



Foreword

This book brings together the people and steps necessary to make the food and beverage operation of a hotel or stand-alone restaurant a success. It explains in detail, with examples, the process of forecasting, budgeting, menu planning, purchasing, and inventory controls. All of these processes are needed for a profitable outcome.

Many hotels and restaurants do not have a knowledgeable cost controller; they depend on the intuition of many, and believe increased revenues are the only way to increase profit. While this is one way to increase profit, it is not the only way. The same amount saved by a cost control is a 100 percent increase to the bottom line.

With this book, a food and beverage operation with limited management staff will have all the tools needed to control and increase profits.

This book not only emphasizes the checks and balances necessary to achieve and continue to improve profitability, but also stresses the importance of the guests' (customers') perceived value and satisfaction.

Cost control isn't simple; it takes teamwork. Controlling costs in all areas is always the objective, but the truth of the matter is, while you can cut costs in payroll, you must not jeopardize service. Customers will pay more for a meal with great service, and will recommend and return.

The cost of the food and beverage, the proper storage for less waste, and proper menu pricing will lead to a better bottom line. This book takes you through all the procedures to make this happen.

Fran Rizzo,
Hotel and Restaurant Financial Consultant