Index

À la carte, 45, 48, 56, 60, 84, 146,	banquet	grants, 129
148, 149, 151, 161, 175, 206, 207,	menus, 170	plan, 123–129
241, 265, 281, 349	service, 242, 252	threats, 127
AAA, 43	banqueting, 52, 56, 79–82,	butler service, 82
accessibility, 37	bar system, 290	buying locally, 407
accommodation, 4	banquets, 146, 161, 252, 329	J 0 J
accommodation and food service	bar, 50, 51, 84, 264, 296, 344	Café Spice Namaste, 390, 393
activities, 4	code, 64	cafeteria, 247
ACORN classification, 346, 348	codes, 193, 216	Café Nero, 28
Acorn House Restaurant, 119, 135,	cost system, 288	Camping grounds, recreational
357, 405, 410	dispensing, 95	vehicle parks and trailer
adaptive filtering, 309	menu, 170	parks, 5
administration budget, 269	procedures, 296	capacity
advertising, 47, 56, 81, 98, 131, 269,	service, 251	costs, 275
273, 340, 355, 358, 364	beer dispensing, 52, 85	scheduling, 329
budget, 355–357	benchmarking, 156	capital investment, 214, 233
after-wage profit, 271	better hospital food initiative, 110	carbon tax, 406
age group segmentation, 346	beverage	carvery, 237
aids to purchasing, 185	control procedures, 296–297	carving trolley, 60
air force catering, 110	dispensing, 52, 97, 290	cash
airline catering, 89	menus/lists, 168, 171, 172	and carry, 186, 187, 191
alcoholic beverages, 190	production, 220, 221	budgets, 269
american service, 241, 242, 244	revenue, 198	control, 266
annualized hours, 334	service, 222, 246, 247	cashier, 303
approved suppliers, 181, 184, 188	serving activates, 6	cashless system, 104
army catering, 110	stock records, 197	casual dining, 403
ASP, 47, 54, 68, 264, 310	vendors, 100	category report, 294
asset financing, 408	bin end, 191, 197	catering
atmosphere, 27, 35, 373	biotechnology, 413	facility, 89
automated	bistro, 64, 97, 134	policy, 16, 145, 320
beverage dispensing system,	blast freezing/chilling, 216, 218	Catey, 394
290	Bombardier, 352	celebrity chefs, 150
system, 301, 305	bottle control system, 288	centralized production, 212, 213
automatic dispensing, 247	branding, 189, 190	chance or walk-in customers, 328
average	brasserie, 64	characteristics of service
spend, 47, 66, 68, 260, 304,	break even analysis, 127, 273	operations, 378
310, 351, 365	British Hospitality Association,	chargeable empties, 196, 198
spending power, 47, 260, 310	322	checking, 383
basis and maising 150	British Standards, 372	system, 266
backward pricing, 159	broadcasting, 360, 363	cheese trolley, 60
bain marie, 245	budget, 268, 340, 351–357, 363	chef de partie, 57
balance sheet, 128	budgetary target, 155	Chicago Mandarin Hotel, 409
bank financing	buffet car, 97 buffets, 146, 147, 206, 237–238, 250	cinema, 85, 360
financing, 124 bank loans	Burger King, 62, 403	closing procedure, 299
loans, 129	business	stock, 269
Bank Restaurants, 362	environment, 23	cocktail bar, 170, 175
Darix Restaurants, 302	environment, 23	COCKIAII DAI, 170, 170

coffee house, 70	customer	statistics, 318
menu, 148	average expenditure, 123	tribunals act, 1996–326
college catering, 108	facing, 318	empowerment, 387
combination ovens, 215	presence, 380	energy
commercial operations, 8, 10	promise, 391	and water, 141
commis, 48, 58	satisfaction, 264, 318	consumption, 406
communication, 330, 332	service, 133, 325	english service, 241
barriers, 331	feedback, 222	entrepreneur, 115
channels, 332	repeat, 375	environmental, 110, 121–25, 344
community media, 363	cycle of production, 380	health, 204
competencies, 13	cyclical menus, 148	EPOS, 49, 61, 67, 79, 95, 159, 166,
competition, 121, 156	Cyrus Todiwala, 394	183, 193, 197, 276, 291, 306, 328,
competitive	Cyrus rodiwara, 374	416
*		
