

Chapter Fourteen

FOOD AND BEVERAGE SERVICE

CHAPTER OVERVIEW

Food and beverage functions vary greatly. All are important and represent another area where close communication and cooperation are needed. This chapter covers the types of functions, attendance and guarantees, selection of function rooms, how charges are calculated, and proper staffing, and it details the types of beverage service setups, hospitality suites, brands, and beverage control. It also discusses what happens after the function, the role of the catering manager, and the steps to be taken when handling food and beverage functions.

SUGGESTED LECTURE OUTLINE

Food Service

- ◆ Trends
 - Food network and celebrity chefs and culinary magazines have heightened meeting attendees' expectations.
 - Hotels are trying to create a restaurant-quality dining experience at banquets.
 - Choice of entrée selection and customized menus are popular.
 - Food presentation at banquets is more upscale.
 - Hotels are responding with fresh, healthy, locally grown and organic choices. "Green menus" are in.
 - Interactive "action stations" are often featured to enhance the dining experience.
 - Nutrition-focused breaks that offer vitamin water, fresh fruit, vegetable juices, and yogurt are emphasized.
 - Hyatt's Personal Preference Menus offer attendees a choice of three entrees.

- ◆ Banquet Profits
 - Successful banquets usually produce profit margins in the 35%-40% range, as opposed to restaurant profit margins of 10%-15%.
 - Higher profit margins can be attributed to higher sales volumes, flexible pricing, lower food costs, higher beverage profits due to better control measures, lower labor costs, and higher productivity levels on the part of the employees.
 - Facilities chef and meeting planner should meet during the site inspection.

- ◆ Types of Food Functions
 - Breakfasts, luncheons, dinners, dinners with entertainment and/or dancing, refreshment breaks, bars, receptions, buffets, and hospitality setups in suites, meeting rooms, or exhibit halls.
 - Banquet Event Orders should be filled out for each event.

- Group menus should be easy to use, creative, and provide a variety of suggestions and information.
 - Refreshment breaks should be set in a separate adjacent room or in the foyer.
 - Refreshment breaks are now often termed “energy beaks.”
 - Hors d'oeuvres may be priced by the person per hour, by the piece, or by the tray or bowl.
 - Menu is the focal point of theme parties.
 - Review Refreshment Break guidelines. (page 480)
- ◆ Themed and Special Events
- Creative, themed banquets are long remembered by meeting attendees.
 - Hotels should offer several different types of themed menus. Decorations, linens, employee dress, and serving style should all support the theme.
 - Photos of past events are excellent sales tools.
 - Discuss Starwood’s video on special events. (page 483)
- ◆ Off-Premises Catering
- Preparing food and/or beverages for events away from the hotel.
 - Present “Best Practices” box on the Fairmont as an example. (page 487)
 - Food trucks are popular with meeting attendees.
- ◆ Changing Tastes
- Banquet menus should reflect meeting attendees’ desire for a more healthful diet. Local foods are the present rave.
 - Lighter, low-calorie meals and snacks have become particularly popular at breakfast and during refreshment breaks. Lunches and dinners have also become less formal.
 - Hotels may offer a “tasting dinner” prior to the banquet.
 - Healthy, low-carb, and brain foods are now offered.
- ◆ Types of Service
- The type of service to be used for a food function must be decided during the planning stages, as this decision will have an effect on pricing, staffing, and the overall quality of the function. The various types of service include: American/plated service, Russian service, French service, butler service, pre-set service, English/family style service, and buffet service. All of these are defined in this chapter's Key Terms section.
- ◆ Pricing Food Functions
- Most hotels have a policy of quoting menu prices not more than six months before the event.
- ◆ Attendance
- Early planner estimates must be updated.
 - Guarantee must be given 48 to 72 hours in advance of the function to allow proper quantities to be ordered.
 - Guarantee policies vary; group generally agrees to pay for number of persons

- guaranteed whether or not they show.
 - A safety margin of 2% to 10% is generally prepared for overflow.
 - Some hotels use a guarantee for labor instead of for food.
 - Policy should be in writing.
 - Refer students to Gene Meoni's quote on the top of page 495 regarding guarantees.
 - The CSM can assist meeting planners in determining banquet attendance for final banquets by suggesting a ticket exchange.

- ◆ Attrition
 - Food and beverage attrition is becoming common.
 - Typically, hotels allow for about 20% slippage from anticipated food and beverage revenues. Poor attendance or cancellation of banquets will result in hotels assessing attrition damages.
 - Food and beverage minimum spends are now common.

