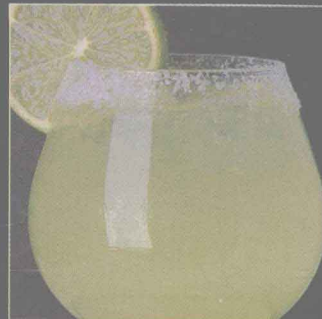


MANAGING BAR and BEVERAGE OPERATIONS

Lendal H. Kotschevar
Mary L. Tanke



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**Lendal H. Kotschevar, Ph.D.
Mary L. Tanke, Ph.D., CFBE**



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Preface

Creating an environment where people can safely enjoy the pleasures of alcoholic beverages and where you can generate your desired profit is a great accomplishment in today's dynamic bar and beverage industry. Now, more than ever before, success in the bar and beverage business means taking creative risks and meeting new challenges.

New attitudes toward alcohol, as well as accompanying social concerns, make the challenges real. This text addresses both the challenges and how to meet them. Above all, this text stresses a guest-oriented approach, from design to marketing to service procedures.

Part I lays the groundwork, identifying and defining the social concerns and responsibilities and summarizing the management functions.

Part II—Planning and Marketing—begins with pre-operational architecture and design considerations for the building and the bar. It continues with mixology, service and selling techniques, human resources management, and marketing.

Part III focuses on controls. Purchasing and its related functions, pricing, and cash-handling methods and procedures, are operational controls addressed in Chapters 9 and 10. Chapter 11 describes the legal controls.

Product knowledge (Part IV) is the final component of this bar and beverage management package. Product knowledge is a requisite for success. It enables managers to resolve everyday problems and gives them the background they need to take creative risks and meet challenges confidently.

Designed for students as well as beverage professionals, this text combines Kotschevar's product knowledge and research background with Tanke's operational experience and human resources expertise. Our co-authorship developed from a recognized need for such a text in the service economy of the 1990s. It is predicted that almost ninety percent of the total labor force will be employed in the service sector by the year 2000. For the bar and beverage industry, this represents a trend that is waiting to be seized and a need waiting to be satisfied.

We are grateful for the industry input we received from the manuscript review committee. The committee members' advice, suggestions, and support, in addition to the photos and exhibits they contributed, enhanced our efforts and the text's practicality.

The committee members are: Jean-Paul Barat, Director of Food and Beverage at the Walt Disney World Swan, Lake Buena Vista, Florida; Rene Bardel, Division Director of Food and Beverage, Continental Companies, Miami, Florida; George Cashmark, Administrative Assistant, Food and Beverage Department, Stouffers Hotel Company, Solon, Ohio; Professor David R. Grier, Florida International University School of Hospitality Management, Miami; Roger McAleese, Director of Support Services, Opryland Hotel, Nashville, Tennessee; Michel L. Kranz, Director of Food and Beverage, Hilton Fontainebleau, Miami Beach; Glen Reynolds, Director of Food and Beverage, Miami Airport Hilton and Marina, Miami; Regynald G. Washington, Senior Vice President, Concessions International, Inc., Atlanta, Georgia; and Paul Wise, Program Director and Professor, University of Delaware, School of Hotel, Restaurant, and Institutional Management, Newark, Delaware.

—Lendal Kotschevar and Mary L. Tanke
Miami, Florida

Dedication

To Anthony G. Marshall, Esq.
Boss Extraordinaire

About the Authors . . .

Dr. Lendal H. Kotschevar, Distinguished Professor in the School of Hospitality Management at Florida International University and the author or co-author of 15 texts, was a pioneer in establishing the discipline of hospitality management.



His broad and distinguished career began when he was trained as a chef by his grandfather, Chef Louis Belanger. Later, in World War II, he served as Director of the U.S. Navy's Commissary Schools. After World War II, he became Civilian Director of the U.S. Commissary Research and Development Facility, where he and his staff were instrumental in food planning research that helped pave the way for the atomic submarine. He left that position to take his doctorate at Columbia University, then went to the University of Montana to become Director of Housing and Foodservices and Chair of the Department of Home Economics. In the early 1960s, he went to Michigan State University as Professor of Food Service Management. He left Michigan State after nine years to devote more time to writing. Dr. Kotschevar served as visiting professor to such schools as the University of Hawaii, the University of Nevada at Las Vegas, Haifa University in Israel, and the Centre International de Glion in Switzerland.

In addition to teaching and writing, Dr. Kotschevar has lectured widely and has served as a consultant to Pope Paul, the Food and Agriculture Organization of the United Nations, and a number of hospitality suppliers. In recognition of his contributions and outstanding service to education, he received the Meek Award from the Council on Hotel, Restaurant and Institutional Education (CHRIE). He is also a diplomate of the Educational Foundation of the National Restaurant Association.

Dr. Kotschevar spends his summers at his cabin on Lake Lindbergh in the Montana Rockies, engaging in fishing, gardening, writing, and socializing. He spends his winters in Miami where he plays golf in addition to writing, teaching, and socializing. His ambition now: to change the phrase "living the life of Riley" to "living the life of Kotschevar."

Dr. Mary L. Tanke is an Associate Professor in the School of Hospitality Management at Florida International University. Her eleven years of teaching hospitality management include two semesters in Switzerland at the Centre International de Glion.



She received her doctorate and a master's degree from Purdue University and a bachelor's degree from FIU. She holds a Certified Food and Beverage Executive (CFBE) designation from

AH&MA's Educational Institute and is an active participant in the Council on Hotel, Restaurant, and Institutional Education (CHRIE). She has co-chaired CHRIE's Accreditation Committee for five years and currently serves as Chairperson for the Accreditation Commission for Programs in Hospitality Administration (ACPHA). It was research stemming from Dr. Tanke's dissertation that led to the formulation of ACPHA.

Dr. Tanke received the Ryder System, Inc., Award of Excellence in Research/Scholarship for her work on accreditation and multicultural management. She is the author of one other text, *Human Resources Management for the Hospitality Industry*, and has developed workshop modules for hospitality industry professionals on the subject of multicultural management.

In addition to her educational background, Dr. Tanke has twelve years of experience in the food service industry. She has been a busperson at Strongbow Turkey Inn in Valparaiso, Indiana; a working chef at the Alabama Hotel, Winter Park, Florida; a cook at Valparaiso University; a manager of the student lab-cafeteria at Purdue University; a banquet chef for Holiday Inn; an assistant to the chef at the Depot, Miami; and a food specialist aboard AMTRAK.



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Part I

Introduction

1

Introduction to Bar and Beverage Management

Chapter Outline

- The Bar and Beverage Business
 - A Brief History
 - Types of Bar and Beverage Operations
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 - Lounges
 - Alcohol Consumption Patterns
- Managing Bar and Beverage Operations
 - What Is Management?
 - Planning
 - Organizing
 - Coordinating
 - Staffing
 - Leading
 - Controlling
 - Evaluating
 - A Practical Approach
 - Marketing and Control
- The Future