

BAR OPERATIONS

Introduction and definition

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

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

Classification of bar:

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

1) ON THE BASIS OF FUNCTION

On the basis of function bars may be classified into:

- i.* **Front Bars:** These are also called as public bars. They are situated in front of the house and are characterized by barman-guest contact, facilitating maximum interaction. Here, bartenders serve the public face to face. Some guests are seated and served at the bar counter itself while others purchase drinks at the bar counter and consume standing or carry them to the tables provided. Basic front bars offer adequate bar skills, beverage lists, comfort, decor and ambience. It gets upmarket, stylish, and more lavish, focused (specialized) and more expensive as it evolves into lounge bars and cocktail bars. Front bars may or may not provide entertainment.
- ii.* **Service Bars:** These are also called as dispense bars. Here, bartenders do not serve the public directly but pour drinks that are picked up by servers and delivered to customers at different locations like the guestroom, a table in the restaurant or a pool-side deck chair. In short, it fills drink orders brought by waiters and waitresses only. Generally in such bars, a single pouring station is enough to handle the volume. Also, guests have no access to service bars and hence are characterized by absence of barman-guest interaction. However, service bars need the same forethought in its planning, has the same functions. Uses the same equipments and performs the same tasks of recording and controlling the pouring & selling of drinks as any other bar. It is of two basic types:

- a) Back-of-the-house service bars: As the name suggests these are located behind the scenes and hence hidden from guest view. They are smaller and simpler in design. Backbar of such bars have a room for bulk supplies of beer, mixes, liquor stock, etc and has no display. These bars do not require hiding of ugly and noisy equipments and mechanical dispensing systems are often used to increase speed and reduce liquor loss. These bars act as centralized bar dispensing drinks in various guest service areas like various kinds of outlets, guest- rooms, poolside etc. and thus centrally located in a hotel. It does away with the problem of having separate bars thus maximizing the service area of various outlets.
- b) Front-of-the-house service bars: As the name suggests these bars are in full view of the guests but used only for dispensing beverages to the servers against guest's orders. These bars are less usual, are generally found in conjunction with food service and are a part of the dining room. These bars must harmonize well with the overall ambience and due thought should be given to its layout, design and decor for efficiency and economy of service. The emphasis is more on functional ambience and is not lavishly equipped as a full-scale public or cocktail bar.
- iii. Special Function Bars: As the name suggests these bars are used for beverage sales and service at functions like banquets, meetings, receptions, conferences or conventions. It can also be used in recreational areas like golf course and tennis courts, open gardens & pools side or anywhere else in the hotel. It is of two basic types:
- a) Portable bars: It takes the form of mobile trolleys (on castors/wheels) built to specifications. These mobile trolleys are parked in a suitable area when not in use.
- b) Crash bars: These are a make-shift arrangement of trestle tables (horizontal tables held by two pairs of collapsible legs that save space when stored) nested together and dressed up to create a low and open bar counter. Crash bars are more versatile as they can be arranged into any shape or size required and can also be made to harmonize with the decor and ambience of the function. After the function is over, these tables are dismantled and stacked away.
- iv. Minibars: They are also called as in-house bars or honour bars. It is a relatively new concept and consists of a refrigerated cabinet placed in a guest room along with the menu cum rate-list, for consumption by room-guest. Thus, these bars are means of visual merchandising to boost beverage sales. By this option, the guest

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

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

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

- i. **Cocktail Lounges:** Cocktail lounges are more comfortably furnished, more luxurious in ambience and more expensive than public bars. Thus, it is an enhanced version of public bars. Seating includes chairs with armrests or sofas/couches and coffee tables are spaciouly laid out. The ambience is particularly relaxing with enhanced elegance and style. Entertainment may be in form of live music (like Guitarist, Pianist, etc) and some cocktail lounges may be themed. Such bars have a comprehensive beverage list and also serve complimentary light snacks with the drinks. Guests use these lounges for a 'sundowner' in the evening or for an aperitif before proceeding to an in-house restaurant for dinner. Overcrowding, stand-up consumption and very high turnovers are not encouraged in bars. Sometimes, there may be a cocktail lounge on privileged floors for the exclusive use of guests staying on these floors.
- ii. **Sunken Bars:** As the name suggests, these bars are sunk (immersed) and surrounded by water on all sides i.e. it is built in the middle of a swimming pool. These bars are usually found in resort hotels where guests spend a lot of time in and around the pool. Here, guests swim to the bar to collect the drinks and consume it seating at Immersed bar stools or on air floats.
- iii. **Tiki Bars:** As the name suggests, these bars are themed on the tiki culture i.e. a South Seas-inspired pop culture in United States. This culture was at its height in the 1950s and 60s, and is enjoying a revival now-a-days. Tiki bars are generally made of bamboos, canes, straw mats etc and are decorated with tropical flowers including orchids, fruits, etc. They dispense rum based cocktails and mixed drinks such as zombie, planters punch etc.

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

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

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

- i. Meet Bars: Also called as "singles bars", they are patronized by individuals looking for a new friend of the opposite sex for a date to a complete relationship. These individuals stay long enough to meet someone they did like to spend the evening with, and then move on to a suitable place for food, entertainment and leisurely evening together.
- ii. Ladies (Only) Bars: As the name suggests, these bars are patronized by members of female sex only (permanently as opposed to bars having an occasional ladies' night) and tend to be psychologically safer. Men are strictly not allowed in such bars. They generally dispense ladies' drinks like cocktails, gin, vodka, wines, etc. They are popular as the females feel secured as opposed to a regular male dominated bar. However, too many ladies bars are not likely to succeed in a single area.
- iii. Gay/Lesbian Bars: As the name suggests, these bars are patronized by gay individuals looking out for a partner. On the other hand, ladies only bar doubles up as Lesbian bars also.

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

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

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

- ii. Beer Bars: As the name suggests, these bars stock and serve only/predominantly beer and beer based mixed drinks. They generally carry and sell a variety of different styles and brands of beer like stout, porter, ales, pilsners, draught etc by glass/pitcher/pint/can/bottle. Many a times, such bars are owned/franchised by brewery companies as part of their vertical marketing integration strategy.
- iii. Cocktail Bars: Cocktail bars are full-service bars serving an entire range of alcoholic and non-alcoholic beverages but specializing in wide range of cocktails and mixed drinks - both classical and innovative. Here, the focus is on the cocktail range featured on the menu and the skills & proficiency of the bartender. Cocktail bars are upmarket beverage outlets, commonly found in luxury hotels and are luxuriously furnished and lavishly equipped. It carries a complete range of liquors, garnish, glassware and equipment in order to prepare and serve different cocktails and other drinks. Such bars can be thematic and sometimes open only in the evenings offering professional and elegant tray and bar service. Being a high class and refined bar, standing crowds and congested layouts are unlikely.
- iv. Tequila bars: As the name suggests, such bars stock and serve only/predominantly different styles and brands of tequila and tequila based mixed drinks.
- v. Bloody Mary bars: .As the name suggests such bars serve various styles and variations of the famous mixed-drink (cocktail) Bloody Mary - a mix of Vodka & tomato juice. It also stocks all the items and Ingredients going into its making.

5. ON THE BASIS OF PAYMENT OF CONSUMED DRINKS

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

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

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

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

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

- ii. Cash Bars: These are also called as No-host bars, Cash on delivery (COD) bars or A-la-carte bars. In some service clubs, some convention functions, and meetings; such bars are set up. Here, the host may pay for the food and venue while the individual participants pay for drinks consumed. Payment may be effected by cash collection or an equivalent amount (number) of coupons that is sold prior to the event by either the function organizer or the hotel. The prices may be the same or different from normal selling prices. However, the prices are generally reduced in order to attract group business.
- iii. Open Bars: In these kind of bars, the guest gets any type and any quantity of drink desired (limited only by brands and types of merchandise carried) as he has already prepaid for them in the form of a ticket or pass purchased for the event, which include food, entertainment as well as beverages. In other words, the bar is 'open' to the guest to consume any liquor available and in any quantity desired. Thus, an open bar is similar to a 'drinks buffet' during the time the bar is in operation. Here, the price of ticket/pass is based on the number of guests, the length of cocktail hour (some run longer and others less), the type of guest (men versus women), and other historical factors.

