

CHAPTER 10: MANAGING QUALITY IN FOOD AND BEVERAGE OPERATIONS

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After study
this chapter
you should
be able to:



Explain what is meant by quality in food and beverage operations and why it is important.



Understand the challenges facing the management of quality in F&B.



Describe a systematic approach to managing quality.



Compare and contrast a range of approaches to quality management.



Understand examples of how quality management works in practice.

Additional reading

Anderson, C. and Blakemore, D. (1991). *Modern Food Service*. Oxford: Linacre House.

Brown, G. and Hepner, K. (2004). *The waiter's handbook edition 3*.

Davis, B., Lockwood, A. Pantelidis, I.S. and Alcott, P., (2008). *Food and Beverage Management 4th ed*. London: Elsevier.

Klunklin, P. *Food and beverage service in the restaurant*.

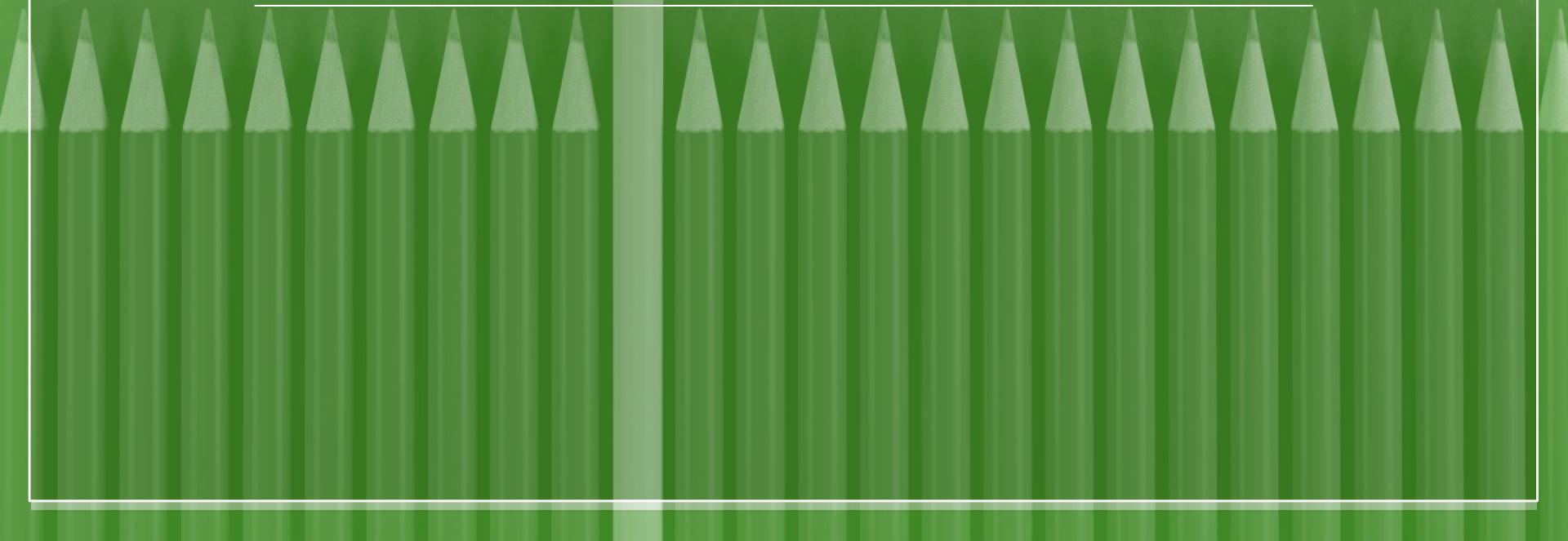
Walker, J. R. (2004). *Introduction to hospitality management*.

Websites.

