



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

Food & Beverage Operations

BMIH4002

Week 3: Restaurant Management

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Where Higher Education Began in Wales*

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Week 3:

- Restaurant Management: An Overview
- Types of Service
- Sequence of Service
- Unique Dining Experiences
- Crisis Management
- Reference List



Learning Objectives:

Upon completion of this **lecture**, you should:

- Know what some of the duties of a restaurant manager are.
- Understand laws surrounding the sale of alcohol.
- Know what the different levels of service are and where you can find them.
- Be able to define crisis management and understand why it's important.

What is Restaurant Management?

Laws & Regulations

Recruitment, training
and retention of Staff

Insurance

Customers service and
experience.

Menu planning

Health & Safety and
Risk Management

Property Management
and Maintenance

Sustainability and
Wastage

Cost control and
Financial Management

Suppliers

Public Relations

Equipment Maintenance

Recording
and reporting

(Brown, 2019)

What is Restaurant Management?

Effective restaurant management involves simultaneously overseeing operations such as the kitchen and service staff, marketing, finances and menu.



Serving alcohol

The authorities take a dim view of underage drinking and even dimmer one of the shops, bars and pubs that sell alcohol to [Minors](#). That's why they regularly send mystery shoppers into licensed premises to test their procedures.

If you make a mistake and are caught selling alcohol to someone under age you can be [Cautioned](#), offered a £90 [Fixed Penalty Notice](#) or given an unlimited fine by the Magistrates. If you also happen to be a personal licence holder your licence can be suspended or taken away completely.

On top of the punishment for the person selling the alcohol to someone underage, the premises licence holder can also be penalised, even if it wasn't them making the sale. If two offences are committed within three months the police can offer a voluntary closure of between two days to two weeks as an alternative to prosecution.

If prosecuted, the Magistrates' Court can impose a suspension which can last up to three months and/or a fine of up to £20,000

But what can we legally sell and where?

1. Who can **sell non-alcoholic** beverages?
2. Who can **sell alcoholic** beverages?
3. How old does a customer have to be to **drink alcohol** in a bar in the UK?
4. How old does a customer have to be to **purchase alcohol** in a restaurant in the UK?

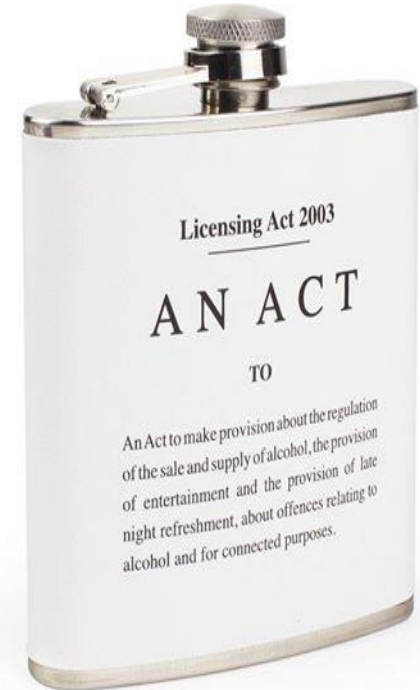
The Legalities

Before we discuss service its important that we operate within the law.

The Licensing Act 2003 came into force in 2005.

Any premises that sells alcoholic beverages must have a **premises license**. This can range from the corner shop, petrol station, supermarket, wine-bar, public house, restaurants and hotels, to even bars at festivals!

But there are many variations to the conditions of the license.



What is a Premises License?

A **premises license** is required when you offer or provide one or more of the following three licensable activities:

- sale of alcohol
- provision of regulated entertainment
- provision of late-night refreshment

A **premises license**, is a permanent licence granted under the 2003 Licensing Act for a specific location.

This authorises the premises to carry on any or all the following licensable activities: the sale of alcohol and/or the supply of alcohol to its guests or customers.

What is a Designated Premises Supervisor?



A designated premises supervisor (DPS) is **the person who has day-to-day responsibility for the running of the business.** All businesses and organisations selling or supplying alcohol, except members clubs and certain community premises must have a designated premises supervisor.