advantage, 377	daily food cost report 285	control system, 307
pricing, 157, 184	daily food cost report, 285	reporting, 291
composting, 139	database software, 69	technology, 95
concept	debt finance, 124	equity finance, 124
description, 125	decline, 351	ethical issues, 409
development, 118	defects, 375, 385, 386, 390,	ethnic restaurant, 119
consumer trends, 402	delivery note, 183, 282	European Foundation for Quality
continuity of supply, 182	Deming cycle, 380	Management (EFQM), 391
contract	departmental profit, 159, 270,	event catering, 6, 7, 80
catering, 76, 264	310	event management, 79
of employment, 326, 327	departmentalization, 263	executive summary, 124
control, 17, 20, 394	dessert trolley, 60	expectations, 36, 372
checklists, 294	differentiasl profit margins, 159,	latent, 375
cycle, 180	160	expenditure, 260
system, 260, 276	Dimitris Taverna, 365	experience economy, 24
convenience	dining rooms, 59, 106	exponential smoothing, 309
eating, 27	direct mail, 357	1
convenience food	disciplinary/grievance	facility
food, 48, 63, 66, 211, 351	procedures, 317	design, 132
cook	discrimination, 327	layout, 132
chill, 56, 97, 105, 203, 210, 214,	Disney Corporation, 25	failure cost, 377, 390
215, 217, 236, 329, 342,	dispensing machines, 251	family life cycle, 346
349	disposable cutlery, 90	fast food, 61, 84, 118, 238–239, 265
freeze, 203, 210, 214, 217,	distribution, 216, 218	343, 367
222	channels, 366	feasibility study, 118–120
serve, 203, 329	DO & Co, 87	ferry boat catering, 89
cost	dog, 301	financial
control, 207	drive in, 243	policy, 16, 145, 320
fixed, 10, 46, 271	due diligence, 184, 216	
	due differice, 104, 210	projections, 123–127
of purchases, 269 of staff meals, 269		fine dining, 45, 46, 72
	esting out 28	fire regulations, 209
orientation, 10	eating out, 28	first in first out, 282
plus, 76	frequency, 30	fixed price menu, 241
plus pricing, 156	market, 28, 29, 403	fixed price/performance
structure, 379	spend, 403	guarantee, 77
variable, 11, 271, 275	venues, 31, 403	flambé, 48, 60
Costa, 28	economic, 125	floor stands, 174
counter service, 64, 79	EFTPOS, 373	foie gras, 409
cover charge, 160	elasticity pricing, 158	food and beverage
credit	electronic cash register, 307	cost reporting, 266
cards, 361	electronic guides and magazines,	management constraints on,
reference, 184	359	21
crepes suzette, 149	email, 69, 78, 357	operations classification, 9
Critical incident methodology, 13	Emissions Trading Scheme (ETS),	service activities, 5
Crisscross, 56	406	food
cross contamination, 214, 215,	employment	control, 297
219	act 2002, 326	cost, 63, 286
cruise ship, 89, 226, 227, 411	relations act 2004, 326	cost method, 283
sector, 93	rights act 1996, 326	descriptions, 167

holding technology, 79	high class dining, 92	Jumeirah Lowndes, 122
menus, 150, 154	high street brand, 90	junk food, 122
miles, 404	high tech	
outlets, 131	equipment, 414	Keynote, 7, 29
packaging, 90	food, 413	KFC, 65, 366
production, 203, 204, 210	Higher Education Funding	kitchen
purchasing, 184, 185	Council, 108	area, 133
regeneration, 216, 217, 218	holiday and other short stay	design, 97
safety act 1995, 180, 183, 184,	accommodation, 5	Kyoto Protocol, 406
216	holiday centres and villages, 5	
service, 209	home delivery, 68, 238–239	labour
service methods, 223, 224,	hospital catering, 109, 212, 213,	costs, 208, 232, 238, 269
225, 226, 227, 228, 237	244, 247	force survey, 318, 319, 320
standards agency, 188	Hospitality and Leisure	utilisation, 208
vending machine, 100	Manpower Consultancy, 322	last in last out, 282
foodie' culture, 404	Hospitality Assured, 390–2	legal, 125
foods without, 404	hospitality industry size and	framework, 326