- ◆ Function Rooms
 - Locations depend on nature of session, location in relation to other functions and traffic flow, kind of seating arrangement, decor, lighting, and decorations.
 - Note the time for setup, breakdown, and cleaning, and determine if noise will interfere with adjacent functions.

- ◆ Control Procedures
 - Most food function charges are on a per-head basis.
 - Devise head counting system:
 - coupons or tickets at the door or at the table.
 - counting dishes used.
 - Refreshment breaks and hospitality suites can be charged by the cup or gallon for beverages or by the piece or tray for food items.
 - Some hotels provide complimentary hors d'oeuvres in order to realize higher meal and drink charges.
 - Labor charges and setup costs are added to small function bills.
 - Refer students to Banquet Labor Costs box. (page 498)

- ◆ Staffing
 - Average one waiter per 20 guests, but ratio may go as low as one per 10 if the price and service warrant it.
 - One captain for every ten to 12 servers.
 - Pre-meal briefing should be held by captains to review menus, special service requirements, station assignments, and so on.
 - Course serving times must be carefully controlled and adhered to.

- ◆ Uniserve or Duoserve
 - Uniserve — all arrangements for function space and food and beverage are made through one service contact.
 - Duoserve — food and beverage responsibilities are separated from the scheduling of function space.

- See box titled, “Should Hotel Catering and Convention Services Departments Be Combined?” Discuss this concept with class. (page 499)

Beverage Service

Many problems have been caused by unfamiliarity with pricing policies and the difficulty of estimating the amount of liquor needed. Unfair markups on liquor breed ill will.

◆ Types of Setups

- Common procedures
 - Host bar/open bar frequently used by corporate groups.
 - Host pays bill.
 - Bar fully stocked and manned by bartender.
 - Labor charge frequent if minimum not consumed.
 - Captain’s bar is self-service hosted bar.
- Cash bar/no-host bar
 - Each person pays for his/her own drinks.
 - Minimum for labor guaranteed.
 - Coupon sales eliminate the need for a cashier at bar.

◆ Hospitality Suites

- Used by exhibitors and for good will.
- Policies must be made regarding use of liquor purchased outside of hotel.
- Groups must be informed of union regulations.
- Auxiliary (in-conjunction-with) business is welcomed by hotels.

◆ Brands

- House brands, call brands, and premium brands are priced differently.
- Ensure that the meeting planner understands what brands are available in each category and the cost of each type of liquor.

◆ Pricing Methods

- By the Person
 - Flat rate charged for each person per hour.
 - Must have method of counting guests.
- By the Bottle
 - Charge for all bottles opened.
 - Labor prices can be separate or included.
 - Popular for hospitality suites.
 - Must have verified count before and after function.
- By the Drink
 - Charge for each drink served.
 - Agree on size of drink to be poured.
 - Bartender charge included in price.
 - Food is priced separately.

- ◆ Beverage Control
 - Formal and rigid procedures for issuing liquor and the use of it should be maintained.
 - The banquet department is responsible for issuing liquor.
 - Stock 25% over what group is estimated to consume; return excess to stockroom. Account for all bottles.
 - Gratuity added to check.
 - Host Bar Control
 - Easiest to control because no cash exchanged.
 - Open bottles returned to stock or sold to group.
 - Cash Bar Control
 - Requires most rigid controls.
 - Must have cashier in addition to bartender to avoid dishonest bartender.
 - Coupon Sales Control
 - No cashier required if tickets are issued prior to the function.
 - Cashier/cash bank needed if tickets sold at event.
 - Automated Bars
 - Metered bar systems prevent over pouring.
 - Bartender still has to make blended drinks; only eight bottles can be filled on most units.

◆ Liquor Liability
 Many states have passed dramshop acts that impose liability on the dispenser of alcohol sold illegally. Illegal sales in most states include sales to a minor, intoxicated person, or known alcoholic. It is the responsibility of hotel management to insure that all servers are properly trained.

◆ Staffing and Logistics
 Staff one bartender per 75 to 100 people; one server per 50 people when food is served at receptions and one per 100 people when no food is served.

◆ Discuss Beverage Labor Charges. (page 502)

Post-Function Actions

- ◆ Prompt action is required to eliminate billing problems.
 - If billing based on attendance, captain should tally persons served and have planner sign acknowledgment of total.
 - Tally unopened bottles and bottles to be returned for credit and have the amount(s) acknowledged by signature.
 - If not master billed, the bills should be paid when the tally is certified as correct.