What is a Personal License?

A personal licence allows an individual or business owner to supply or authorise the supply of alcohol.

But what is required to actually get one and who issues it?

It is issued by a Licensing authority allowing that person to sell or authorise the sale of alcohol in accordance with an appropriate Premises License. It is only issued after the applicant has passed an assessed exam and provided an associated conviction free certificate from the Disclosure & Barring Service (DBS).

The license holder can only sell alcohol in accordance with the conditions stated on the Premises License.

A Personal License is valid indefinitely.

A personal License can be granted even if that person is not working in the licensed premises.

Any Questions?





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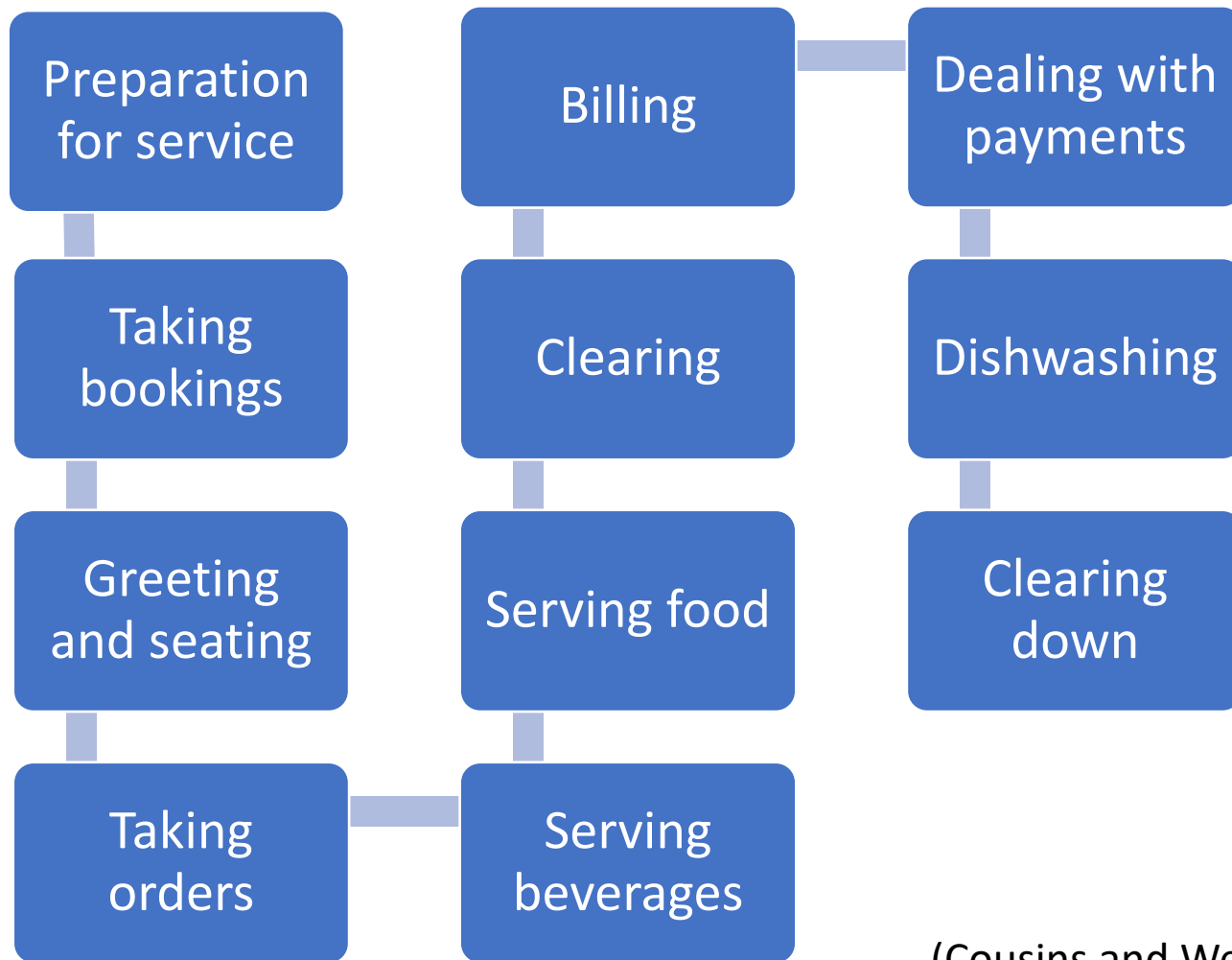
Service

