

Case Briefing

F&B Manager - Hotel Restaurant



The Situation

The Flamingo Hotel, a 190 room property, has just opened a new restaurant. The restaurant will serve hotel guests and area residents. The plan is to serve three meals a day. Management wants the restaurant to turn a profit as well as provide a convenient dining option making the hotel more attractive for guests.

Your Role

You have been hired as the new Food & Beverage Manager. You are in charge of all aspects of restaurant operations.

Learning Phase

Step-by-step instructions will guide you through each of the actions necessary to get your restaurant operational. You will be shown one example of each action. You will then run simulated time forward and learn how to read reports about the revenue, expenses, and profit of your restaurant. You'll also learn how to get guest feedback on your decisions. The second page of this Case Briefing includes additional tips, hints, and explanations that will be useful in the Challenge Phase.

Challenge Phase

In this phase, you will fully setup and operate the new restaurant at the Flamingo Hotel. You will need to use the actions learned in the previous phase to setup your menu, price each item, purchase ingredients and staff the restaurant. You will set up menus and staff for all three meals throughout the day. Your goal is a specific departmental profit target for the Restaurant Department. You will also receive points for smart purchasing that keeps your ingredient inventory low.

At the option of your Professor, you may be able to retry the Challenge Phase multiple times. Only your best grade will count.

The Full Restaurant in the Simulation

The simulation model contains a full working model of a restaurant. The model includes servers, cooks, equipment, ingredients, menu items, a kitchen, a dining room, and a storage area. Thousands of simulated hotel guests and surrounding area residents make decisions on whether they will dine at the restaurant, based on menu selection, price, and service. Inventory, food costs, and labor costs are all accurately tracked to report restaurant financials on a daily and monthly basis. Customers will make comments and post to social media based on the experience they have at the restaurant.

Discussion Questions

What can a food and beverage manager do to control restaurant labor costs?

How is running a hotel restaurant both similar and different than running a standalone restaurant?

What considerations go into planning a menu at a hotel restaurant?

When might you deviate from rule-of-thumb pricing based on food cost percentage?

Tips & Strategies for Success

1 EXTERNAL RESEARCH DRIVES THE STRATEGY



2 MAJOR ACTION CHECKLIST PRIOR TO OPENING



3 MONITORING AND FEEDBACK DRIVES CONTINUOUS IMPROVEMENT



- Review the Market Data Report
- Determine the business/leisure mix of guests
- Look at Food and Beverage Preferences and identify menu items that will be liked by your mix of customers
- Be sure to research preferences for all three meals

Note: Children travel with leisure travelers

- Add your identified menu items for breakfast, lunch, dinner, and drinks
 - Price things at roughly 3 times cost, slightly less for items with high food costs
- Set up staffing and be sure to copy forward your schedules
 - Peak hours for breakfast are 6-9, lunch 11-2, and dinner 6-9
- Decide how much of each ingredient to purchase
 - Hover the mouse over each ingredient type to see what menu items it is used in
 - Order more of the ingredients that are used in multiple menu items
 - Do not order quantities for ingredients not used on your menu
 - Generally, ordering between 50 and 250 units of ingredients is a good place to start

- Review Tweeter to see what your diners are saying
- Add more staff if there are concerns about waiting for a seat or being served quickly
- Purchase more ingredients if certain meals cannot be made
- Change the menu if there are too many complaints by a particular group (business, leisure, or children) about not finding anything they like
- On each meal and beverages menu, monitor Past Week Sales
 - Lower prices on or replace poorly selling items
 - Try raising prices on popular selling items
- Look at the Daily Revenue Report F&B Tab to check revenue
 - After making changes, compare a given day's sales to the same day sales one week earlier (ex: compare this Monday's sales to last Monday)
- Look at the Monthly Profit Report
 - Check Restaurant Profit to monitor progress to goal
 - Check to see how actual Restaurant Wage costs compare to budget and reduce staffing if necessary
- Click on Working on Goal link in the left side text to determine how Inventory levels compare to budget
- Review ingredients and reduce purchasing where inventory is not being used