In-House Coordination: Large vs. Small

The convention service manager requires the assistance of other department heads, particularly when servicing large functions.

- ◆ Role of the Catering Manager:
 - At large properties, generally responsible only for food and beverage.
 - At smaller properties (under 250 rooms), responsibilities can include sales.
 - Review catering manager's job description (Figure 14.8).
- ◆ Servicing and Selling:
 - At smaller hotels, the servicing and selling of food and beverage functions is likely to be done by the same person.
 - The catering manager may be given charge of the function book.
 - Problems can arise when the sales department books a function that conflicts with the catering department.
- ◆ Communication and Cooperation Needed:
 - Increased need for communication at small properties as there is more autonomy of departments.
 - Often the meeting planner's hotel contact (catering manager) does not have authority to get the job done in other areas (such as rooms, for example).
 - Autonomy of departments leads to lack of resumes.

CLASS ACTIVITIES

Suggested Guest Speakers

1. A bar manager from a local hotel to discuss:
 - his/her responsibilities and duties.
 - special bar requirements for groups.
 - bar control systems.
 - effects of automation.
 - liquor liability problems.

Objective: This speaker will give students insight into the special beverage service concerns of groups and the properties that serve them.

2. A catering manager from a small hotel property to discuss:
 - his/her responsibilities and duties.
 - advantages/disadvantages of both selling and servicing.
 - trends in menu choices.
 - post-function activities.
 - gaining cooperation of the catering staff.
 - communication techniques.

Objective: This speaker would give students insight into the advantages and disadvantages of a single person both selling and servicing small groups. Students would also learn about the position and work of the catering manager.

Audiovisual Supplements

"Serving Food and Beverage"
 "Banquet Service"

“Buffet Layout and Service”
“Table Settings”

Distributed by: National Education Media
310 S. Michigan Avenue
Chicago, IL 60604

Individual/Group Work:

1. Have students visit local restaurants and food outlets in hotels to collect menus and talk to the management about healthful trends and how these trends have caused them to change menu choices to meet the demands of the public. Challenge students to design menus for different types of groups (e.g., senior citizens, a health club's Christmas party, a visiting college basketball team, a ladies luncheon, etc.). Discuss how menu items can be creative and interesting while still taking dietary concerns into consideration.
2. Review the types of food service explained in this chapter. Have students outline the advantages and disadvantages of each from an operational standpoint. Ask students the following questions: Under what circumstances or in what types of food outlets would French service be ideal? Russian service? (continue for each type of service).
3. **Staffing Requirements.** On the final night of the convention, the meeting planner has requested an upscale presentation with Russian service for 250 people. Seating will be in rounds of ten.
 - How many banquet waiters are needed?
 - How many banquet captains are needed?

Prior to the closing banquet mentioned above, a cocktail reception is scheduled. The meeting planner wants four types of hors d'oeuvres passed by servers.

- Which would be the most economical pricing plan for beverages for the convention organizer -- by the person or by the bottle?
 - How many bartenders are needed?
 - How many bar backs are needed?
 - How many stations are required and where should they be located?
 - At a minimum, how many total hors d'oeuvres should be ordered?
 - How many waiters should be staffed to pass the food?
 - How large (in square feet) should the function room be?
 - How many chairs should be placed in the room?
4. Case Study – “Distributing Sales Functions Between a Hotel’s Sales and Catering Departments.” See instructor’s points for guiding discussion of this case study.

CASE STUDY

Distributing Sales Functions Between a Hotel's Sales and Catering Departments

Carla Mills is the general manager of the Woodfield Plaza, a 400-room first-class suburban hotel. It's early July, and Carla has just reviewed the forecasted year-end profit and loss statement. A couple areas concern her. First, assuming the hotel will hit budget the rest of the year, banquet food sales will be down \$60,000 to budget. Also, the audiovisual revenues and room rental revenues will miss budget by \$30,000. Carla calls a meeting with her director of catering, Alan Jenkins, to discuss ways to remedy the situation.

Carla opens the meeting by contrasting the forecasted statement with the budget and asks Alan what he plans to do about the decrease in banquet food sales.

"You've been here sixty days now, Alan. You should have a good feel for the property and the community. Tell me, why are sales down in your area?"

Alan shifts in his seat. He thinks about the question for a moment, then responds. "Well, I think ultimately it comes down to a problem with selling," he says. "The sales staff knows how to sell guestrooms, but they don't seem to sell function rooms. They don't seem to be aware of opportunities to sell catering, or how to take advantage of those opportunities. I can't remember one event since I've been here that was generated by sales. And from what I've seen in past reports, this has been an ongoing problem."

