

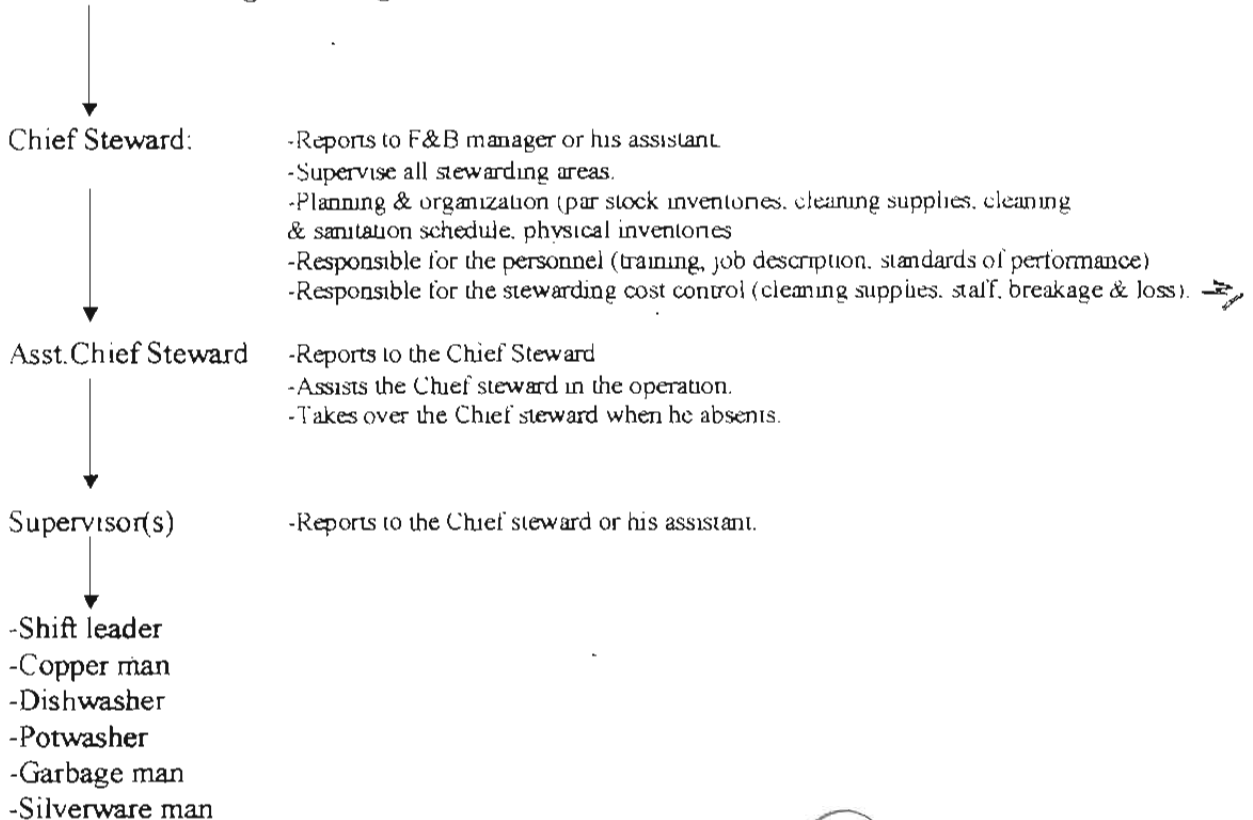
*F&B Supervisors  
Development Program*

# Stewarding Techniques & Par Stock Calculation

# Stewarding

## 1-Organization Chart & Job description

### **Food & Beverage Manager**



The stewarding department is part of all Food & Beverage outlets responsible for the cleaning of operating equipment (knives, forks, and plates...), as well as the cleaning of all food preparation areas and kitchens.

It is also responsible for the supply and the storing and handling of the operating equipment.

Stewarding is one of the main departments in the daily running operation of a restaurant or banquet set-up.

Steward department helps to improve the working conditions of all other departments by keeping the back of the house clean and tidy.

## 2-Areas of responsibilities

- Hygiene and sanitation, including extermination in all food service areas.
- All kitchens. Set up stations in every kitchen for chef to meet requirements for china and silver.
- Garbage, bottle and container handling.
- Cleaning and sanitation in employee's dining room.
- Cleaning of receiving bay area.
- Cleaning of kitchens and related equipment (ranges, counters, steam table)
- Setting up china, glass and Stainless steel for banquet operations and special functions.
- Taking operating equipment inventories at least twice a year and calculate the budget accordingly.
- Responsible for steward department payroll, scheduling, hiring and training of stewarding personnel.

## 3-Chinaware

The first porcelain was produced in China in the 6<sup>th</sup> century

The porcelain ware is made out of raw materials as China stone, China clay, feldspar, talc, kaolin and silica.

### Raw Material:

- 40% China Stone
- 40% China Clay
- 20% Others

### Manufacturing Process:

1-Making Clay and Slip: Raw materials are crushed into powder and carried into several processes, in order to make a regular plastic form.

2-Forming.

3-Firing: 2 firing, first firing (18 hours), 2nd firing (40 hours)

4-Preparation before decoration: Cleaning and polishing of the chinaware before decoration.

5-Decoration Process.

6-Final inspection process.

## 4-Glassware:

The techniques of glass making are many centuries old, but the basics principal never changed over the years.

Crystal is a special kind of glass, mad out of raw materials as silver sand and few others.

### Manufacturing process:

- Glass blowing (1500 degrees), hand forming (with wood tools) or hand pressing.
- Cutting.
- Engraving
- Finishing.

### 5-How to control the cost in stewarding

We can control the cost by calculating the amount spent in chemicals per covers:

*Chemist*  
**(Amount of cleaning supplies) / (Number of covers) = Average cleaning supplies per cover**

$$2000 \div 1000 = 2,-$$

### 6-Main Reasons for loss of China-Glass-Silver

Breakage Through      a) staff  
                                 b) Dishwasher      → 66%  
                                 c) Rolling equipment

*and*  
Theft through      a) staff      → 20%

*x*  
Loss trough garbage      → 14%

### 7-How to avoid breakage (main cause of loss)

- Good supervisor and good training
- Never carries heavy tray during and after the service.
- Service tray should nicely arranged
- Never walks on wet floor.
- Never carry glasses by your hands.
- Never mix silver with glassware.
- Avoid passing with equipment closes or front of doors.
- Always use appropriate equipment and chemical to polish or to clean the operating equipment.
- Always uses the correspondent rack for glasses (according to their size).
- Always store right things at the right place. (Glasses with glasses, plates with plates).
- Remove any kind of wire in the restaurant, which could disturb the ways.
- Check if your shoelaces are well done.
- Never runs in the restaurant.

## 8-Budget Preparation

Inventories: Physical inventories of operating equipment should be organized regularly in every outlets, in order to be aware of the held stock and control the breakage and the loss percentage.

بشرط  
در رستوران  
ل بهرینه تجهیزات  
در رستوران

$$(\text{Par stock}) - (\text{Closing inventory}) - (\text{out}) + (\text{loss}) = \text{Budget}$$

what you need to pay

### Par stock (minimum operational stock):

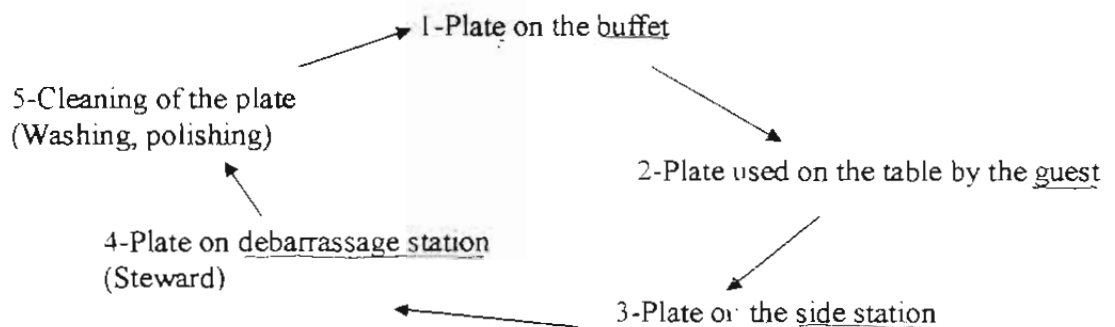
The Par stock is an amount of operating equipment needed to maintain maximum occupancy in an outlet based on:

- Seating capacity. *در رستوران*
- Frequency of dishwashing. *در رستوران*
- F&B policy. *در رستوران*

### What is a cleaning cycle?

A cleaning cycle is the time that operating equipment will be back on the circuit.

Ex: The cleaning cycle of a plate in the Palm Court:



It took to the plate to be again placed on the buffet approximately 1h 30 min.

### What is the forecast seat turnover?

The seat turnover is an average amount, which indicates how many times a seat will be used in an outlet, compared to the restaurant capacity and the number of cover made or forecast.

Ex: A restaurant with 320 seats made 800 covers for dinner.

$$\star \quad \frac{\text{(Number of covers)}}{\text{(Number of seats)}} = \text{Seat turnover}$$

The seat turnover will be:

$$800/320 = \boxed{2.5}$$

### How do we calculate a restaurant par stock?

$$\star \quad \text{(Cleaning cycle)} \times \text{(seat turnover)} \times \text{(number of seats)} = \text{Operating equipment needed}$$

Ex:

A restaurant has 250 seat and plans to have a seat turnover of 1.3.

Calculate the par stock for the white wineglasses. ;

Calculate the par stock for the dinner plate.

NB: the cleaning cycle of a glass in this restaurant is 1h.