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

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

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

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

- ii.* Nightclub & Discotheque Bars: As the name suggests, these bars are found in nightclubs (An outlet that is principally open at night for dinner, dance and cabarets. Decor is lavish while service is elaborate. A live band is always there and most establishments insist on formal wear so as to enhance the atmosphere) and discotheques (An outlet which is principally meant for dancing to recorded music. A live band may also perform. Food offered mainly consists of snacks). They serve mixed drinks including cocktails as well as local and imported liquor. These bars are open till the early hours of morning and provide tray and bar service.
- iii.* Airport Bars: As the name suggests, these bars are found on international airports. They are characterized by offering quick service to transit passengers. They are often economically priced because of access to duty-free liquor. It is posh.
- iv.* Casino Bars: As the name suggests, these bars are found in casinos. They offer gambling and gaming services as well.

7. ON THE BASIS OF IN-SITU ENTERTAINMENT OFFERED

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

- i.* Jazz Bars: As the name suggests, these are bars providing entertainment in form of jazz music on the premises. It is the bar's main focal attraction apart from the bar itself.
- ii.* Sport Bars: as the name suggests, these are bars that provide sports entertainment on big television screens, with special projections etc. It may have a series of screens and the decor may also be geared on the theme of sports. Generally, they are found in clubs and spring up throughout the city during Soccer season, Cricket World-Cup, Wimbledon Tennis tournament, etc.
- iii.* Piano Bars: As the name suggests, these are bars with piano and a pianist. They provide excellent in-situ entertainment to traditionalists who love piano tunes.

8. OTHER BARS

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

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

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

THE BAR (ITSELF)

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

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

PARTS OF THE BAR

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

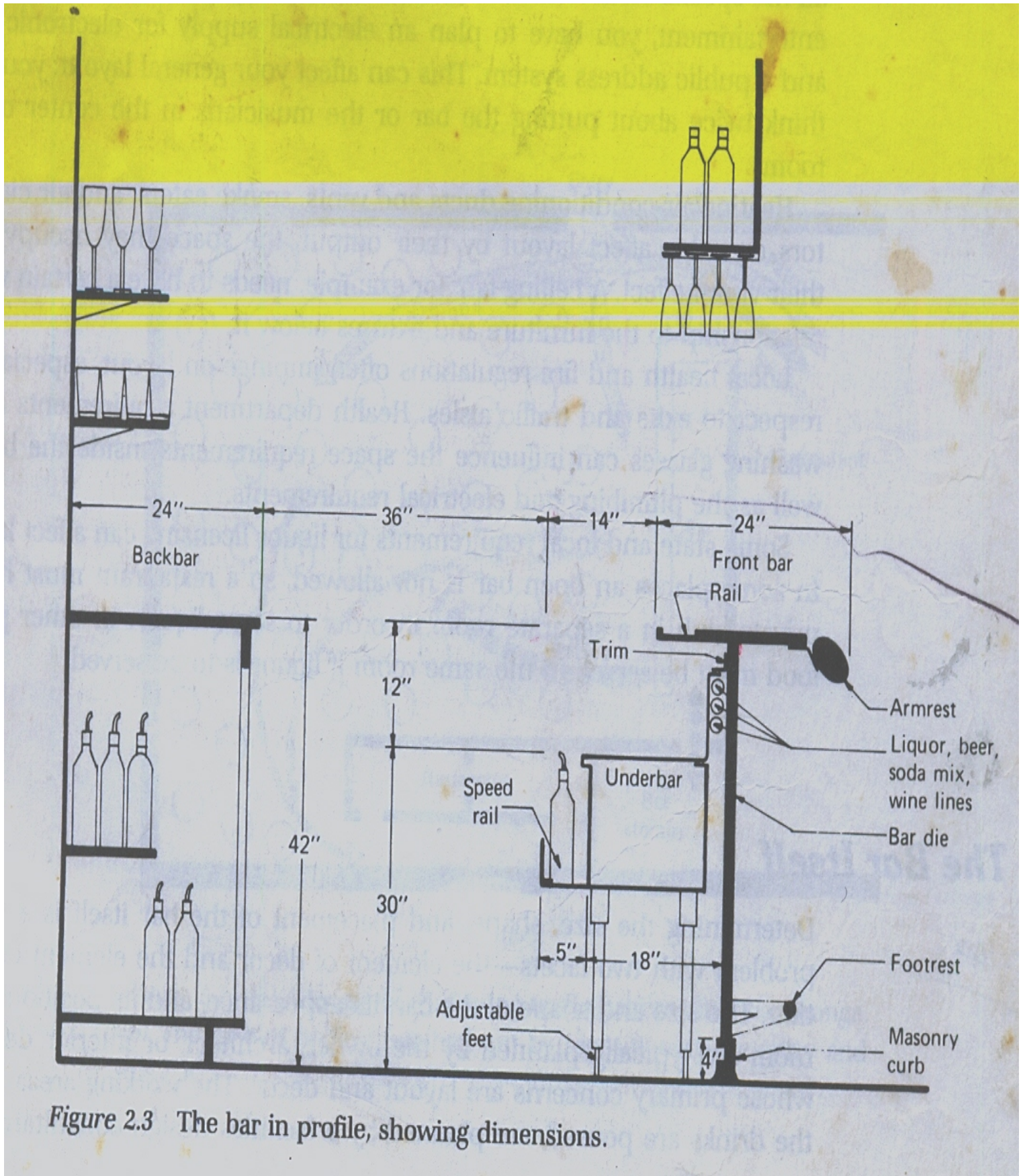
- i. THE FRONT BAR: Customers order their drinks and these drinks are served at the Front Bar. Thus, front bar is also called the Customers' area. It is typically 16 to 18 inches wide with an alcohol-proof and waterproof top surface, usually made of laminated plastic. An often padded armrest runs along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

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

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

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

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



as visual elements in the total décor.

ii. THE BACKBAR:

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

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

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

iii. THE UNDERBAR

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

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

iv. OVERBAR:

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

LARGE UNDERBAR AND BACKBAR EQUIPMENTS

1) EQUIPMENTS FOR MIXING DRINKS

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

- i. Ice chest (ice bin): Considered as centerpiece of any pouring station, it is usually 30 inches long with sliding or removable doors. Sometimes, it comes with a divider; enabling two types of ice to be stored i.e. cube ice and crushed ice.
- ii. Bottle Rails or Speed Rails: The front of the station consists of a 3.5 feet bottle rail (speed rail) with a shorter hang-on rail on the front. Sometimes, there is a double rail on the hand sink as well. Speed rail contains the most frequently used (poured) liquors. Usually, well brands (brands the house pours when a drink is ordered by type rather than by name) and popular call brands (brands customers ask for by name) are setup within easy reach in the speed rails. Additional call brand liquors

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



Pouring (Cocktail) Station

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



Blender



Shaker Mixer

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

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

- iv. Condiment cups or Bottle wells: Condiment cups are used to hold garnishes and are located in double rows on the left of the ice chest, to keep them chilled. Sometimes, bottle wells replace these condiment cups and keep juices and prepared mixes cold.
- v. Handgun for dispensing soft-drink mixes:
- vi. Automated liquor pouring system:
- vii. Dump sink, glass shelf and a towel rack:

2. EQUIPMENTS FOR WASHING AND WASTE DISPOSAL

It includes the following items:

- i. A three or four-compartment sink with drainboards: It is usually a single piece of equipment placed near a bartender station or between two stations. One compartment is for washing, one for rinsing, and one for sanitizing (killing bacteria with a chemical solution). In a four compartment sink, the fourth compartment is usually used as a waste dump (by placing netting in the bottom) to catch the debris.
- ii. Hand sink with towel rack (attached to blender station): Usually, the hand sink utilized for washing hands is a separate one but more often the fourth sink in a four compartment sink act as a hand sink.
- iii. Special glass-washing brushes: Glass brushes stand up in soapy water of the wash sink. In automatic models, the bartender places a glass over the center brush and presses a button to make the bristles spin. With hand models the bartender twists the glass around and between the brushes to clean the inside and rim. Then, the glass goes into the rinse sink, then the sanitizing solution, and finally onto the drainboard, upside down to air-dry.



Motorized Glass Brushes

- iv. Waste dump: Each pickup station has a waste dump on the server's side of the bar. Cocktail servers returning with dirty glasses dump the debris here. Behind the bar are removable trashcans.
- v. Bottle chute: Empty liquor bottles are accumulated at the bar to return them to the storeroom to exchange them for full bottles. In a bar with a storeroom below it, a bottle chute can convey these empties directly to the storeroom. Also, a bottle chute conveys empty beer and soda bottles to the basement below the bar for disposal.