"OK. That's a legitimate point," Carla replies. "Salespeople certainly could take advantage of those kinds of opportunities. Sales and catering aren't often as united as they could be when it comes to selling our services --"

"It's just that no one in sales will take ownership for selling catering," Alan interrupts.

"Then you take ownership of it," replies Carla. "Look, in fairness to sales, it's not their job to sell function rooms and banquet events, primarily. Their job *is* to sell guestrooms. In some situations they could probably work a little harder on selling function rooms. But the responsibility for selling catering events ultimately belongs to catering, not sales...and since you're so concerned about *sales* selling *functions*...how many *guestrooms* has *catering* sold? The street goes both ways."

Alan sits back in his chair, thinking about what Carla has said. "Not many, actually," he finally says. "As far as catering taking responsibility for its own sales...you're right. We need to. But we're so busy taking the calls coming in, and we're trying to process them as fast as we can. We haven't had time to focus on increasing our sales skills."

"You can't continue to be just order-takers and expect your sales to do fine," Carla says. "You need to take responsibility for your sales. You need to take an active role in this. In your own words, you need to take ownership of it. Let me ask you: Do you know where you're losing business, and why?"

"Not offhand, no."

"Do you know how you're going to solve the problem?"

"Well, I think I can come up with a solution," Alan replies.

"I know you can. And I know your staff is capable. What'd I'd like you to do is come up with a plan as to how you'll sell catering, and how you'll work with the sales staff to sell catering. Could you get that to me...let's see," Carla looks at her calendar. "Two weeks from today?"

"I think I can do that."

"Great. Now on to my next concern." Carla holds up the forecasted statement. "As you can see from this forecast, by the end of the year audiovisual revenues and room rental revenues will miss budget by \$30,000 -- that's if all goes well the next six months. Now, what do you suggest we do about *that*?"

Alan thinks about the problem. "With the room rentals, I think the problem is that we're giving function space away to book more room nights. I understand we have to do this, to some degree, but we're losing money doing it."

"But don't you think that's a worthy trade-off, to get more room nights?"

"I would be if it were necessary. But I don't think it is."

"What do you mean?" Carla asks.

"I think we can keep the room nights without losing the room rental completely, if we institute a sliding-scale function fee."

"Yes," Carla nods.

"For example, if the customer picks up 80 to 100 percent of a room block, there's no rental. If they pick up 50 percent of the room block, they'll get 50 percent off the rate, and so on."

"Excellent idea. That should increase room rental revenues. You may want to consider putting a similar scale in place for catering revenues."

"Hmmm...come to think of it, my staff does seem a little too eager to lower rentals. Maybe scales will help them deal more effectively with that issue."

"Good. Now, what about audiovisual rentals?"

Alan pauses. "I need to look into that. I know there are several ways to increase the AV revenues, as well as additional ways to increase room rental revenues. How about if I think about the problem in the next couple of weeks, and include my proposals in my plan?"

"I trust your judgment. Let's get together again in two weeks and see what you've come up with."

"Great. I'll see you then."

Alan leaves the room. Both he and Carla feel that they made some progress in solving their budget problems. And they're confident that in two weeks they'll have a plan in place to help prevent similar problems in the future.

Discussion Questions

1. In an ideal situation, what should the distribution of sales functions between a hotel's catering and sales departments look like?
2. Given the responsibilities of a hotel's catering department, what challenges will the director of catering face as the department shifts from simply being production-focused to being sales focused?
3. How could the catering department at the Woodfield Plaza recover more audiovisual and room rental revenues?
4. What steps should the director of catering at the Woodfield Plaza take to identify the specific causes of his budget problem? Once the specifics of the budget problem have been identified, how should he address the problem?

Distributing Sales Functions Between a Hotel's Sales and Catering Departments

Points for Instructors

1. In an ideal situation, what should the distribution of sales functions between a hotel's catering and sales departments look like?

In addition to their normal sales responsibilities, sales managers need to actively promote and sell catering facilities when doing calls. The hotel needs to have quality collateral materials on catering for sales managers to distribute when making calls, and sales managers must have a good understanding of the catering services the hotel has to offer. Conversely, catering salespeople need to take advantage of opportunities to sell guestrooms when they book catering events. Regarding catering sales, catering salespeople need to actively "sell" catering services, not just take orders.

2. Given the responsibilities of a hotel's catering department, what challenges will the director of catering face as the department shifts from simply being production-focused to being sales focused?