The cleaning cycle of a plate is 1h30 min. 9h

$$P.S. \text{ gl} = 1 \times 1.3 \times$$

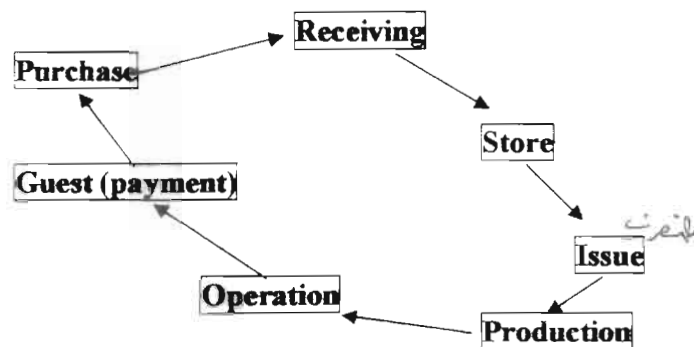
$$\begin{aligned} & \star \text{ Seat } 250 \\ & \star \text{ Seat Turnover } 1.3 \\ & \star \text{ Number of wine } = 250 \times 1.3 = 325 \\ & \star P.S. g = 1 \times 1.3 \times 250 = 325 \text{ wine} \\ & \star P.S. P = 1.5 \times 1.3 \times 250 = 394 \text{ dinner plate} \end{aligned}$$

# **F&B Cycle** **&** **Food Cost Calculation**



## Food Cycle & Food & Beverage cost calculation

What is the food cycle?



## Food Cost Calculation

Calculating the food cost on daily basis is very important in order to control the profitability of the F&B department as the cost of sales (Food Cost & Beverage cost) represents the most important; therefore we need to have a strong control on it according the revenue we do.

$$\begin{aligned}
 & \text{((Opened Inventory + Purchasing Direct + Issues)} \\
 & \quad \text{(Ent Cost + Emp Cost + Staff Cafeteria))}
 \end{aligned}$$

---

Food Revenue

The first thing to calculate is the debit account on the food cost, which represents the real cost spend in order to buy food products:

### Debit on food cost:

#### Opened Inventory: *موجودہ اثاثہ کی قیمتیں*

The store transfers the remaining cost value of the last food truck which was still not charged to the operation. This amount is charged into the next month by fixed amount split into the 31 days.

Ex: Last month, the accounting close the month on 30<sup>th</sup>. A truck came on 29<sup>th</sup> with a value of 4000 LE. This amount will be split on the next month with a daily charge of 129 LE.

#### Purchasing Direct: *مستقیم خرید*

The truck value is split into a number of days, which is determined according to agreed consumption time.

Ex: The truck value is 5000 LE, which will be split on 4 days, as this is the number of days which this truck should be consumed and transferred into the operation.

#### Issues: *مقررہ اخراجات*

Daily store requisition from the chef.

### Credit on the food cost:

ENT Cost: *سرگرمی*  
Value of the entertainment staff for their meals.

Employee Meals: *ملازمین*  
Key personnel meals value

Staff Cafeteria: *ملازمین کافینا*  
Staff meal value

All the above figures are credited as each department concerned is "paying" for the Entertainment meals, employee meals and key personnel meals.

# Basic of Accounting, The language of Business

## Accounting, the language of business

### Dictionary Definition:

Accounting is a system of recording and summarizing business & financial transactions into books, and analyzing and verifying results.

### The main objectives accounting system:-

- Complete and accurate record keeping
- Internal control
- Management information

Accounting in today's environment is often described as **The Language of business, a medium of communication:**

- Keep the management, owners, shareholders, authorities informed of the results of the business operation.
- Provides management with information that indicates the economic implication and consequences of our decisions.
- It is the backbone of the organization

## Operation First...

## ...Finance comes after

## Accounting & Its reports

### Looking forward:

- Profit & Loss statement
- 5 year strategy plan
- Revenue proposal
- Annual budget
- Business review meeting
- Three month outlook
- Capital expenditure
- 10 year property plan
- Capital Budget

### Historical (actual):

- Flash reports
- Report of operations
- Monthly results
- Trend of operations & managers report
- Incremental conversion report
- Balanced scored card and dashboard
- Account receivable report
- Outlet P&L statement
- F&B analyst's report
- Hilton group PLC annual report

### Compliance and control:

- \*• GSTS report
- Richey survey
- Controllers letter
- Controller checklist
- Compliance report
- Risk management report
- Internal audits
- External audits

## Daily Revenue

The daily revenue is an accounting sheet that summarizes what happen the day before for the hotel operation:

- Rooms Department

- Occupancy
- ✓ 50% • Average Room Rate
- Number of guests
- Room arrivals/ Departure and much more

- F&B Department:

- Number of covers
- Food Revenue & Beverage revenue per outlet
- Average F&B Check
- Food Cost Percentage

- Others Department/Income

- Telephone
- Casino
- Tennis
- Photocopy
- Billiard..

- Total Hotel Revenue

You will find in the daily revenue for all departments generating revenue:

- the Daily figures
- the Month To Date figures (from 1st of the month till today)
- the MTD budget figures and the last year MTD figures

This will help the management to analyze where and how the hotel stands compared to Budget, and last year figures.

### How do we analyze the daily revenue?

In order to understand how the hotel stands in term of revenue, you have to use & compare MTD actual figures with MTD budget & Last year figures:

- Compare Occupancies
- Compare Number of guests
- Compare number of covers
- Compare number of meals per guests

Then, you can compare revenues against plan, last year...

### Double Occupancy

The double occupancy is the percentage of number of guests per room

$$\frac{\text{(Number of guest)} - \text{(Number of rooms occupied)}}{\text{(Number of rooms occupied)}} * 100$$

- If there is a 100% double occupancy in the hotel, it means that in all rooms occupied there are 2 guests.
- 94% double occupancy means that in each room occupied, there are in average 1.94 guests.

## B02 Schedule

- The B schedule is a summary sheet of the Profit & loss statement per department.
- Give you details information about departmental revenue, departmental expenses, and departmental profit.
- The B02 schedule gives you exact details on the F&B Revenue & F&B expenses. <sup>انصاف</sup>
- The B02 schedule is the F&B profit & Loss statement calculated as below

کیسے لکھنا ہے؟  
How do we calculate a Profit or a Loss?

REVENUE <sup>Food R</sup>  
<sup>Bverage R</sup>  
<sup>sundry R</sup>

-

EXPENSES

PROFIT OR LOSS

=

**F&B Revenue**

(Food Revenue + Beverage Revenue + Sundry Revenue)

-

**F&B Expenses**

(F&B Cost of sales, PTER, Operating Equipment provision, Other expenses)

=

**F&B Profit or Loss**



## Profit & Loss Statement & Trend of Operation

### Profit & Loss statement, basic structure

Revenue

Expenses مصاريف

Profit

### Profit & Loss statement, basic structure

Departmental Revenue (sales) مبيعات  
 Departmental or operating expenses مصاريف تشغيل  
 Gross operating income  
 Overhead expenses  
 Gross operating Profit (GOP)  
 Fixed expenses (rent, taxes, insurance, interest.. )  
 Profit Before Income taxes  
Income taxes  
 Net Profit

## Profit & Loss

### Profit & Loss statement, basic structure Uniform System for hotels

Department Revenue - Departmental expenses

Rooms  
 F&B  
 Other operated Department  
 Other income/Building rentals

Cost of sales  
 Payroll & related expenses  
 Provision for operating equipment  
 Other Expenses مصاريف أخرى

=Total Gross Revenue - Departmental Profit = Departmental Gross Operating Income

GOI - Overhead Expenses  
 General & Administrative  
 Marketing  
 Energy  
 POMECE

= GOP  
 Gross Operating Profit

## Trend of Operations

The Trend of operation is the P&L Statement of the hotel.

It is the most important report of operation for each properties, as It summarizes all details of revenues and expenses, profit and gives details of the main key indicators.

- Hotel Revenue
- Departmental Profit
- GOI
- GOP
- Main Key Indicators
- Main Expenses details

The Trend of operation is a complete sheet as it gives all most Important figures and key indicators for the hotel, and all those Figures are compared to Plan, Last Year and YTD plan & YTD Last year and as well compared to the history of the hotel with 5 years of records.

**Enables the management to make the exact picture of how the hotel is doing in term of Revenue, Expenses, & Profit &...**

## What is the Incremental Conversion?

- It expresses how much of the additional revenue is turned into profit.
- The relationship between the movement in revenue and expenses.
- It is the ratio of the extra revenue converted into profit.

If you convert out of the 10 extra revenue 5 into profit

you have an incremental of 50%

Why is it important?

It measures our ability to manage expenses  
when revenues INCREASE OR DECREASE.

How do you calculate the Incremental Conversion?

$$\frac{(\text{GOP Plan} - \text{GOP Actual})}{(\text{Revenue Plan} - \text{Revenue Actual})} * 100$$

### Market Share Competition

Definition:

It is a key indicator that evaluates the rank status of a hotel into his own Market against his direct competitors (offering same product and same offer).

We calculate it this way....

$$\text{Actual Vs Fair Market Share} = \frac{\text{Actual Market Share}}{\text{Fair Market Share}} * 100$$

## F&B Key Indicators

Key Business Indicators should be used daily, in order to judge our productivity performance and then increase our revenue or/and decrease our expenses.

- Ratio between food and beverage revenue
- Ratio Outlet revenue to total Departmental revenue.
- Number of employees
- Average number of employees working per day
- F&B revenue per employee
- Departmental profit Ratio
- Departmental profit per employee
- F&B cash payroll per F&B employee
- Number of covers
- Average check
- Number of cover per waiter
- Inventory turnover
- Number of seating
- Food Cost
- Beverage cost
- Restaurant occupancy

## **Budgeting**

### **What is a budget?**

A budget is a management plan covering all phases of an operation for a defined period in the future.