3. OTHER LARGE EQUIPMENTS

It includes the following items:

- i. Glass Froster: Usually, a glass froster is used to chill glasses for straight-up cocktails, frozen drinks and ice cream drinks. It is a top-opening freezer that chills glasses at 0°F temperature. Always dry glasses and mugs should be placed in the froster, otherwise a thin coat of ice will form on the glass and the glass may stick to the lip of the drinker. Alternatively, a refrigerator will frost a wet glass without making ice. Other alternative is to ice the glass by hand with ice cubes just before the drink is poured.
- ii. Automatic Glass-Washer: For better cleanliness, stricter sanitation laws and labor savings, automatic glass-washers are used now-a-days. It is an alternative to washing glasses by hand. An underbar or backbar rotary glass-washer easily washes up to 500 glasses per hour, giving bartenders more time to prepare drinks. It washes and rinses glasses with tap water, provides a final high temperature rinse (120°F to 160°F) with good chemicals to sanitize them and blow dries them without water-spots.

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

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

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

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

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

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

Draught beer dispenser:

- iv. Dry (unrefrigerated) Storage Cabinets: This storage forms the major part of the backbar. The day's reserve supplies of liquor - all the unopened bottles as backups are stored here with locks. Also in dry storage cabinets are stored red house wines for pouring by glass or carafe, reserve supply of napkins, bar towels, matches, picks, straws, stir-sticks, and other non-food, non-beverage items.
- v. Refrigerators: Undercounter and backbar refrigerators, which look just like dry storage cabinets from outside, hold supplies of special mixes and juices, bottled beer, bottled mixes if used, white wines, fruits and condiments for garnishing, cream, eggs and other perishables at 40° Fahrenheit. They may also be used to chill glasses.

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

- vi. Ice (making) Machines: Every cocktail bar operation has an ice-maker, as it cannot operate at all without ice. It is at underbar or backbar in case of a large bar and elsewhere if it is a small bar
- vii. Cash Registers: From its slow, noisy, hand-operated first version machine with a pot-belly and a bell (called as "**Ritty's incorruptible cashier**") to today's slim, quiet and lightening fast computerized register (known as ECRs or Electronic Cash registers), it has been a rock of Gibraltar at the bar. Cash registers are core of a system of controls by which management ensures that its liquor is sold to the

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

SMALL BAR TOOLS AND EQUIPMENTS

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

1. SMALL WARES FOR MIXING AND POURING

The indispensable tools for mixing and pouring by hand include:

- i. **Jiggers** A jigger is a measure of ounces or fractions of ounces. It is used to measure liquors for cocktails, highballs and other mixed drinks. There are two types of jigger
- ii. **Mixing glass:** It is a heavy glass container having a capacity of 16 to 17 ounces, in which drink ingredients are stirred together with ice. It is used to make Martinis and Manhattans and other drinks whose ingredients blend together readily. It is rinsed after each use. Mixing glasses should be heat-treated and chip-proof,
- iii. **Hand shaker:** It is a combination of a mixing glass and a stainless-steel container that fits on top, on an angle so that one edge is flush with the side of the glass. It is also called as Boston's Shaker. Usually, it has its own strainer. The stainless-steel container is known by varied names like mixing cup, mixing steel, mix can etc. It is used for shaking drink ingredients with ice and is used in making of cocktails with fruit juices, egg, sugar, cream, or any other ingredient that does not mix readily with spirits. It is rinsed after each use.
- iv. **Shake mixer:** it is an automatic alternative of a hand shaker and is faster and more efficient. it can even make ice-cream drinks, which the hand shakers can't do-, The mixing container of the shake mixer is also called a mixing cup, steel, or can.
- v. **Bar strainer:** It is a round wire spring on a handle. It comes with ears that fit over the rim of a shaker or mixing glass and keeps ice and fruit pulp from going into the glass when the drink is poured. The most famous one is the Hawthorn Strainer.
- vi. **Barspoon:** It is a stainless steel shallow spoon with a long handle and a bead on the end. It is 10 to 11 inches long. The bowl equals a teaspoon. Bar-spoons are used for stirring drinks in a drink glass or mixing glass or cup.

- vii. Ice scoop: It is an implement for scooping ice from the ice bin. It has a capacity of 6 to 8 ounces. It makes easy to get the right amount of ice with one swoop of the scoop. Glasses should not be used for scooping ice.
- viii. Ice tongs: They are designed to handle one cube of ice at a time. They serve an important function of hygiene, as hands should never touch the ice that goes into a drink.
- ix. Muddler: or muddling stick: It is a wooden tool that looks like a little baseball bat. One end is flat for crushing one substance into another. For instance: sugar crushed into bitters in an Old-Fashioned. The other end is rounded and can be used to crack ice.
- x. Funnels: They are needed in several sizes for pouring from large containers into small ones. For instance: transferring special mixes from bulk containers into plastic bottles for bar use. Some funnels have a screen at the wide end to strain out pips and pulp.
- xi. Fruit Squeezer: A bar-type fruit squeezer is a hand-size gadget that squeezes half a lemon or lime for a single drink, straining out pits and pulp,
- xii. Glass Rimmer: It is a gadget used to rim a glass with salt or sugar, It is made up of three trays. One contains a sponge that is saturated with lemon or lime Juice, the second contains a layer of salt, and the third a layer of sugar. The glass rim is pressed on the sponge, and then dipped in salt (for a Margarita or a Salty Dog) or sugar (for a Side Car).

2. SMALL BAR TOOLS AND EQUIPMENTS FOR GARNISHING

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

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

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

The tools for preparing condiments are as follows:

- i. Cutting Board: It is a small board having surface that will not dull the knife. Rubber or plastic is the material to prefer. Wood is the best surface to work on. But it is a health hazard.
- ii. Bar knife: It is any small to medium-size stainless steel knife such as a Paring or utility knife. The blade should be kept sharp, as it is safer than a blunt knife and the handles should be made of heavy-duty rubber or plastic for sanitary reasons. Carbon steel should not be used as it discolors and passes on the color to the fruit being cut.
- iii. Relish fork: It is a long (10-inch), thin, two-tined stainless-steel fork designed for reaching into narrow-necked bottles for onions and olives. Usually, it has a spring device that helps to secure the olive or onion firmly.
- iv. Zester, router and stripper: Zester or router are special cutting tools which peel away the yellow part of the lemon skin without including the white under skin. A stripper is similar but cuts a broader, shallower swath.

3. SMALL TOOLS AND EQUIPMENTS USED IN SERVING

No bar can do without these items. They include:

- i. Bottle and can openers: Bottle or can openers should be made of stainless steel, as it is rust-free and easily cleaned.
- ii. Corkscrews: There are many different kinds of corkscrews available to extract corks from wine bottles. The screw or worm should be $\frac{1}{2}$ inches long and about $\frac{3}{8}$ inch in diameter with a hollow core in the middle. A solid core chews up the cork. There should be enough spirals to extract the cork smoothly. Edges should be rounded, not sharp. It should be made of stainless steel.

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

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

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

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

BAR PREPARATION

Bar opening duties include:

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

Bar closing duties include:

- ✓ checking and clearing the tills;
- ✓ completing bar summary sheet;
- ✓ removing empty bottles from the bar;
- ✓ attending to the beer casks in the cellar and turn off the beer taps;
- ✓ collecting all glasses and ashtrays from the bar tables;
- ✓ brushing out the ashtrays into a metal bin with a 2½ - 3 inch paintbrush;

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

BAR STAFFING

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

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

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

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

BARTENDER

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

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

BEVERAGE MANAGER

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

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

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

BARBACKS

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

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

THE WINE STEWARD OR SOMMELIER

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

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

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

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

BAR THEFT & FRAUD

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

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

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

Why are bar frauds widespread?

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

- a) Personnel handling cash (like bartenders, cashiers, service staff, etc) often hold low-paid, entry-level positions. Moreover, these employees frequently move from job to job and have little identification/loyalty to a property.
- b) The busy environment and the complexity of production/service tasks provide the opportunity to personnel in such beverage operations to take advantage of loopholes in income control systems and provide ample scope to dishonest bartenders to perpetrate frauds.
- c) To some extent, many managers are simply apathetic about employee thefts and frauds. Some feel that theft is inevitable and simply increase prices to cover It.