Catering employees often think that they don't have to sell, because that's not their responsibility, it's the responsibility of the sales department. So the first challenge to overcome is to change the mindset of those in catering to get them to think about sales. Next, catering salespeople probably will need training in:

- General sales skills
Are catering salespeople "selling," not just taking orders? Do they present effectively? Do they know how to deal with price resistance effectively?
- Upselling
Does everyone have good upselling skills? Does everyone know what they have to upsell? Are there written goals for upselling? Are the goals monitored?
- Direct sales solicitation
Is the staff trained on how to solicit effectively? Are direct sales solicitation efforts in place, or does catering just wait for the calls to come to them? Are there established goals for telemarketing calls, site inspections, and outside calls? Is the production of direct sales efforts monitored weekly?

3. How could the catering department at the Woodfield Plaza recover more audiovisual and room rental revenues?

- If A-V is supplied through an outside vendor, it may be beneficial for the hotel to raise commissions or to purchase its own A-V equipment and rent it directly to the customer.

- The Woodfield should do a competitive comparison of A-V costs twice a year. Prices may need to be increased; even small increases can build revenues long term.
- Competitive analyses should be done on room rentals to identify any opportunities to increase rentals.
- Room rental scales should be implemented to minimize the number of times the rental is waived completely.
- Catering services and amenities should be thoroughly explained and actively sold to the customer *before* prices are quoted.
- Staff should be trained in how to deal effectively with price resistance instead of just eliminating or lowering rates.
- A yield management system should be put in place to maximize revenues on the highest demand dates. If such a system is in place, are there minimum revenue guidelines? Are salespeople being selective on what is booked based on history and knowledge of demand?
- The hotel could implement a minimum setup fee (such as \$50) regardless of guestroom usage or the amount of catering revenues.

4. What steps should the director of catering at the Woodfield Plaza take to identify the specific causes of his budget problem? Once the specifics of the budget problem have been identified, how should he address the problem?

The director of catering must determine which months were down months. Then he needs to answer these questions:

- Is a reporting system in place to monitor bookings and cancellations for future months?
- Is this system being monitored regularly?
- Are problem months being communicated to the entire staff?
- Is the catering team responding to problem months with specific action steps?

He needs to determine which sources of catering revenue are not producing.

- Is it weddings?
- Corporate catering?
- Other social events?
-

The director of catering needs to put in place hit lists for catering accounts. If hit lists are already in place:

- Are there enough accounts on these lists?
- Is there a plan in place to solicit these accounts?
- Is the plan being carried out?

To build revenues, the director should consider developing an incentive program. The director of catering should review hotel promotions:

- Is there eye-catching collateral in place to build holiday business revenues?
- Is there a plan for building business on low demand dates?

Case Number: 370CG

This case was developed in cooperation with Lisa Richards of Hospitality Softnet, Inc., a marketing resources and support company (Sixty State Street, Suite 700, Boston, Massachusetts 02109; tel.617-854-6554).

This case also appears in Contemporary Hospitality Marketing: A Service Management Approach (Lansing, Mich.: Educational Institute of the American Hotel & Lodging Association), ISBN 0-86612-158-7.

Chapter 14
Transforming
Event

Engagement with
Food and
Beverage Service



Courtesy of Hyatt Regency Dallas

Competencies for *Food and Beverage Service*

1. Identify different types of food service and service-related issues related to food functions.
2. Identify control issues related to food functions.
3. Describe service and control issues related to beverage functions.
4. Describe post-function activities for both food and beverage functions, and compare large properties with small ones in terms of in-house coordination.

A Vital Function

- Food functions are an integral part of most meetings
- Association and corporate meeting planners rate the quality of food service as “very important” in their selection of meeting facilities
- Food and beverage functions are second only to guestrooms in generating revenue at most convention hotels



Courtesy of Orient-Express Hotels

Hyatt's Personal Preference Menus

- Meeting planner selects one appetizer and one salad in advance to be served to each attendee
- Meeting planner also chooses three entrées from a selection of six
- At the tables, attendees may pick from these three entrées or a vegetarian option
- A dessert sampler is also included