It is a formal quantification of the policies, plans, objectives and goals established by management for the company as a whole and for each subdivision, in our case the hotel.

### **Why do we prepare a budget?**

- To evaluate the present situation
- To prepare for future conditions
- To set and communicate objectives
- To set standards for comparison with actual results

### **What are the benefits?**

- This is the best means for analyzing courses of action, investment, opportunities or for the management to examine alternatives.
- The management can examine the facts regarding what is necessary to achieve particular profit levels.
- It provides management with standards comparisons which is necessary for control.
- Allows management to anticipate and prepare for future conditions.
- Self evaluation for the organization, and its progress.
- Communication channel for our objectives.
- Strong motivation to managers.
- Control of the expenses.

### **What do we need to make a budget or a Revenue proposal?**

## **Key Performance Indicators History**

## And which ones...?

### First the rooms...

- Figures of last years in order to produce the business forecast month by month, segment by segment
- Business mix, how much rooms, and with what average room rate.

Number of rooms  $\xrightarrow{\times 2}$  Double of occupancy  $\xrightarrow{100\%}$

$\searrow$  Number of guests  
(per month, per segment)

### Then, F&B...

- Number of guest
- Average number of cover per guest
- % of covers per outlets
- Average beverage per cover
- Average food per cover

### Total F&B revenue per month, per outlets, and even per segments

★ Jan-04									
Occupancy %	84.93%	Total Number of Guests	16038	Nber of Rooms Available		9734			
Number of Rooms	8267	Av. Meal per Guest	2.65	Occ Rm		8267			
Guests/Room %	94.10%	Total Covers	37690						
	Cover	% of covers	Food Rev	Bev Rev	Total F&B	Plan 03	Av. Food	Av. Bev	Av. F&B
Hotel	30906	82.00%	757185	81200	839085		24.50	2.65	27.15
Bar	490	1.30%	25478	9309	34788		52.00	19.00	71.00
Restaurant	358	0.95%	16470	5729	22199		46.00	16.00	62.00
Room Service	2695	7.15%	37727	45812	83539		14.00	17.00	31.00
Executive Bar	1545	4.10%	20089	23179	43268		13.00	15.00	28.00
Executive Restaurant	791	2.10%	22162	4749	26910		28.00	6.00	34.00
Executive Bar			9094	19841	28935		1.10	2.40	3.50
Executive Restaurant	19	0.05%	4523	358	4881		240.00	19.00	259.00
Executive Bar	94	0.25%	2261	565	2827		24.00	6.00	30.00
Executive Restaurant	490	1.30%	7349	10779	18129		15.00	22.00	37.00
Executive Bar	302	0.80%	7236	0	7236		24.00	0.00	24.00
Total	37690	100.00%	909575	202221	1111796	1075441	24.13	5.37	29.50

# Income Training & Micros Reports



## Summary

### I "THE BILL"

- A. What is a Check
- B. Closing of a check
- C. Guest Signature

### II INCOME

- 1. Controlling
- 2. Beverage Reconciliation
- 3. Item Sales Report
- 4. Revenue Financial Report



## 1 "THE BILL"

### What is a check

A check is a summary of the offered services and a prove or promise of payment.

Please find hereafter copy of guest check.

### Empty Check

1. Name of Outlet
2. Room nr filled in by waiter
3. Nr of covers (eating), a coffee is not considered a cover.
4. Name of the waiter in charge of the table
5. Table number filled in by waiter
6. Written order
7. Printed order
8. Total bill including taxes
9. Room number to be filled in by guest ( if room charge only)
10. Guest family name or last name to be filled in by guest ( not first name)
11. Signature by guest

### Filled Check

- 1 Cashier name
- 2 Table number
- 3 Number of guests
- 4 Dates
- 5 Time opening check (1st order)
- 6 Amount due or total to be paid
- 7 Taxes are taken out when charging to room as taxes will be paid on total amount
- 8 Amount which will be charged to the room
- 9 Room number and Name
- 10 Check closing time

## **B. Closing of a check**

**Room charge:** When guest wants to charge his room and pay on check out.

**City Ledger:** For some employees and companies we have open accounts, only  
Authorized persons are allowed to sign charges to these accounts.  
For group functions master accounts or city ledgers are opened

**Employee:** Only authorized persons may sign charges on employee accounts.

**Complimentary:** When hotel decides to offer present or compensation to a guest  
it is charged complimentary

**Entertainment:** Is used when we entertain (talking, offering) the guest or  
Potential guests, each department will be charged for the checks  
He is offering.

Complimentary and Entertainment checks must be signed by person entertaining  
mentioning who was entertained and reason.

Check as per... signed by outlet manager are not valid.

## **Guest Signature**

After service the bill should be brought to the guest, guest will then specify how he wants to settle bill (pay the bill), Cash or room charge etc.

If guest wants to charge to his room following information is crucial to assure the proper payment:

- Guest has to mention his room number by himself.
- Guest has to write his last Name in full Capital letters
- Guest has to sign check.

A signature only is not enough, as it does not allow any control for the cashier.

Guest often complain about the charges on their room a clear name, room number and signature is an essential argument for the hotel.

## **II INCOME**

This sub department of Accounting is in charge to collect all the incoming revenue.

### **Area of responsibility:**

- Cashier staff
- Proper posting of charges
- Accurate closing of checks
- Daily revenue update
- Distribution of revenue

### **A. Controlling**

The cashier has to control that all consumption are billed properly to the guest, therefore he will process all the requests (checks) and forward it to the bars and kitchen.

No items should be taken from bar or Kitchen without having a proper micros slip.

## **BEVERAGE RECONCILIATION**

At the end of the month the Cost controller is then able to make beverage reconciliation:

**Starting inventory + Store Requisitions - Transfers - End inventory = Consumption**

Reconciliation is the comparison between the consumption and the actual Sales.

### **Example, Product Coca cola bottle**

Starting inventory = 20

Requisitions = 100

Transfer = 5

End inventory = 15

Micros sales = 90

My consumption = ...

My lost = ...

## **MICROS ITEM SALES REPORT**

How to access this report:

- 1 from micros main screen select: Reports & Procedures
- 2 Select Reports
- 3 Select Item Sales Reports
- 4 Select Display (for screen) and printer for printing

Please find here after sample of printing

1. Name of report
2. Outlet
3. Current totals ( from last closing till now)
4. period of time report is covering
5. page number
6. Sells Count means sales count = number of this item you sold
7. Sales value of this item sold
8. % of sales compared to total food sales
9. Category of item and percentage of sales of this item compared to category
10. Total sales count ( number of items sold)
11. Gross sales
12. Sales price
13. Discounts ( emp, Aqua sport etc)

### **How to use this report:**

1. To check your consumption against your actual stock

*Opening stock + requisitions - transfers - spoilage - closing stock - Consumption*

Micros sales - Consumption = Lost

2. Popularity is calculated automatically see NR 8 and 9

## MICROS REVENUE FINANCIAL REPORT

To access this report use same routing as for Menu item report

This financial report will give you an update of you current revenue, outstanding checks, how the checks were closed.

Please find report hereafter

1. Name of report
2. Outlet
3. Period report is covering
4. Page numbers
5. Total Net Sales
6. Service charge is considered tips
7. Taxes collected
8. Total revenue
9. Average per cover ( Hilton Average check) & number of covers
10. Average per check & number of checks
11. Details how the checks have been closed
12. Number of checks opened
13. Number of checks already closed
14. Number of checks still to be closed
15. Total revenue already collected
16. Net food revenue
17. Net beverage revenue

Use this report to fill in log book.

It gives following information:

Net food revenue  
Net beverage revenue  
Number of covers  
Numbers of checks  
Average revenue cover  
Average revenue

Exercise:

Calculate from report

Average net food revenue per cover..

Average beverage revenue per check...

Knowing that the restaurant has a seating capacity of 70 seats what is the seat turnover...

# Menu Engineering

### **What is Menu Engineering?**

The menu engineering, is a report which studies the number of sales of menu items according to their cost, their sales prices and therefore their profitability.

### **Which one is the best to sell?**

- An item with a low cost and high sales price will have a high profit.
- An item with a high cost and a low sales price will have a low profit.
- A very expensive item with high cost.
- A cheap item with no cost.

### **14 steps to make a menu engineering!**

- Put the menu item in column A
- Fill out the number of item sold in column B
- Calculate the “menu mix” percentages and fill out in column C.
- Formula: (Number sold / Total number sold) / 100

- ⇒ Fill out the food cost per item in column d
- ⇒ Fill out the selling price per item in column E
- ⇒ Calculate the gross profit per item and fill out in column F.
- ⇒ Formula: (selling price – food cost)
- ⇒ Calculate the total food cost ( $B * D$ ) and fill out in column G.
- ⇒ Calculate the total sales ( $B * E$ ) per item and fill out in column H.
- ⇒ Add up the total of column H and fill out in box
- ⇒ Calculate the theoretical potential food cost percentage and fill out in box K.
- ⇒ Value Box I: Sum of column G.
- ⇒ Formula: (total food cost / total sales ) \*100



☐ > Calculate the menu power index (MPI) and fill out in column L.

☐ Multiply gross profit per item (column F) by the number of items sold (column B).

☐ Calculate the average gross profit and fill out in box O

Box M / Box N

☐ Categorize the menu items as follows:

☐ Gross profit per item > average gross profit (box O) means a "high" score.

☐ Gross profit per item < average gross profit (box O), Means a "low" score.

☐ Fill out the words "high" or "low" on column P

☐ Categorize the menu mix percentages per item:

☐ "high" score if menu mix percentage per sales item (column C) Is > or = 30% of the menu mix.

☐ "low" score if menu mix percentage per sales item (column C) Is < 30% of the menu mix.

