food & Beverage Management Functions

The four management functions - ***planning, organizing, motivating*** and ***controlling*** - can be translated into the functions of the food and beverage manager. In a food and beverage department, the planning process involves the setting of several basic policies: a financial policy dealing with envisaged profitability or cost constraints of the establishment; a marketing policy defining the market to be catered for; and a catering policy defining the main objectives of operating the food and beverage facilities and the methods by which such objectives are to be achieved. Such policies would be decided at a senior level of management. The tasks needed to achieve these objectives would then be assigned to individuals who should receive job descriptions detailing the purpose of their tasks, the responsibilities of the individuals, who they are responsible to, etc. Here food and beverage managers work in conjunction with the personnel department in producing job descriptions and appointing on-the job trainers to help train new staff.

The motivation of the staff of the food and beverage department is an important function of food and beverage managers. This may be undertaken in several ways - for example, by helping individuals who are undertaking common tasks to form into groups so that a 'team spirit'

may develop, by encouraging staff-management committee meetings, or at a more basic level to see that full training is given.

Finally, there is the element of control in the food and beverage department. This involves the checking of actual performance against expectations or forecasts, and in the case of any wide deviations, to locate the problem area and rectify it, and to take whatever steps are possible to prevent the problem occurring again.

2.3 Cost and Market orientation

It is convenient at this point to discuss the broad distinction between cost and market orientation within the hotel and catering industry, as these two terms are closely associated with the particular sectors of the industry that have been identified. Examples of cost orientation are identified in the industry particularly in the welfare sector such as catering in prisons, for patients in hospitals and often for 'in-house' employee restaurants, while market orientation examples are found in the hotels, restaurants, popular and fast-food sectors. It is arguable that all sectors of the industry would be better to employ a market oriented approach.

A market oriented business displays the following characteristics:

1. A high percentage of fixed costs, for example rent, rates, management salaries, depreciation of buildings and equipment. This high percentage of fixed costs remains fixed regardless of any changes in the volume of sales. A hotel restaurant is an example of an operation with high fixed costs.
2. A greater reliance on increases in revenue rather than decreases in costs to contribute to the profit levels of the establishment. The implication here is that in seeking to increase the business's profitability, more emphasis must be given to increasing sales (for example, by increasing the average spend of the customers or by increasing the number of customers) rather than by reducing costs. For this reason the close monitoring of all sales in a market oriented business becomes of prime importance.
3. An unstable market demand for the product, thereby requiring a greater emphasis on all forms of selling and merchandising of the product to eliminate shortfalls in sales.
4. More likely to have a more flexible pricing policy.

A cost oriented business displays the following characteristics:

1. A lower percentage of fixed costs, but a higher percentage of variable costs such as food and beverage costs. The percentage of variable costs in cost oriented establishments varies with changes in the volume of the business's sales.
2. A greater reliance on decreases in costs rather than increases in sales to contribute to the budgeted profit levels of the establishment Thus in seeking to increase the performance level (budgeted revenue and profit) of a cost oriented business more emphasis should be given to reducing the overall costs of the operation in such areas as purchasing, portion sizes, and labour levels.
3. A relatively stable market demand for the product. In comparison to market oriented businesses, cost oriented operations enjoy a reasonably stable demand for their products.
4. More likely to have a more traditional fixed pricing policy.

There are those areas of the hotel and catering industry that cannot be precisely defined as either cost or market oriented in that they display characteristics of both orientations at different times during their business. In the main, however, most hotel and catering establishments fall into one of these two categories and this has important implications for the catering and financial policies of the business.

UNIT 1
CHAPTER 3
FOOD AND BEVERAGE CONTROL

Food and beverage control may be defined as the guidance and regulation of the costs and revenue of operating the catering activity in hotels, restaurants, hospitals, schools, employee restaurants and other establishments. The importance of food and beverage control needs considerable emphasis. In hotels, food and beverage sales often account for up to half of the total revenue, while in restaurants, food and beverage sales are the main or the only source of revenue. The cost of food and beverages in the commercial sector is usually in the region of 25-45 per cent of the total operating costs. In hospitals, schools, employee restaurants and similar operations, food and beverages are the main day-to-day expenditure, which is controlled by budgets and/or a level of subsidy, either on a total company or on a per unit basis. The amount of control is related to the size of the operation. A large group operation obviously requires much precise, detailed, up-to-date information, and its provision is often aided by the use of computers. A small operation, such as an owner-operated restaurant, often cannot afford, nor does it need, the same level of sophistication of control. In both instances the type and volume of data required needs to be selectively determined if control is to be meaningful and effective.

It is important at this stage to clarify the limitations of a control system.

1. A control system in itself will not cure or prevent problems occurring. An effective system is dependent upon correct up-to-date policies and operational procedures. But the system should identify problems and trends in the business.
2. A control system will require constant management supervision to ensure that it functions efficiently.
3. A control system will need management action to evaluate the information produced and to act upon it.

3.1 The objectives of food and beverage control

The objectives of a food and beverage control system may be summarized as follows:

1. **Analysis of income and expenditure.** The analysis is solely concerned with the income and expenditure related to food and beverage operations. The revenue analysis is usually by each selling outlet, of such aspects as the volume of food and beverage sales, the sales mix, the average spending power of customers at various times of the day, and the number of customers served. The analysis of costs includes departmental food and beverage costs, portion costs and labour costs. The performance of each outlet can then be expressed in terms of the gross profit and the net margin (i.e., gross profit minus wages) and the net profit (i.e., gross profit minus wages and all overhead expenses such as rent, rates, insurance, etc.).
2. **Establishment and maintenance of standards.** The basis for the operation of any food and beverage outlet is the establishment of a set of standards which would be particular to an operation. Unless standards are set no employee would know in detail the standards to be achieved nor could the employee's performance be effectively measured by management. An efficient unit would have the set standards laid down in manuals often known as SOPs (standard operational procedures) which should be readily available to all staff for reference. Having set the standards, a difficult problem always for the management of an operation is to maintain these standards. This can be aided by regularly checking on the standards achieved by observation and analysis and by comments made by customers, and when necessary, conducting training courses to re-establish the standards.
3. **Pricing.** An important objective of food and beverage control is to provide a sound basis for menu pricing including quotations for special functions. It is, therefore, important to determine food menu and beverage list prices in the light of accurate food and beverage costs and other main establishment costs; as well as general market considerations, such as the average customer spending power, the prices charged by competitors and the prices that the market will accept.
4. **Prevention of waste.** In order to achieve performance standards for an establishment, targets are set for revenue, cost levels and profit margins. To achieve these levels of performance it is necessary to prevent wastage of materials caused by such things as poor preparation, over-production, failure to use standard recipes, etc. This can only be done with an efficient method of control, which covers the complete cycle of food and

beverage control, from the basic policies of the organization to the management control after the event .

5. **Prevention of fraud**. It is necessary for a control system to prevent or at least restrict the possible areas of fraud by customers and staff. Typical areas of fraud by customers are such things as deliberately walking out without paying; unjustifiably claiming that the food or drink that they had partly or totally consumed was unpalatable and indicating that they will not pay for it; disputing the number of drinks served; making payments by stolen cheques or credit cards. Typical areas of fraud by staff are overcharging or undercharging for items served and stealing of food, drink or cash.
6. **Management information**. A system of control has an important task to fulfil in providing accurate up-to-date information for the preparation of periodical reports for management. This information should be sufficient so as to provide a complete analysis of performance for each outlet of an establishment for comparison with set standards previously laid down (for example, budget standards).

The amount of control necessary is related to the size and complexity of an establishment. A small owner-managed restaurant would not require the same level of control and written management information as would a large multi-outlet hotel.

3.2 Obstacles of F& B Control

Food and beverage control tends to be more difficult than the control of materials in many other industries. The main reasons for this are:

1. **The perishability of the produce**. Food, whether raw or cooked, is a perishable commodity and has a limited life. The caterer, therefore, has to ensure that he buys produce in the correct quality and quantity in relation to estimated demand, and that it is correctly stored and processed. (Beverages are normally not as perishable as food and this contributes to their easier control.)
2. **The unpredictability of the volume of business**. Sales instability is typical of most catering establishments. There is often a change in the volume of business from day to

day, and in many establishments from hour to hour. This causes basic problems with regard to the quantities of commodities to be purchased and prepared as well as to the staffing required.

3. **The unpredictability of the menu mix.** To add to the caterer's problems is the fact that in order to be competitive and satisfy a particular market, it is often necessary to offer a wide choice of menu items to the customer. It is therefore necessary to be able to predict not only the number of customers who will be using the facility at a particular period in time, but as to what the customer's selection will be from the alternatives offered on a menu. It is seldom possible to be 100 per cent accurate, but in order to control costs effectively, it is necessary to have some method of volume forecasting as part of the total food and beverage control system.
4. **The short cycle of catering operations.** The speed at which catering operations take place, relative to many other industries, allows little time for many control tasks. It is not uncommon that items ordered one day are received, processed and sold the same or next day. It is for this reason that in larger catering establishments cost reporting is done daily or at least weekly. Further problems, particularly with perishable foods, are that with a short life for produce, items cannot be bought very much in advance of their need; and the problem of availability at times of produce relative to the price that can be afforded in relation to the selling price.
5. **Departmentalization.** Many catering establishments have several production and service departments, offering different products and operating under different policies. It is, therefore, necessary to be able to produce separate trading results for each of the production and selling activities.

3.3 Food Control Checklists.

It would not be possible to state in a book what corrective action should be taken when standards are not being met as the operating and trading conditions would vary from one estab-

ishment to another. It is possible, however, to produce a control checklist, similar to the one below, to act as an aide-memoire when trying to identify the reasons for any variance in standards, the checklist being a summary of the control procedures which should be used. Any control procedures not being used would be a weak link in the chain of control.

A. Menu

1. Suitable for present market segment.
2. Takes into account current trends in customer eating habits.
3. Menu is interesting, imaginative, changes during the year, takes into account the major food seasons, assists greatly in selling.
4. Accurately priced, competitive, takes into account the labour content in the production and service of dishes.

B. Purchasing, receiving, storing and issuing procedures

1. Purchase specifications used for all main items.
2. Purchase orders made for every purchase; the exception possibly being to the daily order of fresh fruit and vegetables.
3. All purchases made from nominated or approved suppliers.
4. Deliveries timetabled whenever possible so that quantity and quality checks may be efficiently carried out.
5. All deliveries to be recorded in the foods received book and credit notes obtained for any variance between what is stated on the delivery note and what is actually delivered.
6. All deliveries of food to be entered into bin cards/ledgers on the day of delivery.
7. Issues of all food from the stores to be against authorized, signed requisitions only.
8. Entry to food stores to be restricted to authorized personnel.

C. Food production

1. Yield and product testing practised to establish and measure standard of products.
2. Production to be related to volume forecasts.
3. Maximum use to be made of standard recipes.
4. Efficient scheduling of production to be made so as to ensure maintenance of quality of

dishes produced.

5. All equipment to be regularly maintained so as to ensure the standard yields and quality of dishes are maintained.

D. Food service

1. Food service standards established and practiced.
2. Standard portion sizes adhered to.
3. Standard portion size equipment always available.
4. Careful control made to all food sent to restaurant, for example sweet and carving trolleys, etc. All unsold food to be accounted for and returned to the kitchen.

E. Food control procedures

1. Check and marry up all delivery notes, credit notes, invoices and goods received report.
2. Check arithmetic to all paper work.
3. Check correct discounts are being allowed.
4. Check delivery notes to bin cards/ledgers.
5. Maintain certain charges and credits for period inventory.
6. At set periods complete a full inventory of all chargeable containers.
7. At set periods complete a full stocktake of all food stores and food held in the kitchens and compare to ledgers.
8. Prepare a stocktaking report and stocktake variance report.
9. Maintain up-to-date food control reports.

The major reasons for food cost (and gross profit) variances from the established standard for a unit includes the following:

1. Inaccurate arithmetic to paperwork. This also includes the paperwork of suppliers.
2. Inefficient stocktaking.
3. Poor revenue control. Lack of systematic procedures and practices.
4. Poor menu. Unrelated to market conditions and requirements, lack of sales analysis and

up-dating of menu.

5. Poor purchasing, resulting in higher food costs, overstocking and wastage.
6. Poor receiving, inferior goods being accepted, short weight of goods being signed for.
7. Poor storing, poor rotation of stock resulting in wastage, poor security.
8. Failure to establish and/ or maintain standards for volume forecasting, standard recipes, standard yields and standard portion sizes.
9. Failure to account accurately for all staff and management meals.

Food control not being seen by staff to work, resulting in staff failing to maintain desired standards.

3.4 Beverage Control Checklist

As mentioned earlier in this book, there are two kinds of control with which we are concerned:

1. Operational control. That is the day-to-day control procedure of purchasing, receiving, storage, issuing, production and selling.
2. Post-operational control or control after the event. This is the examination of what took place in the various outlets and the comparison of these results with the various standards set by management and the determination of what corrective action must be taken if necessary.

As with food control, a beverage control checklist, similar to the one below, can be produced to act as an aide-memoire to help identify the reason(s) for variances in standards.

A. Purchasing, receiving, storing and issuing procedures

1. Purchase specifications prepared for all main items.
2. Purchase orders completed in detail for every purchase made.
3. Purchases made from nominated or approved suppliers only.
4. Deliveries timetabled for a slack period so that quantity and quality inspection may be efficiently carried out.
5. Copy of purchase order sent to delivery point for checking against deliveries.
6. All deliveries entered on to the goods received report and credit notes obtained for any

variance between goods and delivery note.

7. Credit notes obtained for all returned empties and ullages.
8. All deliveries to be entered on to bin cards, etc. on day of delivery.
9. Issues of beverages to be against authorized signed requisition only.
10. Cellar ledger and any other records kept to be up to date and accurate.
11. Access to cellar restricted.
12. Check that all bottles are stamped with the establishment stamp and are correct bottles for the particular bar. Check bottle disposal area contains no 'foreign' bottles.

B. Bar procedures

1. Bar stock to be replenished by written and authorized requisitions, or by using a 'full for empty' bottle system.
2. Bars to use standard recipes, standard drink sizes and glassware.
3. Bars to sell 'house brands' for all drinks unless specifically requested by the customer, as they will normally give a higher gross profit. 'House brands' may, for example, be determined by a brewery owning a chain of pubs, restaurants and hotels, when it would quite naturally wish to sell its own products in preference to those of its competitors; or by a company that has no liquor ties but negotiates a price advantageous contract with a supplier. In both cases the prices paid for the particular 'house brand' would normally be lower than if purchased otherwise.
4. Check that all bar sales are properly recorded.
5. Periodically check proof of liquor in open bottles if tampering is suspected.
6. Check that beverage price lists are displayed and freely available to customers.
7. Check frequency of 'breakages' recorded.
8. Check 'shortages' or 'overs' recorded by accounts department for each bar.
9. Check that bar staff have no access to till rolls, etc.

C. Beverage control procedures

1. Check and cross-reference delivery notes, credit notes, invoices and goods received report.
2. Check arithmetic to all paper work.

3. Check correct discounts are being allowed.
4. Check delivery notes, etc. to cellar inwards book.
5. Maintain beverages perpetual inventory book.
6. Maintain container charges and credits for period inventory.
7. At set periods complete a full inventory of all chargeable containers, for example crates, kegs, soda syphons, etc.
8. At set periods complete a full inventory of cellar and compare to beverages perpetual inventory book.
9. Prepare a stocktaking report of value and type of goods, rate of stock turnover, etc.
10. At set periods complete a full inventory of the stock of each bar for beverage control reports.
11. Maintain daily and to-date beverage control reports, the amount of detail depending on the size of the unit and the volume of business.
12. Prepare end of period beverage reports for management and highlight any problem areas for corrective action.

FOOD COST CONTROL CHECKLIST (sample format)

PURCHASING

- Person doing the purchasing is designated in writing.
- Purchasing/product specifications are written and used.
- "Special deals" are questioned.
- All purchasing is planned (budgeted) and controlled.

RECEIVING

- Person receiving is **NOT** the person who orders. (The person ordering can assist with receiving, but he/she cannot sign forms to "receive" the goods.)
- Persons receiving are designated in writing.
- Deliveries are checked for accurate weight, number, price, temperature, condition, etc. (Managers should spot check.)
- Shipping/receiving documentation is accurate and complete.
- Return/credit policy is in effect.
- Delivery times are established and enforced.

STORAGE

- All items are stored as quickly as possible. (Frozen products should be stored immediately; all others as quickly as possible. e.g., produce, fruits, meat, poultry, fresh seafood, dry/canned grocery items, paper supplies, chemicals, cleaning supplies, etc.)
- The first in, first out (FIFO) method is used.
- All items are dated and priced. (Aids in with inventory.)
- Access to inventory is limited to authorized personnel.
- Storage areas are secure and controlled.
- Storage areas are kept clean, dry, and in good repair.

FOOD COST CONTROL CHECKLIST (cont.) (sample format)

SECURITY

- Access doors are locked.
- Storage areas are locked.
- Key controls are in place and used rigorously.

INVENTORIES

- Sensitive items are inventoried at least weekly.
- Inventory procedures are accomplished according to policy.
- Discrepancies/losses are investigated, acted upon, and guarded against.