Trends in Banquet Food and Beverage

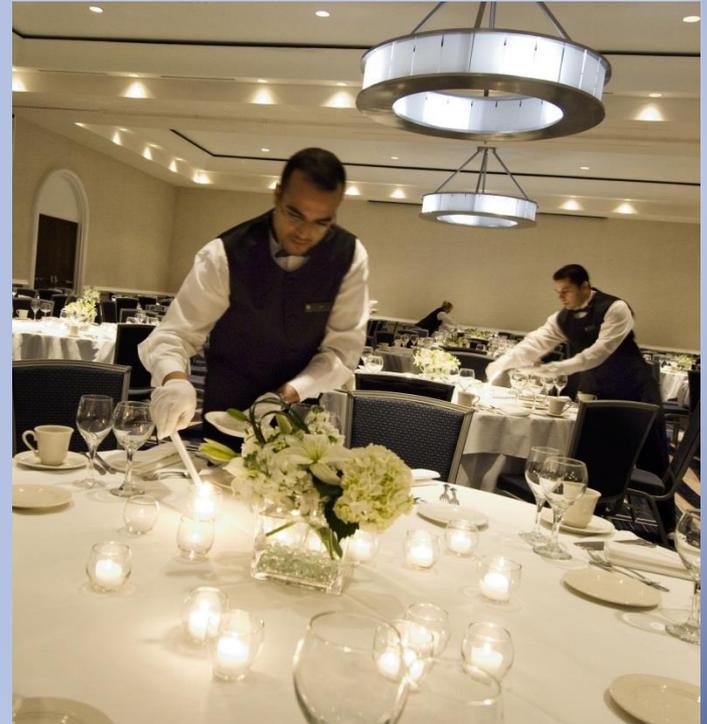
- Meeting planners are more food savvy
- Hotels seek to create a restaurant-quality dining experience at banquets
- Customized menus, choice of entrée, action and testing stations, and upscale presentation are popular
- Meeting facilities are offering fresh, healthy, locally grown, organic, and nutritional foods to connect with the trend toward green menus



Courtesy of Fairmont Hotels

Profitability of Banquets

- Food and beverage is second only to guestrooms in the amount of revenue it generates
- The profit margin on banquet sales is 35–40 percent
- Banquet sales volume often exceeds restaurant volume by two to one
- Banquets allow for flexible pricing, while both food and labor costs may be lower



Courtesy of InterContinental Hotels

Planning Food Functions

Types of Food Functions

- Breakfasts
- Luncheons
- Dinners
- Dinners with entertainment and/or dancing
- Coffee breaks
- Receptions
- Hospitality setups in suites, meeting rooms, or exhibit halls



Courtesy of Raffles Hotel Singapore

(continued)

Planning Food Functions

(continued)

Tips

- Use a function sheet for each event
- Menu is focal point of theme party
- Better to refuse a request than to fail



Courtesy of Gaylord Palms Hotels

Changing Tastes

Healthier Foods

- Low in calories, fat, and cholesterol
- High in fiber and nutrition
- Breakfast foods lighter/healthier
- “Green” menus promote organic, locally grown choices
- Refreshment breaks are becoming “energy” breaks



Courtesy of InterContinental Hotels

Refreshment Break Guidelines

1. Prices for breaks may be quoted per person or on a consumption basis.
2. Space stations so bottlenecks are kept to a minimum.
3. Open stations farthest from the main entrance first to draw people into the room.
4. Separate coffee and soda stations.
5. Identify each hot beverage with a sign.
6. Lay out stations for quick service: coffee cups, followed by regular coffee, decaf, tea bags, and hot water. Accessories, cream, sugar, sweetener, and spoons should be available on a separate table a short distance from the beverage station.
7. Set one beverage station per 75 to 100 attendees.
8. Staff one server per 100 people for refreshment breaks; one server per 50 people at receptions and buffets.
9. Figure 20 six-ounce cups of coffee in a gallon.
10. "Marry" (combine) coffee stations toward the end of the break.



REFRESHMENT BREAK ESTIMATES FOR 200 PEOPLE

A.M.		P.M.	
Coffee	65% x 200 = 130 cups = 6.5 gals	Coffee	35% x 200 = 70 cups = 3.5 gals
Decaf	30% x 200 = 60 cups = 3 gals	Decaf	20% x 200 = 40 cups = 2 gals
Tea	10% x 200 = 20 cups = 1 gal	Tea	10% x 200 = 20 cups = 1 gal
Soda/ Water	25% x 200 = 50 drinks = 50 sodas	Soda/ Water	70% x 200 = 140 drinks = 140 sodas

Managing Attendance at Food Functions

- Firm menu prices are not quoted earlier than six months prior to event
- Planner initially will estimate attendance at a food function
- Early estimates of planners should be updated periodically
- Guarantee needed 48 or 72 hours in advance for ordering purposes
- Group generally guarantees to pay for a certain number regardless of attendance

(continued)