☐ Calculate the popularity rate and fill out in box Q

☐ Formula 30% popularity rate:  
 $70\% * (100 / \text{number of sales items})$

*Calculation example of popularity rate:*

There are 14 sales items (= dishes in column A).

The calculation of popularity rate as follows:

$$70\% * (100/14) = 70\% \text{ of } 7,14 = 5\%$$

Gross Profit	Menu Mix %	Classification
High	High	Star
Low	High	Plow Horse
High	Low	Puzzle
Low	Low	Dog

# Up selling Techniques

## Up selling Techniques

### What is Up selling?

Up selling is the way by all Food & Beverage actions to maximize the revenue.

### How & When to Up sell?

-In order to maximize the revenue,

#### -Staff training:

- All Food & Beverage staff must be well trained.
- Food & Beverage staff should give best service (by smiling, giving extra service, and respect of standards).

—————→ Guest will always consume more with a smiley service than when he feels his disturbing the waiter by his presence.

- ⇒ Food & Beverage staff must be aware of promotions. *diddy B*
- Staff should know prices & menu items by heart (you cannot sell any items if you don't know the product you are selling)
  - Menu items (staff knows accompaniments served with main items...)
  - Staff should sell by suggestion:

"We have a beer promotion today, a very good offer..."

"Can I suggest with your main a glass of red wine?"

*Staff should make Upselling with the guest*

- Staff should not wait until the guest chooses himself, but always try to advise the guest and direct him where you want him to consume.

-Promotion: Promotions are usually made in order to get rid of slow moving items in the store (or special items, expired items...).

Slow moving items (items that take too much time to be issued from the store and be sold) are cost for the Food & Beverage department, as all stored items represent a high amount of value.

-Seasonal promotion: Seasonal promotion (mango promotion) is a way to up sell, as some items are very cheap during their season, so it's a good opportunity for the hotel to have on the sale price a huge profit margin.

—————→ Always choose your right target and the guest segmentation.

**-New ideas:** Any kind of new ideas from supervisor are a way also to up sell  
(Cocktail of the day, special way of service, aperitif trolley, staffs training...).

### **How to up sell while taking to the guest?**

When we receive information, the brain is automatically converting the information with an image.

When you sell an item, always try explaining with good words.

Try to add a qualifying adjective:

Ex: "Would you like an ice cream?"

—————→ "Shall I suggest you a **creamy** ice cream "

—————→ "Shall I suggest you **home made** ice cream"

"Would like a beer"

—————→ "Refreshing beer"

—————→ "Icy frosted mug"

"Desert"

—————→ Mouth watering dessert

## Adjectives

Sauce	Temperature	How prepared
Pungent	Sizzling	Carefully
Piquant	sizzling hot	Expertly
Light	Room temperature	Traditional
Creamy	Chilled	Classic
Demi-glace	Cool	To perfection
Rich sauce	Frozen	Delightfully
Rich		Flamed
Delicate		

Texture	Large	Small	Taste
Fluffy	Jumbo	Tiny	Zesty
Creamy	Giant	baby	Delectable
Crispy	Unlimited	Little	Savory
Crusty	Thick	Miniature	Succulent
Crunchy	Generous	Petite	refreshing
Crackling	Plump	Thin	
Blended		dash	
Flaky		a splash of	
Creamed			
Robust			

Freshness	Cooking	Cooking
Ocean fresh	Roasted	Grilled
Caught daily	Browned	Steamed
Delivered daily	Fried	Poached
Du jour	Sauté	Braised
Of the day	Glazed	Melted
Freshly squeezed	Boiled	Smoked

### F&B Suggestive up selling

**The power of suggestion, you ask sometime, if your guest in your restaurant would like to take something and you are really sincere. But sometimes it takes a little more; sometimes it takes a recommendation before guest would like to try something special. Usually we should suggest something you like to sell or Guest may not do the asking. Remember we have to do the asking to suggest.**

**You can figure if your guest will have a better time if you suggest something for him, then the guest will appreciate and you will have fun, and it is good for the business.**

Wherever you are in a coffee shop, a family restaurant or an elegant dinning room, whether you people are quick by, relaxed over pleasant meal or celebrating a special occasion. You as the waiter can enhance the guest enjoyment and satisfaction and improving our hotel popularity and profit and increase your own success and income.

You do this by using a professional common sense approach knowing as suggestive selling.

This program will provide you with some simple technique for suggestive selling; you will find the suggestive selling can be creative fun and rewarding keeping in mind that your guest who enter your restaurant have already made the decision to buy something that why they are here. What they will buy and how much they will enjoy will depend on you.

In order to proving a total dinning experience you must make suggestions. **Guide your guest** in their selection and **ensure every opportunity they can get the best** your restaurant can offer. You should have impact on your guest dinning experience.

"Would like something to drink?" Simply is not enough in itself. To understand what I mean let us take this example.

Your guest is tired for the same old thing they would not care for anything you would like to sell, If you left this guests to decide on their own in this situation, then they will order the same old thing or they might will not order anything. But with some suggestion and guidance they can enjoy something different and you will be on a fun.

#### **Study this situation**

"Good evening welcome to Marhaba, I am Ahmed, and I will be your waiter tonight, would you to start with a drink?"

If we only suggest in this way, then this way is not enough

#### **Suggestive selling principle.**

##### **1. Know your product**

Knowing your product which is your menu thoroughly as follow:

- The Items on the menu.
- The items ingredients.
- How it is prepared.

- How it is garnished.

**2. Read your guest and get a feel for which they are might want or need and expect.**

- A: Observe them e.g. are they here for pleasant evening and they want to enjoy something special
- B: Listen to your guest and picks up on their verbal cue such as weak encouragement for ordering cocktails or beverage.

**3. Guide the guest in their selection using the cue you had picked up**

A: you can now, suggest special and extras, either items unusual or consider special to the Restaurant.

B: offer options and guide your guest instead of asking them what they want and offer 3 options for them to consider.

**3. Use appetizing descriptions.**

Once you have all this information, show it in appealing way by using appetizing description. (Remember power of words)

**4. Ask for the sale**

Often you have to do the asking, since you have proudly suggested special Items and described them in an appetizing way, go a head and ask for a sale

Ask for a sale like these questions:

- What is sound good for you?
- May I get you one of those?
- Would like one?
- Would you like to try one

The technique of suggestive is very simple and straightforward but very effective, it can be applied anywhere at coffee shop or at a fine restaurant, but understating of those techniques is a part of your job, you must also know **How** an **When** to use them.

To understand what I mean, take a look at these situations:



### **1-Guest in a hurry:**

Imagine for a moment you having a quick lunch with a friend, you are hungry and in a hurry, your server has his agenda for suggestive selling ... What if the server did not consider the situation (that you are in a hurry)? What will happen? Spectacular description but inappropriate in the special situations, the guest in a hurry why? The server failed to read his guest (steps # 2), therefore failed to make appropriate recommendation, do not let rush situation discourage you from making a suggestive selling.

*Guest in a hurry may present a good opportunity for suggestive selling as long as you keep guest's needs in mind.*

### **2-Restricted diet:**

Guest on restricted diet represents another special situation and creative opportunity for suggestive selling.

Imagine you are watching your weight or you are in diet or being careful to avoid certain food, but the waiter is determined to sell tonight specialty which has a lot's of calories.

If you do not read your guest or you do not know the items that suitable for diet, which means you do not know your product (**steps #1**), the result will be not make an appropriate recommendation, which means you do not guide your guest

Do not restricted diets discourage you from selling suggestively?

*Restricted diet present plenty of opportunities for selling suggestion as long as you sell keep your guest needs in mind.*

### **3- Family dinning:**

Their diet may not restrict but their budget may be, and now issues like portion size coming to play. If the waiter tries for example to sell for them an expensive items, you have to consider that they have a restricted budget limit, and they want to consider what is appropriate for their children. Do not let these family dining discourage you from selling suggestive.

*Family may present a fine opportunity to sell suggestive as long as you keep their needs in mind.*

Note the concepts of this technique we present apply to any kind of meals you are serving breakfast, lunch or dinner.

Notice too this concept apply for any kind of food service establishment and apply to any kind of guests and their many special needs.

- **Remember each meal contents**

(How many courses in one meal?) Suggestive selling technique. Apply to any meal period, breakfast, lunch or dinners as well as apply to each course of the meal.

*Do not miss any opportunity to suggestive selling during each meal steps. We should increase our guest satisfaction and the restaurant revenue!*

- **Do not forget**

Excellent choice from our menu is great for you, great for your guest and great for the restaurant.

- Be knowledgeable about your product.
- communicate that knowledge to your guest
- guide them skillfully in their selection suggest specials and extras, describe to them in an appetizing way
- listen and observe to your guests,
- Made helpful and honest recommended based on their needs and preferences offer plenty of options.
- Ask for sale and enhance your guest experience.

## WORD POWER

EXAMPLE	• Ice cream	Creamy, home made ice cream with greet combination of cinnamon, raisin and mandarin liqueur....it's delicious'
	• Item	POWERFUL'WORDS TO HELP DESCRIBE THE ITEM
	• A cocktail	.....
	• Juice	.....
	• Beer	.....
	• Soft drink	.....
	• Soup	.....
	• Daily menu	.....
	• Daily buffet	.....
	• Dish of the day	.....
	• Dessert	.....
	• Croissant	.....
	• Side salad	.....
	• Burger & chips	.....
	• champagne	.....

## **GOOD SERVICE , GOOD SALES**

Every day we have many chances to demonstrate our professionalism by seizing opportunities to give better service thereby increasing sales in order to maximize the revenue.

For a sales transaction to occur there must be a buyer, a seller and a product with service, not only that, to complete the transaction the buyer must want this product, and this is your chance to sell him with a good way of service.