RECIPES

- Standardized recipes are used.
- Conversions are calculated accurately.
- Recipes are costed out at least every 3 - 6 months

MENU PRICING

- Recipe cost-cards are calculated from current prices.
- Menu mix is designed to achieve the desired Cost of Goods percentage.
- Portion sizes are priced correctly.
- Prices are calculated using the Cost of Goods Method in accordance with Task 5.5.
- All self-serve items are figured into menu prices. (Catsup, mustard, relish, etc).

FOOD COST CONTROL CHECKLIST (cont.) (sample format)

PORTIONING

- Portions are standardized and calculated correctly.
- Correct serving and portioning utensils are available and used.
- Correct portion cups, bags, containers, etc., are used.

WASTE/SPOILAGE

- All spilled, spoiled, and unusable items are recorded.
- Preparation pans are scraped to ensure full use of product.
- Usable by-products/leftovers are used, **NOT** thrown out.
- Correct yield is obtained from produce with minimal waste.
- Preparation/Pull Par levels are accurate and used.
- Standardized recipes are used.
- Correct preparation methods are used.
- Correct thawing, holding, and handling procedures are used.
- Temperatures are monitored and maintained in refrigerators, freezers, and on the steam/service lines.

SALES CONTROLS

- Everything leaving the kitchen/service area is rung up or documented according to local policy.
- All food items prepared, but **NOT** sold, are recorded, calculated, and accounted for in Cost of Goods Sold percentages according to local policy.
- Promotional coupons or discounts are recorded under *gift certificates* or *advertising and promotions* according to local accounting policy.
- Employee meals, sodas, etc., are accounted for per local policy.

UNIT 2
CHAPTER 4
BAR OPERATIONS

4.1 Definition & Classification

Definition

If looked up in an English dictionary, the word ‘bar’ would have in excess of 16 meanings. But only two meanings are applicable and pertinent to our discussion. The first explains the term bar in a general manner as a counter where goods and services of a specified kind are sold or provided- more specifically food or beverage in the context of the hospitality business. The second meaning is an establishment or room containing such a counter - more relevantly the F & B point of sale (outlet) itself in the hotel and catering trade. Thus, ‘bar’ would mean the bar room or the bar counter and one must perceive the sense in which the term is used – which is not a difficult task. “I’ll be at the bar from 1900 to 1930” we are clearly referring to the bar as a room or outlet. “The cocktail napkins are in the cupboard below the bar” implies without doubt the bar counter.

This means that we can have food bars as well as beverage bars. True! We do have food bars too such as oyster bars, salad bars, coffee bars etc. In the F & B business the term bar is invariably taken to mean the beverage bar as we too shall do throughout these notes. There are several types and classifications of beverage related bars which is what we shall be discussing in the first part of the note.

How the term ‘bar’ came to be connoted as a counter for dispensing goods and services can be traced to the original, simplest and most basic meaning of the word as “a relatively long, straight, rigid piece of any solid material used as a support or barrier” – which is not surprisingly very descriptive of the physical appearance of what a bar counter is. By extension the room in which such bar was present also came to be known as a bar.

Finally, let us define a bar as “an establishment licensed by the State Excise authorities for the sale and consumption of liquor on its premises”.

Classification of Bars

I. Functional Classification of Bars

- | |
|---|
| • Front Bars • Service bars • Special Function bars • Mini-bars |
|---|

Front Bar

It is also called the public bar. In front bars; bartenders serve the public face to face and affords maximum customer interaction between the barman and guest. Some guests may be seated and served at the bar counter itself. Other may purchase drinks at the bar counter from the bar man and consume them standing or carry them to bar tables provided. Tray services at tables may be provided as well. A front

bar is the basic type of front of the house hotel (or pub) bar characterised by barman – guest contact. It can get more up market, stylish, more lavish, focused (specialised) and more expensive as it evolves into bars and cocktail bars. Front bar may or may not provide entertainment. At the basic level it offers adequacy in respect of bar skills, beverage lists, comfort, décor and ambience.

Service Bar

It is also called the dispense bar. It refers to a bar that pours drinks (against guest orders) which servers pick up and deliver to customers elsewhere, for example, the guestroom, a table in the restaurant or a pool side deck chair. It does not serve customers directly but deals only with filling drinks orders brought by waiters and waitresses. Guests have no access to service bars and there is an absence of barman-guest interaction. Usually a single station is enough to handle the volume, except in very large restaurants. In its basics, however, a service bar is like any other bar. It has the same functions, uses the same kinds of equipment, and performs the same tasks of recording and controlling the pouring and selling of drink. It needs the same forethought in its planning as any other bar.

Back-of-the-house-service bars:

Such service bars are more usual especially in hotels and are “hidden” out of guest view. Dispense bars as part of the overall F & B plan is a particularly successful concept when there are several points of sale at which drinks may be required to be served (like in a hotel) as it may act as a centralized bar dispensing drinks required in various guest service areas. In such cases, the service bar should be centrally located with respect to the outlets it serves. It does away with the problem of having separate bars at all these points of service and maximizes the service area of the outlets as well. Back of the house service bars are smaller and simpler in design. Instead of back bar display it has room for bulk supplies of beer, mixes, liquor stock, and there is no need to camouflage or hide ugly and noisy equipment. Mechanical dispensing systems are often used here in preference to hand pouring, to increase speed and reduce liquor loss, whereas at a public bar there may be some resistance.

Front-of-the-house service bars:

These service bars are less usual and are in view of the guest but used only to dispense against beverage server’s orders. These are generally found in conjunction with food services and are a part of the dining room. Since they are in guest view, an adequate consideration must be given to its general layout and décor and such service bar must harmonise with the overall ambience.

Service bars are designed for efficiency and economy of service. The emphasis is clearly on functional ambience and definitely not on decorative ambience. It is likely to be less lavishly equipped than a full-scale public or cocktail bar.

Alternatively, drinks for services at other points could be picked up from a front bar – having a service bar also does away with rush of orders that would have otherwise arisen at a front bar in such case.

Special Function Bars – Crash Bars & Portable Bars

These are bars that are designed for maximum flexibility and can be used for beverage sales and service associated with guest activities anywhere in the hotel or on its grounds. Flexibility is shown in the ability of these bars to be used in recreational areas (like the golf course and tennis courts) and other open gardens and pool sides often venues for hotel events and banqueting functions. Portable bars take the form of mobile trolleys (on castors or wheels) built to specifications. Crash bars are a make-shift arrangement of trestle tables nested together and dressed up to create a low and open bar counter for the function. Crash bars and portable bars are stocked and equipped before the event and are cleared after such event. The mobile bars are parked in a suitable area when not in use while the tables of a crash bar are merely dismantled and the tables stacked away. The use of trestle tables to create a bar is even more versatile as they can be arranged into almost any shape or size required and be made to harmonise with the décor and ambience of the function. A bar built into the architectural plan of a banqueting suite or hall would be a waste of space on occasions when liquor is not served. Crash and portable bars solves this problem by being brought in as and when the need arises. Another benefit is that they may be located in any position in the banqueting room as dictated by the function layout and not vice-versa. When crash or portable bars are used, they are given a par stock from the main bar that has to be fully accounted for in terms of sales and returns at the end of the function.

Note: *Trestle tables are horizontal tables tops held up by two pairs of divergent legs, used mainly in the banqueting and other events. Their chief advantage is that they can collapse after use and stored occupying minimal space.*

Mini-Bars

It is also referred to as in-house bars. It is a relatively new concept in bars and acts as a point of sale. It is a refrigerated cabinet placed inside a guest room for the consumption of the occupant of the room. Miniature single serving bottles of liquor, pints of beer and cans of soft drinks are generally favoured for stocking due to space constraints. The exact contents of a mini bar are a matter of hotel policy as is policy of keeping assorted snacks like nuts and crisps to make the experience more complete. The guest's account is charged based on consumption. Charging may be done manually or electronically (a hand held Point of Sale keypad or an electronic (weight) sensor pad that registers the charge directly in the guest folio with the Front Office Cashier). The mini bar menu cum rate list must be available in the guestroom for the guest's reference. Mini bars are means of visual merchandising to boost beverage sales to guest's within their guestroom itself. They also act as an option to guests who do not wish to go down to a hotel's more busy bars and wish to enjoy a quiet drink in the privacy of their room.

Refilling and consumption billing is usually done once a day for a stay-over guest and on check – out for a departure guest. The responsibility of these Mini bars (refilling, charging and inventory) lie with a team of F & B service personnel who either constitute a department by themselves or are appended to the Room Service Department. They are scheduled for 24 hr coverage.

II. Classification based on architectural concepts, themes and ambience

• Lounge Bars • Sunken Bars • Tiki Bars • Pubs
--

Lounge Bar or Saloon (Bar)

Lounge or saloon bars in a public house or hotel have a more luxurious ambience, are more comfortably furnished, and more expensive than a typical public bar. In a hotel, it is common for guests to use the lounge in the evening times for a 'sundowner' or an aperitif before proceeding to an in-house restaurant for dinner. A lounge bar may often be furnished with comfortable chairs with armrests or sofas for seating, and coffee tables relatively spaciouly laid out. The ambience of a lounge bar is intended to be relatively relaxing with an enhanced degree of elegance and style. There may be some form of entertainment in the form of live music like a guitarist or pianist. Lounge bars may also be themed. Crowds, stand-up consumption and very high turnover are seldom encountered in lounge bars. These bars have a comprehensive beverage list and serve complementary light snacks to accompany the drinks. Lounge bars and saloons may be described as an enhanced product in front bars. Sometimes on a hotel's privileged room floor (or floors) like the Executive floor, they may be a lounge bar for the exclusive use of guests staying on these floors.

The Library Bar at the Hotel President, Mumbai, is typically a lounge bar conceptualized with a library as its theme. The selection of books are varied, unique and rare to cater to the interests and curiosity of varied guests who order their drinks, pick out a book and settle down in the refined, comfortable and quiet ambience to read it. This concept is successful in occupying the time of lonely (single) resident guests.

Sunken Bar

A novel architectural concept in which a bar counter is built into the middle of a swimming pool. In other words it is sunken (immersed) and surrounded by water on all sides. Guests swim up to the bar, to get their drink which they may drink seated at an immersed bar stool or sip it relaxing on air floats. This luxury is usually found in resort hotels where guests spend plenty of time in and around the pool. The Ramada Renaissance, Goa boasts of such a bar.

Tiki Bars

A tiki bar is an exotic-themed drinking establishment that serves elaborate cocktails, especially rum-based mixed drinks such as the "mai tai" or "Zombie cocktail". Tiki bars are aesthetically defined by their Tiki culture décor which is based upon a romanticized conception of primitive tropical cultures, most commonly Polynesian.

The interiors and exteriors of tiki bars often include "tiki god" masks and carvings, grasscloth, tapa cloth and tropical fabrics, torches, woven fish traps, and glass floats, bamboo, plants, lava stone, hula girl, palm tree motifs, tropical murals and other South Pacific-themed decorations. Indoor fountains, waterfalls or even lagoons are popular features. Some tiki bars also incorporate a stage for live entertainment such as exotica-style bands or Polynesian dance floor shows.

Pubs

This term is chiefly British in usage. It is the contracted form of 'public house'. In earlier days a pub was literally a house, whose 'front room' was open to the public. It is not surprising therefore that the licensee or publican is often called the host. A pub is thus a public place and is an inherent part of British Culture. A pub is a licensed public house for the sale and consumption of alcoholic drinks on or

off the premises. In Britain, units serving alcohol, under license, to the common person are in popular parlance called pubs and are stand-alone outlets or found at less fashionable inns and taverns, while their more upmarket counterparts in hotels were termed American bars or just bars, the later being distinguished by their brash décor, wide range of drinks, higher rates, more posh clientele and the skill and showmanship of the cocktail bartender. Thus an upscale hotel might have a saloon bar, lounge bar etc. – but not a pub. Pubs traditionally sold beer, but increasingly, sale of the alcohol and soft drinks have assumed more importance. There may be (i) the serious traditional pub (ii) the fun pub (iii) the family pub (iv) the local (neighbourhood) pub (v) the student pub or (vi) the yuppie pub. Accordingly, pubs may feature some kind of entertainment like amusement machines, juke boxes, pool tables, live entertainment or plain recorded music. Pubs may be themed and the ones featuring loud (and the latest) music appeal to youth while the more traditional pubs are more popular with the older clientele. The range of drinks served may range from restricted to variety. Apart from the drinks food served may range from nuts and crisps and from complete to limited meals. A Pub may have two separate areas (rooms) within – the public bar and the Lounge Bar or Saloon Bar. – the former being characterised by their informality, lower prices, self services and comparatively undemanding customer profile, meant for the lower social classes while the latter is more luxurious, comfortable and conducive to quiet conversation. Packed in. Pub units may be independent or part of a chain; the premises may be leased or owned ; they may be free houses or tied houses. In America the term ‘pub’ is not used and all establishments licensed to serve alcohol are referred to as bars.

DID YOU KNOW?

The world’s biggest pub is the Mathaser beer Hall (5000 seats), Munich which sold 49,000 litres of beer every day.

III. Classification based on patronizing clientele

- **Meet Bars**
- **Ladies (only) Bars**
- **Gay bars**

Meet Bars

They are also called “singles bars”. This is a bar frequented by individuals looking for a new friend of the people of the opposite sex – anything from a date to a whole new relationship. They go as singles to these bars that are attractive to another seeker like themselves. They stay long enough to meet someone they’d like to spend the evening with, and the two of them move on to a place where the food or the entertainment is suitable for a leisurely evening together.

Ladies (Only) Bar

This is a bar that may be patronized only by members of the female sex. Men are barred from entry. To a large extent these bars find popularity owing to a sense of insecurity, they feel patronizing a regular male dominated unisex bar. Bars that restrict entry only to ladies, tend to psychologically make it safer for members of the fairer female sex. The bar management must be fine tuned to the tastes of ladies who are generally known to favour cocktails, gin, vodka and wines. Too many bars of this kind are not

likely to succeed in a single area. While many bars do have a ladies night few attempt to have an all female clientele permanently.

Gay Bars

These bars are a modern day phenomenon and are frequented by members of either gay or lesbian community.

IV. Classification based on the key beverage product served

- | |
|---|
| • Wines Bars • Beer Bars • Cocktail bars • Tequila Bars • Bloody Mary Bars |
|---|

Wine Bars

These are bars that offer a wide range of wines and wine based mixed drinks which guest may order by the glass, carafe or bottle. Such bars lay great importance in planning the wine list to accommodate wide variety of wines to suit different tastes and budgets beginning from the inexpensive house wines and going up in quality and price as far as the entrepreneur cares to go. Typical food offerings are fruit and cheese trays and hors d'oeuvre specialities. These kinds of bars are on the decline as serving only wine limits the clientele to wine-lovers and there may not be enough enthusiasts to respond and support a profitable enterprise. Another difficulty is that purchasing appropriate wines takes an expertise few people have and can require an investment few are willing to make. As a result many wine bars feature a limited range of beer and spirits, in order to maintain a broad appeal and realize the necessary profit margin. In effect, they are simply bars that have a wine oriented ambience. Other wine bars may broaden their offerings by serving meals. Wine bars may be successfully combined with a smart casual restaurant. Wine bar staff must, of course, be well informed about wine.

Beer Bars

These bars stock and serve only (or at least predominantly) beer and beer based mixed drinks. They would have to carry a variety of different styles (stout, porter, ales, pilsners, draught etc.) and brands of beer to cater successfully to their clientele who may order by the glass, pitcher, pint, can or bottle. Often, such bars are owned or franchised by brewery companies as part of their vertical marketing integration strategy.

Cocktail Bar

The term cocktail bar is used to describe a full-services bar serving an entire range of alcoholic beverages but specialising in cocktails and mixed drinks. They offer a wide range of cocktails on the bar list - both classical and innovative along with a complete product range of other beverages – alcoholic and non-alcoholic. The focus is on the range of cocktails featured on its menu and the skills and proficiency of the bartender are a principal element in the set – up of a cocktail bar. Cocktail bars are an upmarket service beverage outlet, commonly found in luxury hotels and are the most luxuriously furnished and lavishly equipped. Cocktail bars carry a complete range of liquors of cocktails offered in addition to other drinks. The décor may be done up around a theme. They sometimes open in the evenings and offer

professional and elegant service, which may take the form of tray services as well as bar service. Being a high class and refined bar, one is unlikely to find standing crowds and congested layouts.

Note: A bartender is often referred to as a mixologist.

IV. Classification based on the location of bars in hotels and other establishments

- | |
|--|
| • Foyer Bars • Airport bars • Nightclub & discotheque Bars • Casino Bars |
|--|

Foyer Bars

Superior residential hotels often serve drinks in the foyer (lobby area). There is usually table service of drinks available even there is no bar (counter) in the hotel's foyer.

Airport Bars

There is a growing trend of stylish airport bars which are now offering the complete range of wines, beers, spirits and cocktails with lavish to limited food options.

Nightclub & Discotheque Bars

These bars are as their name suggests found in nightclubs and discotheques. They serve cocktails and mixed drinks as well as a range, both local and imported. Often they offer both tray and bar services, and they are open until early hours of the morning.

Casino Bars

Along with gaming options Casino's also offer their patrons elaborate bars serving all kinds of alcoholic beverages at a variety of food options.

V. Classification based on the basis of payment of drinks consumed

- | |
|-------------------------------------|
| • Host bars • Cash Bars • Open Bars |
|-------------------------------------|

Host Bars

A host bar is one in which the guests invited to the event may consume beverages of any type (from what is available) and in any quantity from the function bar set-up for the event, and the total consumption of beverages of the function is charged to and paid for by the host at the end of the event. The beverages consumed may be recorded and charged for on a drink count basis, bottle count or a per hour basis. Host bar are also called sponsored bars. Often a certain minimum revenue is to be guaranteed by the guest in the case of a host bar manned by the hotel's barmen in order to cover for the labour cost.