Managing Attendance at Food Functions

(continued)

- Overset safety margin of 5 percent is common. For example, if guarantee calls for 200 attendees, hotel agrees to set for 5 percent over and sets tables and chairs for 210
- Require guarantees in writing
- Attrition fees may be assessed if group fails to meet its commitment
- Ticket exchange is often used for final banquet

Guarantee Sheet

**The Durham Resort
Guarantee Sheet
For February 8, 20_**

Time	BEO #	Room	Func.	GTD	Set	Sources	Post As
4:00A-4:00A	121	Madison	EXHB	25	28	DJ/AO/JH/CH	Kopykat Sales
7:00A-9:00A	378	Monroe	BMTG	150	165	AO/AO/JH/JH	Auto Travelers Assn
7:00A-9:00A	127	Grant	BMTG	100	110	DJ/DJ/AO/AO	Auto Travelers Assn
7:00-11:00A	382	Ballroom J	RECP	200	220	KZ/KZ/JH/JH	Kopykat Sales
7:30A-8:00A	352	Ballroom J	CONT	50	55	AO/AO/JH/JH	Kopykat Sales
8:00A-4:00P	482	Ballroom A	EXHB	20	22	ML/ML/MW/MW	Auto Travelers Assn
8:00A-6:00P	482	Ballroom A	EXHB	20	22	DJ/DJ/AO/AO	Auto Travelers Assn
8:00A-6:00P	371	Webster	EXHB	20	22	AO/AO/JH/JH	Auto Travelers Assn
8:00A-12:00P	487	Coolidge	REG	20	22	AO/AO/JH/JH	Auto Travelers Assn
8:00A-5:00P	877	Washington	GS	80	88	DJ/DJ/AO/AO	Kopykat Sales
10:30A-4:30P	472	Jackson	MTG	75	85	JH/JH/DJ/DJ	Kopykat Sales

This computer printout lists all food functions on a particular day. Copies of the form are generally distributed to the executive chef, banquet chef, executive steward, food and beverage controller, function book coordinator, banquet manager, and convention service manager.

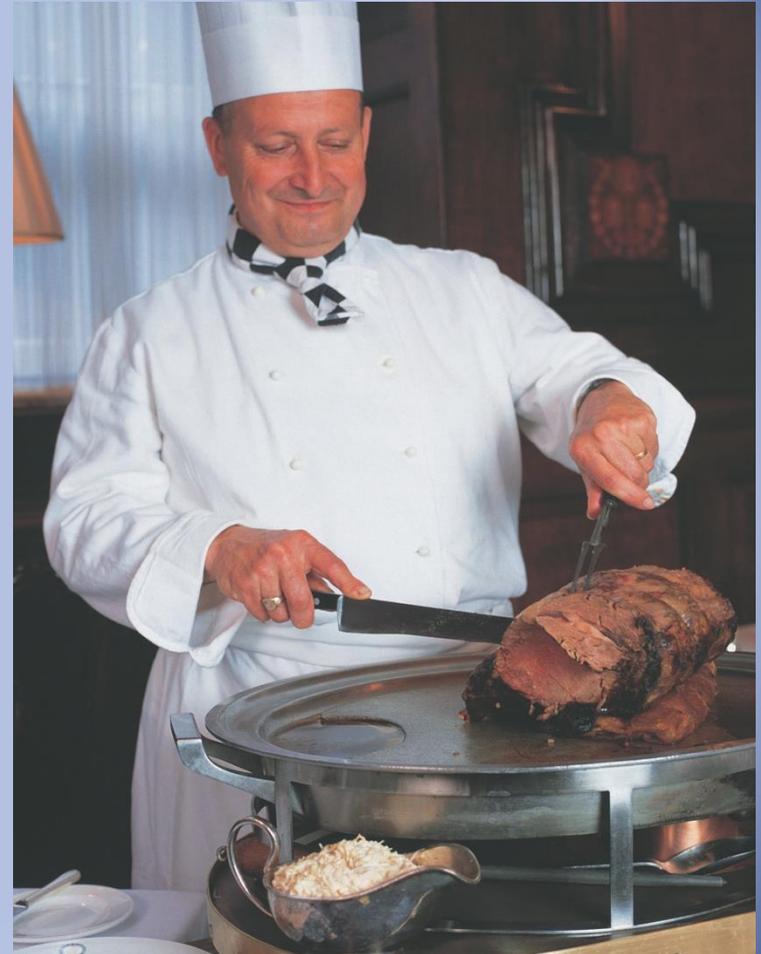
Types of Food Service

Plate or American Service

- Most common form of banquet service
- Food prepared in kitchen and presented on guests' plates

