

# Chapter 1: Planning & Operating Various F&B Outlets

## a) Physical layout of functional & ancillary areas

The **physical layout** refers to the strategic arrangement of all areas within an F&B outlet.

**Functional areas** are those directly involved in service and production, primarily the **Dining Area** (where guests are served) and the **Kitchen/Production Area** (where food is prepared).

**Ancillary areas** are supportive spaces vital for smooth operation but not directly involved in guest service or main production. These include:

- **Receiving Area:** For checking and receiving deliveries.
- **Storage Areas (Dry, Cold, Frozen):** For keeping raw materials and supplies.
- **Dishwashing/Scullery Area:** For cleaning crockery, cutlery, and equipment.
- **Locker/Rest Rooms:** For staff use.
- **Office/Cashier Station:** For administrative and financial control.
- **Service/Side Stations (Sillón):** Areas within the dining room for holding service gear, linen, and beverages.

## b) Objective of a good layout

The primary **objective of a good layout** is to maximize **efficiency, profitability, and the guest experience**. A well-planned layout minimizes movement distances for staff (reducing fatigue and increasing speed), ensures a smooth flow of service from kitchen to guest, prevents cross-traffic (e.g., clean dishes crossing paths with garbage), optimizes space utilization to maximize seating capacity, and maintains a clean, safe, and pleasant ambiance for both guests and staff.

## c) Steps in planning

The **steps in planning** an F&B outlet are systematic and phased:

1. **Feasibility Study:** Assessing market demand, location potential, and financial viability.
2. **Concept Development:** Defining the type of cuisine, service style, target market, and overall theme.
3. **Space Analysis & Flow Diagram:** Determining necessary areas and establishing a logical workflow between them (e.g., receiving to storage to production to service).
4. **Detailed Design:** Creating architectural drawings, including equipment placement, utility lines (plumbing, electrical), and lighting.
5. **Equipment Specification & Procurement:** Finalizing the list of required equipment and purchasing them.
6. **Décor and Furnishings:** Selecting aesthetic elements, furniture, and fittings.
7. **Final Setup and Trial Run:** Installing equipment and conducting pre-opening training and soft-launch services.

## d) Factors to be considered while planning

Numerous **factors must be considered** during planning to ensure success:

- **Target Market:** The demographic and psychographic profile of the intended clientele influences décor, price, and service style.
- **Menu & Concept:** The type of food and service directly dictates kitchen size, equipment needs, and service area arrangement.
- **Budget:** Financial constraints affect the quality of materials, equipment, and décor.
- **Location & Building Codes:** Physical limitations of the site and mandatory adherence to local building, fire, and health safety regulations.
- **Work Flow:** Ensuring a smooth, straight-line movement of food (from preparation to service) and dirty items (to the dishwashing area).
- **Aesthetics & Ambiance:** Creating an environment that aligns with the concept and is comfortable for guests.
- **Future Expansion:** Allowing for potential growth or changes in concept.

## e) Calculating space requirements

**Calculating space requirements** involves determining the appropriate size for each area based on the desired seating capacity and operational needs. Space is often calculated per seat.

- **Dining Area:** Typically requires 1.3 to 1.8 square meters per seat for comfortable fine dining, and less for quick-service concepts (around 0.9 to 1.2 square meters).
- **Kitchen/Production Area:** Usually 1/3 to 1/2 the size of the dining area, depending on the complexity of the menu.
- **Ancillary Areas:** Determined by volume of business (e.g., storage capacity is based on delivery frequency and menu ingredients).

## f) Various set-ups for sitting

The way furniture is arranged in the dining area is crucial for ambiance and capacity:

- **Straight Line/Row:** Tables are aligned side-by-side, common in casual or limited-space settings.
- **U-Shape/L-Shape:** Often used for banquets, meetings, or private events to facilitate interaction among all participants.
- **Free Arrangement:** A mix of different sized tables (e.g., two-seaters, four-seaters, rounds) scattered to maximize flexibility and visual appeal.
- **Booth Seating:** Fixed, padded seating along a wall, offering privacy and maximizing space efficiency along the perimeter.
- **Counter Seating:** Guests sit at a counter facing the service or kitchen area, popular in bars, diners, and sushi restaurants.