So, when the guest buys something, he/ she must see value for money and self interest. pride, approval of others, status, recognition, are all powerful motivators which cause people to spend far above average on the product and service.

### **To be a good sales person, you should use:**

- HEAD      know and keep up to date with product knowledge  
            Know the basic technique of selling.
- EARS      listen to your guest and identify their needs and what  
            They want.
- EYES      be on the look out for sales opportunities.
- MOUTH    describe the product in a descriptive interesting way.  
            Motivate guest to order or buy a product with good service.
- HEART    show concern for the guest needs and wants.  
            Sell the product which the guest wants and needs.

In addition to making the most of opportunities while the guest is in the hotel, good sales through good service will ensure the guest returns back again in the future, which will increase our sales and increase our revenue through guest loyalty.

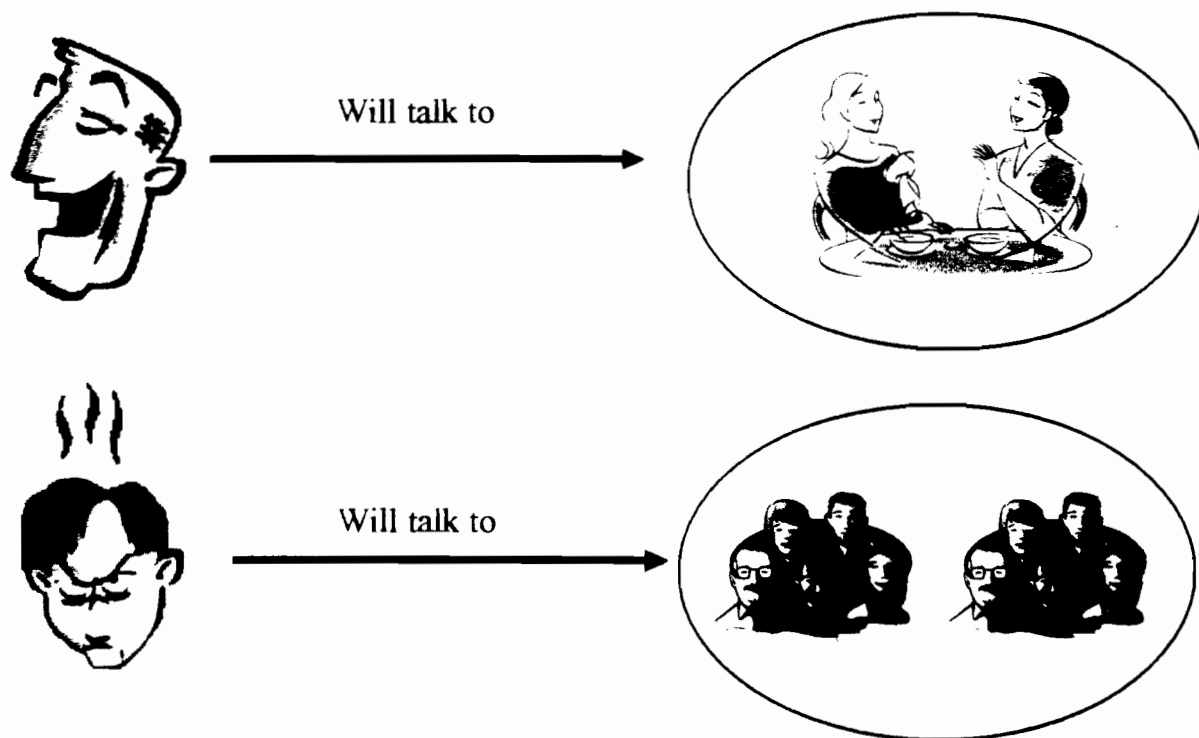






The way Team Members and Managers Handle complain is very important, as this will affect directly our notoriety and popularity, and therefore returning guest.

This is why handling complains demand effective communication.



## Complain Handling

### 10 advices to handle complains

Handling complains demand effective communication.

1. First **listen and extract** the necessary information and the exact complain.
2. Do **not interrupt** person-complaining leave the guest talking until he finishes.
3. Do not prepare during his talking your answer before you answer you need to have the total picture of what happened
4. Never say **yes it happens all the time** or **blame the staff**.
5. Show **empathy** with customer, that you understand his case.
6. Try to solve his problem, within your action area, do not **over promise**.
7. Investigate what happened and avoid that it happens again.
8. Always follow up with the guest if everything is OK, if problem has been solved.
9. Aware your staff of problem, in order to avoid same problem.
10. Aware the duty manager for any serious case.



# **Communication**

# Communication

## What is Communication?

Transmitting and receiving information in a clear effective manner, understanding

Communication is always 2 ways.

## How can we communicate:

- Verbally ( by using words and sentences )
- Non- Verbal communication ( body language)

## Verbal Communication:

Facilitative message: "I" message: I think, I would like, I Feel

Obstructive message: "you message" You Think, You want

## **Non-Verbal Communication**

Body language, eye contact, facial expression, tone of voice, gesture, posture, dress, proximity to others convey a message of its own.

80 % of the communication with others is non verbal.

Exercise you body language, be aware of your body language and use it in a positive way.

Interpretation of body language can be very different from country to country according to religion and cultural differences.

## What can obstruct communication.

**Semantic:** the choice of words and how they are used, which may not be clear.

**Physical:** noise, distance, distracting, interruptions.

**Psychological:** The presence of emotion in communication with communicator or receiver can influence both ability and willingness to communicate.

## Communication is not effective when :

- It is one way
- Our statement are vague not precise
- our words say 1 thing but our voice and facial expression say another thing.
- Communicating with the wrong person

- Badly timed communication
- Wrong assumptions ( I think)
- Your semantic must be adapted to the receiver

### **Listening:**

Listening and not hearing:

**I hear a noise**

I listen to you

### **Active listening:**

- Understanding what is being said
- keeping eye contact and showing interest
- monitor their emotions
- allow the other person to speak without interrupting
- check your understanding by asking questions
- Consider the body language and emotion carried in his communication

By active listening you will be able to understand the real problem , which can be different from your first impression.

# Leadership

## Leadership

*Since no important decision ever please every one in the organization, supervisor must absorb the displeasure and sometimes severe\* hostility, of those who would have taken a different course .*

**Dr McGrogor**

### **Welcome**

to the supervisor's level, supervisor is the first step to the management level and it is not always an easy task or job. When you start to be a supervisor, it has many conflicts and different feeling of exciting challenge, future planning, analysis results and monitoring the work progress.

You have the responsibilities of leading people; you will be the boss of team members whom you used to make jokes with them. It might be very anxious about how your team member (your colleagues before) will react towards your new position. You are expected to give them orders and expected to follow up with your order.

**How does your new relation affect their performance? Your work? The company's goals success?**

Most of the people use the term of supervisor and the leader as it is the same meaning. When you are promoted to be a supervisor, it does not mean that automatically you will be a leader. A supervisor might force the team member to do the job, direct others to follow the orders, but the leadership means influencing and encourages others to do and to be willing to follow the order according to a plan.

No one is born as a leader, but they have to learn

## **What are the traits of leaders?**

Leaders have particular quality of personalities.

### **o Strong desire to success**

A good leader knows that a strong desire to success is necessary to complete the difficult tasks in his job. He has the energy to work longer hours than he did before, he has to care about his physical and mental condition by eating balance food, exercise regular, and get enough sleep.

### **o Personal background**

A good leader knows how the value of education is and how he can increase his career's knowledge and information by attending different courses, seminars and training sessions. Also, his previous experience in his career and his successes or failure with the previous bosses can influence and affect his personality. He knows that his ideas or performances will give him more respect when he can understand what he is talking about.

### **o Good judgment**

Good leader is looking at all possible courses of action and chooses the right one; it is coming out of his common sense and intelligence. Some time, he took the risk of decisions.

### **o Empathy**

People are not all the same; they are different in image, culture, religion and education. A good leader has to have empathy and the ability to understand how others might feel and care about their feelings. He makes a balance between his motions' feelings and his job obligations.

### **o Confidence**

A good leader has self-confidence by planning successful goals to achieve.

### **o Creativity and drive**

A good leader uses creativity and he has the drive to think of new plans. He is open to better way to get the job done, and encourage his team members to share their ideas and give them proper credit when he uses their ideas.

### **o Enthusiasm**

A good leader has lots of positive energy, which can be able to encourage and motivate others. Smiling all the time, find reasons to feel good, the way he feels inside is what he shows outside.

In order to be a good leader, you have to put in your consideration the influence which affect on them as individuals. May it can be their different mentalities, previous experience, education, cultures, or their career knowledge.

You have to know exactly which, when and with whom you will use one of those leadership skills.

\*Hostility: show extremely dislike or disapproval

\*Traits: particular quality of person

## Power

As a leader, you are responsible for what happen when you are in charge and to influence others to do the job, you must use power.

People don't act or move unless they have a reason to do that. The reason is the power comes from you as a supervisor. Without that power, you can't lead any of them, but not every one can handle this power correctly; when you use this power in a wrong way, your team member become resentful and act in a harmful to the properties.

There are two kinds of power

### **Personal power:**

(It is a gift) the ability to influence people to act and do their share of job because they want to, not because they have to! This kind of power comes out of people respect and admires your experience, skills, or special knowledge and they approve you as a person,

### **Position power:**

is the power comes from the position itself when you hold people to do their job... because they have to, not because they want to do! When they recognize your position power in the organization, they know that you can help them to be promoted, or to be recognized, or they will not be fired or criticized.

You have moved into the chain command, you will be given more power but you have to know when you can use one of those powers.

## **There are differtent styles of leadership**

A good supervisor knows when and what of those styles has to be used in a certain situation.