BAR THEFTS & FRAUDS

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

BEVERAGE (LIQUOR) RELATED THEFT AND FRAUD

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

i. Underpouring:

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

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

ii. Dilution:

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

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

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

iii. Bringing in personal bottles:

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

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

iv. Substitution:

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

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

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

v. Using personal drink measuring devices:

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

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

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

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

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

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

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

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

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

viii. Overpouring:

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

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

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

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

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

x. Giving away free drinks to friends:

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

xi. Trading liquor with the cook for food:

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

BILLING RELATED THEFTS AND FRAUDS

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

i. Accumulating the individual drink sales:

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

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

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

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

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

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

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

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

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

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

v. Overcharging:

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

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

vi. Servers may collect cash and destroy a check:

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

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

and turn in only the income for the remaining items and pocket the difference.

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

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

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

OTHER BAR THEFT AND FRAUDS

- i. Doctoring (manipulating) mandatory excise records:

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

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

- ii. Bartender and server split the Income earned:

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

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

Theft Prevention through Shopper Services

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

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

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

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

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

Cycle of control

Introduction

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

THE PURCHASING PROCEDURE

The procedure can o the be broken down into five steps

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

The selection of a supplier

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

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

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

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

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

1. Price performances

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

2. Quality performances

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

3. Delivery performance

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

METHODS OF PURCHASING

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

1. Purchasing by Contract

There are two common types of contract used:-

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

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

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

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

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

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

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

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

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

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

Purchase specification

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

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

The reasons for preparing specification are –

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

Purchasing of beverages

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

There are five sources of supply for purchasing beverages:

1) Wine shippers

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

2) Wholesalers

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

3) Beverage manufacturers

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

4) Cash-and-carry

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

5) Auctions

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

➤ Purchase order

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

- Written verification of price that has been quoted.
- Written verification of quantity that has been ordered.
- Written verification of receipt of the food and beverage that have been ordered.

- Written verification of conformance to product specification.
- Written instructions to receiving clerk.
- Written authorization to prepare vendor invoice for payment.

PURCHASE ORDER

SHIP TO:		BILL TO:	
ACQUISITIONS DEPARTMENT		ACQUISITIONS DEPARTMENT	
XYZ Co. Pvt. Ltd.		XYZ Co. Pvt. Ltd.	
Karolbagh, New Delhi		Karolbagh, New Delhi,	
ATTN:			
Gafur and Sons			
Meat & Vegetables Wholesaler			
New Delhi			
ORDER DATE	SHIPPING INSTRUCTIONS	P.O. TYPE	
PAYMENT TERMS			
04/07/1999		BUY LIST	NET 30
DAY			
ACCOUNT NUMBER SB-200076543			
Quantity	Description	List Price (Rs)	Cost (Rs)
20 kg	Ground mutton	240/kg	4800
SHIPPING CHARGE			.00
SALES TAX			.00
SERVICE CHARGE		480	
PROCESSING CHARGE			.00
MISCELLANEOUS CHARGE			.00
DISCOUNT			.00
TOTAL			Rs 5280.00

Receiving

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

INVOICE:

INVOICE			
GAFUR AND SONS Meat & Vegetables Wholesaler NEW DELHI Phone Fax			INVOICE # DATE: 5/14/09
Bill to:			
ACQUISITIONS DEPARTMENT XYZ Co. Pvt. Ltd. Karolbagh, New Delhi			
Reference #: 123456			
Product Code	Quantity	Description	Amount (Rs.)
GRNDM	20 kg	Ground mutton	4800
		Subtotal	4800
		Tax	480
		Total Amount (Rs.)	5280
If you have any questions about this invoice, please contact the issuing department above.			

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

Invoice stamp:

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

➤ **Receiving process/inspection of quantity and quality of food and beverages.**

- **Step1:** The goods received should match with the particulars shown in the supplier's delivery note (invoice) and the relevant copy of the purchase order.
- **Step2:** It should be made sure that all the incoming goods are properly checked. The quantities of the non-perishables tend to remain same over long periods and that is why stress should be given on the quantities received. In case of perishables both quality and quantity must be checked thoroughly. The brands of beers, wines and spirits should be the same as ordered. The dates of manufacture of the beverages must also be checked. That is why a goods received clerk should be knowledgeable and competent enough to monitor the quality of the perishables like meat, fish, etc. received.
- **Step3:** The goods should be received only if the specifications that were demanded are met completely.
- **Step4:** The particulars of all the food stuffs received are entered in a goods received book, which usually consists of loose-leaf sheets. At the end of each working day, the goods received clerk attaches the goods received sheets, copies of purchase orders and forwards them to control department.
- **Step5:** When receiving food stuffs both the quality and quantity must be checked and in case of beverages, quantities of beverages actually received are given more emphasis. Beverages like table wine, etc. are subjected to quality inspection.
- **Step6:** After receiving the food and beverages, all the commodities are transferred immediately to appropriate stores.

Beverage invoice

[illegible]**Receiving Records maintained:**

Goods received book:

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

STORING:

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

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

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

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

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

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

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

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

Bin card

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

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

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

BIN CARD:

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

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

Meat tag

<u>MEAT TAG</u>	
MEAT TAG	NO. 22927
ITEM	Beef
CUT	Rib
TOTAL WEIGHT	22 lb
TOTAL VALUE	£ 39.60
COST/LB	£ 1.80
SUPPLIER	Tambard Meat Co.
DATE RECEIVED	5/2/9
DATE ISSUED	12/2/9
FOOD CONTROL COPY	
=====	
MEAT TAG	NO. 22927
ITEM	Beef
CUT	Rib
TOTAL WEIGHT	22 lb
TOTAL VALUE	£ 39.60
COST/LB	£ - 1.80
SUPPLIER	Tambard Meat Co.
DATE RECEIVED	5/2/9
DATE ISSUED	12/2/9
FOOD STORE COPY	
Send to Food Control on day of issue to kitchens.	

Storage of beverages:

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

ISSUING

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

There are two elements in the issuing process:

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

A Requisition Slip

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

Requisition Form for Issuing Beverage

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

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

Methods of food control

Weekly/monthly food cost report

Advantages of the weekly/monthly reports are as follows:

- It is simple and quick to produce
- It can give indication of the general performance of the unit.

Disadvantages are:

- This information is only produced after 7 or 28 days of operation. It provides no intermediate information so that any undesirable trends may be corrected earlier.
- It does not provide the daily or to-date information on purchases, requisitions and sales.

Detailed daily food cost report

Advantages:

- It is more accurate than the previous two reports as it includes additional cost of food and beverages transferred to kitchen and deductions for the cost of food transferred from the kitchen to the bars (e.g. lemon, oranges, olives, nuts, etc.) and the cost of all employee meals.

- It separates purchases in those that go straight to the storeroom 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 the customers is more accurate than the others.
- 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.

Disadvantages:

The disadvantages of this type of report are that it is more detailed than the previous reports and it relies very much on the accuracy of the collected information, e.g. 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.

Methods of beverage control

➤ **Bar cost system:**

This is similar to daily food cost report and detailed food cost report. It may be produced for each bar separately for all of the beverage operations.

➤ **Par stock or bottle control system**

This is a simple yet effective method of beverage control and it is particularly useful for

The smaller type operation where there are few full-time control staff.

The following points should be noticed:

- The level of par stock is established for each bar, i.e. to establish for each beverage the number of bottles required for a busy day plus a small safety factor. This number is determined to be the stock level to be held in the bar at the beginning of the service each day. To simplify the system only full bottles are counted, partial bottles are not counted.
- The number and type of empty bottles are noted each day, this being the amount and type to be requisitioned for the day.
- The potential sales are based on the quantities issued at selling price and are compared to actual revenue received.

- Adjustments to be made to the initial selling price if many mixed drinks are sold. This may only be necessary if the difference between the potential and actual sales figures gives cause for investigation.

The advantage of this system is the simplicity and ease of the operation.