## **g) Planning staff requirements/ developing duty roster**

**Planning staff requirements** involves determining the number and type of employees needed for efficient service. This is calculated based on the capacity of the outlet and the complexity of the service style (e.g., a fine dining restaurant requires a higher staff-to-guest ratio).

- The **staff requirement formula** often includes a consideration for peak hours, off-days, and management roles.
- The **duty roster (or schedule)** is developed to assign specific shifts and duties to staff members, ensuring adequate coverage across all operating hours while complying with labor laws. It must cover all roles: management, captains, servers (waiters), bussers, and kitchen staff.

## **h) Menu planning**

**Menu planning** is the process of creating the list of food and beverage items to be offered. The menu is the most important sales and communication tool.

- **Key considerations** include customer demand, pricing, food costs, profit margins, staff skill levels, availability of ingredients, and the overall capacity and equipment of the kitchen.
- The menu must align with the **concept** of the outlet and should be designed to be visually appealing and easy to read (**Menu Engineering**).

## **i) Constraints of menu planning**

**Constraints (or limitations)** are factors that restrict the menu planner's choices:

- **Budgetary Limits:** The allowable food cost percentage restricts the expense of ingredients.
- **Equipment Limitations:** The available cooking apparatus (e.g., limited oven space, no deep-fryer) limits the cooking methods and dishes offered.
- **Staff Skill & Availability:** Complex dishes requiring highly skilled chefs cannot be offered if the staff lacks the expertise.
- **Supplier Constraints:** The reliability and range of local suppliers (e.g., seasonal availability of fresh produce) can restrict ingredient choices.
- **Time Constraints:** The required preparation and service time must be manageable, especially during peak hours.

## **j) Selecting heavy duty and light equipment**

**Equipment selection** must align with the menu and volume of business.

- **Heavy Duty Equipment (Fixed/Major):** Large, expensive items typically fixed in the kitchen, essential for high-volume production. Examples include **ranges, ovens (convection, combi), walk-in refrigerators/freezers, deep fryers, dishwashing machines, and ventilation hoods.**
- **Light Equipment (Small/Portable):** Smaller, often handheld or mobile items used for specific tasks. Examples include **mixers, slicers, blenders, food processors, serving trollies, and toasters.** Selection should prioritize durability, ease of cleaning, and energy efficiency.

### **k) Calculating quantities of equipment required**

**Calculating quantities** of service equipment involves assessing the maximum number of covers (guests) expected at any one time, plus a float (reserve) for items that are being washed, broken, or in storage.

- **Crockery (Plates/Bowls) & Glassware:** Typically calculated at 1.5 to 2 times the seating capacity to ensure a continuous supply during service.
- **Flatware (Forks/Knives/Spoons) & Cutlery:** Calculated at 2.5 to 3 times the seating capacity, considering multiple courses often require different pieces.
- **Hollowware:** Large serving dishes, soup tureens, pitchers; quantities depend on the service style (e.g., family style requires more than *à la carte*).
- **Special Equipment:** Items like espresso machines, chafing dishes, or flambé lamps; quantities are based on frequency of use.
- **Steel or Silver Equipment:** Service items like tea pots, sugar bowls, and service spoons; quantities are based on the number of tables or service stations.

### **l) Approximate cost**

The **approximate cost** covers the total financial outlay for setting up the outlet. It is broken down into:

- **Capital Expenditure (CAPEX):** Large, one-time investments like land, building construction/renovation, and all heavy and light equipment.
- **Operating Expenditure (OPEX):** Recurring costs such as rent, utilities, salaries, inventory/raw materials, maintenance, and marketing. A realistic budget must be established early in the planning process and strictly adhered to.

### **m) Planning décor, furnishing fixtures**

The final layer, **décor, furnishing, and fixtures**, is critical for creating the desired ambiance.

- **Décor:** The overall visual theme, including wall finishes, color schemes, artwork, and accessories. It must support the F&B concept.
- **Furnishings:** Movable items like **tables, chairs, and sideboards**. They must be comfortable, durable, and proportional to the space.
- **Fixtures:** Items permanently attached to the building, such as **lighting (a key factor in ambiance), flooring, built-in shelving, and ventilation grills**. Attention to acoustics is also part of this phase, ensuring a pleasant sound level.