Another form of the host bar is the **Captain's bar**, which is a self-service or make – your own drink bar, not attended by a barman, which has been stocked with full bottles of liquor and mixes needed

to make all the basic bar drinks. The host and a banquet supervisor inventory the bar before and after the party, and the consumption is determined for charging. [Sometimes called open bars by certain authors but we have explained Open Bars as conceptually different with respect to payment options].

Cash Bars

It is also called no-host bar, COD (cash on delivery) bar or a la carte bar. Under certain circumstances (particularly with service clubs, some convention functions, and meetings), each person attending the functions must pay for any beverage he or she wishes to consume. While the host may pay for the food and venue, the individual participant would pay for drinks consumed. For example, a hotel has a gala New Year Eve Event for which tickets are sold at Rs 1,800 per couple, which includes a buffet and entertainment. Bars are set up in the function area from which the guest may buy drinks and pay for them on the spot. Payment may be effected by cash collection or for better control an equivalent number of coupons may be issued against cash received. (Allowing a guest to run up a tab in a high guest volume banquet function is a bit risky and may result in a high percentage of walk-outs). Coupon booklets may even be sold prior to the event by either the function organizer or the hotel.

Open Bars

The set-up of an open bar is such that a guest is able to get any type of drink desired and any number of such drinks at the bar (limited only by brands and types of merchandise carried) Further, the guest neither makes a spot payment for what he consumes nor is there any actual host paying for the amount of liquor that will be consumed – instead the guest has already prepaid for them in the form of a ticket or pass purchased for the event that may include food and entertainment as well as unlimited use of the bar. In other words, when the bar is in operation, it is ‘open’ to the guest to consume any liquor available and in any quantity desired. An example is the conventioner who pays Rs 500 for a ticket to attend a dinner event, which includes a cocktail hour with unlimited liquor. The ticket price includes all beverages he wishes to consume. In reality, the hotel has allocated a certain amount from the Rs 500 to cover the average cost of the liquor that they feel will be consumed. This rupee amount is based on the number of guests, the length of the cocktail hour (some run longer and others less than 1 hour), the type of guest (men versus women), and other historical factors. In open bars the payment for the liquor is actually made prior to the event and prior to the consumption of liquor. An open bar is thus similar to a ‘drinks buffet’ during the time the bar is in operation. The aspect of a guest drinking without having to render payment is similar to that of a host bar.

VI. Classification based on the in-situ entertainment offered

- | | | | | | |
|---|------------------|---|--------------------|---|-------------------|
| • | Jazz Bars | • | Sports Bars | • | Piano Bars |
|---|------------------|---|--------------------|---|-------------------|

Jazz Bars

A kind of music of African-American origin, characterized by syncopated rhythms, solo and group improvisation, and a variety of harmonic idioms and instrumental techniques. It exists in a number of styles

Sports Bars

A bar that has televisions for watching sports and is decorated with sports items

Piano Bars

A piano bar (also known as a piano lounge) consists of a piano or electronic keyboard played by a professional musician, located in a cocktail lounge, bar, hotel lobby, office building lobby, restaurant, or on a cruise ship. Usually the pianist receives a small salary plus tips in a jar or basket on or near the piano, especially from patrons requesting a song traditionally written on a beverage napkin. Some piano bars feature a baby grand or grand piano surrounded by stools for patrons (or, somewhat humorously, an upright piano covered by a counter that makes it appear to be a grand piano). Others have a bar surrounding the piano or keyboard.

VII. Classification based on manner of consumption

• **Stand-up bar** • **Sit-down Bars**

Stand-Up Bar

This refers to a bar in which no seating is provided. Customers collect and pay for their drinks from the bar counter and consume them while standing and circulating in the room. Stand-up bars promote social interaction and are characterized by a high level of informality. Such bars are found in downtown commercial areas where the turnover is high and the profile of clientele consists of people who would like to have a quick drink after a hard day's work before heading home. A temporary stand-up bar environment may be found at banquet functions where a special function bar has been set-up for a limited time at the event. 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.

A WET BAR is one that has wash up facilities built into its structure. Public bars are wet bars and as they have sinks built into the under bar; that provide running water facility for wash up. On the other hand, a crash bar or a mini bar would not be entitled to be called wet bars due to the absence of in built wash up facilities.

4.2 LAYOUT & PARTS OF FRONT OF THE HOUSE DISPENSE BARS (Scan PIC of bar layout pg 580 sivr)

There are two basic types of beverage production units.

- ❖ The Public Bar
- ❖ The Service Bar

A public bar is a beverage production area that dispenses drinks for guests for consumption at the bar counter itself or at tables located in the same room. A service bar is usually located back of the house and caters to the beverage service requirements of several outlets located elsewhere within the premises usually for consumption with the meal. It is characterized by an absence of customer access. While there are some similarities in their planning and design, there are also some differences.

Determining the size, shape, and placement of the bar is a design problem with two facets—the elements of décor and the element of function. The size and shape of the bar, its appearance, and its position in the room are typically planned by the owner, architect, or interior designers or by an equipment dealer. Sometimes they all work together from the beginning. Too often a facilities designer or dealer is called in after the bar has been positioned and its dimensions set, and must do the best job possible within the allotted space.

Unfortunately, a space in the room is typically assigned to the bar without considering the drinks to be served, the projected volume of business, and the space and equipment needed to serve those drinks in those numbers. Only after money has been spent in building the bar and buying the equipment does the owner discover its inadequacies. A poorly thought-out bar can cost more initially, can limit profits and can cause daily frustration to those who work in it.

Ergonomics only came into bar design in the 1980s and you still find some un-renovated bar counters less than ideal. Quite often, the counter is much too high and this makes it appear as a barrier to customers; in others the floor is raised behind the counter giving the customer a worm's eye view of the bartender's backside, not a pretty sight in some cases!! A 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 has its special functions. The following diagram shows you these parts with dimensions in profile (a side view). The dimensions given are those of a good workable design for a typical bar. The length of the will vary according to need.

PARTS OF THE BAR

The Bar in Profile

The Front Bar

The front bar is the customer's area, they order their drinks and where the drinks are served. The counter top is typically 16 – 18 inches wide, with a surface that is alcohol-proof and waterproof, usually of laminated plastic. An armrest along the front edge, often padded, adds another 8 inches to its width. The last few inches of the back edge are usually recessed, and it is here that the bartender pours the drinks, to demonstrate liquor brand and pouring skill. It is known variously as the rail, drip rail, spill trough.

The vertical structure supporting the front bar, known as the bar die, is like a wall separating the customer from the working area seen, in it forms a 'T' with the bar, 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. On elegant mahogany bars of the 1800s the footrest was a brass rail, and

underneath it were brass spittoons every few feet. The Prohibitionists made the brass rail, symbol of the wickedness of drink, along swinging doors and Demon Rum.

The height of the front bar, 42 – 44 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, in the time-honoured tradition of the nineteenth century barroom. All underbar equipment is designed to fit under a 42inch bar.

If it is a sit-down bar, it will have stools tall enough to turn the bar into a table. Each stool is allotted a 2-foot length of bar. The stools should look and feel comfortable; often they have upholstered backs and seat. Since the seats are high off the ground, the stools typically have rungs for footrests, or else the footrest of the bar is within reach of the feet. Even numbers of stools make it convenient for couples. Beverage servers need a separate point at the front bar to place orders, pick up orders and return dirties. Space is also required to store items that the servers may need such napkins, bar picks, ashtrays, etc.

All parts of the front bar – the counter surface, die, armrest, footrest, and stools- must be planned as visual elements in the total décor. At an appropriate point of the counter there is a bar flap – a hinged drop door that extends the running length of the front bar counter when it is raised. It facilitates the entry and exit of the barman/men into the operational area behind the bar counter. Consider product flow. The pass-through should accommodate products requiring entry into bar areas. Frequently, half-barrels or the other size of draught beer are difficult to bring into beer areas for placement in behind-bar dispenser units.

(Note: The term front bar may be construed in two different ways – one as a part of the bartending area and two as a type of bar which may be accessed by the public.)

The Back bar

The back bar has a double function: the decorative function of display and the work function of storage. Traditionally it is the area where bottles of liquor and rows of sparkling glassware are displayed, their splendour doubled by a mirror behind them. In the Old West – or at least in Old West movies – the mirror had another function: it showed the man seated at the front bar whether anyone was coming up behind him, gun in hand.

The typical modern bar still follows the same tradition of bottles, glass ware, and mirror. Some people feel it is just not a bar without them. There are functional reasons too: 1) much of the liquor and glassware displayed are part of the bartender's working supplies and should be arranged such that it will be convenient and efficient for the barman to use 2) the backbar is a good place to display call brands as a subtle form of merchandising 3) 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 too, to observe customers without being noticed.

New fashions in back bar décor are branching out to include stained glass, panelled or textured walls, murals, posters, wine racks, mood pieces, and conversation starters. Lighting must be sufficient yet appropriate to enhance the appearance of the back fitting and must not impede efficient

operations particularly around the till and other work places. It should be sympathetic to the atmosphere of the whole establishment as well.

The base of the back bar is likely to be storage space for bar stocks – refrigerated or dry in the form of cupboards and shelves. It may also house special equipment such as glass froster, an ice machine, or a draught beer cabinet. If speciality drinks are featured, the frozen-drinks or espresso machine will probably be on top of the back bar. The cash register is usually on the back bar too, in a recessed space. Build revenue control aspects into the bar design. When possible, provide separate cash registers or cash drawers for bartenders when they are required to collect cash.

Whatever the back fitting does, it should help you to sell and enhance your enterprises reputation as a quality and professional bar. Nothing does more damage to your image than a dirty, ill lit, scruffy looking back fitting. Overall the back bar must be visually pleasing from top to bottom, since customers look at it, and it must co-ordinate visually with the décor of the room as a whole.

The Under bar

The under bar standing at a height of 30 inches is the heart of the entire beverage operation and deserves the most careful attention to its design. In its space the equipment and supplies for the products you are selling must be arranged compactly and efficiently, with speed the overriding concern.

Food preparation areas are designed by first developing individual work stations and this same concept is important when the under bar area is designed. Work simplification should be carefully built into the design. The task of preparing a variety of drinks in a short time requires careful thought about the placement of all necessary equipment. A primary reason why bartenders are fast or slow is the way that the facility helps/hinders their work performance. Therefore, the bar must be designed for productive work.

Examples of how this can be done include the following:

- The bartender should be able to perform related activities in one place.
For Example, fruit garnishes can be cleaned, prepared and stored in a specific area.
- Provide ample spaces for producing drinks which have been ordered
- Consider the sequence of activities for each task the bartender must perform.
For example, how is a drink made? A glass is selected, ice scooped into it, a Beverage poured, and perhaps a mixer added. Finally, a garnish may be necessary; then the glass given to the customer or server. How can the bar be designed to help the bartender perform, in sequence, each of these tasks?
- When possible, have individual work station share expensive and/or space-consuming equipment for preparing garnishes, washing and storing glassware, storing refrigerated / frozen bar supplies and drinks, etc.

Most operations use an automatic dispensing system for carbonated mixes. Such a system has lines running from bulk supplies to a dispensing head at each station. If the bar has an automated liquor-dispensing system the set-up is similar.

The number of pouring stations at a given bar will depend on the volume and flow of business. The bar should be designed with enough stations to handle the peak periods, with the equipment it takes to do it.

Where drinks are served from the bar for table service within the same bar or is catering to the beverage requirements of nearby dining outlets, the bar must always have a pickup station—that is, a section of the front bar by the pouring station set off from the customer's bar area, where serving personal turn in and receive orders and return empty glasses. Otherwise they must elbow their way through the customers; confusion reigns and spills occur, and your profit may end up on the jacket of a celebrity who has just dropped in for a drink, or an ice cube may find its way down someone's neck. The pickup station should be near a pouring station and the cash register.

Another area of the under bar contains equipment for washing glass—a three- or four-compartment sink with drain boards on both sides, or in some cases a mechanical dishwasher. The under bar must also have provision for waste disposal and a hand sink. These are typical health department requirements.

Under bar and back bar together must provide enough storage for the day's reserve supplies of liquor, mixes, wines, beers, ice, garnishes, and such non-beverage supplies as bar towels, cocktail napkins, toothpicks, and swizzle sticks. All these must be arranged so that they require a minimum of movement: movement is time, and time can be money.

Three feet is the customary distance between the backbar and the underbar, to accommodate the bartenders' movement and the opening of doors must not be so wide that they block passage when open. Storage areas must be available to each bartender without interfering with another barman's movements.

Special drinks require special planning for the equipment they need. If you plan to have beer on tap, you must place the standards (faucets) so that they are easily accessible to the bartender (but not to the customer), and there must be refrigerated storage space for each key either at the bar or in a nearby storage area with lines bringing the beer to the bar. The latter arrangement is more sophisticated than having keys at the bar and requires custom-engineered equipment to maintain beer quality. Frozen-drink dispensers, ice cream equipment, and glass frosters have special space requirements that must be designed into the overall scheme.

Hidden but essential factors in underbar and backbar design are the plumbing and electrical needs of the equipment. Faucets, icemakers, soda guns, and dishwashers need a water supply. Sinks, refrigerators, glass frosters, ice bins, icemakers, dishwashers and waste disposal need proper drainage. Some equipment may need special electrical wiring. All this must have ready access for repairs.

The entrance to the bar is sometimes made large enough to accommodate the largest piece of movable equipment, in case it has to be replaced or repaired. The smaller the access, however, the more space is available for equipment, so most often the entrance is a hinged section of the bar top that lifts up. Repairs are made in place, or replacement equipment is lifted over the bar when necessary. Sometimes one end of the bar is open, though this makes the liquor supply more

vulnerable to tampering and makes control more difficult. Sometimes there is a doorway in the backbar.

The overbar

Not all bars feature an overbar. An overbar is a fixture or fitting that one may find above the front bar. Stemware hanging from slots in the overbar is a popular design element and provides for elegant and functional storage of glasses for use during operation. Its height and position must be adequate so as not to impede efficiency. An overbar must not in any event block the guest view of the show and spectacle of the backfitting. Downlighters may be fitted in the overbar which must be task oriented and aesthetic. Like everything else an overbar must blend into the overall plan of things. The overbar may feature a cupboard type arrangement that provides additional storage for surplus and equipment that may be accessed in non-operational hours.

The Bar Floor

Think about the bartender's comfort and safety in planning the bar floor. They are on their feet for hours, and you want them to look fresh and smiling. The floor under their feet must have a nonporous surface, such as tile or sealed concrete, to meet sanitary code requirements. Wood and carpeting are not acceptable. A tile or concrete surface is cold, hard, and slippery when wet. As the evening wears on, ice cubes, beer foam, soapy water, debris from empty glasses, and broken glass may accumulate.

There are ways to improve comfort and safety-none of them ideal. Slotted plastic panels allow spills to go down between the slats, to minimize hazards of slipping. They must be taken up for cleaning, however, which is a nuisance and if it isn't done often they become stale and unsanitary. They are also hard on the feet. Rubber or plastic mats minimize slippage and are easy on the feet, but they must also be cleaned frequently.

Frauds and their prevention

Dishonest staff may indulge in frauds in the bar and the common ones are listed below:

- Staff brings in their own bottles, sell the contents and pocket the money without recording the sale.
- They under pour drinks and sell the excess and pocket the money without recording the sale.
- Staff uses their own peg measure which is smaller than the official one, sell the excess and pocket funds.
- Staff dilutes the drinks which normally takes place after the guests has consumed two to three drinks and are less likely to notice weak drinks and pocket cash generated from sale of the excess.

- Staff may not record revenue from individual peg sales until a full bottle is sold and then record sale of a bottle and pocket the difference.
- Staff may substitute lower quality drinks for higher quality drinks ordered by the guest sell the higher quality drink and pocket the difference.
- They may bill more drinks to a group than they were actually served, sell the excess and pocket the difference.
- Staff may sell drinks and show it as spillage or spoilage.
- If an automatic pourer is being used then staff may obtain the contents, make the content into more portions and pocket extra revenue generated.

The above-mentioned frauds can be identified and prevented when

- A good beverage control system is in place.
- Changing the shift and duties of staff frequently.
- Taking daily stock during and at the end of operation period.
- Changing the till drawers and checking the cash with the till reading.
- Observing the activities of the bar staff by an unknown representative of the management.
- Carefully selecting bar employees with reference checks which is important to prevent such malpractices.

4.5 Basic Policy Decision

Effective control systems and procedures consist of three broad phases: planning, operational, and management control after the event.