Potential (or standard) sales value system

This system is designed to control beverage sales and therefore beverage costs by setting a sales value on each bottle item carried in stock. The revenue value of each bottle is based on the standard size of the drink, the contents of the bottle and the selling price of each drink. The sales value of each drink is called the potential sales value. The system requires as a basis for its operation, established standards for a bottle code number system, drink recipe, drink sizes, glassware and par stocks. Whenever the bottles size, drink size or recipe change a new calculation must be made and recorded, as this can affect the price of a drink and should require the price to be reviewed. The various calculations with the sales variations are concerned with:

- Full bottles of spirits
- Spirits sold by glass
- Soft drinks and mineral water sale
- Cocktails



Notes

Food and beverage management

Objectives of food and beverage management

There are many objectives in the food and beverage department. The following are the main ones:

1. Identifying a definite market.
2. Meeting the requirements and expectations of the identified market to their full contentment, or even to more than their expectations and their pleasure.
3. Performing functions such as purchasing, receiving, storing, issuing, planning, production and sales within the catering policies and accounting of the F&B products and services to the guest.
4. Evolving an efficient controlling system which should serve the purpose of monitoring the performance, measuring it against the set standards & if need be, developing new standards. These include the following:
 - Monitoring prices and achieving competitive rates while still ensuring that the quality standards of the product and the services are maintained.
 - Pricing the product with a view to achieving a pre-determined profit.
 - Collecting information on cost and sales and providing the same to the management through effective MIS for future costing and planning, etc. for this, computer application in the hotel is most useful as it gives the correct information within a very short time.
5. Reconciling actual and the forecast figure and sales, besides taking corrective action in case of variations, then, identifying the root cause for the variation and the way to eliminate those causes, e.g., the reasons may be no proper portion control, no yield control and baseless and illogical pricing system, etc.
6. Developing the human resource by training, giving directions, motivating, giving incentives and counseling as and when needed, and monitoring the performance of the staff.
7. Maintaining an inter-department relationship in terms of co-ordination and cooperation.
8. Establishing a rapport with other departments of the organization.

9. Establishing the importance of the F&B department towards the contribution of profitability of the establishment.
10. Solving the day-to-day problems as per established policies.

Food and Beverage management functions

The main functions of F&B management are planning, organizing, directing and controlling.

1. Planning: Planning is defined as the analysis of the relevant information from the present and the past. It is the assessment of the possible future development so that some active strategy may be planned and determined that will enable the organization to meet its stated objectives. Planning involves setting the objectives, deciding the direction in which the organization should move decision-making as to achieve the objectives and by whom. Plans can be short-range and long-range plans linked to various areas such as sales, personnel, production, finance, purchase, etc. plans are divided into policies, procedures and methods.

Principles of planning may be stated as follows:

- Each plan objective, structured and flexible.
- Plans must be evaluated on the basis of their economic effectiveness.

The planning process involves three policies:

- i. **Financial policy:** This policy deals with cost problems and the ultimate profitability to the establishment.
- ii. **Marketing policy:** This policy deals with the identification and reaching the possible markets for F&B operations.
- iii. **Catering policy:** This policy defines general objectives of F&B service operation and how these objectives will be attained. These policies are decided by the management.

2. Organizing: Organizing is the process of identifying the job, dividing it into small tasks, establishing relationships, etc., for the achievement of a common goal. Additionally, it maybe defined as the process of arranging the various parts-work, people, and system-of the company. Organization is also called task analysis. Task analysis refers to three types of approach in organizing. These are work-centric approach, people-centric

approach and system-centric approach. There are two types of structures in an organization. These are as follows:

- i. **Line or vertical structure:** This is the simplest form of structure and is more common among small companies. The authority is embedded in the hierarchal structure and it flows in a direct line from top of the managerial hierarchy down to the different levels of managers and subordinates and further down the operative level of workers.
 - ii. **Staff relationship or horizontal relationship:** This type of structure is most common in business economy and especially among large enterprises. Staff is basically advisory in nature and usually does not possess or command authority.
- 3. Directing:** This is also referred to as the leadership function as it involves activities such as giving directions to the staff. It means providing the right pattern of leadership, establishing not only communicable modes and channels but the process of communication as well. It provides motivation to the employees through incentives, promotions, appraising, understanding and then solving the staff problems, monitoring and counseling, etc. this is done by involving participation in-management, supervision and personnel planning, on-job training (OJT) or in-class training. This leadership pattern can be autocratic, bureaucratic, democratic or on a continuous basis. The communication is complete only when there is a two way-way system and the receiver gets the sender's message in the right perspective. Motivation can best be accomplished by knowing and understanding the wants and needs, and integrating the individual goal also to have a self-generated staff. Supervision is important for the quantity and quality of products for increasing efficiency. Efficient supervision enables smooth and capable operation of an establishment. Personnel planning or human resource planning involves both management and administration of the staff of the establishment.
- 4. Controlling:** Controlling ensures that schedules are adhered to without affecting the budget. Since internal and external environments/conditions keep changing, the controlling strategies also need to be modified accordingly. Controlling is the assessment of actual performance against the budgeted performance. The criteria for assessing performance are established at the time of planning. Finally, the required action is taken for covering the deviations, by an improved and renewed planning. Controlling may also be defined as the analysis of information so that corrective action may be taken with the purpose of achieving the set objectives as per the establishment's policy. Its principle is to check the performance against the plans.

Controlling has the following three phases:

- i. Benchmarking (setting of standards)
- ii. Performance measurements against the set benchmark.
- iii. Taking corrective action (revision and setting of renewed standards). These three phases make a complete control cycle.

Cost and market orientation

In the hotel industry, cost and market orientation are closely related terms. Cost orientation includes the welfare sector that is, catering for patients in hospital, or catering for employees of an organization etc. Market orientation includes catering in hotels, restaurants, fast food outlets, etc.

Characteristics of market-oriented business

The characteristics of market oriented business can be discussed as follows:

1. A market oriented business has a high percentage of fixed cost. Fixed costs include rent, rates, salaries, etc. Fixed cost does not change with the volume of the business. For example a restaurant.
2. Emphasis on earning more profits by the establishment. This is done by decrease in the basic cost and increase in sales. This can be accomplished by increasing the customer turnover by reducing the costs of menus as compared to the competitors.
3. Emphasis on all forms of selling and merchandizing.
4. Flexible pricing policy.

Characteristics of cost-oriented business

A cost oriented business has the following characteristics:

1. In a cost oriented business, there is low percentage of fixed cost and high percentage of variable costs. The variable costs include food cost and beverage cost. The percentage of volume of cost changes with the volume of the business.
2. Emphasis on low cost and increased sales for accomplishing the profit levels.
3. Emphasis on controlling costs on purchasing, portioning and labour.
4. Fixed pricing policy.

Food and beverage control

Objectives of food and beverage control

The following are the six objectives of the food and beverage control mechanism:

1. **Income and expenditure analysis:** The income and expenditure derived from the food and beverage operations are focused on the income and expenditure analysis. Income analysis is done at the level of an individual selling unit. It includes information on F&B sales volume, sales mix, average spending capacity of customers for different times of the day and total no of customers attended in a specified period. Cost analysis on the other hand, is done at the departmental level for F&B costs, cost per person and labour costs. The performance of the individual department is expressed and integrated in gross profit and net profit. The values resulting from these actions communicate managers of the monetary performance of the company, i.e., whether or not its operations are profitable.
2. **Standard establishment and maintenance:** The establishment and the implementation of standards are the basic foundation of any F&B control mechanism. The establishment of standards helps the management to set their objectives and formulate processes that will be followed to accomplish desired goals. Standards provide the measures by which performance is evaluated. The standards must be framed such that they are easily accessible to all the management committee as well as the employees. The establishment of the standards is not the only factor that helps in accomplishing desired goals; their maintenance and effective implementation is of greater significance. This can be done by conducting training programs for the employees and getting customer feedback.
3. **Pricing:** Fixing a precise price of a food and beverage item largely depends upon concurrently reliable information relating to costs, average spending power of most customers, competitors prices and suitable market prices.
4. **Waste prevention:** Prevention of waste of the available resources results in performance of high levels which is desired by all the catering establishments. Wastage can be prevented through the implementation of a detailed and planned F&B control mechanism.

5. **Fraud prevention:** The prevention of fraud is one of the most important considerations in any catering establishments. Fraud should not be only prevented between the managers and employees but also between the customers and the staff. Common fraudulent activities on the part of customers include leaving without paying or claiming substandard F&B ingredients and preparation, while common fraudulent activities on the part of staff include overcharging, undercharging, or stealing from the firm. A planned and carefully implemented F&B control mechanism helps in prevention of fraud.
6. **Information management:** Every F&B enterprise has to generate periodic reports on activities of the business. The information should be precise and well-timed so that they become an important source of formulating a strategy and taking decision. Information reported is compared with standards set for the period for evaluating the level of conformity with budget and profit standards.

Obstacles to F&B control

The obstacles of F&B control must be recognized by the management so that no false expectations are made and the mechanism is utilized optimally. The following are the limitations of F&B control:

- It is neither a solution nor a preventive mechanism as the control mechanism as the control mechanism is dependent upon reliable, accurate and updated policies and operations.
- It requires management supervision to achieve efficient functioning. Knowledgeable and skilled people are required to attain the desired and expected goals.
- It requires action on the part of management to evaluate and interpret information derived from the mechanism and utilize the evaluations in decision-making and planning.