## Chapter 2: Buffet/ Party Catering

### a) History

The **history of the buffet** traces back to 17th century France and later, 18th century Sweden, where the concept of the *smörgåsbord* (a precursor to the buffet) emerged. It became popular in North America in the mid-20th century, particularly in Las Vegas hotels, as a cost-effective way to feed large numbers of guests quickly. The core idea is to offer guests a wide variety of dishes laid out on a long table, allowing them to serve themselves.

### b) Types of buffet for various occasions

The term 'buffet' encompasses several service styles, each suited for different events:

#### i) Display buffet/ restaurant buffet

- **Display Buffet:** Used to showcase culinary artistry, often featuring large, elaborate, non-edible ice or tallow sculptures and carvings alongside the food.
- **Restaurant Buffet:** A standard offering in many hotels and restaurants, allowing guests to serve themselves from a selection of hot and cold dishes for a fixed price (e.g., a Sunday Brunch buffet).

#### ii) Sit-down

This term refers to a **Plated Service Buffet Hybrid**, where guests select their food from the buffet but then return to a fixed, pre-assigned table to eat, often with beverage service provided by staff.

#### iii) Fork buffet

Designed for occasions where guests stand or sit informally, this menu offers food items that can be easily eaten with just a **fork** (and sometimes a small plate), minimizing the need for extensive cutlery or a cutting action (e.g., stews, pasta, large salads, and pre-cut meats).

#### v) Finger buffet

The most informal type, where all food items are small enough to be eaten directly with the **fingers** and often without a plate. Ideal for cocktail parties and standing receptions, examples include mini-quiches, canapés, and skewers.

#### vi) Cold buffet

A menu consisting entirely of dishes that are served and consumed **cold**. This is common in summer catering or as a part of a larger, mixed temperature buffet. Examples include salads, cold cuts (charcuterie), patés, chilled seafood, and various types of artisan breads and cheeses.

#### vii) Breakfast buffet

A specialized buffet focusing on morning meal items, usually including **hot items** (scrambled eggs, bacon, sausages, pancakes), **cold items** (cereals, yogurts, fresh fruit), and a selection of **bakery items** (pastries, breads).

### c) Special Menus

**Special menus** for buffet catering often cater to specific themes, demographics, or dietary needs. Examples include:

- **Themed Menus:** (e.g., Asian, Mediterranean, Tex-Mex) to match an event theme.
- **Holiday Menus:** (e.g., Thanksgiving, Christmas) featuring seasonal and traditional dishes.
- **Dietary Menus:** Ensuring adequate provision for **Vegetarian, Vegan, Gluten-Free, and Allergy-Friendly** options, which must be clearly labelled to prevent cross-contamination.

### d) Supplies and equipment required for buffet setup

The supplies and equipment are extensive, designed to maintain food quality and presentation:

- **Chafing Dishes:** Stainless steel containers with lids and heat sources (e.g., sterno) to keep **hot food** at safe serving temperatures.
- **Cold Plates/Ice Beds:** Platter holders placed over ice to keep **cold food** chilled.
- **Serving Utensils:** Tongs, ladles, and large spoons for guests to serve themselves.
- **Linens & Skirting:** Cloth used to cover and dress the buffet table for a professional and elegant appearance.
- **Decorative Props:** Mirrors, tiered stands, flower arrangements, and lighting to enhance the visual appeal of the display.

### e) Area requirement for buffet

The **area requirement** must account for the buffet line itself and the space for guests to maneuver.

- **Table Length:** Determined by the number of dishes offered, ensuring adequate spacing between each dish to avoid congestion. A good rule of thumb is approximately 30 cm to 45 cm per dish.
- **Guest Movement:** There must be a clear lane in front of the table for guests to walk and serve themselves, and adequate space behind the table for staff to replenish food. Guests require comfortable space for circulating and eating after serving themselves.