Russian Service

- Food prepared in kitchen
- Served from platters onto guests' plates



Courtesy of Fairmont Hotels and Resorts

(continued)

Types of Food Service

(continued)

English/Family-Style Service

- Food brought to the table on platters or in bowls

Butler Service

- Used at receptions

French Service

- Food prepared tableside on carts or a gueridon
- Requires space between tables for carts



Courtesy of Jumeirah Hotels and Resorts

(continued)

Types of Food Service

(continued)

Preset Service

- First course on tables when guests arrive

Buffet service

- Guests serve themselves from arrayed choices

À la Carte Catering

- Guests have choice of entrées

Function Room Issues

- Choose location based on type of function, location of other functions, traffic, kind of seating, and lighting
- Ensure enough time for setup, breakdown, and cleaning
- Ensure that noise will not disrupt functions



Courtesy of Jumeirah Hotels and Resorts

Control Procedures and Staffing

Control Procedures

- Meals: usually charge per person
- Hotels must establish a head count procedure to determine the actual number of meals served
- Count coupons or tickets at door or table, or count dishes
- Coffee breaks or hospitality suites: charge per cup or gallon of coffee, per piece or tray of Danish
- Complimentary hors d'oeuvres allow higher meal and drink charges
- Labor charges and setup costs added to small-function bills

(continued)

Control Procedures and Staffing

(continued)

Staffing

- One server per 20 guests
- As little as one server per 10 if price and service warrant it
- One captain for every 10 to 12 servers
- One server per 16 guests with wine service
- One server per 30 to 40 guests for buffets

Two Ways of Handling Food and Beverage Service

Uniserve

- All arrangements for function space and F&B made through one service contact—the convention service manager.

Duoserve

- F&B responsibilities separated from scheduling of function space. Meeting planners must work with a banquet/catering department for their F&B requests, and with the convention services department for their function room needs.

Beverage Service Setups and Pricing Methods

Types of Beverage Service

- Host bar/open bar
- Cash bar/no-host bar
- Coupons or tickets at no-host bar
- Captain's bar

Pricing Methods

- By the person: flat rate for a specified time
- By the bottle: includes opened bottles
- By the drink: include labor charge and use standard drink sizes

Hospitality Suites and Brands of Liquor

Hospitality Suites

- Used by exhibitors and for good will
- Policy on liquor from outside (corkage)
- Inform group of union regulations

Brands of Liquor

- House brands—standard
- Call brands—by request only
- Premium brands—most expensive liquors
- Prices for house and call brands may be the same or different

Beverage Control Systems

Procedures

- Maintain formal procedures
- Stock 25 percent more than group's estimated consumption and return excess to stockroom
- Marrying beverage service stations—closing bars in staggered order, moving partials from one bar to another

Host Bar Control

- Easiest—no cash exchange
- Opened bottles returned to stock or sold to group

(continued)

Beverage Control Systems

(continued)

Cash Bar Control

- Requires rigid controls
- Use cashier, not bartender, for cash handling

Coupon or Ticket Bar Control

- Need for cashier depends on when tickets are sold

Automated Bars

- Prevent overpouring
- Bartender still required for blended drinks
- Most units take only 8 bottles
- Lends a mechanical atmosphere to cocktail receptions

Liquor Liability and Staffing

Liquor Liability

- Many states have dram shop laws
- Must take responsible care in serving alcohol

Staffing

- One bartender for every 75 to 100 people
- One bar back for every three bartenders
- Open bar stations farthest from entrance first
- Staff one waiter for every 50 people for food receptions



*Courtesy of Mandarin Oriental Hotel
Geneva, Switzerland*

Post-Function Actions

- If billing is per person, tally guests served and have planner acknowledge total
- Tally unopened bottles and bottles to be returned for credit; have planner acknowledge totals
- If billing is not through master account, bills should be paid when totals are certified

Food and Beverage Service at Smaller Properties

Role of Catering Manager

- Can be responsible for sales as well as coordinating F&B in smaller properties
- Small property's catering manager usually does not have authority over rooms
- Large property's catering manager usually handles only F&B

(continued)

Food and Beverage Service at Smaller Properties

(continued)

Servicing and Selling

- Smaller properties use uniserve
- Catering manager may be in charge of function book at small property
- The danger of double-booking

Communication and Cooperation Needed

- More so in small properties because departments are more autonomous
- Small properties should still use specification sheets