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The Service Sequence



(Cousins and Weekes, 2020)

Service methods

Table 1.6 Simple categorisation of the customer processes in food and beverage service

Service method	Service area	Ordering/ selection	Service	Dining/ consumption	Clearing
Table service	Customer enters and is seated	From menu	By staff to customer	At laid cover	By staff
Assisted service	Customer enters and is usually seated	From menu, buffet or passed trays	Combination of staff and customer	Usually at laid cover	By staff
Self-service	Customer enters	Customer selects items onto a tray	Customer carries	Dining area or takeaway	Various
Single point service	Customer enters	Orders at single point	Customer carries	Dining area or takeaway	Various
Specialised or in situ service	Where the customer is located	From menu or predetermined	Brought to the customer	Served where the customer is located	By staff or customer

(Cousins and Weekes, 2020)

Activity: Match F&B Provision to Service Method



1. Table Service
2. Assisted Service
3. Self Service
4. Single Point of Service
5. Specialised Service

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Activity: Match F&B Provision to Service Method



1. Table Service
2. Assisted Service
3. Self Service
4. Single Point of Service
5. Specialised Service

Activity: Match F&B Provision to Service Method



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Geranium, Copenhagen



Activity: Match F&B Provision to Service Method

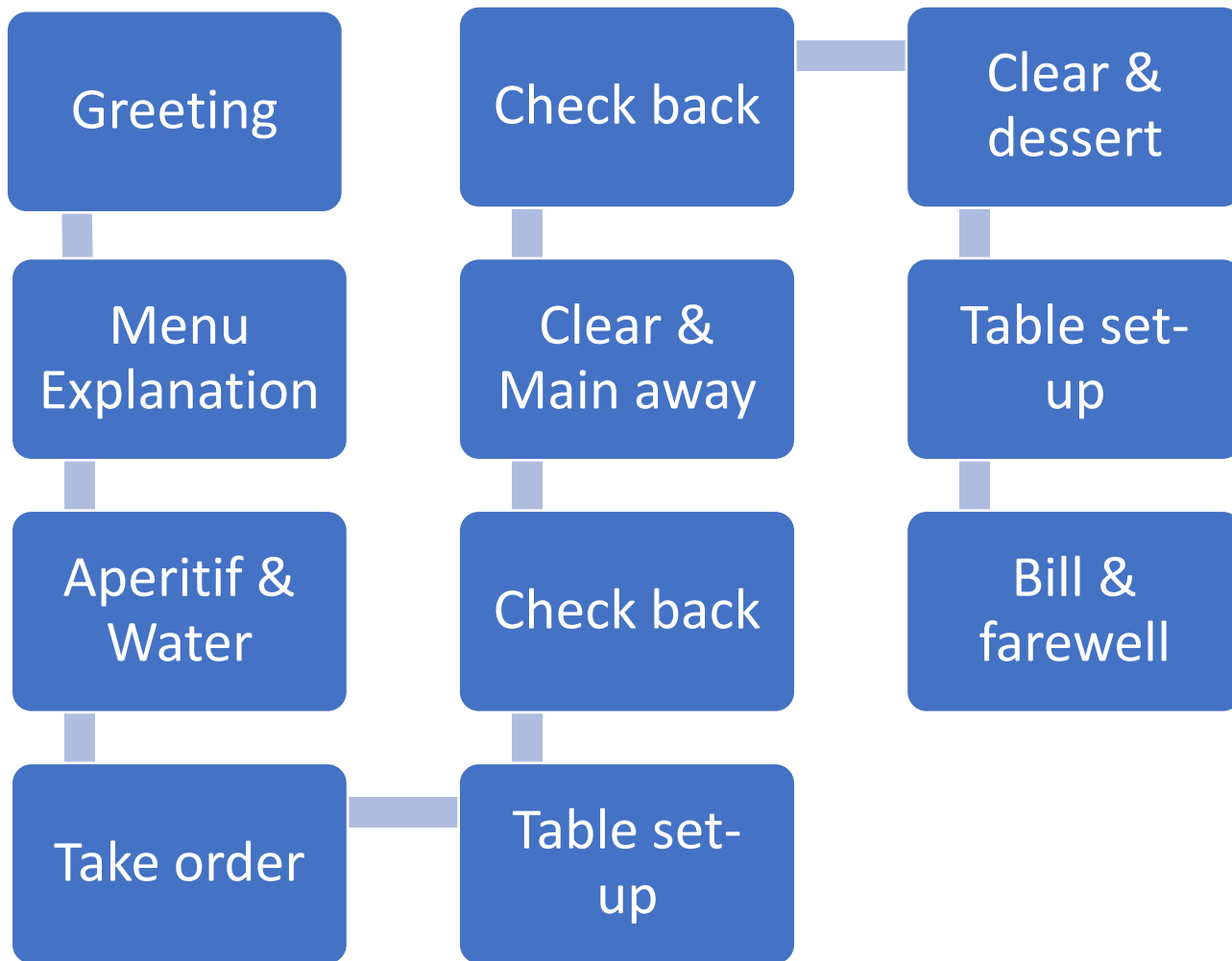


1. Table Service
2. Assisted Service
3. Self Service
4. Single Point of Service