### f) Sequence of food

The **sequence of food** on a buffet table is arranged strategically to optimize flow and ensure a balanced plate:

1. **Plates:** Placed at the very start of the line.
2. **Cold Items:** Salads, appetizers, cold cuts, and bread are typically placed first, as they are light and are often eaten before the main course.
3. **Starches/Vegetables:** Rice, potatoes, pasta, and cooked vegetables follow.
4. **Main Protein:** The most expensive and heaviest items, like carved meats or main seafood dishes, are placed near the end of the line, as guests tend to take less of the last items they encounter.
5. **Sauces/Condiments:** Placed next to their corresponding main dishes.
6. **Desserts:** Usually placed on a completely separate table to encourage guests to finish their main course before moving to sweets.

### g) Party checklist

A **party checklist** is a crucial organizational tool to ensure no detail is overlooked for a successful event:

- **Pre-Event:** Finalized menu and beverage list, confirmation of guest count, equipment readiness, staffing schedule, and setup/décor plan.
- **During Event:** Monitoring food replenishment, temperature checks, managing beverage service, clearing dirty plates, and addressing guest issues.
- **Post-Event:** Complete breakdown and cleaning of the buffet area, inventory of remaining supplies, final billing, and post-event staff briefing.

## Chapter 3: Banquet

## a) Concept

The **banquet concept** refers to a formal, elaborate, and pre-planned meal served to a large group of people (or covers) at a set time and price, often in honor of a specific person or event. Unlike a regular restaurant service, a banquet is typically a single, set menu (often plated or a controlled buffet) with predetermined seating, dedicated service, and a fixed timeline. It is a key segment of the overall catering and hospitality industry.

## b) Types

Banquets are categorized primarily by the level of formality and the purpose of the event:

- **Formal Banquet:** Highly structured, often with a fixed seating plan, multi-course plated service, and an extensive program of speeches or toasts (e.g., Presidential dinner, Awards ceremony).
- **Informal Banquet:** More relaxed, potentially featuring a buffet service, less rigid seating (or no seating), and a more flexible program (e.g., Wedding reception, Cocktail party, Corporate celebration).

## c) Table plan/ arrangement

The **table plan and arrangement** are dictated by the type and size of the event:

- **Round Tables (8-12 people):** Most common for social banquets (weddings, galas) as they maximize interaction.
- **Boardroom Style:** A large, single, long table; suitable for smaller executive meetings.
- **U-Shape/Hollow Square:** Tables arranged to leave an open space in the middle; ideal for seminars where a speaker is presenting in the open center.
- **Theatre/Auditorium Style:** Rows of chairs facing a stage or head table, with no tables; used for presentations or ceremonies where no food service is involved (or food is served beforehand).
- **Head Table:** A prominent, often elevated table for the host, VIPs, or the guest of honor.

## d) Formal Banquet - Calculating Space area requirement

For a **Formal Banquet** with plated service, space calculation is critical for guest comfort and staff movement.

- **Space per Person:** Approximately 1.5 to 2.5 square meters per guest is required for round table seating with comfortable aisles.

- **Aisle Width:** A minimum of 1.5 to 2 meters is necessary between tables for waiters to perform synchronized, formal service (silver service or plated service) and for guests to move around easily.
- **Total Area:** Calculated by multiplying the per-person requirement by the total number of covers, plus additional space for the head table, stage, and service areas.

## **e) Informal Banquet/ MICE**

**Informal Banquets** are often associated with the **MICE** sector (**Meetings, Incentives, Conventions, and Exhibitions**), which emphasizes networking and flexible formats:

### **i) Reception**

A standing social event, often held before a formal dinner, focusing on mingling, light canapés, and beverages.

### **ii) Cocktail parties**

Similar to a reception but more extensive, featuring a wider range of finger food and drinks, with little to no seating provided.

### **iii) Conventions**

Large gatherings of people with a shared interest, often lasting several days, requiring catering services for breaks, lunches, and often a closing formal dinner.

### **iv) Seminars**

Smaller, educational meetings, typically requiring catering for morning and afternoon breaks (*coffee breaks*) and a seated lunch.

### **v) Exhibitions**

Large public displays of goods or services, where F&B is often provided via concessions, food stations, or catering to individual vendor booths.