forecasting, 266, 308	scope, 3	leisure venue catering, 85
franchise, 130, 274	hot meal machine, 101	lender, 124
franchisee, 130	hotel restaurants, 52	level of service, 33
franchisor, 130	hotels and similar accommo-	licensed
fraud prevention, 261	dation, 4	bar, 92
French service, 241, 242, 244	house wine, 191	clubs, 6
fresh brew vending, 105	hygiene, 90, 102	premises, 209
fuel costs, 209, 211, 214	issues, 204, 209, 216, 218, 221,	restaurants, 6
full service Restaurant, 42, 50,	223, 232	retail, 42
133		licensing, 172
function	improvement	act, 2003, 172
bar system, 290	continuous, 380	restrictions, 247
catering, 80	inclusive design, 134	liqueur trolleys, 253
folder, 81	income, 260	local area network (LAN), 99
menus, 81	segmentation, 346	local market area, 121
	statement, 128	location, 37, 120-121, 156
game season, 149	index of productivity, 311	loss prevention, 194
gastropub, 50, 403	induction cooking, 225	low margin restaurants, 118
General Electric, 388	industrial	,
general market, 104	catering, 78	macro environment, 345
genetically	market, 104	magazine advertising, 358
engineered, 413	industry	Magnolia, 354
modified, 188, 413	standards, 156	mailing, 79, 357–358
geographic	trends, 122	maintenance, 209
segmentation, 345	in-flight catering, 89	of standards, 260
size, 121	information technology, 59, 88	maitre d', 49
Gordon Ramsay, 402	Institute of Hospitality (IoH), 13,	Malcolm Baldridge National
gourmet, 56, 92, 116	390	Quality Awards (MBNQA),
grape variety, 192	Institute of Practitioners in	390
gross profit, 271	Advertising, 355	management
growth, 115, 350	institutional market, 104	activity, 13, 14
gueridon, 237	intangibility, 378	control, 263
trolley, 92	interior design, 34	fee, 76
guides, 42, 122, 358	International Transport Workers	information, 261
	Federation(ITWF), 411	team, 126
HACCP, 183, 184, 192, 194, 199,	internet marketing, 354	manager's work, 12
204, 205, 214, 216	inventory control cycle, 287	manual system, 301
happy hour, 27	investor, 124, 129	margin of safety, 274
Hard Rock Café, 24	Investors In People (IIP), 325	market
Hazard Analysis Critical Control	invoice, 282	analysis, 125
Point (HACCP), 383	irradiation, 188	demand, 156
head chef, 57, 279	ISO 9000, 386	gap, 119
health and safety, 85, 92	•	orientation, 10
healthy eating, 402, 404	Jamie Oliver, 402	segmentation, 344, 345
heterogeneity, 379	job description, 17, 19	share, 95, 264

marketing, 151, 206	multiple regression, 309	operational, 391
definition, 340	mystery shoppers, 384	pĥase, 263
environment, 344		plat du jour, 148
matching process, 340	Nando's, 28	plated service, 48, 150, 206
mix, 348	National Certificate for Licensees,	plowhorse, 301
policy, 16, 55, 145, 262, 264,	172	POC ₃ , 12
320, 367	navy catering, 110	point of sale promotion, 173
research, 350-351	net profit, 271	political, 125
master budget, 269	newsletter, 357	popular catering, 64
material costs, 269	newspaper advertising, 358	portions, 286
maturity, 351	nightclub, 50	posters, 174, 360
McDonalds, 61, 380, 406, 414	no shows, 328	posters, 174
meal experience, 23, 373	non-linear regression, 309	pre-checking system, 305
meal experience, 373	Norwegian Cruise Lines (NCL),	pre-costing, 266
menu, 28, 66	412	preservation, 203
analysis, 276	nouvelle cuisine, 150	pre-set pre-checking, 306
choice, 32	nutrition, 166	press
clip-ons, 175		advertising, 358
communication, 151	office space, 133	media, 363
design, 152, 320	opening	Pret a Manger, 28
engineering, 156, 163, 300,	procedure, 298	price, 27, 349
302	stock, 269	price premium
item preference, 292	operating	premium, 377, 403
item profitability, 292	budget, 268	pricing, 46, 78, 116–119, 261, 273,