Food control checklist

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 establishment 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.

Menu

- (a) Suitable for present market segment.
- (b) Takes into account current trends in customer eating habits.
- (c) Menu is interesting, imaginative, changes during the year, takes into Account the major food seasons, assists greatly in selling.
- (d) Accurately priced, competitive, takes into account the labor content in The production and service of dishes.

Purchasing, Receiving, Storing and Issuing Procedures

- (a) Purchase specifications used for all main items.
- (b) Purchase orders made for every purchase; the exception possibly being to the daily order of fresh fruit and vegetables.
- (c) All purchases made from nominated or approved suppliers.
- (d) Deliveries timetabled whenever possible so that quantity and quality Checks may be efficiently carried out.
- (e) All deliveries to be recorded in the 'Goods Received Book' and credit notes obtained for any variance between what is stated on the delivery Note and what is actually delivered.
- (f) All deliveries of food to be entered into bin cards/ledgers on the day of delivery.
- (g) Issues of all food from the stores to be against authorized, signed requisitions only.
- (h) Entry to food stores to be restricted to authorized personnel.

Food Production

- (a) Yield and product testing practiced to establish and measure standard of products.
- (b) Production to be related to volume forecasts.
- (c) Maximum use to be made of standard recipes.
- (d) Efficient scheduling of production to be made so as to ensure maintenance of quality of dishes produced.
- (e) All equipment to be regularly maintained so as to ensure the standard yields and quality of dishes are maintained.

Food Service

- (a) Food service standards established and practiced.
- (b) Standard portion sizes adhered to.
- (c) Standard portion size equipment always available.
- (d) Careful control made to all food sent to restaurant e.g. sweet and carving trolleys, etc. All unsold food to be accounted for and returned to the kitchen.

Food Control Procedures

- (a) Check up all delivery notes, credit notes, invoices and goods Received report.
- (b) Check arithmetic to all paper work.
- (c) Check correct discounts are being allowed.
- (d) Check delivery notes to bin cards/ledgers.
- (e) Maintain certain charges and credits for period inventory.
- (f) At set periods complete a full inventory of all chargeable containers.
- (g) At set periods complete a full stock take of all food stores and food held in the kitchens and compare to ledgers.
- (h) Prepare a stocktaking report and stock take variance report.
- (i) Maintain up-to-date food control reports.

The major reasons for food cost (and gross profit) variances from the established standard for units include the following:

- (a) Inaccurate arithmetic to paperwork. This also includes the paperwork of suppliers.
- (b) Inefficient stocktaking.

- (c) Poor revenue control-lack of systematic procedures and practices.
- (d) Poor menu-unrelated to market conditions and requirements, lack of sales analysis and up-dating of menu.
- (e) Poor purchasing, resulting in higher food costs, overstocking and wastage.
- (j) Poor receiving, inferior goods being accepted, short weight of goods being signed for.
- (g) Poor storing, poor rotation of stock resulting in wastage, poor security.
- (h) Failure to establish and/or maintain standards for volume forecasting, standard recipes, standard yields and standard portion sizes.
- (i) Failure to account accurately for all staff and management meals.
- (j) Food control not being seen by staff to work, resulting in staff failing to maintain desired standards.
- (k) Food control not being up to date and not providing essential management data quickly after each trading day.

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 procedures 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.

Purchasing, Receiving, Storing and Issuing Procedures

- (a) Purchase specifications prepared for all main items.
- (b) Purchase orders completed in detail for every purchase made.
- (c) Purchases made from nominated or approved suppliers only.

- (d) Deliveries timetabled for a slack period so that quantity and quality inspection may be efficiently carried out.
- (e) Copy of purchase order sent to delivery point for checking against deliveries.
- (j) All deliveries entered on to the goods received report and credit notes obtained for any variance between goods and delivery note.
- (g) Credit notes obtained for all returned empties and ullages.
- (h) All deliveries to be entered on to bin cards, etc. on day of delivery.
- (i) Issues of beverages to be against authorized signed requisition only.
- (j) Cellar ledger and any other records kept to be up to date and accurate.
- (k) Access to cellar restricted.
- (l) 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.

Bar Procedures

- (a) Bar stock to be replenished by written and authorized requisitions, or by using a 'full for empty' bottle system.
- (b) Bars to use standard recipes, standard drink sizes and glassware.
- (c) 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.
- (d) Check that all bar sales are properly recorded.
- (e) Periodically check proof of liquor in open bottles if tampering is suspected.
- (j) Check that beverage price lists are displayed and freely available to customers.
- (g) Check frequency of 'breakages' recorded.
- (h) Check 'shortages' or 'over's' recorded by accounts department for each bar.

- (i) Check that bar staff has no access to till rolls, etc.

Beverage Control Procedures

- (a) Check and marry up delivery notes, credit notes, invoices and goods received report.
- (b) Check arithmetic to all paper work.
- (c) Check correct discounts are being allowed.
- (d) Check delivery notes, etc. to cellar inwards book.
- (e) Maintain beverages perpetual inventory book.
- (f) Maintain container charges and credits for period inventory.
- (g) At set periods complete a full inventory of all chargeable containers, E.g. crates, kegs, soda syphons, etc.
- (h) At set periods complete a full inventory of cellar and compare to beverages perpetual inventory book.
- (i) Prepare a stocktaking report of value and type of goods, rate of stock turnover, etc.
- (j) At set periods complete a full inventory of the stock of each bar for beverage control reports.
- (k) Maintain daily and to-date beverage control reports, the amount of detail depending on the size of the unit and the volume of business.
- (l) Prepare end of period beverage reports for management and highlight any problem areas for corrective action.

As mentioned earlier, beverage control is not so difficult or involved as food control. What at times is a problem is the dishonest employee and this is usually difficult to detect. The typical problems are bar staff who:

- (a) Bring in their own bottles of spirits, etc., sell the contents to customers and then pocket the money. This results in a busy bar with disappointing cash takings!
- (b) Drink at work. Bar staffs who help themselves to the odd drink soon get into the habit of it unless it is quickly detected. These results in lower than should be cash takings or customers having short measure drinks which 'compensate' for the bar staff free drinks.

(c) Provide free drinks for friends, again, resulting in lower bar takings.

(d) Diluting drinks when a group of customers order their third or more 'round of drinks', they are less likely to identify weak drinks, the difference being pocketed by the bar staff.

(e) Under-charge the customer. The customer, being an accomplice of the bar staff, orders a drink, pays for it and is then given change in excess of what it should be. This results in bar takings being lower than they should be.

(f) Short-change customers. This is the all too common problem of bar staff giving customers less change than they should do and pocketing the difference for themselves.

The above types of problems are usually only discovered when good beverage control procedures are in operation, the identification of the dishonest employee being made as a result of such steps as changing bar staff duties and shifts, taking daily bar inventories, changing till drawers during a busy shift and checking the cash with the till reading, and by observation of the bar by an unknown member of the management or security staff. The above only highlights the necessity for the personnel department to carefully interview and take up several references before employing any new bar staff.

GUERIDON SERVICE

INTRODUCTION TO GUERIDON SERVICE

The origins of gueridon service lie in the traditional service a la Russe as associated with the Imperial Russian court. This elaborate form of service involved presenting joint, poultry, fish, etc., at the table after which these were removed to the sideboard carved and silver served. After World War I, this form of service became established in France in deluxe restaurants, where carving, finishing and flambage were increasingly carried out in front of guests.