### **vi) Fashion Shows**

Require flexible catering, often a reception or finger buffet, to allow guests to stand and view the runway.

### **vii) Trade fare**

Similar to exhibitions, but focused on business-to-business sales; catering is often a mix of fast-food options and reserved VIP lounges.

### **viii) Weddings**

One of the most common types of informal/semi-formal banquets, typically involving a large number of covers, a defined sequence (cocktail, dinner, dance), and a highly personalized menu.

### **ix) Out-door catering**

Providing food and beverage services at a venue not owned by the caterer (e.g., a park, private residence, or remote site), requiring logistical planning for transport, temperature control, and equipment setup.

### **f) Toast procedure**

The **toast procedure** is a formal convention for honoring a person or occasion at a banquet:

- **Announcement:** The Master of Ceremonies (MC) or host announces the toast, requesting silence and attention.
- **Preparation:** Guests ensure their glasses (usually containing wine or champagne) are filled.
- **The Speech:** The proposer of the toast delivers a brief, sincere speech honoring the subject.
- **The Toast:** The proposer raises their glass and says the agreed-upon words (e.g., "To the bride and groom!" or "To the President!").
- **Response:** Guests repeat the phrase, raise their glasses, and take a sip of the drink. Guests who are being toasted *never* drink to themselves.

## **Chapter 4: Room Service**

### **a) Types of room service and tray setup**

**Room Service (or In-Room Dining)** is the service provided by a hotel to deliver food and beverages directly to the guest's room.

- **Types of Room Service:**
  - **Centralized:** Food is prepared in the main kitchen and delivered via a dedicated room service team.
  - **Decentralized:** Used in very large properties where satellite kitchens are placed on various floors to reduce delivery time.
- **Tray Setup:** The physical arrangement of food and items on the delivery vehicle (tray or trolley).
  - **Tray:** Used for one or two covers and smaller orders (e.g., breakfast, snacks). Items are carefully placed with a neat setup of linen, cutlery, condiments, and the bill.

- **Trolley (Cart):** Used for larger orders or for multiple courses. It often features a **Hot Box** or insulated compartment to maintain food temperature, and a folding leaf for the guest to dine on.

## **b) Designing In-Room Dining Menu**

The **In-Room Dining Menu** must be carefully designed considering the unique constraints of service within a hotel room:

- **Stability:** Menu items must travel well and hold their temperature and texture for the time taken to deliver (e.g., avoiding highly crisp or easily wilted items).
- **Complexity:** Dishes should be relatively simple to prepare and plate by the kitchen, as presentation may suffer during transit.
- **Availability:** Most room service menus are available 24 hours, requiring a limited but essential selection for off-peak hours (e.g., overnight).
- **Aesthetic:** The menu document itself must be professional, clear, and easy to read, often including high-quality photographs.

## **c) Procedure of room service/ delivery of food**

The **procedure for room service delivery** is a strict sequence focused on speed and guest privacy.

### **i) Room service order taking/ telephone etiquettes**

- **Etiquette:** The order taker must answer promptly, identify the hotel and themselves, use the guest's name, speak clearly, and possess detailed menu knowledge (including allergens and preparation times).
- **Order Taking:** The order is written down, repeated to the guest for confirmation, and an estimated delivery time is given. All details (room number, special requests) are confirmed before hanging up.

### **ii) Providing in-room wine service**

- The wine or beverage is delivered on the trolley, often chilled in a small ice bucket.
- The server must present the bottle to the guest (label facing up), announce the name and vintage, open it with correct procedure (de-corking), and pour a small taste for the guest's approval before pouring a full glass.

### **iii) Catering special requirements**

This involves proactively addressing guest needs such as dietary restrictions (allergies, religious requirements), special timing (e.g., "call me 15 minutes before arrival"), or a request for a highchair or extra amenities. The kitchen and service team must communicate clearly to ensure the special requirement is met without error.

## **d) Kitchen stewarding**

**Kitchen Stewarding** is the essential, specialized department responsible for the cleanliness, maintenance, and inventory of all F&B service equipment.

### **i) Importance**

It is paramount for **hygiene** (preventing foodborne illness), **operational efficiency** (ensuring clean equipment is available when needed), and **cost control** (minimizing breakage and theft). Stewarding is the backbone that enables both the kitchen and service teams to function.