knowledge, 164	control, 102, 263	341
layout, 155	cycle, 263	models, 156
margin, 156	lease, 409	of beverages, 162
merchandising, 173	operational	structure, 165
mix, 262, 300	control, 409	primary information, 351
offering, 150	phase, 265	prime cost pricing, 159
plan, 152	ordering process, 183	prison catering, 111
planning, 275	organic, 122	private clubs, 52
presentation, 154	organization chart, 17, 18	process, 349
pricing, 156	Orphalese, 406	processed foods, 193
pricing applications, 161	outsourcing, 54, 99	procurement, 180, 181
structure, 151	overhead costs, 270	product
menupix, 43		identification, 188
menus and the law, 166	P&O, 94	life cycle, 350
merchandising, 47, 259, 363, 368	packages, 365	orientation, 341
method of buying, 265	par stock, 288	pricing, 78
Michelin, 42, 43, 45, 47, 73, 164	participants, 349	specification, 188, 189
micro environment, 345	partie system, 48, 56, 210, 211	testing, 265
microbiology, 214, 218, 219, 223	partnership, 130	production
microprocessor, 216, 235, 249	pay as you eat, 109	control, 275
mid scale restaurant, 118	payment, 55, 99, 261, 351	cost, 186
millimetre system, 289	payroll costs, 311	planning, 276
mini bar, 249–250	People 1st, 7	productivity, 317
minimum charge, 160	performance criteria, 184	profit, 46, 128, 270, 299, 310, 350
minimum wage, 88	perishability, 47, 194, 262, 282,	and loss account, 194
Mintel, 29, 403, 403	343, 379	and loss concession, 77
mixed product vending, 105	perpetual stock inventory, 252	targets, 221, 223
Mobiltravel, 42, 44	personal finances, 130	Profit Impact of Market Strategy
Mosimanns, 53	personal selling, 367	(PIMS), 377
motivation, 17, 317	personality, 333	profitability, 264
theory, 334	PESTLE analysis, 125, 344	promotion, 148, 349
Moto, 414	physical evidence, 349	psychometric test, 321
Motorola, 388	pizza, 64	pub, 50, 122
motorway	place, 349	public houses and bars, 6
catering, 89	Planet Hollywood, 24	public relations, 361
service area, 97	planning, 16, 381	public sector catering, 106
moving average analysis, 309	planning, 381	pullman service, 97
MPOS, 49, 292, 308,	food services, 205	purchase ordering, 276, 282

purchase specification, 188, 189,	Royal Caribbean, 412	special service, 244, 245
191, 265	Russian style service, 241, 242, 244	specialist catering firm, 92
purchasing, 180, 182 and storage, 179	's Baggers, 415	speed of service, 85 sport venue catering, 82
by contract, 186	sales	staff
by paid reserve, 187	analysis, 286	costs, 156
contract, 77	budget, 269	deployment, 317
function, 180, 181	by meal period, 293	discipline, 326
objectives, 182 of beverages, 190	by server, 294 check, 303	handbooks, 325
records, 182	data analysis, 166	hierarchy, 57 recruitment, 317, 318, 320,
puzzle, 301	distribution, 330	321, 322
1	mix, 156, 157, 158, 164, 310	retention, 317, 318
quality	orientation, 341	rota, 328
assurance, 383, 386, 388	per available seat, 312	scheduling, 328
control, 386	per square metre, 312	supervision, 330
control circles, 385	per waiter, 312	training, 325
gap, 372 gurus, 378	price per unit, 275 promotion, 102, 364	turnover, 317, 321, 322–324 standard commodities, 182
improvement, 377, 385	tax, 160	Standard Commodities, 102 Standard Industrial Classification
improvement teams, 385	trends, 166	(SIC), 2, 4
inspection, 265, 385	volume, 156	standard
management cycle, 381	sandwich bars, 61	operating procedures, 331
map, 391	scanner technology, 64	portion, 280, 287
matrix, 378	school catering, 106	recipe, 278
standards, 180, 223, 232	script, 374	training programme, 367
quantity	sea/marine catering, 94	yield, 277