5. Specialised Service



What are the Steps of
Service at a restaurant
that offers table service?

The Steps of Service





We can train a service cycle/steps of service into a member of the team, but can we control what they say?

Scripted vs Unscripted Service

Activity: Go to Moodle Week 3 – Scripted vs Unscripted Service

Take 15 minutes to read through the document and tell us

- What is Scripted Service? What are the benefits? What are the limitations?
- What is Unscripted Service? What are the benefits? What are the limitations?
- Which style of service is best? Why?

Customers' Expectations

KNOWLEDGE
PILL





How can we
exceed customer
expectations?

Complaint Management

Complaint management is the process of dissemination of information aimed at identifying and correcting various causes of customer dissatisfaction (Fornell & Westbrook, 1984).

It defines strategies used by companies to solve and learn from the previous mistakes in order to restore customer confidence in organizational reliability (Hart et al., 1990).

When was the last time you made a complaint? Why did you make the complaint?

Customers become dissatisfied when product or service performances are not up to their expectations. Understanding the potential sources of dissatisfaction and customers' reactions to negative situations are mandatory requirements in the design of effective service recovery strategies.

(Filip, 2013)

Service Recovery Model - LEARN

(Johnson, 2015)

Listen

Empathise

Apologise

Resolve

Never
repeat

Upset customers have a lot to say, so pay attention. Take notes, ask questions, let them talk.