### ■ **Bearucratic ' using the book"**

This style of manager is managing people by rules, procedures, regulations and policies. This style is not creative, less self-confidence and can't take a decision without return back to the book.

Some time, you have to follow this style when your team memboers are working with dangerous or delicate equipment's, or in case of procedures and regulations or policies required in safety reasons. You can use it also when there is changing in procedures or policies, which team member, have to follow and maintain brand standard.

If you use it often, staff will lose interest in their job and you will become a policeman rather than a leader, and they will do what expected from them as the book says not more than that!

### ■ **Autocratic " do it by my way"**

He is the only one who can decide, by his influence power (personal or position), people will not respond without his clear instructions and guides.

You can use this style when you have a new team member, untrained one who doesn't know what he has to do and which procedures he has to follow or what you expected from him to do. You can use it also, with a team member who does not respond to any other leadership's styles. In a situation of high volume of work or limited time or budget, you can use it. It can be used also when you hand over in a place where poor supervision was.

Be careful and don't use it when you feel that team members need you to hear their opinions and ideas because they will eventually become tense or fearful which can affect negatively in their attitude and performance.

Team members will start to depend on you to make their own decisions if you are using often and it will be more workload to you. When you feel also that there is an evidence of low staff's moral and they need motivation from you, don't use it!

### ■ **Democratic 'lets vot on it'**

Leader relies on his team members: he is very close to be a coach who is trying to build a team spirit rather than a leader. He or she has the final decision. You can use this style when you like them to be involved in decision which can affect on them and also, it is a way of motivating them by improving and developing their own skills of making decisions. Some time you need to make a brainstorm and you have to put in your consideration their opinions and ideas it can be helpful for your target achievement. You use it when you want to encourage them to be more participant.

You can't use it when there is a limit of time or team member's safety is a critical concern. Or when it is concerning standard, policy or organization procedures

### ■ **laissez-faire "hands off!"**

team memebbers think that they are in a business belong to them. They look to you not as a boss any more, but as a person who is standing beside them to help and support when they need. you can use this style when you are fully trust on their skills and preformances because they are highly educated, long experience and skillfull. They are proud of their job and they do it successfully by their own self motivation.

But if they are not skillfull, they will feel insecure because you are not available to help. team members need to be provided by your feed back to know that they do their job well and to thank them for their excellent job they did

*Now you identify the different styles of leadership and how to use it and when is your decision. There are many of supervisors types*

### **Passive personality**

Those supervisors have no control over their work, they except whatever available, they act all the time as they are the victims and they don't have their staff respect because they don't have it for themselves. They put the needs of others before their needs, they can't face the problems because they can't take decisions. They could be supervisors but not leaders.

### **Aggressive personality**

They do use the punishment and reports to their boss as a way of controlling others ( position power ) because they don't trust others, they are failure, however they blame and hurt others without concerning their feelings. They don't ask for help or opinions because they think that



they are always right.( autocratic) They are focusing on the negative side of the situations and they don't listen to the other's opinions.

### **Assirtiveness personality**

Those kinds of managers are direct, honest, and respectful when they deal with others as they have better leadership and positive attitude towards life and work environment  
They can say **NO** without feeling guilty, they know how and when to delegate with others, and run the work very smoothly with or through others , they are respectful and they can influence others to achieve their goals.

## **The craft of leadership**

Any achieving organization needs leaders not just at the top but right the way through it. What makes an effective leader Two approaches to the question are to consider.

### **Leadership qualities**

An effective leader needs certain personal qualities such as determination, judgment, flexibility, empathy etc. But these will vary with the situation. There has never been any agreement on the right mix of qualities. Also developing qualities is a very slow affair. So although qualities are important, this is not an ideal approach for studying or developing the craft and skills of leadership.

### **Leadership actions**

The role of manager is to get a job done through the people he or she leads. The performance of people as individuals and as vitally affected by the actions the leader takes to guide, support, encourage, consult, challenge, co-ordinate and so on. A leader therefore **TAKES ACTION** to enable his or her group to co-operate as a team, but also to maximize their contributions as individuals, towards the common purpose and objectives of the organization.

**The leader takes action to:**

**Active the TASK  
Build the TEAM  
Develop INDIVIDUAL**

Breakdown or neglect in any one of these areas will quickly affect both the others, and prevent the job being done as effectively as it could have been. The leader role is to take the appropriate actions, as the  
Priorities of the situation continually change; guiding and supporting individuals, welding them into a team committed to getting the job done.

## Leadership Traits Exercise

To what degree do you possess the following leadership traits, rate for your self on a scale of 0(don't have at all) to 5 (have this to the maximum)

o Strong Desire to succeed	0	1	2	4	5
o Education	0	1	2	4	5
o Empathy	0	1	2	4	5
o Self-confidence	0	1	2	4	5
o Enthusiasm and Optimism	0	1	2	4	5

**Which** of the above traits do you still need to improve and to work on?  
Select several of which you rated below 2 and put a plan to develop it

Leadership trait

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Leadership trait

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

## How well do you use your leadership skills?

- | Yes                      | No                       |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Do I think through problems and study ideas before making decisions?                          |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Do I exercise regularly, eat balance meals, and get enough sleep?                             |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Do I look for creative ways to increase my knowledge related to my job?                       |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Do I consider the feeling of others before I make decision that will affect on them?          |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Do I approach my job every day with a positive attitude?                                      |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. Do I set goals and create plan to achieve it?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. Do I ask for help when I need?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. Do I thank my staff when they did their job well?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. Do I accept responsibilities for what happened when I'm in charge?                            |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. Do I support my staff when they need it?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 11. Do I use my power when I need to reach my target?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 12. Do I know the difference between the personal power and the position power?                  |
| <input type="checkbox"/> | <input type="checkbox"/> | 13. Do I stand up straight, speak clearly, and have eye contact with the person I talk to him?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 14. Do I keep my staff informed about matter affect on them?                                     |
| <input type="checkbox"/> | <input type="checkbox"/> | 15. Do I make my self-available to my staff so they can talk to me when they want?               |
| <input type="checkbox"/> | <input type="checkbox"/> | 16. Do I let my staff know when they do their job well?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 17. Do I change my leadership style to fit with the situation?                                   |
| <input type="checkbox"/> | <input type="checkbox"/> | 18. Do I balance my needs of my job with my staff needs?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 19. Do I avoid using fear as a good way to get people to respect me?                             |
| <input type="checkbox"/> | <input type="checkbox"/> | 20. Do I ask for feed back from my staff even though their ideas may be different of my own one? |

## **Power analysis Exercise**

**Think of examples of:**

- (a) when some one influenced by his or her personal power
  - (b) when some one influenced by his or her position power.
- ( don't write the person's name) then answer the questions

### **Personal power**

- 1- Why were you influenced by this person?

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- 2- How did you react?

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### **Positional power**

- 1- Why were you influenced by this person?

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- 2- How did you react?

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# Beverage Training



# **Summary**

## **I Beverage Classification & Glassware**

### **II Vermouth**

- A. Vermouth assortment and Service
- B. Bitters assortment and Service

### **III Hard Liquors**

- A. Whisky
- B. Gin
- C. vodka
- D. Rum
- E. Mixers

### **IV Cordial & Brandy**

- A. Cognac
- B. Brandy
- C. Cordial Liquors

### **V Wine & Sparkling Wine**

- A. Types and Production
- B. What to serve
- C. How to serve

### **VI Beer**

- A. Production and Taste
- B. How to serve

### **VII Soft drinks & Waters**

### **VIII Cocktails**

## **I Beverage Classification & Glassware**

### **Beverage Classification**

The Beverage assortment can be divided in the following assortments :

#### **- Alcoholic:**

- Vermouth, Aperitifs and Bitters
- Hard Liquors
- Cordial & Brandy
- Beer
- Wine
- Cocktails

#### **- Non Alcoholic :**

- Soft drinks
- Waters
- Mocktails (Cocktails using only non alcoholic elements)

#### **Remark**

Fruit juices, sugar syrups, fruit syrups, coffee, tea, cacao are considered as food items.

### **Glassware**

Please find hereafter a copy of all glassware used in bars as well as bar equipment.

How to polish glasses:

- Use clean ice bucket with hot water and 1 drop of vinegar
- Use clean dry cloth
- Wash your hands with soap and hot water

Polish glass without touching it with your bare hands, first inside the glass and then outside.

## **II Vermouth**

Vermouth is considered as an aperitif drink, as the mix of herbs and bitter will stimulate the stomach to produce acid and stimulate appetite.

Vermouth is a fortified wine mixed with special herbs.

A fortified wine is a wine where during or after fermentation alcohol and sugar have been added in order to give the wine a higher alcohol volume.

### **A. Vermouth**

#### **Assortment**

French vermouth: Noilly Pratt, St Raphael

Italian Vermouth: Martini, Cinzano

Other Vermouth: in each country special vermouths are produced, cheap wine is  
Recycled in stronger alcohol.

#### **Service**

Vermouth can be mixed with soda, tonic, sprite, with or without ice and a **peel** of lemon or orange.

Mixed: use Long drink

Plain: use old fashion

Cocktails depending on type to be in cocktail glass or long drink

### **B. Bitters**

Bitters are part of the vermouths as the production is the same, Bitters are generally colored with vegetable extracts to give extra color. Bitters contain less sugar than vermouths.

Example: Campari, Dubonnet, Gancia

#### **Service**

Bitters are generally served mixed with the same assortment as the vermouth. In addition it is often served with fruit juices as this beverage gives an extra tang to cocktails.

Serve with slice of orange or lemon

Mixed: use cocktail or long drink

Plain: use old fashion

### **C. Aperitifs**

Aperitifs are composed of alcohol or cheap fortified wine mixed, with herbs and fruit extract, which will give the specific taste to the drink.

#### **Anis**

Made from dry grapes and aniseeds.

