



CHAPTER 9

PRODUCTION CONTROL

LEARNING OBJECTIVES

After completing this chapter learners would be able to:

- (i) Understand the stages used to control the preparation of food and beverages
- (ii) Understand the Objectives of Volume forecasting for food
- (iii) Understand the method of forecasting
- (iv) Understand the Cyclic Menus

I. Aims and Objectives:

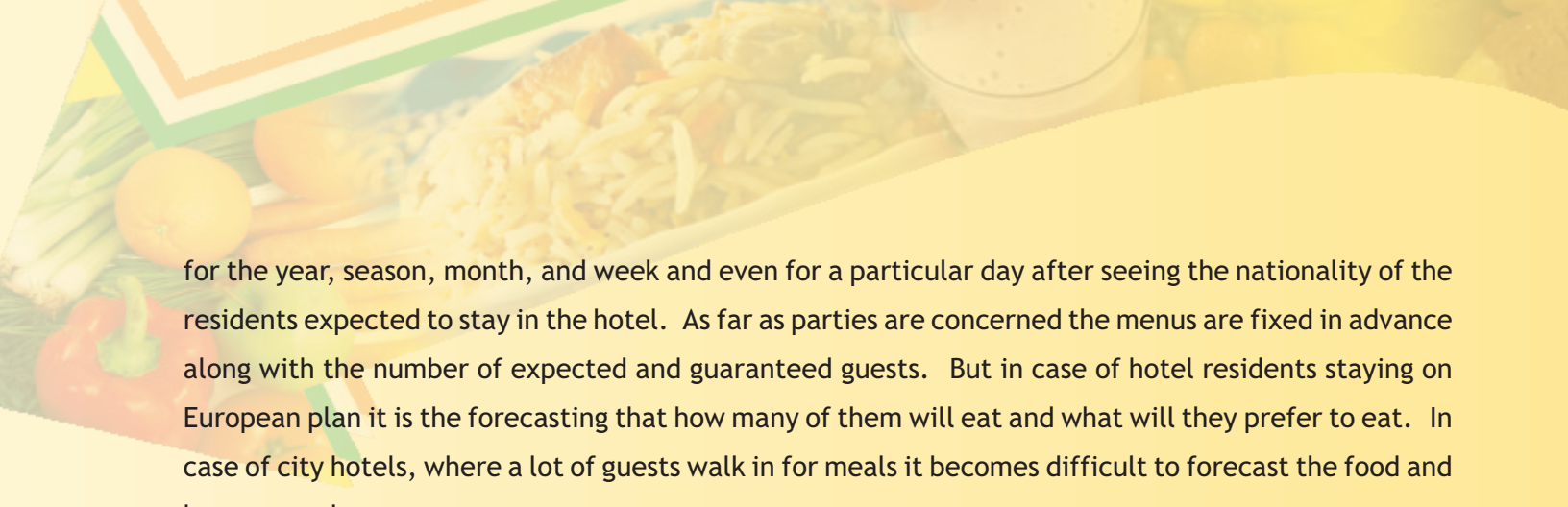
The aim and objective of production control to reduce over production waste during cooking, storing, purchasing, processing, portion size, etc. In spite of having a good sale, a hotel may incur loss due to WRONG of the kitchen in handling raw material, the preparation and the sale of food.

The following stages are used to control the preparation of food and beverages.

1. Volume Forecasting
2. Standard Yields
3. Standard Recipes
4. Standard Portion Sizes
5. Standard Portion Cost

1. Volume Forecasting:

The forecasting is a highly professional job and should be handled by professionals only. It is the prediction of volume of food and beverage sale. It is not only the total volume of food and beverage sale but the forecasting is to be made for the volume of individual items sale. This forecasting helps kitchen and management to prepare the food of such quantity that neither the food is wasted due to over production nor orders are refused due to under production. The information regarding house count, groups staying in the hotel, number of guests / groups staying on plans other than European Plan, parties, conferences booked for the day and for the next few days. The forecasting can be done



for the year, season, month, and week and even for a particular day after seeing the nationality of the residents expected to stay in the hotel. As far as parties are concerned the menus are fixed in advance along with the number of expected and guaranteed guests. But in case of hotel residents staying on European plan it is the forecasting that how many of them will eat and what will they prefer to eat. In case of city hotels, where a lot of guests walk in for meals it becomes difficult to forecast the food and beverage sale.