### **ii) Opportunities in Kitchen Stewarding**

Career paths include Dishwasher, Pot Washer, Steward Supervisor, and eventually the Chief Steward, who manages the entire back-of-house cleanliness and equipment inventory.

### **iii) Maintaining Records**

The department keeps meticulous records of:

- **Breakage:** Tracking damaged equipment to identify areas of concern and calculate replacement costs.
- **Chemical Usage:** Monitoring the consumption of detergents and sanitizers for cost control and safety.
- **Inventory:** Records of all service ware (crockery, cutlery, glassware) to prevent loss and ensure par stock is maintained.

### **iv) Machine Used for cleaning & polishing**

- **Commercial Dishwashers:** High-capacity, high-temperature machines (conveyor or door type) for washing crockery and glassware.
- **Glass Polishers:** Machines with soft brushes for quickly polishing glassware to a streak-free shine.
- **Silver Burnishers/Polishers:** Machines that use stainless steel balls and a chemical solution to clean and polish flatware and hollowware, restoring its luster and removing tarnish.

### **v) Inventory**

Refers to the count of all service equipment and cleaning supplies. Stewarding performs regular, often daily, **physical counts** and reconciles them with **par stock levels** (the minimum required stock) to place orders and manage loss.

## **Chapter 5: Guéridon Service & Specialized Service**

## a) History

The **history of Guéridon Service** (or Trolley Service/French Service) dates back to the grand, aristocratic dining customs of **19th century France**. It was developed to elevate the dining experience by bringing the culinary theatre and artistry directly to the guest's table, offering a highly personalized and dramatic form of service that has remained a hallmark of fine dining.

## b) Concept

The **concept of Guéridon Service** involves preparing, finishing, carving, or serving food in the presence of the guest, tableside, using a mobile trolley called a **guéridon**. It requires a highly skilled server (often a Head Waiter or Chef de Rang) and is characterized by its high level of personalization, showmanship, and labor intensity.

## c) Mise-en-place

**Mise-en-place** (French for 'everything in its place') for Guéridon service is extremely detailed:

- The **trolley** must be fully equipped with the necessary equipment (burner/hot plate, small gas cylinder, cutting board, various knives, service gear, serving platters, clean cloths, and all required ingredients—butter, spices, spirit/liqueur).
- All ingredients must be pre-portioned, chilled, or prepared as much as possible to ensure the tableside process is quick and smooth.

## d) Procedure of Guéridon service

The **procedure** follows a specific, theatrical sequence:

1. **Preparation:** The prepared food is brought to the dining area on a platter and placed on the service trolley.
2. **Presentation:** The server presents the raw or semi-prepared dish (e.g., a whole fish or cut of meat) to the guest for approval.
3. **Preparation/Finishing:** The server performs the required action (carving, flambéing, de-boning, mixing a salad) tableside.
4. **Plating:** The finished food is delicately plated onto the guest's warm plate.
5. **Service:** The plated dish is served to the guest.

## e) Service consideration for different food

The tableside actions vary dramatically based on the food:

- **Flambé:** Dishes like *Crepe Suzette* or *Steak Diane* require high skill to ignite and control the flame using alcohol (liqueurs or spirits) for dramatic effect and flavor.
- **Carving:** Roasts (*Chateaubriand*) or whole poultry/fish require precision cutting and portioning using a sharp carving set.
- **Tossing/Mixing:** Salads (*Caesar Salad*) or steak tartare are mixed tableside to incorporate fresh ingredients and dressings just before serving.

#### f) Advantages and disadvantages

- **Advantages:** It provides a **highly personalized and spectacular experience**, offering excellent customer engagement and a sense of luxury. It allows for **customization** of portions and ingredients and facilitates higher menu prices.
- **Disadvantages:** It is **labor-intensive**, requiring a high server-to-guest ratio and highly trained, specialized staff. It is also **slow**, reducing table turnover, and carries a higher risk of accidents (e.g., fire risk from flambé).