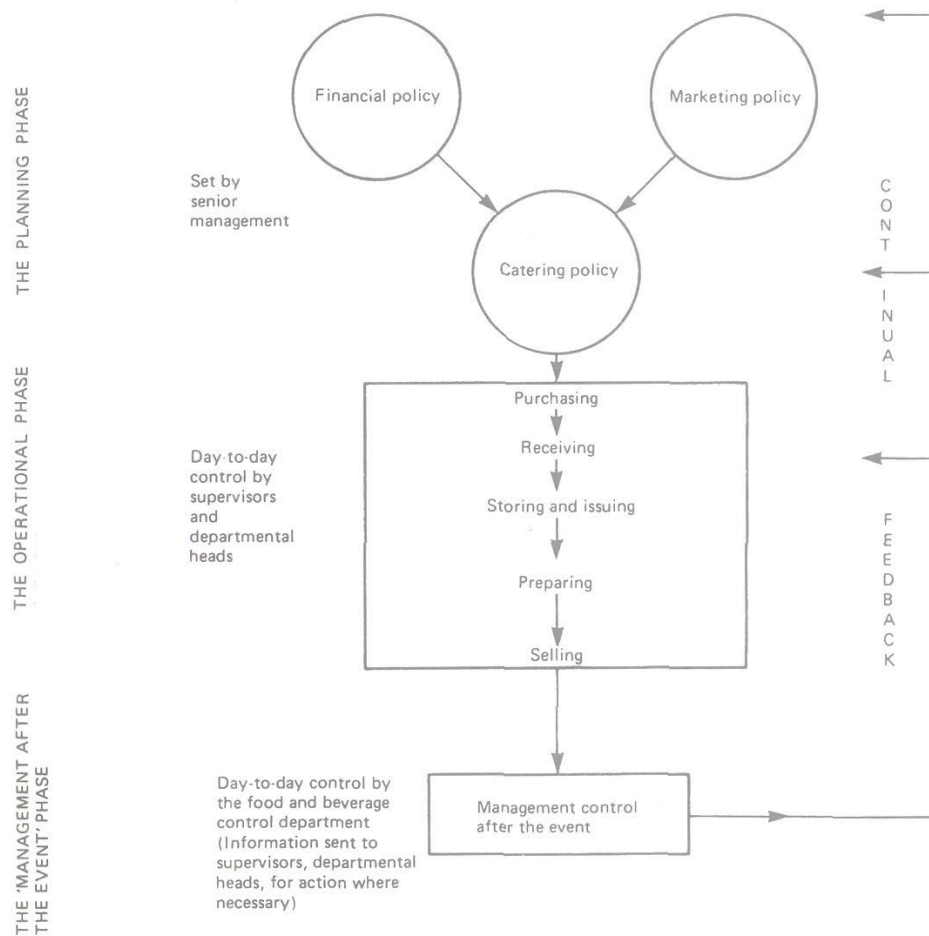


Figure 7.1 The complete food and beverage control system

The planning phase

It is difficult to run an effective catering operation without having firstly defined the basic policies. Policies are predetermined guidelines, laid down by the senior management of an organization, which outline such matters as the market or segment of the market that is being aimed at, how it is to be catered for and the level of profitability/subsidy to be achieved. Policies in general are particular to individual companies and establishments, although in the public sector operations, there may well be broad national policies, for example for hospital catering.

A catering operation should have its policies clearly defined before it commences business, and redefined whenever a major change takes place, for example when a new theme is

chosen for a restaurant to aim for a different market segment. Ideally, in a large organization the policies should be written down and periodically reviewed in relation to the current business and future trends; however, in smaller organizations there is not the communication problem of a large organization and to formally draw up and commit policies to paper is not so vital.

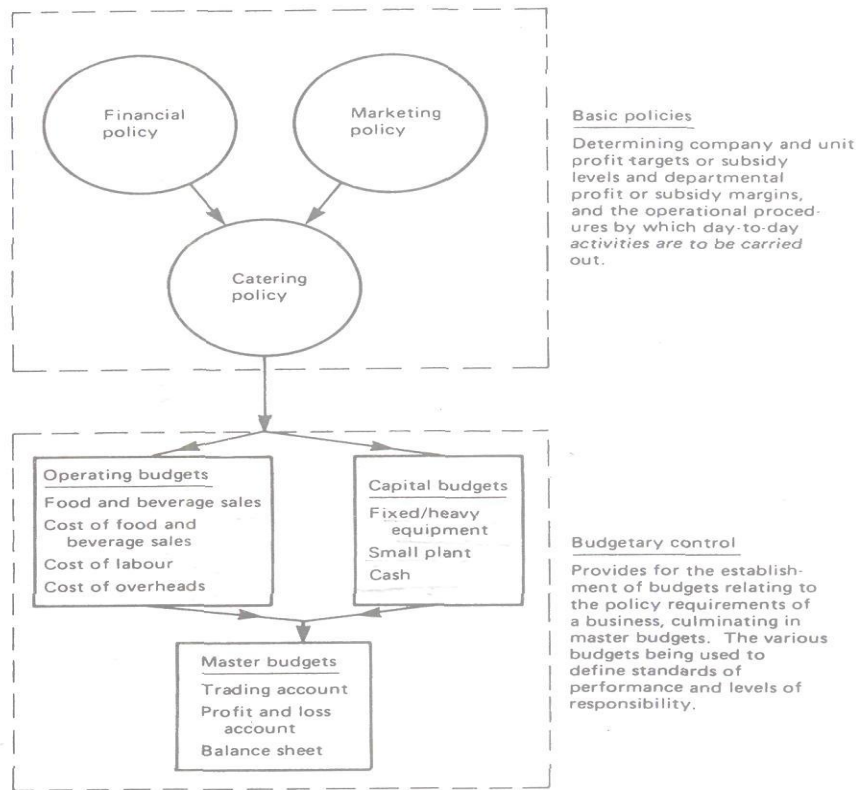


Figure 8.1 Budgetary control as an extension of basic policies to plan and define standards against which the performance of actual results may be measured

4.6 The Financial Policy

This will determine the level of profitability, subsidy or cost limits to be expected from the business as a whole and the contribution to the total profit, subsidy or cost limit that is to be expected from each unit, and then from the departments within them. This involves the setting of targets for the business as a whole as well as each unit and the departments within them. Thus, the financial policy for a large hotel will set profit targets for the hotel, and departmental profit targets for the accommodation and catering as well as other departments. The financial policy for the catering department will set the overall target for the department itself, which will be further divided into targets for the various restaurants, bars and function facilities. The financial policy

for an industrial contract catering operation will set the overall target for the operation, the level of subsidy and the level of management fee, as well as the cost limits per unit (meal or employee).

4.7 The Marketing Policy

This will identify the broad market the operation is intended to serve and the particular segment(s) of the market upon which it intends to concentrate. It should also identify the immediate and future consumer requirements on a continuous basis in order to maintain and improve its business performance. It is obvious from the above that the broad market intended to be served by a large city hotel could be broken down into the specific segments of the various types of users of, for example, the coffee shop, the carvery, the cocktail bar, the banqueting rooms, etc. each having specific and different consumer requirements.

The interpretation of the marketing policy for a national commercial catering organization into a marketing plan for the next year may include some or all of the following objectives:

- a) National identity - to achieve a better national identity for all units by corporate design, and by meeting consumer expectations of what a 'popular restaurant' concept should be.
- b) Customer - the customer profile being the business person, shopper, tourist of either sex, aged twenty-five years or more, commonly using the high street of any major town, requiring food and beverage of good general standard, waitress served, for a typical price of £n per meal.
- c) Market share - to achieve, maintain or increase the percentage of 'our' market.
- d) Turnover - sales volume to be increased by x per cent on previous year.
- e) Profitability - profit to be increased by each unit by y per cent on previous year.
- f) Average spending power per customer to be increased by z per cent - to achieve a new average spending power of not less than £n.
- g) Product - the product to be maintained at a consistently high standard.
- h) Customer satisfaction - the net result must be the satisfaction of every customer.

4.8 The Catering Policy,

This is normally evolved from the financial and marketing policies, will define the main objectives of operating the food and beverage facilities and describe the methods by which such

objectives are to be achieved. It will usually include the following:

- a) The type of customer, for example high-spending business executive, low spending female shopper, short-stay hospital patient, etc.
- b) The type of menu(s), for example table d'hote, a la carte, fast food.
- c) The beverage provision necessary for the operation.
- d) The food quality standards, for example fresh, frozen, canned, etc., and the grade of produce to be used.
- e) The method of buying, for example by contract, quotation, cash-and-carry, etc.
- f) Type and quality of service, for example cafeteria, counter, waiter, etc.
- g) Degree of comfort and decor, for example square footage per customer, type and style of decor, of chairs, tables, etc.
- h) Hours of operation, for example twenty four hours, seven days a week; 1200-1500 and 1800-2200 hours, Monday-Saturday, etc.

UNIT 3

CHAPTER 5

CYCLE OF CONTROL

5.1 Operational Phase

Having defined the policies (that is, predetermined guidelines), it is then necessary to outline how they are to be interpreted into the day-to-day control activities of the catering operation. The operational control is in five main stages of the control cycle.

5.1.1 Purchasing

Purchasing can be defined as 'a function concerned with the search, selection, purchase, receipt, storage and final use of a commodity in accordance with the catering policy of the establishment'. This suggests that the person employed to purchase foods and beverages for an establishment will be responsible for not only purchasing, but also for the receiving, storage and issuing of all commodities as well as being involved with the purpose for which items are purchased and the final use of them. Should it be managed inefficiently it creates problems which often result in an unsatisfactory level of both costs and profit for the establishment and dissatisfied customers. With no specifications for commodities there would be neither quality standards nor quantity standards resulting in over-ordering or under ordering as yields for items would be indeterminable. The receiving department would only be able to check on quantity and not on quality. The work in the stores and preparation departments would be difficult with the quality of produce varying greatly. Finally, it would be difficult to measure satisfactorily the performance of departments if they were continually being provided with non-standardized commodity items.

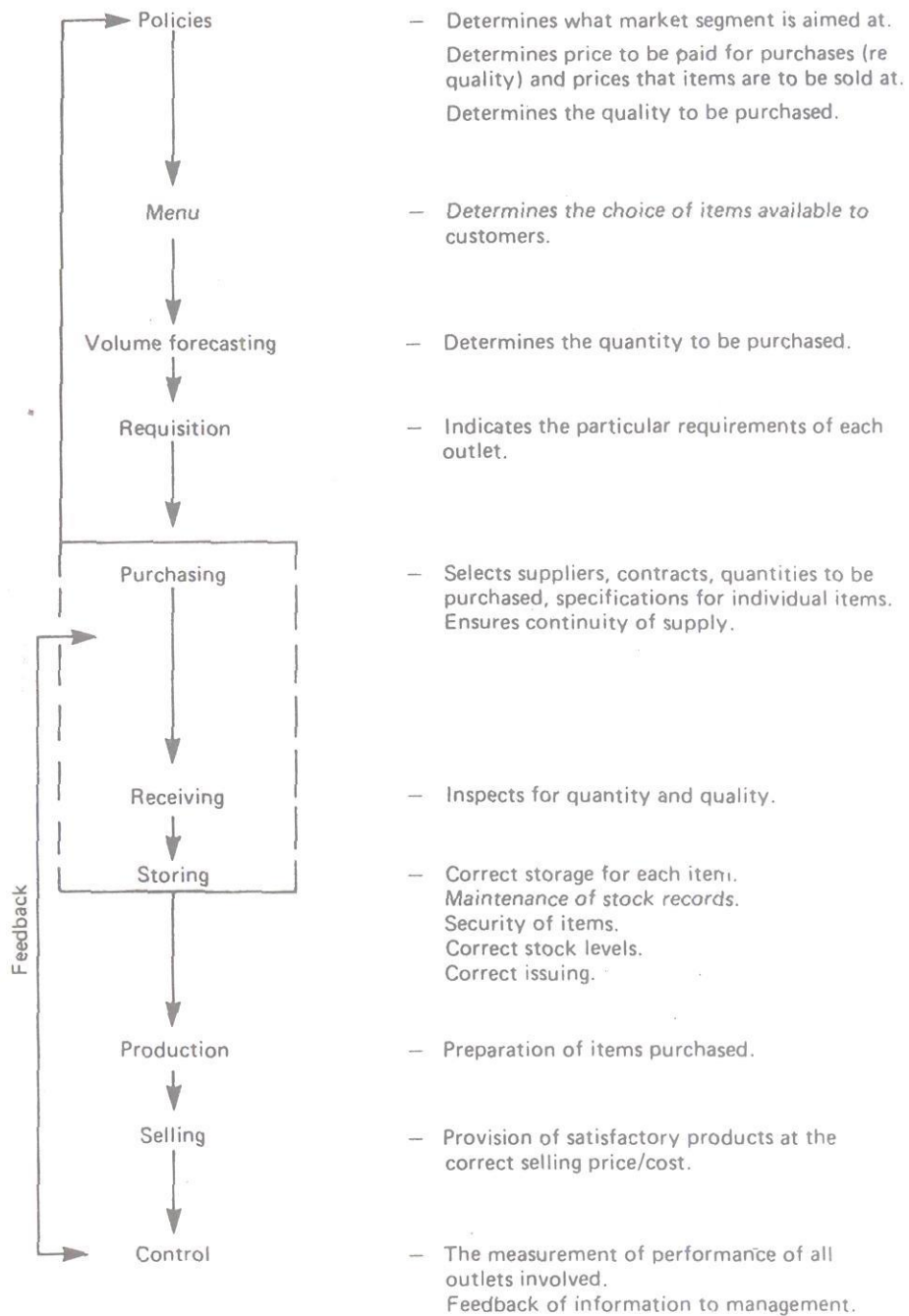


Figure 9.1 The importance of the purchasing function

5.1.1.1 Methods of purchasing:

Following are the various methods of Purchasing :

- 1. Purchasing by contract**
- 2. Daily Purchasing**
- 3. Weekly purchasing / Fortnight purchasing**
- 4. Cash and carry**

1.Purchasing by Contract :There are two common types of contract used for purchasing :

- a. The specific period contract**
- b. The quantity contract**

The specific period contract aims at determining the sources of supply and price of goods for stated period often of three or six months .this would help in reducing the time in negotiating and ordering to a minimum ,plus it has advantage of assisting with budgeting and pricing when the prices of items are fixed for a certain duration for example items like milk , cream , bread with fairly stable prices can be contacted in this way .

The quantity contract which aims at ensuring the continuity of supply of given quantity a an essential item at an agreed price over a particular trading period . the purchase of frozen fruits and vegetables for the use in banquets or summer season are te examples when the supply could be affected by the weather

conditions with subsequent price fluctuations and where the quantity contact is available .

2. **Daily Purchasing** ; This method is used when purchasing perishables foods on daily basis and when it is possible to have two or more approved suppliers .A senior member of kitchen staff would take quick stock take of foods left after each meal period and the same information is pass on to head chef who would be responsible for completion of **Daily market list** .The list would be sent across to purchase office and each approved supplier would be telephoned and asked for the prices and the quote price would be based on quality of item required , the quantity needed and esteem placed by supplier to supply a particular establishment .
3. **Purchasing by weekly / fortnightly basis** : This method is used to purchase grocery items where a delivery of once a week or fortnight is adequate . This method is very similar to that when described when purchasing the perishable foods by Daily Market list The head storekeeper would complete the stock in hand column on the master list and also fill in the wanted column for each item , based on normal order quantity and volume of business expected . Meanwhile the purchasing office would sent out to each grocery supplier a copy of list on which the suppliers should quote the prices . on the receipts of quotations these would be entered on to the master quotation list and then the decisions are made about where the orders are to be placed . this would be based o the requirements in the next week and fortnight , the prices quoted and storage space available which may allow for special offers for large quantities purchased to be considered . It should be noted here that the specifications for items will usually be just by brand name of product together with the size , weight , count . This is because the buying power of most catering companies is not large enough to interest food manufacturing companies to process foods to their specific requirements .
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 be ale to get regular deliveries from wholesalers and food manufacturers .Cash and carry warehouses are situated in towns and resemble in layout and operations that of very large food supermarkets .

5.1.1.2. The selection of a Supplier

A supplier can be easily selected from among those that the buyer has previously purchased from in that the quality of goods received, price and service 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 details of the firm and the range of items they are selling.
2. Copies of recent price lists.
3. Details of trading terms.
4. Details of other customers.
5. Samples of products.

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

All of this takes up valuable time for the buyer, but is essential in order to obtain a supplier with whom it is possible to have a satisfactory business relationship, who will stock the quality and quantity of commodities needed and who is able to offer a satisfactory delivery performance within an acceptable price range. This procedure would convince the supplier of the professionalism of the purchasing manager. Having selected suppliers and placed them on an 'approved suppliers list', and after having purchased from them, it is necessary to periodically evaluate their performance using a rating system.

There are three main performance criteria which are normally used in a rating system:

- a. Price Performance.
- b. Quality Performance.
- c. Delivery Performance.

A. Price Performance

The cheapest 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 while 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 manager needs to guard against this.

The lower the price coupled with an above average quality of goods the higher is the price performance rating.

B. Quality Performance

This is the ability of a supplier to supply the buyer consistently with goods of the desired quality as laid down in the purchasing specification.

Consistency in meeting the purchasing specification would give a high quality performance rating.

C. 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 possible complications in the production department.

The nearer the scheduled delivery date and time the higher the delivery performance rating. The rating of suppliers using these three criteria provides a guide to the buyer, in an objective way, for negotiating further purchasing agreements between suppliers of similar commodities.

5.1.1.3

Purchase Specifications :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 determined members of management team by reference with catering policy .

Following are the various reasons for the preparing the specifications ;

1. It establishes the buying standard of a commodity for an establishment so that the 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 assists the supplier in being competitive with pricing .
3. It provides the detailed in formation to the goods received clerk and storeman as to the standard of foods to accept .
4. It makes the staff aware of differences that can occur in prdocue for example size , weight , quality , quantity etc .