inspection, 265 standards, 180, 216	Seabourn Cruises, 412 seat turnover, 240	standardization, 300 standards, 382, 392, 394
standards, 100, 210	secondary information, 351	star, 300
radio, 360	security risk, 186	Starbucks, 28
rail catering, 95	self service, 64, 69, 92, 150, 223,	Starwood Hotels, 390
rate of return pricing, 157	224, 240, 246, 247, 253	statistical process control (SPC),
rate of seat turnover, 312	semi-fixed costs, 271	383
ratio of food and beverage sales to	service	steak house, 64
total sales, 310	charge, 160	stock
Raymond Blanc, 402 Real Estate Investment Trust	cycle, 222 delivery, 392	levels, 193 management, 276
(REIT), 408	delivery system, 384	records, 266
receiving beverages, 196	design, 208	stock turnover, 195, 199, 311
receiving food, 192	improvement, 393	stocktaking, 194, 195, 196, 199, 266
recipe costing, 163	profit chain, 320-321	storing and issuing, 193, 194, 196,
recipe management software,	recovery, 292	197, 198
281	services catering, 110	strategic service vision, 382
reciprocal club, 60	services marketing, 342	structure of UK labour, 318
recycling, 139, 405, 406 refining the concept, 123	serving wines, 172 SERVQUAL, 384	subsidized catering, 10 subsidized operations, 162
refrigerated machine, 100	shellfish, 149	subsidized sector, 8
reinvention, 351	shrinkage, 220	substitute domestic, 403
report assessment, 267	signs, 360	supervision, 208, 333
requisition, 194, 282	silver service, 45, 48, 60, 82, 92, 94,	sushi, 240
responsibilities, 16, 20	150, 206, 207, 223, 281	SWOT analysis, 126
restaurant car service, 97	simultaneity, 379	. 11 11 . 40 50 57 (0.14)
restaurants and mobile food	six sigma, 388, 389	table d hote, 48, 52, 57, 60, 146,
restaurants and mobile food service activities, 6	snack machine, 100 snacking, 404	149, 150, 151, 161, 206, 241, 265, 281, 349,
return on investment, 156	social, 125	table service, 241, 252
revenue control, 298–299	socio economic classification, 346	table waiting times, 294
risk, 380	sous chef, 48, 57, 113	table/family service, 150, 252
Ritz Carlton, 390	sous vide, 57, 218, 219, 220, 342, 377	take away, 67, 79, 223, 238, 250
room service, 170, 242, 243, 248,	space customization, 105	Take away food shops and mobile
252	SPC, 386	food stands, 6

tare weights, 193	tray service systems, 223, 244, 246	vintage, 192
target market, 145, 320	trend analysis, 309	volume of sales, 118
tasting, 190	trolley service, 97, 150	Wagamama, 364
tea room, 70	turn downs, 328	waiter service, 224, 240, 251
tea/coffee trolleys, 253	turnover, 264	wall displays, 174
technological, 125		waste
technology, 380	unfair dismissal, 326	management, 405
television, 360	unfair/constructive dismissal,	prevention, 261
temperature control, 204, 206, 210,	326, 327	water consumption, 406
214, 215, 216	unique selling point, 63, 90, 124	weighted moving average, 309
tent cards, 174	university catering, 108	welfare sector, 10, 223
TGI Fridays, 24, 404	University of Surrey, 13, 393	Wetherspoons, 51
the brand, 352	Unlicensed restaurants and cafes, 6	wholesalers, 191
tipping, 410	unpredictability, 262, 379	wine
total	upscale restaurant, 118	auctions, 191
costs, 271	upselling, 367	menu/list, 169, 190
quality management (TQM),		shippers, 191
387, 389, 397	value	wireless, 58, 99
risk, 77	for money, 33	working procedure, 298
sales, 309	of stock, 194	
supply, 187	perceived, 377	yield testing, 265
trade advertising, 359	Vector Hospitality, 408	Yo! Sushi, 414
trading	vegan, 122	youth hostels, 5
patterns, 328	vegetarian, 122	
standards, 167	vending, 221, 228, 229, 230, 231,	Zagat, 43
train catering, 89	233–236, 248	zero defects, 375
training, 392	vending machine, 92, 99	
travel catering, 88	venture capital, 130	