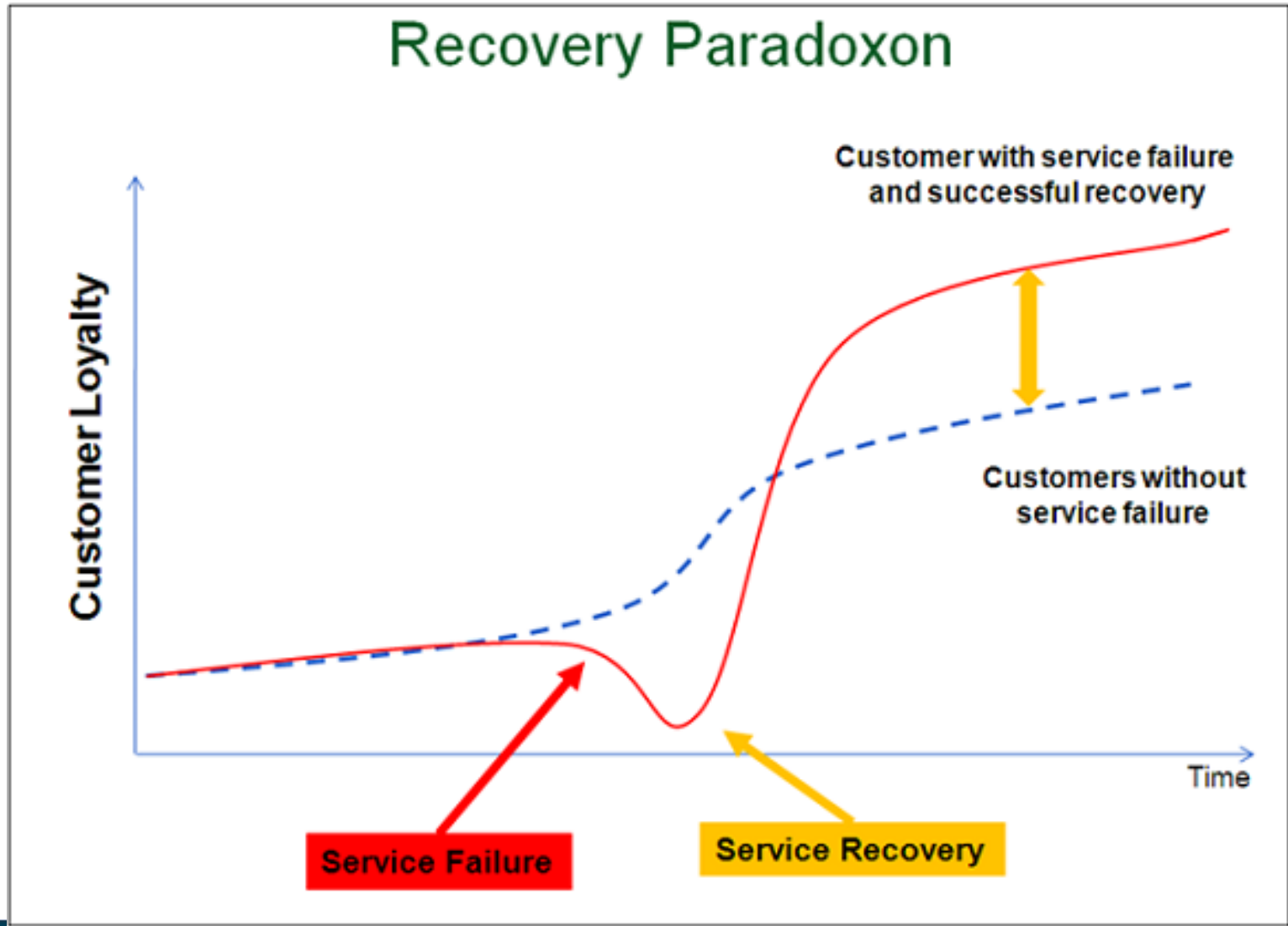
True understanding can't be reached unless you take the time to truly look at things from your Customer's point of view.

If you made mistake, own up and apologize. You can certainly offer to replace the item or correct the mistake

Deliver a product that is executed correctly, apologize, and thank the customer for giving chance to repair the problem.

Great opportunity to learn and improve. The key here is not to repeat the same mistakes

Service Recovery



Any Questions?



Crisis Management

What is Crisis Management?

Crisis management is the tactics and strategies utilized by a business in dealing with unforeseen events that's considered harmful to its operations. It secures the ability of the business to respond and to recover from the sudden negative event.



A photograph of a business meeting in progress. Several people are gathered around a table, looking at a tablet computer. One person is pointing at the screen. There are coffee cups on the table. The background is slightly blurred, showing a modern office environment with large windows.

What could we refer to as
a crisis for our businesses?

Crisis Management in Hospitality

Crises in the hospitality industry are inevitable.

A source of a crisis could be a natural disaster, such as a flood or earthquake, or a man-made situation, such as a terrorist attack or a bomb threat.

They can cause problems with a hotel's perceived image, ostracize a customer base, and have devastating short- and long-term financial consequences.