Following is the standard format which should be followed preparing the specifications :

1. **Definition of Item** : Care must be exercised here that the common term used by the buyer means exactly the same thing to the supplier .
2. **Grade or barndname** : For examples apples grade extra class , Lea and Perrins Worcestershire sauce
3. **Weight, Size, count** : For examples Pounds , hundred weights ,kilos , etc . A10 , Lemons 120s , Pineapple 12 s etc
4. **Unit against which prices should be quoted** : For Example per pound per case ..
5. **Special Notes for commodity** : For Example meat it should contain details of preparations of particular cut of meat or details os special packaging requirements .

Purchase Specification
(Striploin – special trim i.e. contre-filet)

Definition	1 Taken from a H¼ of Scotch beef 2 Taken from a sirloin XX
Weight range	1 Between 24–28 lb (10.89–12.70 k) 2 Average weight per delivery of 10 striploins = 26 lbs (11.79 k)
Surface fat	1 An even covering of fat not exceeding a thickness of ¾ in (19 mm)
Suet deposits	1 To be completely removed
Length of 'tops' (flank)	1 Not to exceed 1 in (25 mm)
Depth of 'eye' muscle	1 The main 'eye' muscle to be not less than 3 in (73 mm)
Gristle content	1 All small 'caps' of gristle on the underside of the 'eye' muscle to be removed 2 'Backstrap' gristle, which is situated on top of the striploin together with its covering of surface fat to be completely removed.
Side chain	1 To be completely removed
Boning	All boning to be done cleanly so that: 1 no bone fragments remain 2 All bones are removed (i.e. all rib and vertebrae bones) 3 no rib fingers remain 4 no knife cuts deeper than ½ in (12 mm)

Figure 9.6 An example of a purchase specification for a catering cut of beef
Source: Bernard Davis, *Food Commodities*, 2nd edn, Butterworth-Heinemann, 1989

PURCHASE ORDER				
AND Hotels (India) Ltd Off Carter Road Bandra (W), Mumbai - 50		No. 111970 This number must appear on delivery note, invoices and all containers		For: Stores Department Reg. number: 2233
To: Super Foods & Co Ltd Crawford Market Mumbai - 02		Date: 2nd Feb 1998		
Please enter our order for:-				
Quantity	Unit	Description	Rate (Rs/ unit)	Total (Rs)
Six	06 Kgs	Cashewnuts (Grade 5)	Rs. 140/Kg	840.00
Ten Dozen	Tins	Canned Orange Juice (1000ml) - Brand SIL	Rs. 280/Dozen	2800.00
All deliveries accepted subject to count, weight and Specifications			Total value	Rs 3640.00
All goods to be addressed and delivered to AND Hotels (India) Ltd Off Carter Road Bandra (W), Mumbai - 50			The acceptance of this order is an acceptance of all conditions herein <div style="text-align: right; border-top: 1px solid black; width: 150px; margin: 0 auto;"> (Purchasing Officer) </div>	

5.1.2 Receiving

In many catering establishments the receiving department, mistakenly, is not considered to be a very important one, and it is often staffed by people with little or no specialized knowledge. Unless this department operates efficiently, it becomes almost a waste of time for the purchasing manager to prepare purchase specifications and to negotiate price and trading terms with suppliers. It also then becomes the weak link in the food control cycle and nullifies all effort in the rest of the control cycle.

It is important to realize that all goods being received into an establishment have a monetary value and that it is essential to ensure that exactly this value in goods is properly accounted for and received. It is also important to remember that often these goods will have a selling value several times their original purchase in price in a matter of hours.

I. The main objectives are to ensure that:

1. The quantity of goods delivered matches the quantity which has been ordered. This means that all goods will have to be weighed (for example, fresh fruit, vegetables, meat, etc.) or counted (for example, cases of AIOs sliced peaches).
2. The quality of goods delivered is in accordance with the specification stated on the purchase form, for example checking that the grade of New Zealand lamb is correct or that a delivery of apples is of the extra class quality.
3. The prices stated on the delivery note are in accordance with the prices on the purchase order form.
4. When the quantity or quality (or both) of the food delivered is not in accordance with the purchase order or an item is omitted from the order a 'request for credit note' is raised by the receiving clerk. When this happens with the daily delivery of perishable foods it is essential that the purchasing manager is informed, as an alternative source of supply or possible product may have to be found quickly to minimize any inconvenience to the production department.
5. An accurate record is made in the 'goods received book' recording details of the delivery.

POINTER HOTELS (UK) LTD
GOODS RECEIVED BOOK

Date: 5.2.9-

Delivery note no.	Supplier	Total £	Dry stores £	Meat £	Poultry £	Fish £	Staff kitchen £	Carvery kitchen £	Main kitchen £	VAT £
132	Smith	45 00	45 00							
922	Browne	120 00			120 00					
710	Walker	280 00		280 00						
312	Jones	125 00				125 00				
1213	Greene	70 00					70 00			
514	Biller	275 00							275 00	
121	Ball	125 00	75 00				50 00			
398	Cover	340 00							340 00	
179	Lawe	35 00	35 00							
	TOTALS	£1,415.00	£155.00	£280.00	£120.00	£125.00	£120.00	—	£615.00	—

II. Meat Tag

In the majority of catering establishments such items of food as meat, special processed meats such as hams, and fish such as smoked salmon, constitute the most expensive of the purchased foods. Because of this high cost it is not uncommon for units operating a detailed control system to set up a form of special control of these items:

Tagging expensive food serves many purposes:

1. It aids the control of expensive foods.
2. It requires the receiving clerk to weigh and record each item, and to check against the specific purchase specification weight range.
3. It assists in obtaining a more accurate daily food cost percentage figure.
4. It assists in controlling the stock levels of these items.

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		

5.1.2.1 Quality inspection

A person must be nominated to be responsible for physically counting and weighing goods and checking that the quantity and size of items in the delivery matches the purchase order. If there is a shortage in the delivery the purchasing manager or a member of the management must be informed.

5.1.2.2 Quantity inspection

This is particularly important with perishable foods where inspection may be made by a senior chef. A head cellar man may inspect beverages. Whenever possible the items should be checked against the appropriate purchase specification.

5.1.2.3 Receiving records Maintained

This is a very important aspect as all necessary documentation must follow a set procedure. It includes the acknowledgement of the receipt of acceptable goods and the delivery person's signature on a 'request for credit' note for returned goods and short deliveries.

From: Topaz		Tulip Hotels				Bar Requisition No:117	
		Beverage Requisition				Date: 23/11/08	
Bin No	Item	Qty	Unit	Cost price		Selling Price	
				Unit Price	Total	Unit Price	Value
575	Chivas Regal	5	Bottle (1 Litre)	1,500	7,500	2100	10,500
605	Grey Goose	3	Bottle (1 Litre)	1,400	4,200	2000	6,000
635	Courvoisier VSOP	3	Bottle (1 Litre)	1,700	5,100	2400	7,200
645	Bombay Sapphire	3	Bottle (1 Litre)	600	1,800	850	2,550
715	Carlsberg Premium	24	Bottle (750ml)	70	1,680	100	2,400
740	King fisher	24	Bottle (750ml)	40	960	70	1,680
							Total 30,330
Received by		Requisitioned by					

Figure 43.5 Beverage Requisition

The above format represents the standard Beverage Requisition likewise even the food requisition format can be made .

Tulip Hotels																			
Cellar Control Book																			
1	2	3	4	5	6	7	8				9	10	11	12	13	14	15	16	
							A	B	C	D									
xxx	xxxx	1 l bottle	1200	75	-	75	8	7	5	10	30	-	45	45	nil	36,000	54,000	-	
xxx	xxxx	1 l bottle	1400	50	30	80	-	10	8	2	20	2	58	58	nil	28,000	81,200	Weeping bottle	
xxx	xxxx	1 l bottle	1500	60	40	100	15	10	10	5	40	-	60	60	Nil	60,000	90,000		
xxx	xxxx	1 l bottle	900	55	25	80	7	-	8	5	20	-	60	60	Nil	18,000	54,000		
xxx	xxxx	1 l bottle	1100	60	30	90	10	8	6	-	24	-	66	65	1	26,400	71,500	1 bottle broken accid- entally. Neck pres- ented.	

Key: 1. Bin No 2. Item 3. Unit 4. Cost 5. Opening Stock 6. Purchases 7. Total stock (5 + 6) 8. Issues 9. Total issues (total of A + B + C + D) 10. Returns 11. Book Stock (7 - 9 - 10) 12. Physical Stock (actual stock by counting) 13. Variance (11 - 12) 14. Issue Value (9 × 4) 15. Closing stock Value (11 × 4) 16. Remarks

Figure 43.6 Cellar Control Book

Tulip Hotels									
Cellar Stock Book									
Date: 30/9/2008									
Bin No	Drink	Max level/ Min level	Unit	Unit Price	Book Stock		Actual Stock		Variance
					Qty	Value	Qty	Value	
575	Chivas Regal	50/10	1 l bottle	1500	25	37,500	24	36,000	1,500
605	Grey Goose	25/5	1 l bottle	1400	15	21,000	15	21,000	
635	Courvoisier VSOP	25/5	1 l bottle	1700	17	28,900	16	27,200	1,700
645	Bombay Sapphire	30/5	1 l bottle	600	20	12,000	20	12,000	
715	Carslberg Premium	50/10	750ml bottle	70	25	1,750	25	1,750	
740	King fisher	75/15	750ml bottle	45	30	1,350	30	1,350	
117	La Marquise de Pompadour	30/5	750ml bottle	550	10	5,500	10	5,500	
123	Ivy Brut Sparkling	25/5	750ml bottle	540	10	5,400	10	5,400	
475	Sula Zinfandel	50/5	750ml bottle	475	25	11,875	24	11,400	475
561	Black Dog 12 years old	45/5	750ml bottle	1500	15	22,500	15	22,500	
Total Value						1,47,775		1,44,100	3,675

Figure 43.10 Cellar Stock Book

Tulip Hotel				
Credit Memo				
Supplier: XYZ Wines Pvt Ltd.			Date:12/2/10	
Please issue a credit memo for the following				
Bin No	Drink	Quantity	Unit Cost	Value
312	Ruffino Chianti	2	\$20	\$40
Reason for credit memo: Weeping bottles				
Signature of authorized person				
Signature of delivery person/supplier				

Figure 43.9 Credit Memo

Tulip Hotels						
Returns Record						
Date	Drink	Bin Number	Quantity	Unit Price	Value	Signature
12/2/10	Ruffino Chianti	312	2	\$ 20	\$40	

Figure 43.8 Returns Book

Tulip Hotels							
Ullages and Breakages							
Date: 12/2/2010							
Drink	Bin No	Breakages		Ullages		Reason	Sign
		Quantity	Value	Quantity	Value		
Ruffino Chianti	312			2	\$40	Weeping	
Vacheron Sancere	265	1	\$ 25			Accident	

Figure 43.7 Ullages and Breakages Record

5.1.3 Storing & Issuing

Storing & Issuing Food Objectives

The main objective of a food store is to ensure that an adequate supply of foods for the immediate needs of the establishment are available at all times.

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 in either refrigerators or cold rooms depending on the item. Perishable foods going direct 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. However, in practice this is found only in large establishments. The non-perishable items (for example, canned foods) go to a food store where they are unpacked, checked for any damage and placed on racking. The layout for the stores normally takes the form of either:

1. Having items that are issued daily being located near to the door where issues are made, with the remainder being arranged in a logical sequence.
2. Grouping of commodities together, for example, all canned foods, dried foods, etc., each arranged into sections.

What is important, is that the layout chosen should be one that minimizes the distance walked by the storekeeper. When this is determined the stock-taking list should be printed in the same order in which items appear in the stores so as to enable stock-taking to be done quickly and efficiently.

POINTER HOTELS (UK) LTD				
Food Storeroom Requisition				
Department: Pastry			Date: 5/2/9-	
Quantity required	Items	Quantity issued	Unit cost price £	Total cost £
1 bottle	Vanilla essence	1 bottle	2.00	2.00
2 kilo	Granulated sugar	2 kilo	0.85	1.70
3 kilo	Cake flour (1.5 K)	3 kilo	0.50	1.00
TOTAL				£4.70
Requisitioned by: <u>B.M. Puffing</u>				

Issuing of food

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 store keeper plenty of time to collect all the food items together. See Figure 10.5 for an example of a requisition note. The pricing of issues is usually at the 'as purchased price', ignoring any small discounts. This is made easy in the case of non-perishable foods by marking the current price on all items when they first come into the store. The pricing of perishable items is often done by the control office after they have been issued as they have access to the suppliers' invoices.

Stocktaking of food

The main objectives of taking stock are:

1. To determine the value of goods held in stock. This will indicate if too much or too little

food is held in stock and if the total value of stock held is in accordance with the financial policy of the establishment. The total value of food held in stock is also required for the profit and loss accounts and the balance sheet, by the organization's accounts department.

2. To compare the value of goods actually in the stores at a particular time with the book value of the stock which will have been calculated with the simple formulae of:

$$\frac{\text{Value of opening stock} + \text{purchases during the period} - \text{requisitions made in the same period}}{\text{Value of closing stock}}$$

This will highlight any differences and indicate the efficiency of the storekeeper and of the system used to obtain goods when the storekeeper is off duty.

3. To list slow moving items. This will bring to the attention of the purchasing officer, the head chef, etc., those items which are in stock and for which there has been no demand, since the last stocktake. Usually these items will then be put on to a menu to sell them before they deteriorate, or returned to the wholesaler and credit obtained.
4. To compare the usage of food with food sales to calculate the food percentage and gross profit.
5. As a deterrent against loss and pilferage.
6. To determine the rate of stock turnover for different groups of foods. This is calculated by the formula:

$$\frac{\text{Cost of food consumed}}{\text{Average value of stock at cost price}} = \text{rate of stock turnover in a given period}$$

Receiving of beverages

The objectives for beverage receiving are similar in many ways to those of food receiving. However, as the value of beverage purchases and the ensuing profits from the sale of beverages are high, it is important that due attention is given to the receiving of beverages. The main objectives are to ensure that:

1. The quantity of beverages delivered matches that which has been ordered. This requires a methodical approach to checking the goods against the purchase order and the delivery note. Items would be in standard units of crates, cases, etc., with standard contents of a specific size. Crates and cases should be opened to check for such things as empty, missing or broken bottles.

2. The quality inspection is simple, but again requires a thorough and methodical approach. It involves such things as checking the brand name and label on each item, the alcohol proof, the vintage and shipper, against the delivery note and the purchase order.
3. The prices stated on the delivery note are in accordance with the negotiated prices shown on the purchase order form.
4. When the quantity or quality (or both) of the beverage delivered is not in accordance with the purchase order, or an item is omitted from the order, that a request for credit note is raised by the receiving clerk or cellarman.
5. An accurate record is made in the goods received book recording details of the delivery.
6. An accurate record is kept of all chargeable empties delivered and returned.
7. Deliveries of beverages are timetabled with the suppliers, often to an afternoon, when receiving and cellar staff are normally not so busy and the receiving area is free from other deliveries.

Storing & Issuing Of Beverages

Storing

Once beverages are received they must be removed immediately to the cellar and a tight level of control maintained at all times. The storage of beverages is ideally separated into five areas as follows:

1. The main storage area for spirits and red wine held at a dry and draught-free temperature of 55°-60°F (13°-16°C). This area is also used for the general collection and preparation of orders for the various bars and the storage of keg beers when there is a reasonable turnover.
2. A refrigerated area of 50°F (10°C) for the storage of white and sparkling wines.
3. A further refrigerated area of 43°-47°F (6°-8°C). This is really necessary only when the turnover of kegs is slow as otherwise they may be stored at 55°-60°F (13°-16°C).
4. An area held at a temperature of 55°F (13°C) for the storage of bottle beers and soft drinks.
5. A totally separate area, from those above, for the storage of empty bottles, kegs and crates. This area needs to be as tightly controlled as the beverage storage area, not only because of the returnable value of the crates and bottles, etc., but to prevent free access

by bar staff when an 'empty for full' bottle method of issuing is in operation.

The merchandise is unpacked in the cellar and stored correctly (table wines with an alcohol content of less than 16 per cent by volume are stored on their sides, bottles of fortified wine, spirits and vintage ports are stored upright) on shelves or racks in the same order as on the standard bottle code/bin list. The objective for preparing a standard bottle code/bin list is to eliminate the confusion of bottle sizes, spelling of names and different brands, and to establish an appropriate starting point for the control of beverages. All requisitions, inventories, wine lists, etc., are related to the code/bin list.

POINTER HOTELS (UK) LTD Beverage Requisition							
Bar: Tambard Cocktail Bar				Date: 5/2/9-			
Bin no.	Quantity	Unit	Item	Cost price		Selling price	
				Unit value £	Total value £	Unit value £	Total value £
400	2	Bottle	Johny Walker	11.00	22.00	27.50	55.00
402	2	Bottle	Queens	8.00	16.00	20.00	40.00
621	2	Bottle	Booths	10.50	21.00	26.25	52.50
421	4	Bottle	Bombay	7.50	30.00	18.75	75.00
104	2	Bottle	Chateau "Milford"	4.00	8.00	10.00	20.00
TOTAL				41.00	97.00	102.50	242.50
Received by: <i>Tammy Davis</i>				Requisitioned by: <i>S Bingham</i>			

Figure 10.12 An example of a beverage requisition form

Cellar records

As the value of cellar stocks is high, it is usual for the following cellar records to be kept.