a) The Objectives of Volume forecasting for food are:

- a) To forecast the total number of meals sold during breakfast, lunch, dinner, etc. in different restaurants during a particular day.
- b) To forecast the type of meals preferred by the guests. Whether guests will prefer vegetarian food or non vegetarian food. Or whether they will prefer Indian, Chinese, Continental, etc.
- c) Volume forecasting will facilitate in purchasing of raw material
- d) It ensures availability of all necessary ingredients.
- e) The quantity of each raw material required is procured in right quantity.
- f) It helps in controlling the food cost of kitchens and bars.
- g) The actual sale under various heads is compared with the forecasted sale to know the correctness of forecasting.

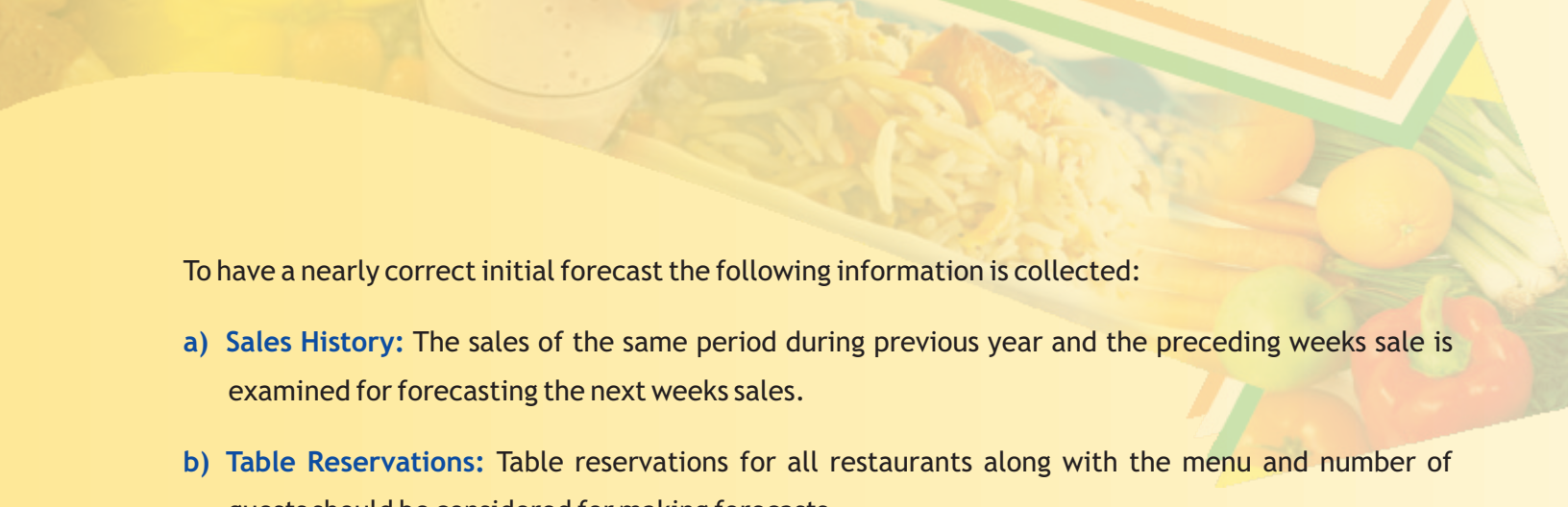
b) Method of Forecasting:

No matter what ever method may be adopted or the forecasting might have been done by the most professionals, still to have the full proof forecasting is impossible. These days hotels in metros are having early morning buffet at economical rates to consume the leftovers of the day. This helps in controlling the wastage and hence, food cost.

The volume forecasting can be divided in two stages and these are initial forecast and a final forecast.

c) Initial Forecast:

The initial forecast is made for the following week and contains the number of meals to be served in each restaurant / outlet along with the type of items to be served.