Where most organizations fail in managing the crises that beset their businesses is in not being prepared before a tragedy strikes

A Restaurant crisis management plan is important as it serves as the backup of the whole of the restaurant. If there's a solid plan, the restaurant can weather the storm without compromising its operations.

What impact could a
Crisis like **Tsunami**
have on a business?

What impact could a Crisis
like **Terrorist attack** have
on a business?

A crisis occurs, what to do?

- deal immediately with the crisis itself;
- respond to the concerns and needs of the people directly affected;
- minimize the damage which might result from adverse publicity and consequent loss of custom; and
- resolve difficulties with suppliers and other business partners.

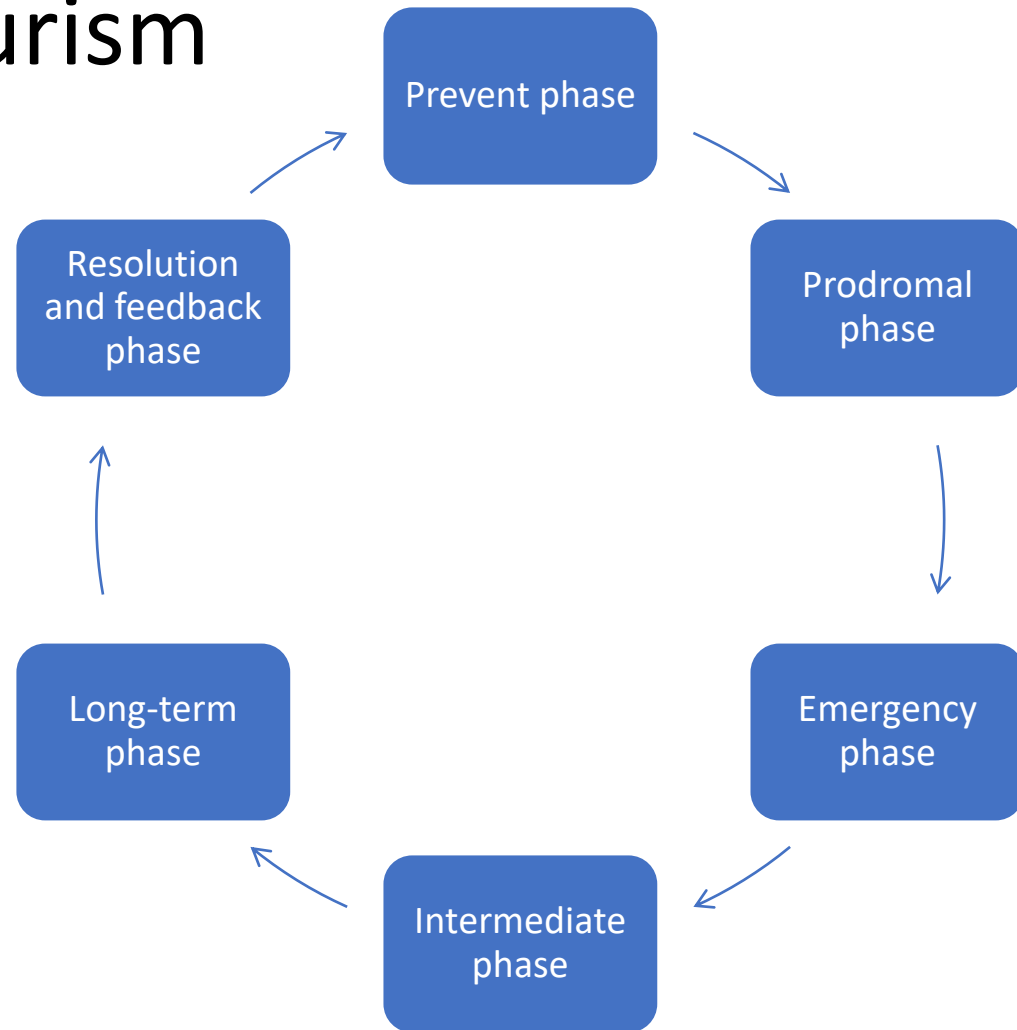
Knowledge-based Crisis Management in Hospitality and Tourism

