

costs to run each foodservice outlet. Watching the costs of each of these outlets helps managers to identify and respond to potential problems quickly. Items on the menu for these types of foodservice operations are usually the result of needing to please the “mainstream” desires of guests by providing items quickly and in large quantities.

At another property, such as a destination resort, the typical approach for F&B operations might be quite a bit different from the one we just discussed. In this type of situation, foods and beverages may be used to support a property’s overall marketing strategy. For example, an oceanside resort in Monterey, California, may use distinctive F&B offerings as marketing tools to attract guests and to distinguish itself from competitors. These types of properties tend to use their F&B operations for three special reasons:

- *Creating a desired public image and defining their place in the market.* F&B operations can have a significant impact on a property’s image in the marketplace by serving as a center for community groups and organizations, causing the property to be perceived as a point of pride in the community.
- *Attracting desired business.* F&B operations can be used to add quality or value to a property’s overall image by attracting individuals such as travel agents, tour operators, and meeting planners who influence travel decisions. These operations are often used to attract group business by discounting F&B items, which adds value to the total meeting package and obviates the need to discount sleeping room prices. Actions like this can increase overall profitability because rooms have a greater **contribution margin** than does F&B.
- *Creating new business opportunities.* By producing events, a property can use F&B operations to create new business opportunities. Wine tastings, celebrations, theme dinners, balls, brunches, and other combinations of food, beverage, and entertainment often entice people to visit a property. Once there, they may stay longer to enjoy the guest rooms, restaurants, lounges, pools, spas, and golf and tennis facilities. These marketing strategies can be especially effective for generating business during **shoulder seasons**.



A home-cooked breakfast awaits guests staying in this nostalgic Maine B & B. Photo by Ron Hilliard