Brands: Pernod, Ricard, Ouzo, Arak

To be served in highball with ice (No Garnish), water to be served on the side.



### **Sherry (Spain)**

Is red or white fortified wine. Mostly has a sweet taste and has been aged in oak barrels.  
Serve in Sherry glass

### **Porto (Portugal)**

Is red or white fortified wine. It has a sweet taste and has been aged in oak barrels.  
(Originally Porto was invented by Englishmen. They fortified normal wine in order to transport it to England and it became a very popular aperitif and after dinner drink in England during the 18<sup>th</sup> century).

Serve in sherry glass, white Porto should be chilled

Big assortments of aperitif drinks exist in most of the Latin countries, mostly locally produced and consumed.

## **III Hard Liquors**

### **A. WHISKY**

Whisky is a distillation of a fermented mash of grain (Corn, rye, wheat, barley or maize). The obtained juice has almost no color and is 84 % alcohol. Water will be added to reduce the alcohol and whisky will age in Porto and sherry barrels which will give the taste and the color to the whisky.

#### **Variety**

- Blended ( made out of an assortment of grains), normal wood taste
- Single malt ( made only of malted barley, strong taste), very strong humus and smoke taste
- Bourbon ( made out of a minimum of 64% of maize corn), sweet taste

#### **Types**

- Scotch whisky (blended whisky, minimum 8 years old, England)
- Single Malt ( England)
- American Whiskey ( made out of corn ( less then 64 %) , barley, rye)
- Bourbon ( only produced in USA)
- Irish Whisky (made out of barley and rye. Corn is now used to give sweeter taste)
- Canadian Whisky ( made out of barley and corn)

#### **Ages**

A whisky needs 8 years on barrels to receive proper color and taste.

There is no limit to the age of whisky. The date you obtain on most bottles is only a reference to the oldest whisky used to make the whisky, as most whisky are made out of an assembly of different distillations.

#### **How to serve**

Plain or on the rocks: old fashion

With soda or water: high ball

Single malt whisky should be served in old fashion with a glass of fresh water on the side.

## **B. GIN**

Gin is a distillation of grain and juniper berry. Some gins are now also mixed with some herbs to obtain a better flavor.

### **Variety**

- Dutch gin (Jenever)
- London Dry gin (Gordon, Beefeater)
- Sloe Gin (caramel is added, used only for cocktails)
- Fruit gin (lemon or orange)

### **How to serve**

In cocktail: cocktail glass or long drink according to cocktail

Mixed with soda or soft drink: long drink, with slice of orange or lemon

Plain: with or without ice in old fashion with a peel of lemon

## **C. VODKA**

Vodka is a distillation of pure grain: Russian vodka is made out of potatoes.

### **Variety**

- Natural vodka
- Gold vodka (very rare)
- Flavored vodka (lemon, pepper, melon)

### **How to serve**

Cocktail: according to cocktail long drink or cocktail glass

Mixed with juice or soda: Long drink

Plain: Old fashion with or without ice.

Plain old way of serving: in shooter glass

## **D. RUM**

Rum is a distillation of fermented sugar cane juice

### **Variety**

- Normal Rum (industrial)
- Agricol Rum (made locally, better taste and quality)

### **Types**

- White or light ( no aging in barrels)
- Gold ( 5 years aging in barrels, the wood will give the color to the rum)
- Dark ( 7 or more years aging in barrels, the wood will give the color to the rum)

### **How to serve:**

Cocktails: cocktail glass or long drink

Punch: Highball glass

Plain: Old fashion with or without ice

Very old rum can be served as single malt whisky

## **E. MIXERS**

A large variety of grain and sugar cane alcohol exist. Most of these alcohols have South American origins and are specially used in cocktails and not often consumed straight.

- White alcohol like : Tequila, Mezcal, Caipirihna
- Cremes is an appellation used for alcohol where fermentation was stopped by adding sugar.  
Most of them can only be consumed in mixed drinks.

Creme de menthe

Creme de Cacao

**Cremes can also be categorized in Brandy or Cordials**

- Some alcohol are produced to be used only as mix to be added to soft drinks or juices. They often contain poor quality alcohol a lot of sugar and synthetic flavors :
  - Batida de Coco : rum flavored with coconut milk
  - Passoa : White alcohol flavored with mango and guava
  - Malibu: Rum and coconut
  - Pisang ambon : alcohol with banana flavor
  - Parfait amour : Alcohol perfumed with orange peels and herbs

## **IV Cordial & Brandy**

### **A. Cognac**

Cognac is produced out of the juice of the last pressing of the grapes used for preparing white wine. This juice is fermented like wine and afterwards distilled. Color and flavor are obtained by aging in used oak barrels. Only France can produce an alcohol named Cognac. All cognac is brandy but not all brandy is cognac.

#### **Classification**

Cognac has a very special classification determined by French law based upon quality and age:

- \* one star
- \*\* two star
- \*\*\* three star
- VO Very Old
- VOP Very Old Pale
- VSOP Very Superior Old Pale
- VVSOP Very Superior Old Pale
- XO Hors D'Age or Extra Old

Most common Cognacs are 3 star and VSOP.

#### **How to serve**

Cognac is served in Large Cognac glasses.

The old Fashion way was to serve Cognac in a Cognac glass with on the side a glass of fresh water and a sugar cube.

French coffee: is a hot ristretto coffee with a glass of cognac on the side.

### **B. Brandy & Cordial**

Brandy is produced the same way as cognac but is mostly flavored by maceration with other fruits and vegetable herb mixes.

#### **Types:**

- Dry Liquors contains 2.5-10 % of sugar, served as after dinner brandy as the alcohol will help to solve the fat of the dinner.
- Normal liquors 35 and 45 % of sugar can be served as aperitif or after dinner.

#### **How to serve**

1 Dry liquors are served in 3 ways

- Extra cold in cognac glasses with no ice
- On room temperature
- On a brandy burner which will help the brandy to develop maximum of his aroma.

Examples of dry brandy: Grappa, Mirabelle, Framboise, Poire etc

2 Normal brandy is served on room temperature in a sherry glass or Cognac glass without ice.

Examples of brandy: Grand Marnier, Calvados, Apricot, Cherry etc.

### C. Cordial

Cordials are made like brandy, but the taste is much sweeter and can be made out of other alcohol like whisky or aperitif drinks. The name comes from French "cordial" which means friendly, with the heart (reference to the sweet taste).

Some examples:

Drambuie (whisky)	Cointreau (Orange)
Sambuka (Anis)	Irish Mist (whisky)
Amaretto (almond)	Marie Brizard (Anis)
Tia Maria (Coffee)	Benedictine (Herbs)
Chartreuse (Herbs)	Galliano (herbs)

### How to serve

Cordials are served in a liqueur glass or Cognac glass with or without ice.

## V Wine & Sparkling wine

### A. Types

#### Color :

For wine

White wine: produced out of red and white grapes.

Rose wine: produced out of red grapes.

Red Wine: produced out of red grapes.

Rose wine is not produced out of a mix of red and white wine, but by short maceration of red grapes.

For champagne

White or rose

Blanc de blanc means only white grapes have been used for fabrication.

#### Taste:

For Wine

Dry or Sec: not sweet

Semi dry or Demi Sec: little sweet

Sweet or Vin Doux Naturel : very sweet

For champagne & Sparkling Wine

Brut : means dry

Demi Sec : little sweet

Most of the tastes and comparisons are made with the French wines, as at all times they are the masters in producing the best wines.

## **B. Production**

### **Wine**

Freshly harvested grapes are crushed and left for maceration ( juice and peels) as the taste and fermentation elements can only be found in the peel. After fermentation ( 1 and 5 days) the grapes are pressed and the 1st fermentation ( in oak barrels or in Inox barrels) will start. During this chemical process the sugars in the juice will transform into alcohol and will produce co2 and heat . After 3 to 5 days the sugar contained in the wine will be transformed in alcohol (the fermentation can stop automatically or has to be stopped by adding sugar which will saturate the process. Only a by law fixed amount of sugar can be added).

The wine is put without filtering in aging barrels (always oak) were a second fermentation will lower the acids. After a period (depending on each type of wine) the wine will be put into bottles were wood tastes will fade away and fruit flavors will develop. Wine can not be kept forever after several years the wine will turn yellow and have a Madeira taste.

Vins nouveau or Primeur are not put into aging barrels but directly put into bottles for sale ( these wines have a strong fruit taste and a high acid level).

Sweet wines are produced with old grapes where the amount of sugar is higher then in young grapes and not by adding sugar.

### **What determines the taste of the Wine :**

- Soil ( ground )

In the wines you can taste the soil which was used, clay, argil, sandy etc

- Exposition to the sun

The more sun the better it is as grapes get better taste from dry soils then from humid soils.

- Type of grapes

Each type of grape has his own characteristics, wine is produced out of an assembly of several grapes. Some wines are produced with only 1 grape this is generally indicated on the label: Chenin. Sauvignon, Gewurztraminer etc.

- The Use or not of wood barrels for 1<sup>st</sup> fermentation and aging.

- The storage

Wine should be stored at a temperature of 10 - 15 degrees.

- The service temperature

The temperature you serve a wine can determine the taste the more you serve hot the more you can feel the acidity and bouquet (perfume).

That s why white wines are served chilled the impression of acidity is less.

### **Region references**

As most of the wines produced in the world try to imitate the French wines please find hereunder the list of the major French regions.

Alsace: Spicy wines, fresh specially known for white wines

Most common grapes are : Riesling, Pinot Blanc, Pinot gris, Gewürztraminer

Bourgogne: Velvet wine with strong vegetable and wood tastes, is considered the wine of the kings. The whole region is using only Pinot noir grapes for the production of red wine and Chardonnay grapes for white wine .