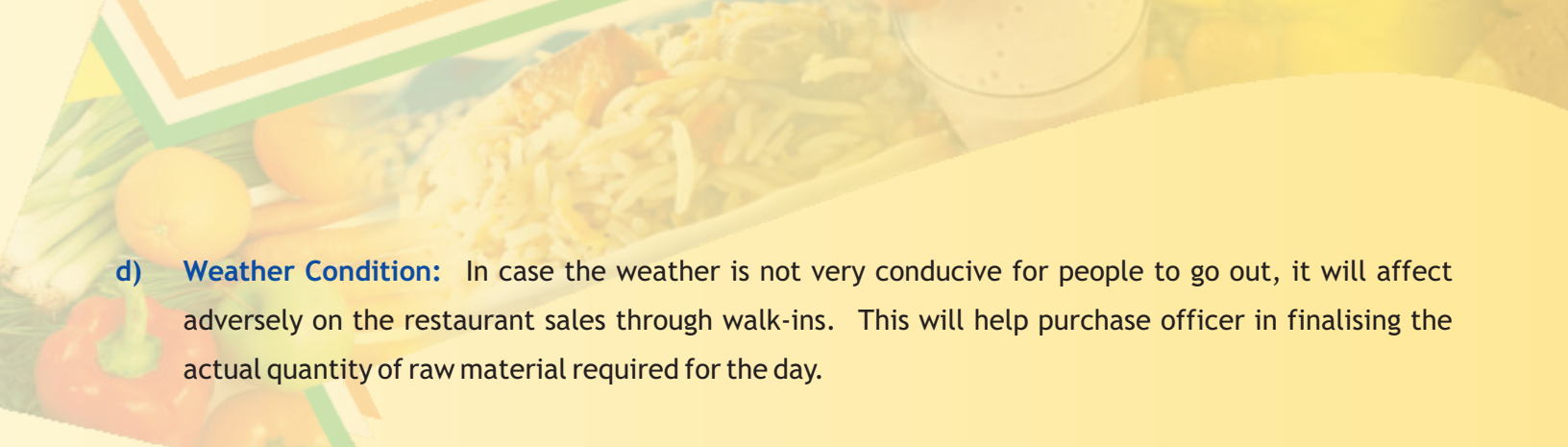


To have a nearly correct initial forecast the following information is collected:

- a) **Sales History:** The sales of the same period during previous year and the preceding weeks sale is examined for forecasting the next weeks sales.
- b) **Table Reservations:** Table reservations for all restaurants along with the menu and number of guests should be considered for making forecasts.
- c) **Banquets, conferences:** All parties including banquets, conferences, kitty parties, etc. along with the expected number of guests and menu should be kept in mind while forecasting.
- d) **Current Events:** Any happenings in the town like trade fairs, exhibitions being held near by, will have a positive impact of the expected sale. On the contrary during marriage seasons, the walk-in customers for meals and snacks reduce.
- e) **Current Trends:** The current trends of selling or ordering menus should be considered. This can be picked up from the restaurant sales summary sheet / restaurant checks or from the kitchen summary sheet. All cancellation of orders should also be evaluated for the cause of cancellation of orders. The corrective measures where ever required should be taken to pick up the sale.

After making the initial forecast the final forecast is made:

- a) **Quantity of raw material:** After forecasting the dish wise sale, the quantity of basic raw material required to prepare those dishes is made. This is done in order to make right requisitions from stores and for placing orders / supply orders from purchase department to suppliers on time for the right quantity. This helps in minimising the wastage and also avoids the chances of cancellation of orders due to non availability of raw material.
- b) **Quantity ordered:** Purchase officer will evaluate the next week's requirements for the restaurants and will place the order with supplier keeping in mind the availability of store space, working capital, management policy.
- c) **Current day's requirement:** After checking the closing stock of raw material with the kitchens and stores, the purchase officer will place the order for the current day's perishable supply. He will also keep in mind the forecast for the day.

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- d) **Weather Condition:** In case the weather is not very conducive for people to go out, it will affect adversely on the restaurant sales through walk-ins. This will help purchase officer in finalising the actual quantity of raw material required for the day.