1. A Cellar Inwards Book

This provides accurate reference to all beverages coming into the cellar, and posting data for the cellarman's bin cards. Whenever necessary it is a useful check against the perpetual beverage inventory ledger held in the food and beverage control or accounts office. An example is given in

POINTER HOTELS (UK) LTD Cellar Inwards Book						
Date. 6/2/9-						
<i>Date</i>	<i>Beverage</i>	<i>Delivery or invoice no.</i>	<i>Bin code no.</i>	<i>Bottle</i>	<i>Halves</i>	<i>Other sizes</i>
8/2/9-	Port	12534	505	24	-	-
8/2/9-	Sherry	9321	550	36	-	-
9/2/9-	Chianti (Red)	53911	287	12	24	-
12/2/9-	Mateus	7741	391	36	36	-
12/2/9-	Travel	7743	393	24	48	-
12/2/9-	Blue Nun	5354	192	120	24	-
12/2/9-	Crown of Crowns	5354	194	120	48	-

Figure 10.8 An extract from a cellar inwards book

2. Bin Cards

These are provided for each individual type of beverage held in stock and record all deliveries and issues made, the cards being fixed on the shelves or racks against each beverage, the bin card numbers referring to the same bin numbers as the wine list and originating from the standard bottle code list.

POINTER HOTELS (UK) LTD BIN CARD						
Bin No: 423		Size: Bottle				
Type: White Horse Whisky						
Date	Received	Issued to bar				Balance
		A	B	C	TOTAL	
5/2/9-	12	2	-	1	3	9
7/2/9-	-	1	1	2	4	5
8/2/9-	24	2	2	2	6	23
9/2/9-	-	2	1	2	5	18
11/2/9-	-	3	2	1	6	12
12/2/9-	12	3	2	2	7	17
13/2/9-	-	2	2	1	5	12

Figure 10.9 An extract from a beverage bin card

3. Cellar Control Book

This provides a record of all daily deliveries to the cellar and the daily issues of each beverage from the cellar to the various bars and should cross-check with the entries on the bin cards and the perpetual inventory ledger held in the food control or the accounts office.

4. Beverages Perpetual Inventory Ledger

This master ledger, which is prepared in the control or accounts office, consists of cards prepared for each individual type of beverage held in stock. The purpose is to keep a daily record of any purchases of the separate types of beverages and of the quantities issued from the cellar to each individual bar or other area, and to record a perpetual inventory balance for each item. The information is obtained from the suppliers' delivery notes or invoices (adjusted at times with credit notes) and the daily beverage requisition notes from the different bars. When the physical stocktaking of the cellar is undertaken, the physical stocktake figures should match to those in the perpetual inventory ledger.

5. Ullages and Breakages

It is necessary for any ullages and breakages to be recorded on a standard form, together with an explanation, and countersigned by a member of the food and beverage management department. The frequency of the recording of any ullages and breakages would determine the necessity for management to take corrective action.

The term 'ullage' is used to cover all substandard beverages such as bottles of weeping wines, bottles of wine with faulty corks, unfit barrels of beer, etc., which, whenever possible, would be returned to the supplier for replacement. Breakages of bottled beverages usually occur by mishandling by cellar and bar staff.

6. Empties Return Book

Many of the containers of beverages such as crates, kegs, beer bottles, soda syphons, etc. are charged for by the supplier against a delivery. It is therefore necessary that control is maintained on these charged items to ensure that they are returned to the Supplier and the correct credit obtained. A container record book is required which records all containers received from the various suppliers, containers returned and the balance matching the stocktake of containers.

7. Hospitality Book

This is necessary to record the issue of drinks to the kitchen and other grades of staff as laid down by the company policy.

Issuing of beverages

Issuing of beverages should take place at set times during the day and only against a requisition note signed by an authorized person, for example head barman, banqueting head waiter, etc. Ideally when the requisition is a large one it should be handed in several hours before the items are required to allow the cellar staff plenty of time to assemble the order together. Requisition notes are usually made in duplicate, one copy being retained by the cellarman so that entries can be made to the cellar records and then it is passed to the control or accounts office, while the second copy is retained by the person who originated the requisition and handed in with the daily takings and other control documents.

The pricing of issues for beverages is different from that for food in that two prices are recorded, the cost price and the selling price. The cost price is recorded to credit the cellar account and for trading account and balance sheet purposes. The selling price is recorded for control purposes to measure the sales potential of a selling outlet using the basic formula:

$$\textit{Opening stock} + \textit{purchases} - \textit{closing stock} = \textit{total beverage consumed}$$

$$\textit{Total beverage consumed} = \textit{beverage revenue}$$

It should be noted that the above formula may be calculated for the value of stock and purchases either:

1. At cost price in order to compare the usage with the actual sales and to ascertain the profit margin and beverage gross profit.
2. At sales price in order to compare potential sales with the actual recorded sales.

It is usual for the beverage revenue to be different from the sales potential figure because of such factors as a high percentage of mixed drinks being sold or full bottle sales being made over the counter of a bar.

Stocktaking of beverages

The main objectives of stocktaking are:

1. To determine the total value of all beverages held in stock. This will indicate if too much is held in stock and if it is in line with the financial and catering policies.
2. To compare the actual value of beverages held in the cellar at a specific time with the book value of the stock which will have been calculated with the simple formula:

$$\textit{value of opening stock} + \textit{purchases during period} - \textit{requisitions during the same period} = \textit{value of closing stock}$$

3. To identify slow-moving items.
4. To compare beverage usage at cost with beverage sales in order to calculate beverage gross profit.
5. To deter pilferage and check security and control systems.

6. To determine the rate of stock turnover.

The value and volume of the closing stock are also checked against the information from the perpetual inventory ledger cards for each beverage. The stocktake should highlight any differences and indicate the efficiency of the cellar staff and the beverage control system.

The rate of stock turnover is calculated by the formula:

$$\frac{\text{cost of beverage consumed}}{\text{average value of stock at cost price}} = \text{rate of stock turnover}$$

5.2 Post Operational Control: Management After The Event Phase.

This final phase of food and beverage control is in three main stages:

1. Food and beverage cost reporting. As mentioned earlier in this chapter, the cycle of production is very short and the product is perishable. These factors together with the variations in demand for the product necessitate up-to-date reporting at least weekly if not daily.

2. Assessment. There is a need for someone from the food and beverage management team in the case of a large unit, or the proprietor or manager of a small unit, to analyse the food and beverage reports and to compare them with the budget for the period and against previous actual performance.

3. Correction. A control system does not cure or prevent problems occurring. When the analysis of the performance of a unit or department identifies that there is a problem, it is up to management to take the necessary steps to correct the problem as quickly as possible.

The Reality of Control

The amount of control necessary is related to the size and complexity of an operation. The larger the number of outlets within an operation, the more sophisticated should be the level of control.

However, it is important for the reader to realize the extent to which any control system can be totally efficient.

In reality no control system will be 100 per cent efficient for such basic reasons as:

1. The material product (apart from purchased beverages) is very unlikely to be 100 per cent consistent as to quality or the final yield obtainable from it.

2. The staffs employed are unlikely to work to a level of 100 per cent efficiency at all times, in spite of the fact that operational manuals may exist.
3. The equipment used is also unlikely to work to the level of 100 per cent efficiency and this could well affect the yield obtainable.
4. The customers' choice of dishes can well be different at times to some of the budgeted sales mix, therefore affecting all production forecasts as well as the average spend per customer and the budgeted gross and net profit figures.

5.2.1 Methods of Food Control.

Food and beverage production control may be regarded as consisting of four basic stages of pre-control which together should reduce wastage and therefore reduce higher costs than necessary from over-production, loss of business opportunity from a shortage of items being available, and loss of revenue from giving excess portion sizes.

The four basic stages are:

1. Production planning.
2. Standard yields.
3. Standard recipes.
4. Standard portion sizes.

When the four basic stages are practised in a food and beverage operation they should aid management in controlling costs, setting standards and achieving customer satisfaction. The production of beverages needs to be tightly controlled as the contribution to profits from beverages is usually higher than that from food.

1. Production Planning

Production planning, or volume forecasting as it is also known, is the forecasting of the volume of sales for an establishment, for a specified time period, for example a day, a week or a month.

The aims and objectives of production planning are as follows:

1. To facilitate food cost control for the establishment .
2. To facilitate the purchasing of foodstuffs, particularly perishable items, and ensure appropriate stock levels are maintained.
3. To reduce the problem of food that is left over and how it is to be re-used, or customer

dissatisfaction when insufficient foods are available.

4. To gear production to demand by forecasting the number of meals to be served for a given meal period, for example the number of dinners to be sold in a particular catering outlet for a period of seven days; and on a more detailed level, to predict the number of menu items that will be taken by a specific number of customers.
5. To enable a comparison to be made between I actual and potential volume of sales, and for corrective action to be taken if necessary.

- Cyclic menus

These are a series or set of menus that are repeated at set periods of time by a catering outlet; for example, menus may be planned for a three-week cycle, and at the end of the three weeks the same menus would be repeated.

The main advantages of the cyclic menus may be as follows:

Repetition of menu items aids in the preparation of standard recipes, procedures for preparation, etc., in the production kitchen. This repetition is also instrumental in the establishment of standard training procedures, efficient work flows, good utilization of equipment, etc.

Staff scheduling and rostering may be accurately calculated when fairly precise production requirements are known. This enables labour requirements to be increased or decreased according to the forecast production needs, and this in turn helps to reduce kitchen and restaurant labour costs.

With a set range of menus available, customer preferences for certain items will soon become apparent, and this in turn will aid further production forecasting and planning by the establishment and aid in reducing purchasing and production costs.

By analysing sales, certain dishes may be identifiable as being very popular. Should this happen, full advantage should be taken of this with the aim of establishing a reputation for the dish.

The main disadvantages of cyclic menus may be as follows:

The range of menu items offered may be too repetitious and hence become monotonous for the customer if the cycle is too short for the type of establishment so that, for example, the

same foods are offered on the same day each week. It can also become monotonous for the staff if the menu is limited, resulting in staff boredom and lack of motivation and flair. '

The cycle menus must be reviewed and if necessary rewritten where appropriate, to take advantage of seasonal foods, special offers, etc., otherwise food costs could increase substantially.

POINTER HOTELS (UK) LTD								
Volume Forecast								
Monday 6/2/9- to Sunday 13/2/9-								
	<i>MONDAY</i>		<i>TUESDAY</i>		<i>WEDNESDAY</i>		<i>THURSDAY</i>	
	<i>Estimated</i>	<i>Actual</i>	<i>Estimated</i>	<i>Actual</i>	<i>Estimated</i>	<i>Actual</i>	<i>Estimated</i>	<i>Actual</i>
Restaurant								
Lunch	40	48	55	58	60	64	70	
Dinner	85	81	90	94	90	98	85	
Coffee shop								
Breakfast	125	135	120	128	125	132	120	
Lunch	180	195	180	197	160	148	155	
Dinner	110	115	125	136	120	104	115	
Functions								
Lunch	240	235	-	-	-	-	140	
Dinner	-	-	320	310	120	115	-	
Specials	-	-	-	-	-	-	-	
Staff meals								
Breakfast	15	15	15	15	15	15	15	
Lunch	52	50	55	52	55	55	52	
Dinner	42	40	48	46	40	42	44	
Total meals	889	914	1008	1036	785	773	796	
GENERAL COMMENTS:								

2. Standard Yields

The standard yield of a particular food product is the usable part of that product after initial preparation, or the edible part of the product after preparation and cooking; for example, the standard yield for a whole fillet of beef is the number of fillet steaks that will be available for

cooking and final sale to the customer after the fillet is trimmed and any unwanted meat removed. Any usable trimmed meat should be taken into account with the standard yield.

In large establishments buying in large quantities of food per week, standard yields may be available for almost all the commodities - meat, fish, vegetables, etc. In smaller establishments standard yields may only be determined for the more expensive cuts of meat or fish such as whole fillets, lobsters, salmon, etc. The development of standard yields by an establishment has a number of advantages:

1. Standard yields determine the most appropriate and advantageous size/weight to buy a particular commodity in.
2. They assist in determining the raw material requirements for the production levels anticipated from the production forecasts, and therefore act as an aid in the purchasing of the establishment's foodstuffs.
3. They act as a 'double check' for the purchasing department. Should an unsatisfactory delivery of meat, for example, be made to an establishment and is unnoticed at the receiving bay, this delivery is subject to a second 'checking' procedure in the kitchen where the meat should yield a standard number of portions.
4. They act as a safeguard against pilferage or wastage occurring in the kitchen as the actual and potential yields can be compared and this acts as a measurement of the efficiency of the production department.
5. Finally, they are an aid to accurate food costings for particular dishes offered on an establishment's menu, as the cost factor can be established.

3. Standard Recipes

A standard recipe is a written schedule for producing a particular menu item, specifying the name and quantity of the item to be produced, the constituent ingredients necessary for its production, and the method of preparation. This is the basic information contained in a standard recipe although it may also include such information as the costings of the dish, its nutritional value, etc. Detailed recipe cards are usually kept in the food and beverage control department for cost and price updating, only the basic information needing to be included on those cards that are

displayed in the production area - often together with a photograph of the end product. (See Figure)

RECIPE: CARBONADE OF BEEF		POINTER HOTELS (UK) LTD		STANDARD RECIPE No.: 321			
QUANTITY: 20 Portions		PORTION SIZE: 112 g (raw weight)					
Unit	Ingredients	Date: 5/2/8-		Date:		Date:	
		Price per unit	Amount	Price per unit	Amount	Price per unit	Amount
1 1/4 kg	Topside of Beef	£ 1.50/kg	1.88				
2 1/2 l.	Brown Stock	0.05/l.	0.13				
125 g	Meat Dripping	0.50/kg	0.06				
1/2 kg	Caster Sugar	0.20/kg	0.10				
1 kg	Sliced Onions	0.40/kg	0.40				
1 l.	Beer	0.60/l.	0.60				
125 g	Flour	0.25/kg	0.03				
		Total cost		£3.20			
		Cost per portion		£0.16			

Preparation and Service

1. Cut meat into thin slices.
2. Season with salt and pepper and pass through flour.
3. Quickly colour on both sides in hot fat and place in casserole.
4. Fry onions to a light brown colour.
5. Add to the meat.
6. Add the beer and sugar and brown stock to just cover the meat.
7. Cover with tight fitting lid and cook in oven at 175°C until meat is tender. Approx. 2 hours.
8. Skim and correct seasoning.
9. Serve in casserole dish.

The use of standard recipes by an establishment has a number of advantages.

1. Accurate food costings can be determined for particular dishes and from this the cost per portion may be calculated. It is necessary to have the food cost of a dish for the purpose of pricing it for sale to the customer, in order to make the required gross profit. For some items it is not possible to make a gross profit, of, for example, 65 per cent, whereas for other items the gross profit made may be higher; by having this type of information, the food and beverage department is able to balance the menu prices so that overall the necessary gross profit is obtained from the menu.
2. In certain institutional establishments, such as hospitals, it is important to know the precise nutritional value of the dishes being given to certain patients. By itemizing the ingredients for a particular dish the nutritional value of it is easily calculated.
3. They are an aid to purchasing and internal requisitioning. By taking into account the following day's production forecast requirements the head chef is able to use the standard recipes to calculate the quantities of foodstuffs he/she will require the following day. In some catering establishments the head storeman may have a copy of the standard recipes

and when the next day's forecast requirements are sent, the head storeman is responsible for calculating the quantity of foodstuffs that need to be sent to the kitchen.

4. Standard recipes are particularly useful in the preparation of items in the kitchens, both as a reminder to present staff of the preparation procedure, and also as an aid to the training of new employees. More importantly the use of standard recipes in the production area ensures that the customer will always receive a standardized product.
5. Standard recipes are an aid to menu planning. New additions to the menu, for example, may be accurately costed and balanced with the other items on the menu, not only in terms of price, but also in appearance, flavour, colour, etc.

They may be used as a basis for compiling standard portion sizes which, if used in conjunction with standard recipes and standard yields, will together form the basis of a very effective production control system.

4. Standard Portion Sizes

A standard portion is the quantity of a particular food item that will be served to the customer; the quantity may be measured in terms of ounces (for example, a 4 oz portion of meat), or a numerical quantity (for example, one bread roll per person). The portion sizes of the food items are determined by management in conjunction with the heads of both the kitchen and restaurant departments.

Standard portion sizes in the operation may be established in several ways.

1. By buying in pre-portioned food items, for example 8 oz rump steaks, pre-wrapped packs of butter and condiments, etc.
2. By buying in food items in bulk and portioning them in the production kitchen before service, for example, pre-plating salads to be served in a display cabinet in a cafeteria line.
3. By portioning food items as they are being served to the customer, for example, food in hot bain-maries in a cafeteria line being plated and served when the customer requests the food item.

5.2.2 Methods of Beverage control

The planning of beverage production is a comparatively more simple task than the planning of food production for a number of reasons. First, unless the catering outlet is a wine bar or similar, the main reason customers are frequenting the establishment is for the purpose of having a meal, so the purchasing of drink is of secondary importance to the customer; and, second, beverages, with few exceptions, are non-perishable and therefore do not deteriorate over a long period, in fact in the case of wines for example, they may even improve.

Although beverage production control is not so complex as food production control it may still, however, employ several of the same management techniques. For the purpose of comparison beverage production control may be discussed under the same headings as food production control.

1. Production Planning

Production planning, or volume forecasting, is the forecasting of the volume of sales for an establishment for a specified period and the detailing of the volume of sales for each outlet such as a dispense bar, cocktail, bar, cash, and inclusive function bars, etc.