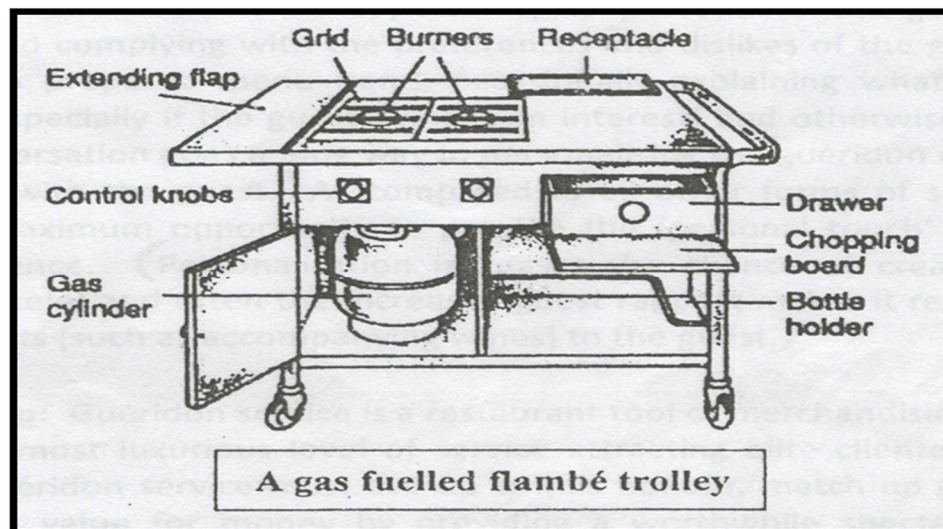
Flambé dishes first became popular in the Edwardian era. The origin of flambé is attributed to an incident involving Henri Charpentier which took place in 1894 at the famous "Cafe de Paris" restaurant at Monte Carlo. The famous restaurateur Henri Charpentier (who was at that time a commi) was waiting at the table of Edward King of Wales. While preparing a pancake dish in orange sauce, the brandy in it accidentally caught fire; however using his presence of mind, Henri claimed that this was part of the procedure in the preparation of a newly invented dessert and called it 'Crepe Princess' after the lady who was Edward's companion for that evening. However since the lady was not of royal birth, the dish was renamed as 'Crepe Suzette'.

The original meaning of the term gueridon in France was 'a small table with a single central pedestal'

The trolleys often have built-in lamps, an under shelf or second level, a housing for the gas cylinder, pockets for storing condiment bottles, wines and spirits, drawers for holding flatware and often a collapsible flap that can extend the work service if needed.

Today this form of service is normally found in higher class establishments with an a la carte menu and elite service with the average price of the meal being relatively higher.

This form of service is the predecessor of the display kitchen and allows for interaction with the guest. The guest enjoys the freedom to choose the quantity and variety of the ingredients he wants in his dish. Your dinner production may commence in the kitchen, but now the finale is in the dining room.



FACTORS TO CREATE IMPULSE BUYING:

- Salesmanship is a practice of informing and persuading customers to purchase a product or service.
- the salesmanship qualities of gueridon service stems from the following
 - It is a seen service that acts as a powerful psychological stimulant which in turn promotes impulse buying. Gueridon service at another table arouses the curiosity of guests unfamiliar with the concept and encourages them to 'give it a try' Higher guest checks are the result of successful gueridon salesmanship
 - it promises a novel and exciting experience that is significantly different from the usual table service encountered in most restaurants
 - gueridon cookery often results in pleasant and enticing odors circulating in the restaurant which stimulate the sense of smell which often works in favor of gueridon items being requested as part of a table's order
 - Gueridon service is perceived by the customer as cooked and served on the spot thereby embodying the idea of freshness.
 - It flatters a guest by focusing attention on his/her particular table. This enhanced importance which acts as an ego booster to some degree is often the reason for ordering items that entail work at the gueridon. It is a well known fact that dining in upscale restaurants (which are the kind of restaurants that feature gueridon service) often stems from prestige and status reasons and in order to impress other guests.)

ADVANTAGES & DISADVANTAGES of GUERIDON SERVICE

ADVANTAGES:

- 1) Creates atmosphere, sophistication, soigné. Helps enhance/maintain the image of the restaurants as such service style is associated with upmarket high end f&b establishments.
- 2) Seen service: provokes demand, impulse buying and stimulates imitation.
- 3) Heat and freshness of food retained. Food is served at appropriate temperature and without delay.
- 4) Visual attraction of flames provides entertainment and spectacle and being a performance in front of the guest itself is a form of entertainment.
- 5) Safer than silver service, as waiters are working with both hands. Service spoon and forks which are the most common flatware used at the gueridon are held one in each hand.
- 6) Flatters a guest by focusing attention on his table.
- 7) Intrigues guests at other tables.
- 8) Involve the guest in the experience.
- 9) Pleases staff: enhances job satisfaction and pride in job, improves gratuities, stimulates inventiveness and creativity.
- 10) Profitable when looked at from the point of view that it encourages high check averages.
- 11) Aroma attraction of food cooking, sugar caramelisation, liqueur being flambéed etc.

12) Different from home cooking and regular service forms)

DISADVANTAGES:

- 1) Relatively time consuming service compared to other forms of service this increases the average time that a guest spends in the outlet which in turn results in lower seat turnover rates. Gueridon service may slow service at other tables.
- 2) Needs highly trained and skilled staff the cost of which when factored into the pricing issue results in high prices of gueridon menu items.
- 3) Extravagant use of staff / labor. A high staff to guest ratio prevails in gueridon service restaurants.
- 4) Extravagant use of space.
- 5) Capital investment is higher due to acquisition cost of specialized equipment.
- 6) Fumes and smells (not all cooking smells are desirable as may be sautéed garlic)
- 7) Waiting staff rarely cook as well as kitchen personnel.
- 8) Nuisance to guests at other tables.
- 9) The scope and variety of food that can be prepared and served from the gueridon is limited as all menu items are not adaptable for gueridon service.
- 10) Commodity control and accurate costing more difficult. Higher food costs may result from wastage.
- 11) Hazards: accidents through gueridon obstructing aisles, fire risks, spillage.
- 12) Increases the ambient temperature within the restaurant and places higher load on the air-conditioning system.
- 13) Not suitable for diners who prefer privacy and discrete service to personalization.
- 14) Not much scope for presentation.

PRINCIPLES OF GUERIDON SERVICE

- **Co-ordination:** Gueridon service is primarily a two person team working in close association with one another. One is the chef de rang (station head waiter) while the other is the commi de rang (station commi). As far as the modern day restaurant hierarchy is concerned a staff member holding the position of as the senior captain, maitre d'hôtel or equivalent would perform the role of the chef de rang Successful gueridon service depends in large part on the co-ordination, understanding and tuning that the two have with each other. The commi is responsible for the timely and complete pick-up of the mise-en-place from the kitchen which will be prepared, finished or served from the gueridon. Keeping the trolley top clear of soiled dishes and the timely pick up of accompaniments are the two other areas that the commi has to liaison and synchronize with the chef de rang at the gueridon.

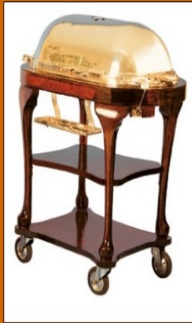
- **Personalization:** Gueridon service is meant to be a highly personalized type of service. The gueridon trolley is positioned adjacent to a certain table because the guest has ordered specific dishes requiring work at the gueridon. The gueridon performance is intimately and exclusively for the guests 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. Asking for and complying with the preferences and dislikes of the guests (customization of the gueridon prepared menu item), occasionally explaining what you are doing at the gueridon (especially if the guest evinces an interest) and otherwise engaging the guest in general conversation goes a long way in personalizing the gueridon experience and building the rapport with the guest. Personalization increases the chance of creating a returning guest (repeat clientele) and often the increased guest rapport makes it relatively easier to upsell other products (such as accompanying wines) to the guest.
- **Showmanship:** Gueridon service is a restaurant tool of merchandising and is considered the highest and most luxurious level of service attracting elite clientele having a high check average. Gueridon service must live up to this honor, match up guest's expectation and deliver them value for money by providing a worthwhile spectacle filled with finesse, flamboyance and flair.
- **Hygiene at the gueridon:** Working with raw and cooked ingredients at the gueridon demands that the highest practical levels of hygiene must be maintained. Handling of raw ingredients, carving meats quickly, and tasting food prepared at the gueridon, personal grooming standards, bussing away soiled dishes by the commi and keeping the gueridon work area clean and uncluttered are some of the hygiene factors that must be planned for by those working at the gueridon. Covering a large joint to carve it, running a fork below the spoon while serving/portioning thin sauces and gravies and spearing a lime wedge to squeeze its juice gently with thumb and index finger into a Crepes Suzette are examples of hygiene practices at the gueridon.
- **Mise-en-place:** 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. It is no different with gueridon service. Preparing 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 prior to the meal service period ensure the success of a gueridon performance.
- **Skill:** The maitre d'hôtel or senior captain in the restaurant brigade, he must have been professionally trained and possess a high degree of skill for work at the gueridon. He is after all showcasing his talent and upholding the reputation of the organisation he works for. An understanding and knowledge of the principles of cookery is essential to back and develop his skills. Carving and jointing, segmenting an orange, skinning a banana and mixing a salad are examples of gueridon tasks that require practice and skill to perform flawlessly in front of guests.