Aids to Volume Forecasting:

The following aids are useful for volume forecasting:

1. Cyclic Menus for Hostels:

Cyclic menus are very common amongst hostels, canteens, residential hotels, etc. The same guests are served meals (break fast, lunch and dinner) on daily basis. It is not economical to have elaborate menus and offer choice to the guests on a la cart basis. The length of the period depends upon the length of the menu (number of dishes which can be offered to the guests). Usually hostels have weekly cyclic menus. Seven menus for break fast, lunch and dinner are made and served during the week. While planning the cyclic menus, the nutritive requirements of the guests, availability of the raw material, cooking equipments, chef's abilities, cost / price factors, service facilities and equipments available, etc are kept in mind. Usually the food items are not repeated in the cyclic menus and the taste of the guests is very important while planning the cyclic menus.

The cyclic menus help in controlling the cost at all levels. It reduces the load on kitchen and service staff as the shorter menus are decided in advance and can be prepared for the fixed number of guests. For service as well, the time of service is pre fixed and all the guests come at a particular time and hence it reduces the load on service department. More over the number of guests to be served are fixed so it minimises the food wastage as the right quantity of food is cooked.

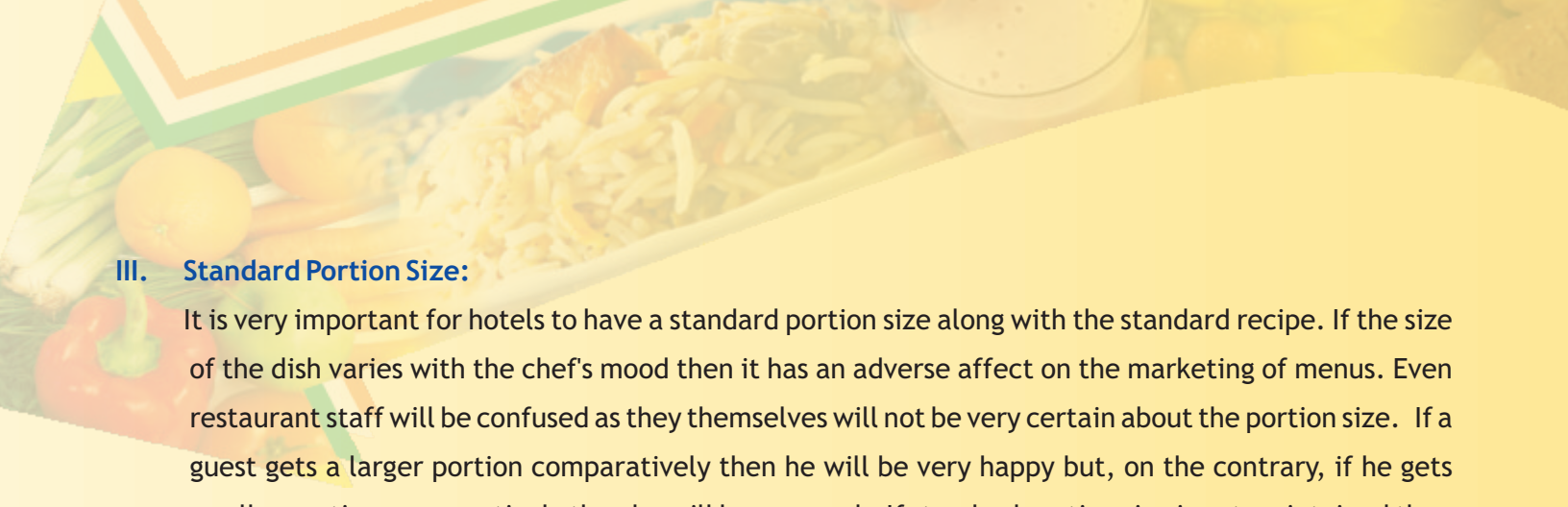
2. Sales Histories:

For each outlet a sales history is made depending on the record of actual sales and potential sales. The record of sale of previous year, month, week, etc for the same period and the special events taking place in the hotel, city and weather forecast, etc. help in forecasting the sale for the coming days, months, etc. In the same way the forecasting for menu items can also be made. This helps in purchasing and cooking the right food and in right quantity.