The method is more straightforward than that for food because the product is usually non-perishable and therefore there is very little waste, and also the product is generally purchased in a ready-to-serve state. It is common practice to have established par stocks for all selling outlets. A standard par stock is a predetermined number of bottles of each item and brand used in a particular bar, and the size of the par stock is calculated to be sufficient to meet the demand for a busy day plus a safety factor. The main purpose of a standard par stock is to help determine the average daily consumption of a bar, to assist with requisitioning, and to promote good control over the stock.

- Sales histories

These records may be kept by a catering establishment to monitor their beverage sales, and from these develop lists of the most requested drinks. It may be that 90 per cent of the outlet's mixed drinks orders, for example, comes from this beverage list, while the remaining 10 per cent will consist of a variety of other drinks. Such information may be used for future purchasing planning or as a basis of special promotions featuring varieties of these popular mixed drinks etc.

2. Standard Yields

The standard yields of beverage products may, with few exceptions, be accurately calculated, because for the majority of beverages there is little wastage and all the contents of, for example, a bottle of spirits may be used. For the purpose of beverage control all beverages bought in to an establishment should have standard yields calculated, on which the pricing of each drink may be based, and to control wastage and pilferage. If, for example, a 75 cl bottle of wine is bought in, allowing 15 cl of wine to a glass, five good measures should be obtained.

3. Standard Drink Recipes

Standard recipes should also be compiled for the majority of beverage products offered for sale by the establishment. Like standard yields, standard recipes may be very accurately produced as all the contents of a drink may be itemized on the standard recipe.

Obviously only a certain number of standard recipes may be produced for an establishment, and this is where the sales histories discussed earlier may be particularly useful - they do at least ensure that the recipes for the most popular drinks have been standardized. With such a variety of components with which to make different drinks, it would not be practical to write standard recipes for every possible combination; so the bar staff should be provided with a book or books chosen by management on how to prepare those varieties of drinks that may be rather unusual or rare. Computer terminals and visual display units may be used in bars where the mixing and service details of various drinks can be displayed to order giving a speedier visual recipe than using a book.

Bar staff should also be provided with the correct equipment for measuring and mixing drinks. Standard bar equipment would include such items as a fruit knife and board, sticks for cherries and olives, ice bowls, fruit squeezers, a cocktail shaker and stirrer, etc.

4. Standard Portion Sizes

As with standard recipes, standard portion sizes for beverages should be easier to control than those for food products. With some beverages, for example a bottled baby orange juice, all the contents of the bottle will be emptied into the customer's glass. Other beverages such as

spirits need to be measured before being poured into the customer's glass, the use of optics being an accurate method.

Another aid to control the portion size is to use standard glassware for specific drinks. This not only helps staff to become consistently accurate when free pouring drinks but it prevents customer dissatisfaction when they may receive the correct portion size but served in a larger glass when it appears the portion size is smaller than the previous drink.

- Automatic beverage dispensing machines

A more recent method for controlling accurately beverage costs and ensuring standard portion sizes is to use automatic beverage dispensing machines. The bottles of beverage are inverted and connected with small bore pipes within a locked storeroom, to each selling outlet. The advantages of this method are numerous, but include the following:

1. The drink size is pre-set and the drink automatically measured.
2. The yield is consistently higher than when using other methods as the bottles drain completely into the dispenser.
3. Each drink can be metered by the selling outlet. This helps with inventory control and the calculation of estimated bar revenue.
4. It prevents bar staff from handling bottles. Every drink that they need for a customer is obtained by just pressing the correct drink button on the dispenser.
5. Many beverage dispense machines are connected to microcomputers so that they can measure the drinks, dispense, display the prices, print the guest's bill, as well as maintain the inventory and analyse drink sales.

Unfortunately, there are some disadvantages in using beverage dispensing machines, such as:

1. Unsuitability for certain types of beverage operations, for example a cocktail bar in a luxury type hotel where the clientele expect personal service with the mixing of their drinks.
2. The cost of installing dispensing machines is high, although the higher level of control should help to repay the initial costs relatively quickly.
3. In general they are only suitable for use in bars with a very high volume of sales and where the customer is not so concerned with traditional bar service.

The management techniques used in beverage production planning are therefore very similar in concept and method to the techniques used for food production planning; if anything even tighter standards may be laid down for beverage production for the reasons already discussed. A similar recipe file for beverages may also be produced - either manually or by use of a computer and again the use of a computer for beverage planning should be seriously considered for the long-term cost savings and tighter control it can offer the establishment.

5.2.3 Detailed Daily Food Cost Report

2. Calculation of Food Cost

There are several basic terms which need to be emphasized with regard to the calculation of food costs, such as:

1. Food cost: This refers to the cost of food incurred in preparing the meals served.
2. Food cost percentage: Refers to the percentage of the revenue from sales incurred in preparing the meals, that is, the cost of food as a percentage of sales of food.
3. Gross profit or kitchen gross profit: The excess of sales over the cost of food expressed as a percentage, or in financial terms.
4. Potential food cost (or sales): The food cost (or sales) under perfect conditions. This may be expressed as a percentage or in financial terms.

4. A Detailed Daily Food Cost Report

This food cost report is a development of the previous report and refines the accuracy of the report by taking into account the cost of beverages transferred into the kitchen, the cost of food transferred out of the kitchens to the bars, and the cost of employees' meals. Table shows an example of a detailed daily food cost report.

Table 14.3 *A detailed daily food cost report*

1	2	3	4	5	6	7	8	9
		<i>Today</i>	<i>Today</i>	<i>Today</i>	<i>Today</i>	<i>Today</i>	<i>Today</i>	<i>Today</i>
<i>Date</i>	<i>Day</i>	<i>Stock levels at beginning of each day</i>	<i>Storeroom purchases</i>	<i>Total food available in storeroom</i>	<i>Food requisitioned</i>	<i>Direct purchases</i>	<i>Beverage transfer to kitchen</i>	<i>Cost of food used</i>
March		£	£	£	£	£	£	£
1	M	2,220.00	120.50	2,340.50	90.00	200.00	-	290.00
2	T	2,250.50	200.00	2,450.50	185.00	185.00	5.00	375.00
3	W	2,265.50	204.00	2,469.50	240.00	200.00	5.00	445.00
4	T	2,229.50	380.00	2,609.50	380.00	100.00	10.00	490.00
5	F	2,229.50	690.00	2,919.50	204.50	200.00	-	404.50
6	S	2,715.00	202.50	2,917.50	535.00	-	10.00	545.00
7	S	2,383.50	-	2,382.50	240.00	-	10.00	250.00
8	M	2,142.50	200.00	2,342.50	130.00	180.00	5.00	315.00
9	T	2,212.50	302.00	2,514.50	295.00	100.00	15.00	410.00
10	W	2,219.50	325.00	2,544.50	245.00	100.00	10.00	355.00
11	T	2,299.50	264.00	2,563.50	227.00	200.00	23.00	450.00
12	F	2,336.50	444.00	2,780.50	63.00	400.00	13.00	476.00
13	S	2,717.50	185.00	2,902.50	512.00	-	8.00	520.00
14	S	2,390.50	-	2,390.50	265.00	-	15.00	280.00
15	M	2,125.50	265.00	2,390.50	215.00	100.00	25.00	340.00
16	T	2,175.00	295.00	2,470.50	205.00	200.00	15.00	420.00
17	W	2,265.50	345.00	2,610.50	365.50	100.00	15.00	480.50
18	T	2,245.00	292.00	2,537.00	180.00	200.00	20.00	400.00
19	F	2,357.00	504.00	2,861.00	40.00	400.00	10.00	450.00
20	S	2,821.00	143.00	2,964.00	547.00	-	13.00	560.00
21	S	2,417.00	-	2,417.00	237.00	-	13.00	250.00
22	M	2,180.00	145.00	2,325.00	127.00	200.00	3.00	330.00
23	T	2,198.00	105.00	2,303.00	235.00	200.00	15.00	450.00
24	W	2,068.00	285.00	2,353.00	203.00	200.00	17.00	420.00
25	T	2,150.00	263.00	2,413.00	193.00	200.00	7.00	400.00
26	F	2,220.00	565.00	2,785.00	185.00	300.00	15.00	500.00
27	S	2,600.00	245.00	2,845.00	525.00	-	15.00	540.00
28	S	2,320.00	-	2,320.00	204.50	-	5.00	209.50
Totals			6,969.00		7,703.50	3,965.00	317.00	11,355.50
Closing stock 2,115.50								
<i>Proof of inventory</i>					<i>Proof of cast</i>			
Opening stock			2,220.00		Opening stock			2,220.00
plus Storeroom purchases			6,969.00		plus Storeroom purchases			6,969.00
Total			9,189.00		Direct purchases			3,965.00
minus Requisitions			7,7073.00		Beverage to kitchen			317.00
= Closing stock			2,115.50		Total			13,471.00
					Minus Employee meals			655.00
					Food to bars			70.00
					Closing inventory			2,115.50
					= Cost of food sold			10,630.50

10	11	12	13	14	15	16	17
Today	Today	Today	Today	Today	To-date	To-date	To-date
Cost of employee meals	Transfers of food to bars	Cost of food sold	Food sales	Food cost	Cost of food sold	Food sales	Food cost
£	£	£	£	£	£	£	£
35.00	-	255.00	820.00	31.09	255.00	820.00	31.09
25.00	-	350.00	980.00	35.71	605.00	1,800.00	33.61
30.00	5.00	410.00	1,100.00	37.27	1,015.00	2,900.00	35.00
25.00	5.00	460.00	1,050.00	43.81	1,475.00	3,950.00	37.34
30.00	5.00	369.50	1,005.00	36.76	1,844.50	4,955.00	37.22
30.00	5.00	510.00	1,490.00	34.23	2,354.50	6,445.00	36.52
25.00	-	225.00	720.00	31.25	2,579.50	7,165.00	36.00
20.00	-	295.00	920.00	32.06	2,874.50	8,050.00	35.55
20.00	-	390.00	1,015.00	38.42	2,264.50	9,100.00	35.87
20.00	-	335.00	925.00	36.22	3,599.50	10,025.00	35.90
25.00	5.00	420.00	1,160.00	36.21	4,019.50	11,185.00	35.93
20.00	5.00	451.00	1,220.00	36.96	4,470.50	12,405.00	36.03
20.00	-	500.00	1,405.00	35.59	4,970.50	13,810.00	35.99
20.00	-	260.00	690.00	37.68	5,230.50	14,500.00	36.07
30.00	5.00	305.00	840.00	36.31	5,535.50	15,340.00	36.08
20.00	5.00	395.00	1,085.00	36.41	5,930.50	16,425.00	36.10
20.00	-	460.50	1,290.00	35.66	6,390.50	17,715.00	36.07
20.00	-	380.00	990.00	38.38	6,770.50	18,705.00	36.19
25.00	5.00	420.00	1,015.00	41.38	7,190.50	19,720.00	36.46
25.00	5.00	530.00	1,407.00	37.67	7,720.50	21,127.00	36.54
20.00	-	230.00	604.00	38.08	7,950.50	21,731.00	36.58
20.00	-	310.00	850.00	36.47	8,260.50	22,581.00	36.58
20.00	-	430.00	1,105.00	38.91	8,690.50	23,686.00	36.69
20.00	-	400.00	1,090.00	36.69	9,090.50	24,776.00	36.69
25.00	5.00	370.00	1,050.00	35.24	9,460.50	25,826.00	36.63
20.00	10.00	470.00	1,350.00	34.82	9,930.50	27,176.00	36.54
20.00	-	520.00	1,490.00	34.90	10,450.50	28,666.00	36.45
25.00	5.00	179.50	585.00	30.68	10,630.00	29,251.00	36.34
655.00	70.00	10,630.50	29,251.00	36.34	10,630.00	419,870.00	36.34

Explanation of columns

- 1 Date.
- 2 Day of week.
- 3 Stock level at beginning of each day. The opening stock for the first day of a new period is the closing stock figure from the previous period. Subsequent days are calculated from column 5 minus column 6 of previous day
- 4 Total of all food produced and delivered on that day. (Note: Not including direct foods to the kitchen - see column 7).
- 5 Total of column 3 plus column 4.
- 6 Total of all food requisitions for that day.
- 7 Total of all food purchased and delivered on that day which went on direct charge to the kitchen, for example fresh meat, poultry, fish, fruit, vegetables, etc.
- 8 Total of all beverage requisitions made by the kitchen for use in food production.
- 9 Totals of columns 6, 7 and 8.
- 10 Total of all food requisitions made to produce employee meals.
- 11 Total of all bar requisitions for food, for example oranges, lemons, nuts, crisps, etc.
- 12 Column 9 minus (column 10 plus column 11).
- 13 Total daily food sales obtained from till readings.
- 14 Column 12 divided by column 13, expressed as a percentage.
- 15 Running totals of column 12.
- 16 Running totals of column 13.
- 17 Column 15 divided by column 16, expressed as a percentage.

Explanation of columns

1. Date.
2. Day of week.
3. Stock level at beginning of each day. The opening stock for the first day of a new period is the closing stock figure from the previous period. Subsequent days are calculated from column 5 minus column 6 of previous day.
4. Total of all food produced and delivered on that day.
5. Total of column 3 plus column 4.
6. Total of all food requisitions for that day.
7. Total daily food sales obtained from till readings.
8. Column 6 divided by column 7, expressed as a percentage.
9. Running totals of column 4.
10. Running totals of column 6.
11. Running totals of column 7.
12. Column 10 divided by column 11, expressed as a percentage.

The advantages of this type of report are:

1. It is more accurate than the two previous food reports illustrated in Tables in that it includes additions to the cost of food for beverages transferred to the kitchen (for example, cooking wine, etc.) and deductions for the cost of food transferred from the kitchen to the bars (for example, lemons, oranges, olives, nuts, etc.) and for the cost of all employees' meal. It also separates purchases into those that go straight to the storerooms and those that go direct to the kitchen and are charged immediately to the kitchen. The result of these additions and subtractions is that the true cost of the food sold to customers is more accurate than previously.
2. The accuracy of the to-date food cost percentage is refined to take into account all daily transactions and these figures should be fully relied upon to be the basis against which corrective action may be taken.

The disadvantages of this type of report are:

It is more detailed than the previous reports and it relies very much on the accuracy of the collected information, for example the collection of all the requisition notes and the accurate extensions of the pricing of items; the collection of the goods received sheet and the checking of it against delivery notes, credit notes, invoices, etc.

COCKTAILS & MIXED DRINKS

A Cocktail is defined as a mixture of alcoholic and or non alcoholic beverages so blended that no single ingredient dominates the other.

Origin of the word cocktail :-

The name cocktail has an obscure origin. There are many claims to the origin of the word. But the one most worthy is associated with Betsy Flanagan, a fourth right Irish lady who used to run a tavern in America. Her husband of course has fought against the British in the American war of independence and had died but before death he had left the tavern in his wife's name. The tavern had the advantage of being frequented by American and French officers of Washington army. It also had the irritating drawback of having British loyalist as a neighbour . This loyalist kept chickens which enabled the officers to chide Betsy about the plumpness and detectability of her neighbours chicken preparation compared to the meagre produced from betsy's kitchen .The Flanagan honour was safe where an evening in 1779 betsy provided delicious dinner for the officers and included in the meal the preparation of the chickens which she had stolen from the neighbour's poultry. Before starting their meal the officers ordered for their usual Bracers or mixed drinks, when these were served betsy victoriously decorated each glass with a tail feather from the ill gotten cocks. A frenchman toasting Betsy's for her ingenuity cried —vive le cocktaill and betsy's bracers were addressed as cocktails after that.

Different equipments required for making cocktail :-

Cocktail glass, cocktail shaker, stirrer stick, cocktail mixing glass, hawthorn strainer, blender (electric), ice cube machine, muddler glass washer, cocktail sticks, juice extractor, mixing spoon, knife chopping board, refrigerating units, tin opener, ice crusher, ice bucket, decanters / karaff, Peg measures, sink, Wine opener & buckets.

INGREDIANTS REQUIRED:

Spirits, liqueurs and bitters, different / canned juices, fresh fruit for garnish, proprietary sauces, salt pepper sugar syrup, etc., lime cordial, grenadine, aerated waters, ice creams, fresh creams, different types of syrups.

RULES FOR MAKING COCKTAILS;

- (1) All equipment's should be clean
- (2) The ice should be clear and clean but not snowy as this kind deteriorates fast.
- (3) The cocktail shaker should not be filled more than about 4/5th of it's capacity so as to allow sufficient room for effective shaking.
- (4) Effervescent type of drinks should never be shaken.
- (5) Glasses should not be filled upto the brim as this will lead to spilling.
- (6) If an egg is to be used it should be broken into separate containers before adding to the mixture as eggs sometimes can be bad.

(7) If at all possible cocktails should be served in chilled glasses as this will retain their temperature better.

(8) The operation of shaking should be carried out in short and snappy action, as prolonged shaking will namely rest the ice and dilute the drink.

(9) Ice is used in almost all cocktails.

(10) If the cocktail is being used in a mixing glass which as a general rule is used for drinks based on liqueurs and wines, the ice should go in first between the other ingredients.

NOTE: The most expensive ingredients should go last.

(11) The stirring should be brisk and continued until the mixture is cold. When it can be strained into the glass and served.

(12) For shaken cocktails the ice should be put into the shaker first followed by juices, cream, cordials and sugar etc.