- **Safety at the gueridon:** Gueridon work often involves gas or spirit fuelled flare lamps for cookery. Flambage using alcohol and the use of carving knives. All this coupled with the close proximity of the gueridon to the patron's table calls for caution and safe practices to be exercised by those who work at the gueridon. The gueridon trolley must be positioned properly in relation to the customer's table bearing in mind both the safety factor and guest involvement. Gueridon cookery and flambé work does require prioritizing the safety factor. Always push a trolley (never pull it) - this makes it more maneuverable and hence safer (less accidents). The trolley must be away from a safe distance away from draperies, tablecloths long hair, and strong direct drafts of air such as those from a blower or air-conditioning vent. 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.

Trolleys used in gueridon service

1. **Hors d'oeuvre** - A classical hors oeuvre trolley would have ceramic rapiers (or stainless steel dishes) fitted 3 – 4 abreast in rotating shelves to display up to 20-24 choices of appetizers. The rotating fixture that contains the rapiers would be rotated away from the guest so that he may see everything on the trolley in order to make a choice and anything spilt would not fall on the guest. Each rapier would have its own service spoon and fork. Alternatively, a simpler cart with a series of similar dishes set in the top shelf of the trolley (with or without a hinged transparent protective cover). The lower level may contain plates and spare cutlery.
1. **Salad trolleys** - usually hold a variety of individual salad ingredients and a variety of dressings which the guest will mix and match to create a salad of his/her choice that will be prepared by the service staff at the trolley.
2. **Sweet items (entremet sucrés)** - these are often simple, two-shelved trolleys. They can also be fitted with a top display shelf for a board inset and a transparent, hinged showcase cover. If ice-cream or sorbets are carried and chilling is needed, the cart may incorporate steel tub inserts, or an ice well or a eutectic plate (capable of holding its temperature for up to 4-5 hours after removal from freezer). Some trolleys may have a mini-refrigerator compressor powered by a battery built in the top giving up to 24 hours operation. In any case, mains connection with trailing leads is better avoided.
3. **Pastries (pâtisseries)** - The pastry trolley usually consists of a fiber-glass top that enables the guest to see what is on offer. The surface of the trolley displays the cakes, gateaux and pastries. The bottom shelf is used for the storage of cutlery such as pastry tongs and pastry forks and crockery.
4. **Cheese (fromage)** - When an extensive variety of cheese is to be promoted, the mobility of a Cheese trolley offers obvious advantages. A simple two-tier cart is suitable: the top for display and serving, the lower for mise en place. The cart can also carry biscuits, butter, celery and possibly apple, spring onion and other accompaniments. The display (upper) tier exhibits the range of cheese on an amply decorated surface that is entirely enclosed by a transparent dome cover. Shelves below hold plates, cheese knives and certain accompaniments.

Gueridon Service



Beverage carts

- coffee
- spirits
- liqueurs
- aperitifs

Trolleys for spirits, liqueurs and aperitifs display branded bottles standing in wells or ringed enclosures on the uppermost shelf of the trolley to prevent toppling when the trolley is moved around in the restaurant from table to table. These trolleys are always open.



MISE-EN PLACE FOR GUERIDON

Where necessary the top and undershelf of the gueridon should be covered with a folded tablecloth.

- 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 gueridon. 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 will be found a carving boards, knives for carving and filleting and a selection of basic accompaniments such as oil and vinegar, Worcester 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 proprietary sauces, oil/butter containers, pepper mills and salt grinders, are also held at the gueridon usually in a recessed area.

Underneath will be found a service plate and service salver, salad crescents, side plates and some joint plates for dirty tableware when an operation is being carried out. There should also be some silver underflats of assorted sizes for the service of vegetables and sauces. A selection of doilies is useful for the presentation of sauces and other accompaniments. Any other mise-en-place required, such as coffee saucers accompaniments and check 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 flam being
- hotplates - heated by gas, electricity or methylated spirits
- cooking pans (skillets) - copper bottomed or non-stick
- Steak Diane sets
- le flamboir (a rarity)
- wooden rack for standing silver kebab skewers, hatelets or shashlik swords
- the Hot Rock (for Japanese yakitori)
- cloches (mushroom 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.

INGREDIENTS

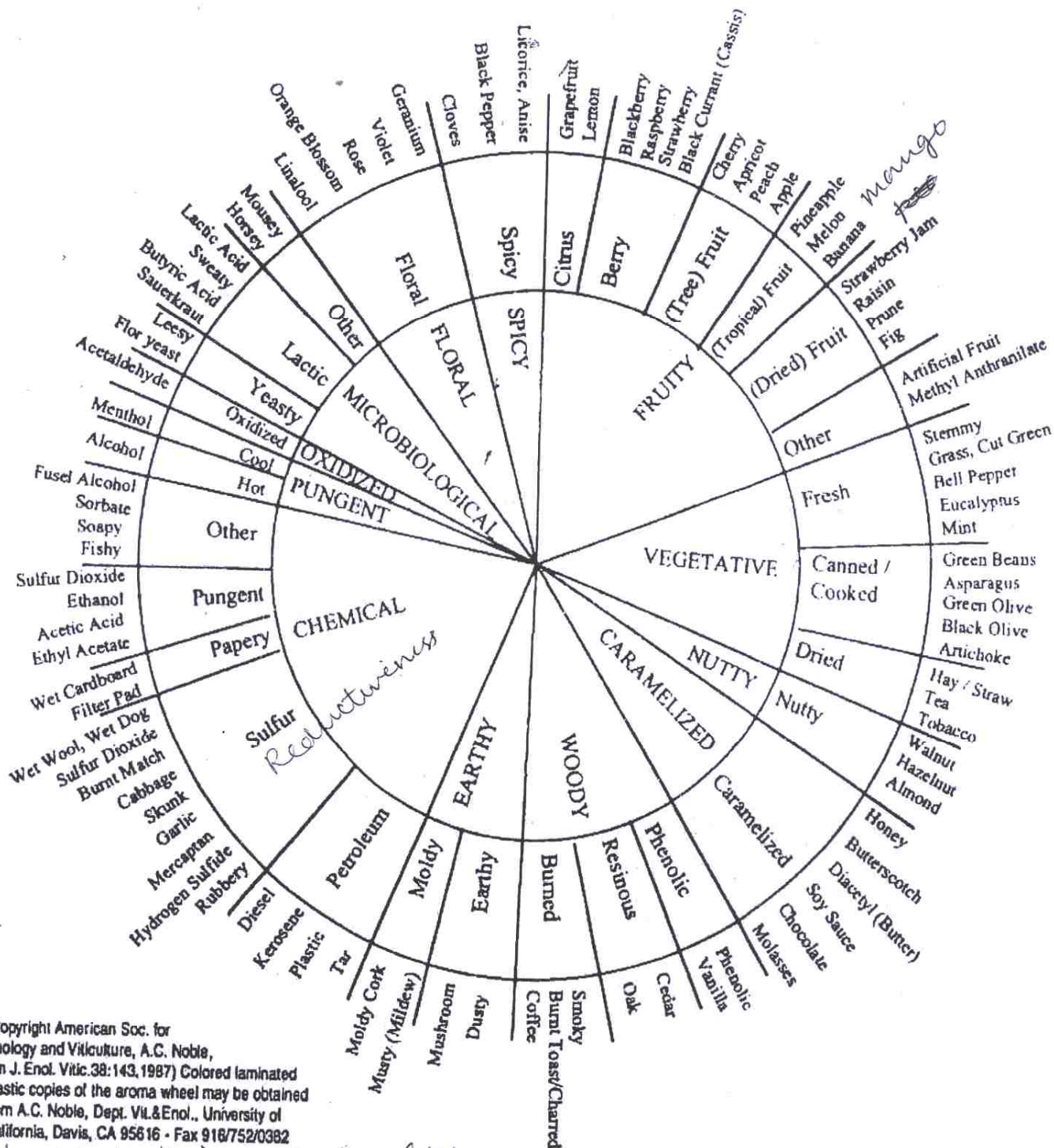
- Meat
- Fish
- Poultry
- Game
- Eggs
- Pancakes (crepes)
- Fruit

Usually, butter or good quality and odorless cooking oil (such as salad oil), or a combination of both are used.

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

- Salt
- Pepper (mill)
- Cayenne Pepper
- Mustards
- Worcestershire sauce
- Castor sugar
- (flavored) vinegars
- Dill pickle
- Fennel
- Tabasco Sauce
- HP Sauce
- Ai Sauce
- paprika

WINE AROMA WHEEL



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Enology and Viticulture, A.C. Noble,
Am J. Enol. Vitic. 38:143, 1987) Colored laminated
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