ACTIVITY

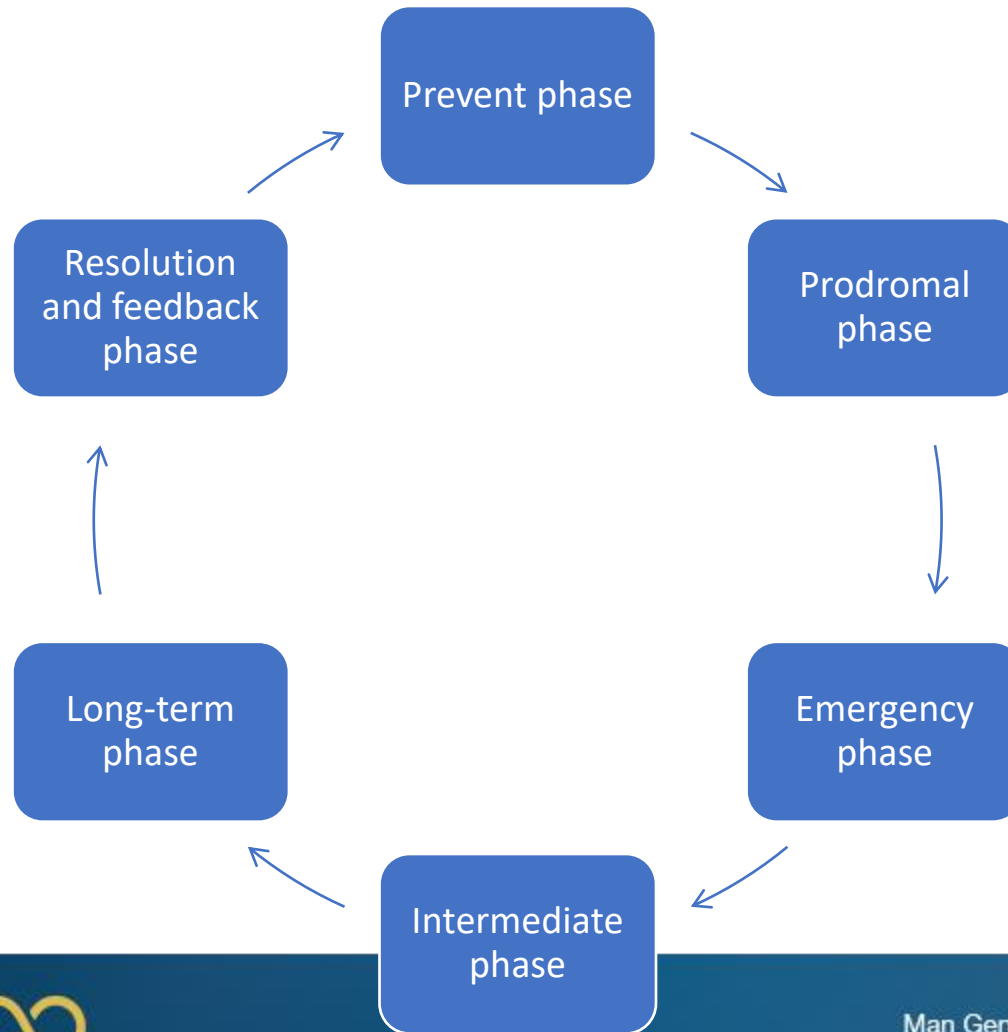
There is an article on Moodle under the Week 3 tile – *Knowledge-based Crisis Management in Hospitality and Tourism*.

Take 15 minutes to read this article and write out some notes.

Once the 15 minutes are up, you will come back to class and share what you have found.



Knowledge-based Crisis Management in Hospitality and Tourism



Why is Crisis Management important?

A crisis management plan prepares an organization to cope with an unexpected calamity in the following ways: It shortens and lessens the impact of a crisis; it protects employees and anyone else affected; it preserves operations and productivity as much as possible; and it safeguards a company's reputation.

Any Questions?



Learning Objectives:

You should now:

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