These wines can be kept up till 20 years.

Some impressive names :

White: Chablis Montee de Tonerre

Red: Clos Vougeot

Aloxe Corton

Corton Charlemagne

Bordeaux : France best known region. All kinds of grapes are used and a very difficult appellation category is used to identify all wines ( more then 250 local appellations exist).

The wine has more fruit tastes and fits all tastes.

In this region is also produced the very famous Sauternes which is a Vin doux Naturel ( sweet wine) used as world reference for sweet wines.

The best Sauternes can be kept for more than 100 years.

The most expensive wine of the world is produced here:

Chateau Petrus : average price for a bottle is 2500 Le ( cost)

Cotes du Rhone : situated under the Bourgogne region produces good value for money wines, out of this region is produced the Beaujolais nouveau..

Loire : Fresh wines with higher acidity level. Most of them are served chilled .

Champagne : Champagne produces Normal wine and champagne.

#### Production of Champagne ( Sparkling wine)

Champagne is produced the same way as wine, when the assemblage ( mixing of several years to obtain always the same taste ) is made before bottling a little bit of fresh yeast is added to the bottle. A special cork is placed and a new fermentation process will take place in the bottle as the co2 produced can not escape it will integrate the wine and become sparkling. After 6 months the process will stop automatically. The bottles are turned every 2 days on the pupitres ( special benches) so that the dust of the yeast will go to the top of the bottle. Before putting the new cork and final label, the bottle is opened so that the dust can escape. At that moment a special liquor will be added (liqueur d'expédition ) this liquor will determine the taste of the champagne ( Demi sec ( Russian Taste) or Brut (American Taste).

Only Sparkling wine produced in Champagne can have the label of Champagne, all other regions use the name Sparkling Wine.

Vin mousseux is wine were co2 has been added ( no bottle fermentation).

## **B. What to serve**

Seafood: dry white wines

Fish : dry white wine if grilled , semi dry if served in sauce or rose

Veal & Lamb : semi dry white wine, rose or dry red wine

Beef : dry red wine

Desserts : sweet wine or semi dry

## **C. How to serve**

SEE DEMONSTRATION

### Temperature:

White wine & Rose Wines: 6-10 degrees ( always keep in wine cooler)

Red wines : 15-19 degrees

### White Wine & Rose Wine

You bring the bottle in ice cooler

- 1 Wipe bottle dry and present bottle to person who ordered bottle
- 2 Cut foil ( knife turns around the bottle and not vice versa)
- 3 clean top of bottle
- 4 Insert cork screw ( cork screw turns not the bottle)
- 5 pull the cork in 1 time
- 6 smell the cork to notice any fault taste
- 7 clean top of bottle to evacuate rests of cork
- 8 serve some wine for tasting to the person who ordered the bottle
- 9 Only after his approval you will serve first the ladies and then the men finishing  
With the person that ordered the bottle.

Place wine bottle always in a cooler with ice and water.

### Red Wine

Put bottle in wine basket, do not shake the bottle .

At all times the basket should be kept horizontally

- 1 Present bottle to person who ordered bottle
- 2 Cut foil ( knife turns around the bottle and not vice versa)
- 3 Clean top of bottle
- 4 Insert cork screw ( cork screw turns not the bottle)
- 5 Pull the cork in 1 time
- 6 Smell the cork to notice any fault taste
- 7 Clean top of bottle to evacuate rests of cork
- 8 Serve some wine for tasting to the person who ordered the bottle
- 9 Only after his approval you will serve first the ladies and then the men finishing  
with the person that ordered the bottle.
- 10 Put cork on a small dish and put it next to your bottle on the service table.



Normally the basket is only used for old wines as in the bottle dust can be found on the bottom. These bottles should always be handled with care and kept horizontally. Too old bottles can be decanted in glass carafes.

### Champagne

Always bring the bottle in an ice cooler

- 1 Wipe bottle dry and present bottle to person who ordered bottle
- 2 Open foil and metal wire together take foil away and keep tumb on cork
- 3 One hand holds the cork and the other hand will turn the bottle
- 4 Turn gently the cork and hold it to open softly bottle  
a shot sound is OK, a Plop sound is most unprofessional.
- 5 clean top of bottle to evacuate rests of cork
- 6 Serve directly in champagne glasses
- 7 serve first the ladies and then the men finishing  
with the person that ordered the bottle.

When serving pour only  $\frac{3}{4}$  of glass full, never fill the glass till top.

## VI Beer

### **A. Production & Types**

#### Production

Beer is made out of grains (mostly malted barley) and water cooked together, cooled and filtered. The remaining juice is mixed with hop blossoms (gives the bitter taste) and yeast is added. The sugar will transform into alcohol. After fermentation 2 weeks in closed barrels the beer is filtered and bottled.

Malt means that dry grains have been soaked in water ( during which the starch is transforming into sugar) and afterwards dried on enormous grills. The more it is dryad the more the brown color will be accentuated.

#### Types according to alcohol & Taste

- Pills beer : lowest alcohol
- Premium or Deluxe : higher alcohol
- Export beers : highest alcohol
- Special beers : mostly from Monastery
- Fruit beers : fruit was added during fermentation , generally sweet beers

#### According to color

- Blond beer
- Pale
- Dark

The color is depending on how much the barley was malted.

### **How to serve beer:**

#### Bottle or cans

- 1 Take a clean glass
- 2 Pour gently in front of guest, bottle should not touch glass and pouring should be in 1 straight movement by inclining glass and bottle.
- 3 Do not empty the bottle ( 1/5 should remain in the bottle)
- 4 Place glass and bottle with the logo towards guest

#### Draught

- 1 Take clean and cold glass
- 2 Open the tap and after the first drop of foam put the glass under tap without touching the tap keep glass at 45 degrees and let the beer float gently along the glass.
- 3 With a knife cut top of foam
- 4 Clean the glass so that no beer is on the outside and serve with logo towards the guest.

#### Maintenance of beer cooler :

- 1 Check every day level of water in the cooler
- 2 In between 2 kegs always clean tap with appropriate chemicals
- 3 At night always close gas cylinder
- 4 Once a month brush the grills of the cooler
- 5 Check gas pressure every morning ( must be between 1.8-2.2 bar)

Kegs should be stored in fresh cold places at any time.

## **VII Soft drinks & Waters**

### Soft drinks

Soft drink are non alcoholic beverages made out of sugar and herbs , vegetable or fruit extracts, water and injected CO2 gas.

#### **How to serve**

Should be served in high ball glass with slice of lemon or orange and ice cubes.

### Waters

#### **Types**

Still waters : mineral water without gas

Sparkling water : water that contains more or less natural Co2, Co2 can be injected to obtain higher Co2 level.

Soda : still water where a lot of Co2 was injected

#### **How to serve :**

Still water : in water glass or in high ball without ice

Sparkling water : in high ball with a slice of lemon and ice

Soda : in high ball with a slice of lemon and ice

## **VIII Cocktails**

Cocktails exist in every kind and every variety, with special glasses.  
Hot and cold, long drink and shooters

### **How to make a cocktail:**

#### **Shaker:**

- 1 cool the shaker with ice and empty shaker
- 2 Put all necessary ingredients
- 3 Add ice
- 4 Cover with top and napkin ( to avoid spills)
- 5 Serve using bar strainer
- 6 Decorate glass

By putting the ice at last you will avoid your cocktail having too much water.

#### **Blender:**

Same way as for shaker.

Please find here below list of cocktails contained in our new menu :

# Food Cost

\*\*\*\*\*

$$\text{* - Food cost} = \text{Net food cost} \times 100$$

Net food Revenue

$$\text{* - Net food cost} = \text{Grows food cost} - \text{credit}$$

$$\text{* - Net food revenue} = \text{Grows food Revenue} - \text{Lawns} + \text{sundry}$$

$$\text{* - Grows food} = \text{food requisition} + \text{direct purchasing} + \text{beverage to food}$$

$$\text{* - Grows food Revenue} = \text{revenue} - \text{A lawns} + \text{sundry}$$

$$\text{* - Net food cost} = \text{Dep't} - \text{Credit}$$

$$\text{* - Cost}$$

$$\text{-----} = \text{food revenue}$$

sales

food cereal

- 1- Purchasing + Mart least (Chief)
- 2- Resiving ( EX . date - packing - quality - Quantity
- 3- Store ( wait - Name tag - fi fo - shelf life
- 4- issuing
- 5- cooking

par stock

- \* - Cleaning cereal 20 .M
- \* - seat turnover 3.50
- \* - factor 7.00
- \* - seat Number 70
- \* - need items 490

## F&B English Talking

Good Morning

Good afternoon

Good Evening

Welcome to Our Restaurant

How many persons are you?

Would you like a smoking or non smoking table?

Is there anyone who will join you more?

Shall I suggest you our special cocktail of the day?

Would you like some aperitifs?

Would you like some digestif?

We propose.....

What would you like to drink?

Can I repeat your order. You have ordered.....

Would you like some wine with your main course?

What kind of dressing would you like with your salad?

What about having a side order with your main course.

Would you like some more?

Have you enjoyed your meal?

Have you enjoyed your starter?

Have you enjoyed your main course?

Have you enjoyed your dessert?

How was your main course?

Our dessert trolley is consisted of.....

Tonight is our special dessert trolley with.....

My name is....., I will be your waiter serving you tonight.

Please don't hesitate to ask for me if you need anything?

Sir, you have ordered.....

We thank you for coming in our restaurant and hope to see you again.

Sir, please find your bill?

I hope you have enjoyed your meal, and you were satisfied with the service and hope to see you again.

Are you enjoying your stay?

How would like your meat to be cooked?

Well Done Medium Rare

Today, the buffet theme is

We have outside at the terrace a grill with....

Here are the starters.....

Rare