(13) It is always advisable to pour the alcohol at the end.

(14) The ingredients in a cocktail should be so chosen that they complement each other in taste, flavor and color.

(15) The final color of the cocktail should be very attractive.

(16) For a better eye appeal the cocktail should be properly garnished.

Generally, the fruit juice used in making the cocktail the same fruit is used as a garnish.

Methods of making Cocktails

1. BUILDING: - It is a cocktail which is made in a glass in which it is going to be served. Generally ingredients which easily get mixed, without stirring or shaking are made in this method. E.g. pousse-café and gimlet, Cuba libre.

2. STIRRED: - If the cocktail comprises ingredients which cannot mix on their own they have to be stirred in a mixing glass. E.g. Martini, Manhattan, Rusty nail, God father.

3. SHAKEN: - If the cocktail comprises ingredients which cannot be mixed by stirring. Shaken.

- Note ; Drinks involving the use of aerated water should not be shaken

4. Blended : cocktail involving the use of ingredients which cannot be mixed either by the process of stirring or shaking are subject to the process of blending . Generally cocktail involving the use of ice creams and thick eg. Pina colada, chichi, grass hopper.

5. Layering: This method is used when the ingredients used are of different colour,flavour and densities Pousse café is a cocktail which comprises different layered liqueurs floated one top of other and served in the glass in which it is made.

Table 41.1 Steps Involved in Various Methods of Making Cocktails

Step	Building	Stirring	Shaking	Blending	Layering
1	Take the appropriate glass	Chill the selected glass	Chill the selected glass	Chill the selected glass	Select the straight-sided glass
2	Fill the glass with required quantity of ice (optional). Ask the guest's preference	Fill 1/3rd of the mixing glass with ice	Fill 1/3rd of the cocktail shaker with ice	Add the measured quantities of the ingredients to the blender cup	Hold the spoon against the inside of the opposite surface of the glass
3	Add measured-out liquor	Measure out the liquor and pour in the mixing glass	Measure out the ingredients. Add first non-alcoholic ones followed by the alcoholic drinks	Add the required quantity of crushed ice to the blender cup. Close	Pour the heavier drink slowly over the back of the spoon. The drink gently slides and settles at the base of the glass
4	Add the required mix up to 1/2 to 1 inch below the rim	Stir briskly	Close the shaker and shake briskly 8 to 10 times	Blend until the ingredients are well combined	Add the second drink which is lighter than the one poured, in the same way
5	Stir briskly	Strain into the selected glass	Remove the cap and strain into the selected glass	Pour the drink into the selected glass	Add the third ingredient, repeat the process
6	Garnish	Garnish	Garnish	Garnish	Do not stir

STYLES/TYPES OF COCKTAILS

- **Champagne cocktails** - For example, Bucks Fizz, which has the addition of orange juice
- **Cobblers** - Wine and spirit-based, served with straws and decorated with fruit
- **Collins** - Hot weather drinks, spirit-based, served with plenty of ice
- **Coolers** - Almost identical to the Collins but usually containing the peel of the fruit cut into a spiral; spirit- or wine-based
- **Crustas** - May be made with any spirit, the most popular being brandy; edge of glass decorated with powdered sugar and crushed ice placed in glass
- **Cups** - Hot weather, wine-based drinks
- **Daisies** - Made with any spirit; usually served in tankards or wine glasses filled with crushed ice
- **Egg Noggs** - Traditional Christmas drink; rum or brandy and milk-based; served in tumblers
- **Fixes** - Short drink made by pouring any spirit over crushed ice; decorated with fruit and served with short straws
- **Fizzes** - Similar to a Collins; always shaken and then topped with soda; must be drunk immediately
- **Flips** - Similar to Egg Noggs, containing egg yolk but never milk; spirit, wine or sherry-based
- **Frappés** - Served on crushed ice
- **Highball** - American; a simple drink that is quickly prepared with spirit and a mixer
- **Juleps** - American; containing mint with claret, Madeira or bourbon whiskey base
- **Pick-Me-Ups** - To aid digestion

- **Pousse-Café - Layered mix of liqueurs and/or spirits using differences in the specific densities of drinks to create layers – heaviest at the bottom, lightest at the top**
- **Smashes - Smaller version of a julep**
- **Sours - Always made with fresh juices to sharpen the flavour of the drink**
- **Swizzles - Take their name from the stick used to stir the drink; ‘swizzling’ creates a frost on the outside of glass**
- **Toddies - Refreshers that may be served hot or cold; contain lemon, cinnamon and nutmeg**

WHISKEY BASED COCKTAIL :

1. Manhattan : bourbon whiskey –60 ml + sweet vermouth – 10 ml + angostura bitter -few drops .
Glass : cocktail glass chilled .
Garnish : cherry . (stirred)

2. Rusty nail : scotch – 45 ml , Drambuie –20 ml
Glass : old fashioned glass or on the rocks glass filled with ice (built)

3. Godfather : scotch or bourbon –45 ml +amaretto –20 ml
Glass : old fashioned glass or rock glass filled with cube ice . (built)

4. Whiskey saar : whiskey –45 ml + lemon juice – 15 ml
eg white – little + soda – optional .
Glass : cocktail glass / whiskey saar glass.
Garnish : slice of lime (blend)

5. Old fashioned : sugar – (1-2 tea spoon or simple sugar syrup dissolved in a splash of soda or water) Angoustura bitter –(1-3 dashes (1/6th of a tea spoon,full glass ice cube + Bourbon/Blended Whiskey – 60ml.)
GLASS : Old fashioned glass.
GARNISH : Cherry,Orange Slice (Built).

6. MINT JULEP : Mint leaves -10-12 (Fresh ,Crushed gently) + Sugar Syrup – 15ml.(Muddle the Sugar & Mint) + ice -1/2 glass (fine crushed ice) + Bourbon _ 45ml.(Stirred up & down Until well mixed add crushed ice to fill) + bourbon – 45ml .(Stirr up and down until glass frost).
GLASS : Tom Collins,Chilled .
GARNISH : Sprigs of mint dipped in sugar syrup.Long straws have to be provided to drink this cocktail.(Built)

7. ROB ROY : Scotch -60ml + sweet vermouth -10ml.+ Augostura bitter -1 dash.
GLASS : Cocktail glass chilled.
GARNISH : Stem Cherry.(Stirred)

GIN BASED COCKTAILS:-

1. **MARTINI:** - Gin – 60ml. + Dry vermouth – 10ml.

GLASS: - Cocktail glass chilled.

GARNISH; - Olive or slice of lime.(stirred or shaken)

2. **TOM COLLINS (TALL DRINK) :** Gin – 45ml. + Lime Juice – 15ml + sugar syrup -10ml + Soda – to top.

GLASS: Collins glass.

GARNISH: Slice of lime & cherry.(Built)

3. **SINGAPORE SLING:** Gin – 45ml + Cherry brandy – 30ml + Lemon juice – 30ml + Sugar – 1tea spoon + Soda – to fill.

GLASS;- Collins glass.

GARNISH: - Cherry & Slice of lime.(Built)

4. **NEGRONI:** Gin – 45 ml + Sweet Vermouth -20ml + Campari -20 ml.

GLASS: Cocktail glass chilled.

GARNISH: Lemon & orange twist (stirred)

5. **BRONX:** Gin – 45 ml + Sweet Vermouth -15 ml +dry Vermouth -15 ml +Juice of Orange i.e. ¼ th **GLASS:** Cocktail Glass chilled

GARNISH: Slice Orange. (shaked)

6. **GIMLET:** Gin – 45 ml + Lime juice cordial -15 ml

GLASS: Cocktail glass chilled.

GARNISH: Twist of lime. (stirred or shaked)

7. **GIBSON:** Gin - 60 ml + Dry Vermouth – 10 ml.

GLASS: Cocktail glass chilled.

GARNISH: Cocktail Onion (stirred)

8. **GIN FIZZ (Tail drink):** Gin – 45 ml + Lemon juice – 15 ml +Sugar – 1 tea spoon +Soda –to fill.

GLASS: High ball glass

GARNISH: Slice of lime & Cherry.

RUM BASED COCKTAIL:

1. **DAIQUIRI:** White rum –45 ml + lime juice – 45 ml+ sugar syrup – 10 ml .

Glass: cocktail glass .

Garnish – slice of lime (shaked or blended) .

2. **PLANTER’S PUNCH:** cube ice –1/4 full glass + white rum –45 ml + lemon juice -30 ml+ sugar syrup -10 ml + orange juice -30 ml +grenidine-1/2 oz + dark rum -45 ml to (float) .

Glass: Collins glass

Garnish: pineapple or orange or cherry {built}.

3. PINA COLADA: light rum –45 ml +coconut cream – 90 ml +pineapple juices- 90 ml

Glass: Collins glass $\frac{3}{4}$ filled with crushed ice

Garnish: pineapple and cheery on stirrer stick (blended)

4. EGGNOG: Egg 1 nos +white rum –30 ml + brandy–30 ml +sugar syrup-10 ml +hot-milk – fill

Glass: high-ball glass

Garnish: grated nutmeg (blended)

5. MAI TAI: light rum – 45ml + lime juice – 15ml + orange curacao – 15ml + sugar syrup – 20ml + orgeat – 20ml {almond syrup}

Glass: Collins $\frac{3}{4}$ filled with ice cube .

Garnish: Pineapple and cherry on stick {shaken}

6. CUBA LIBRE: white rum – 45ml + lemon juice – 5ml + coke – to fill

Glass: Collins glass

Garnish: Slice of lime {built}

7. Between The Sheets: Light Rum -20ml. +Brandy-20ml. +Lemon juice-20ml.Cointreau-20ml.

GLASS: Cocktail glass chilled. (Shaked or Blended)

VODKA BASED COCKTAIL:

(1) BLOODY MARY: Vodka-45ml. +Tomato juice-100ml. +fresh lime juice-15ml. +Worcestershire sauce-2-3 dashes+ Tobasco sauce-2 drops.

GLASS: Salt rimmed Old fashioned/ Rolly Polly glass.

GARNISH: Slice of lime & Celery stick. (Built)

NOTE: The salt for rimming the glass has to be celery salt that means salt +celery+pepper.

BLOODY CZAR -Vodka-45ml+ Calmato-100ml (calm & tomato juice)

(2) CHI CHI:-Vodka-45ml. +Coconut cream-90ml. GLASS: Collins glass $\frac{3}{4}$ th filled with ice cubes. GARNISH: Slice of cherry &Pineapple on a stirrer stick (Blended).

(3) GODMOTHER: Vodka-45ml. +Amaretto-20ml.

GLASS: Old fashioned full glass cube ice. (Built)

(4) BLUE LAGOON: Vodka-45ml. +Blue Curacao-15ml+Lemonade-to top.

GLASS: High ball glass.

Garnish: Slice of orange on the rim of the glass. (BUILT)

(5) HARVEY WADDBANGER; Vodka-45ml, Orange juice-to fill + Galliano -20ml float.
GLASS: High ball glass 1/2 glass cube ice.

GARNISH: Slice of orange. (Built)

(6) SCREWDRIVER: Vodka-45ml+orange juice-to fill.

GLASS: High ball glass 1/2 glass cube ice.

GARNISH: Slice of orange (BUILT)

(7) VODKA MARTINI (popularized by James bond): vodka 60ml + dry vermouth 10ml.

Glass: cocktail glass chilled.

Garnish: olive or sliced lime. (Shaken)

(8). BLACK RUSSIAN: Vodka 45ml + Kahlua 20ml Glass: old fashion glass fill glass, with ice cubes. (Built)

(9). WHITE RUSSIAN: Vodka - 45ml + Kahlua 20ml + cream 45ml

Glass: old fashion glass filled with ice cubes. (Shaken or blended)

BRANDY BASED COCKTAIL

1. SIDE CAR: Brandy 45ml + lemon juice 45ml + cointreau 45ml.

Glass: Cocktail glass chilled and rimmed with sugar.

Garnish: Twist of lime. (Shaken or blended)

2. STINGER: Brandy 45ml + white cream de menthe 20ml.

Glass: Old fashion glass filled with ice cubes. (Built)

3. GRASSHOPPER: Green cream de menthe 30ml + white crème de cacao 30ml + cream 45ml.

Glass: Cocktail glass chilled. (Shaken or blended)

4. BRANDY ALEXANDER: Brandy 30ml + brown crème de cacao 30ml + cream 45ml.

Glass: Cocktail glass chilled. (Shaken or blended)

5. BETWEEN THE SHEETS: light rum 20ml + brandy 20ml + lemon juice 20ml + cointreau 20ml.

Glass: cocktail glass chilled. (Shaken or blended)

6. BOMBAY: brandy 45ml + dry vermouth 15ml + sweet vermouth 15ml + Campari 15ml + orange Curacao 10ml.

Glass: rock glass or old fashion glass.

Garnish: slice of orange. (Shaken or blended).

TEQUILA BASED COCKTAIL:

1. MARGARITA: Tequila 45ml + triple sec 15ml + lemon juice 10ml.

Glass: cocktail glass or champagne saucer chilled rim with salt. Garnish: slice of lime (Shaken or blended)

2. TEQUILA SUNRISE: Tequila 45ml + orange juice to fill + grenadine 10ml to float (don't stir).

Glass: high ball glass half filled with ice cubes.

Garnish: Orange slice.

3. SPANISH FLY: Tequila 45ml + amaretto 20ml.

Glass: Old fashion glass filled with ice cubes.

4. BLOODY MARIA: Replace vodka in bloody Mary by tequila i.e. Bloody Maria

5. TEQUILA SUNSET: Tequila sunrise + float of dark rum

Glass: Zombie.

WINE BASED COCKTAILS

Kir

9 cl dry white wine

1 cl Creme de Cassis

Pour Creme de Cassis into glass, top up with white Wine

Mulled Wine (Serves 20)

2 bottles of Burgundy or Rhone red wine

. bottle dark rum

. bottle Dubonnet

. bottle drinking water

Whole orange studded with cloves (clouted)

2 cinnamon sticks

25 g (1 oz) sultanas

2 lemon halves

5 g (. oz) mixed spice

1 x 400 g (1 lb) jar of clear honey

Heat the clouted orange for 10 minutes in the oven to bring out the flavour. Tie the mixed spices in a muslin bag to prevent clouding the wine. Place all of the ingredients with the exception of the rum into a large pot. Hold some of the honey back so as to be able to adjust the flavour later. Place the pot on a low heat and stir occasionally. Bring the mixture almost to boiling point but do not allow it to boil. When ready to serve add the rest of the honey to taste. Finish with the rum just before serving into small Paris goblets. Sprinkle a little grated nutmeg onto the top of each Drink

CHAMPAGNE COCKTAILS

Bellini

10 cl Prosecco

5 cl fresh peach puree

Pour peach puree into chilled flute shaped Champagne glass and add sparkling wine. Stir gently

Variations: Puccini (fresh mandarin juice); Rossini (fresh strawberry puree); Tintoretto (fresh pomegranate juice)

Black Velvet

Guinness

Chilled dry Champagne

Half fill the glass with Guinness and top up with the chilled dry Champagne. Sometimes served in silver tankards

Bucks Fizz

10.0 cl well chilled

Champagne

5.0 cl fresh orange juice

Prepare in a flute-shaped Champagne glass by pouring in the fresh orange juice first and topping up with the well-chilled Champagne. Decorate with a curl/twist of orange peel

Champagne Cocktail

9.0 cl chilled Champagne

1.0 cl Cognac

2 dashes Angostura bitters

1 sugar cube

Add dash of Angostura bitters onto sugar cube and drop it into champagne flute. Add Cognac followed by pouring gently chilled Champagne.

Garnish with orange slice and maraschino cherry

Note: This cocktail may be made with any sparkling wine but should then be called by the name of the wine used and not Champagne Cocktail as the name Champagne is protected

Kir Royale

9.0 cl dry Champagne

1.0 cl Creme de Cassis

Place the Creme de Cassis in a chilled flute-shaped Champagne glass. Add the well-chilled Champagne. Do not stir

MOCKTAILS

Fruit Cup

3.0 cl orange juice
3.0 cl grapefruit juice
3.0 cl apple juice
lemonade/soda water

Pour all ingredients, with the exception of the lemonade/soda, onto ice in a glass jug. Stir well to blend and chill. Add sliced fruit garnish. Top up with lemonade or soda water. Serve well chilled in Highball or Worthington glasses

Pussyfoot

15.0 cl orange juice
3.0 cl fresh lemon juice
3.0 cl lime cordial
0.5 cl grenadine
1 egg yolk
soda water
2 dashes grenadine

Place all ingredients with the exception of the soda water on ice into a cocktail shaker. Shake vigorously to blend well together. Strain over crushed ice into a Collins glass. Top up with the soda water. Add straws

Saint Clements

4.5 cl orange juice
4.5 cl bitter lemon

Mix the orange juice and bitter lemon on ice in a Worthington glass. Stir well to blend. Garnish with a slice of orange and lemon

Shirley Temple/Roy Rogers

9.0 cl ginger ale
0.5 cl grenadine

Place ice in a Highball glass and add grenadine. Pour in the chilled ginger ale. Decorate with full fruit garnish and add straws

Variations: Ginger ale and fresh lime juice or ginger ale and lime cordial to taste

Tropicana

7.0 cl pineapple juice
7.0 cl mango juice
3.0cl coconut milk

Mix the well chilled ingredients on crushed ice in a Slim Jim glass and serve with straws

* Non-alcoholic cocktails are often now referred to as Mockt