#### g) Types of trollies

Various **trollies** are used depending on the service function:

- **Flambé/Cooking Trolley:** Equipped with a gas burner/hot plate for tableside cooking.
- **Dessert Trolley:** A refrigerated or simple display unit for showcasing cakes, pastries, and chilled desserts.
- **Carving Trolley (or Chariot):** Used to hold a large, hot roast and equipped with a carving board and serving tools.
- **Wine/Beverage Trolley:** Used for displaying and serving wines, liqueurs, and spirits.

#### h) Classic Flambé Dishes

**Classic Flambé Dishes** are essential to master for a Guéridon service:

- **Entrées (Main Courses):** *Steak Diane*, *Steak au Poivre* (using Cognac or Brandy).
- **Desserts:** *Crepe Suzette* (thin pancakes flamed with Grand Marnier or Cointreau), *Bananas Foster* (flamed with rum and banana liqueur).

#### i) Care and maintenance of Guéridon service

Due to the investment, **care and maintenance** are vital:

- The **trolley** itself (often wood and stainless steel) must be polished and checked daily for loose wheels or parts.
- The **gas burner and cylinder** must be regularly checked for leaks and proper function as a safety requirement.
- The **specialist cutlery** (flambé pans, carving knives) must be cleaned immediately and stored separately to maintain condition.

## j) Live-counter Service – Essential Skills & Factors to create impulse buying

**Live-counter Service** is a service where a chef prepares or finishes a dish in a visible, dedicated area in the F&B outlet (not necessarily tableside).

- **Essential Skills:** The chef needs **culinary skill** combined with excellent **communication/showmanship** to interact with guests and manage the queue. Speed and precision are critical.
- **Impulse Buying:** Creating instant sales by appealing to the senses. Factors include:
  - **Visual Appeal:** Colorful, freshly prepared food presented attractively.
  - **Aroma:** The smell of food cooking (e.g., sizzling meat, fresh coffee) is a powerful trigger.
  - **Sound:** The sound of stir-frying, grilling, or slicing engages the guest.
  - **Direct Interaction:** The chef engaging the guest and offering personalized options.

## k) QSR- Area FOH, MOH, BOH

**Quick Service Restaurants (QSR)** are designed for speed and volume with minimal service complexity.

- **FOH (Front of House):** The customer-facing area, including the **counter for ordering/receiving food, the queue line, and the limited/small seating area**. The layout is optimized for high traffic flow.
- **MOH (Middle of House):** The transition area, often the **pass (or window) where completed orders are transferred from the kitchen to the service counter**. This area is critical for quality and speed control.
- **BOH (Back of House):** The **kitchen/production area**, which is highly standardized and efficient, relying on assembly-line preparation, standardized equipment, and minimal storage space.

## l) Home delivery

**Home delivery** involves taking food orders remotely and transporting the prepared dishes directly to the customer's location.

- **Key Factors:** Use of **insulated packaging** (thermal bags) to maintain temperature, **efficient routing/GPS tracking** for speed, and maintaining **packaging integrity** to ensure the food arrives as intended.

### m) Take away

**Take away (or Carry-out)** is where the customer places an order and picks up the food themselves at the F&B outlet.

- It requires a dedicated **counter/area** for order collection to prevent congestion with in-house diners or ordering customers. The focus is on **robust, leak-proof, and disposable packaging**.

### n) Food aggregators

**Food aggregators** are third-party technology platforms (like Uber Eats or Zomato) that consolidate menus from multiple restaurants, allowing customers to order from one place.

- They handle the **marketing, ordering interface, and often the delivery logistics**. The restaurant's role is to receive the order notification and prepare it for the aggregator's delivery agent.

### o) IT Application in F&B Service post COVID

The pandemic accelerated the adoption of **Information Technology (IT)** in F&B service:

- **Digital/QR Code Menus:** Replacing physical menus to reduce contact.
- **Contactless Ordering & Payment:** Guests ordering and paying via apps or self-service kiosks.
- **Cloud Kitchens/Dark Kitchens:** Production units operating solely for delivery without a dining area, managed entirely through online software.
- **Advanced POS (Point of Sale) Systems:** Integrating all channels (dine-in, takeaway, delivery, aggregator orders) into a single management platform for seamless operation and data analytics.