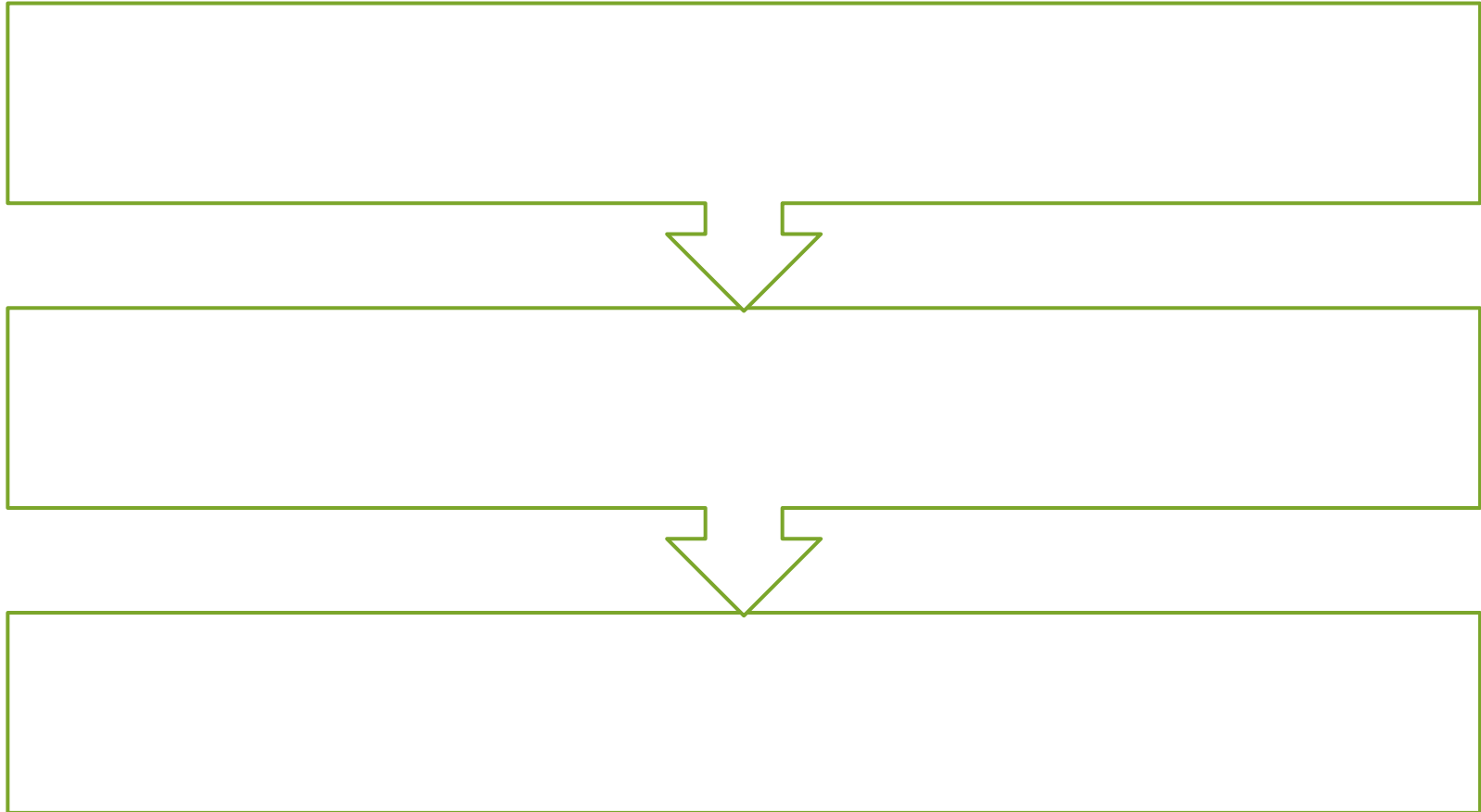
What is quality?

The British Standards definition of quality (British Standard 4778, 1987) is the **totality of features and characteristics of a product or service that bear on its ability to satisfy a stated or implied need** (Davis et al, 2008)

WHY IS QUALITY IMPORTANT?



Three main sources of pressure on businesses to pay attention to quality



Activity I

- What is a good service quality?
- Why is it important?

Managing quality in food and beverage operations

- Characteristics of FB and service operations
 - Intangibility
 - Heterogeneity
 - Simultaneity
 - Perishability
 - The cost structure
 - The unpredictability of demand
 - The short cycle of production
 - The risk
 - The technology
 - The presence of the customer

A systematic
approach to
quality
management

Planning

Doing

Checking

Acting

Quality inspection

Quality control

Quality assurance

Total quality
management

Six sigma principle (reduce defect,
waste & variation)

Developing
approaches
to quality
management

Six Sigma Principle

A set of techniques and tools for process improvement

- Introduced by an American engineer Bill Smith while working in MOTOROLA
- Six Sigma process is one in which 99.99966% of all opportunities to produce some features of a part are statistically expected to be free of defects.
- This strategy intended to improve the quality of the output of the process by identifying and removing the causes of defects & minimize impact variability in manufacturing and business process.

Summary

- The nature of quality, its definition and importance for food and beverage operations.
- The rationale for a systematic approach to quality management.
- The different approaches to quality management and how one approach build towards the next. The advantage and disadvantages of each approach were also considered.
- The experience of two applications of quality management in food and beverage.

Question?