II. Standard Recipes:

The following are the objectives of preparing standard recipes:

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1. **Quantity and Quality of Food Ingredients:** Standard Recipes help in deciding the quantity and quality of raw material used for preparing a standard dish. It helps in making a standard purchase specification for each raw material for different dishes. For example, the standard specification of Tomatoes for Green Salad will be different then for preparation of same as from tomatoes.
 2. **Yield:** It helps in deciding the size of carcass or type of meat to be purchased to minimise the wastage. Standard recipes guide chef in fixing the size and weight of each portion and hence the maximum yield can be obtained from the raw material purchased.
 3. **Food Cost per Dish:** It helps in maintaining the food cost of each and every dish and hence in maintaining the gross profit. $\text{Sale per dish} - \text{food cost per dish (variable cost)} = \text{gross profit}.$
 4. **Nutritional Value of Dish:** It is very useful especially for hostels, hospitals, industrial canteens. The nutritional value can be accurate when known quantities and qualities of raw material will be used.
 5. **Menu Planning:** It helps in planning menu as far as colour, method of cooking; basic raw material, etc. are concerned because the quantity and quality of all raw materials is known in advance.
 6. **Purchasing, Requisitions and Departmental Transfers:** If the exact quantity and quality of each ingredient is known in advance because of correct forecasting and standard recipes then it helps purchase department to make the correct purchasing, kitchens can sent the exact requisition of commodities required and even inter department transfers are done more accurately (departmental transfers are more common for kitchens to make inter departmental transfer of food items from butchery).
 7. **Standard Food:** If standard recipe is used then the standard of all dishes will remain same even if the main chef goes on leave or resigns.
 8. **Portion Control:** Standard recipes help in maintaining the portion control and hence the food cost.
 9. **Standard Recipe Book:** Hotels usually prepare standard recipes, take a colour photograph of each dish, write the exact quantity and quality of ingredients required and mention in detail the method of cooking. This Recipe Book helps new employees in maintaining the same standard. Restaurant staff can also be trained by showing the standard recipe book and while taking orders they can explain to guests better and this helps in selling the right food to guest.



III. Standard Portion Size:

It is very important for hotels to have a standard portion size along with the standard recipe. If the size of the dish varies with the chef's mood then it has an adverse affect on the marketing of menus. Even restaurant staff will be confused as they themselves will not be very certain about the portion size. If a guest gets a larger portion comparatively then he will be very happy but, on the contrary, if he gets smaller portion comparatively then he will be annoyed. If standard portion size is not maintained then it will also affect on the maintenance of food cost. The standard portion size may differ from table d'hôtel menu and a la carte menu. The question here is not, what should be the size of portion? This may differ from hotel to hotel depending upon the management policy, price of the dish / menu. But the question is that whatever standard portion size is decided by the management then the same portion size must be served on all days by the restaurant / kitchen. Even the accompaniments served along with the main dish must have a standard portion size. Even the decoration / presentation of the dish and the container in which it is served must have the uniformity.

IV. Staff Meals:

The larger hotels have a separate staff dining hall and all staff members are required to have their meals in the staff cafeteria. Some hotels maintain a separate dining hall for executive and called Executive Dining Hall (EDR). But these days only one dining hall is made and all staff members are required to eat there only. The food cost of the staff meals dining hall is prepared separately. The kitchen attached to dining hall maintains its own food cost. Like any other kitchen they are audited. Hotels usually charge a very nominal cost from the staff for serving them meals on duty.

Smaller hotels who can not afford to maintain a separate kitchen for staff meals, serve food to its staff from the main kitchen only. But a separate costing is done for the staff meals and it is debited to the labour cost and not to the food cost.

SUMMARY / RECAPITULATION:

1. The forecast can be either initial forecast or final forecast.
2. For volume forecasting cyclic menus and sales histories are referred.
3. Each portion should be of a specific standard as this will help in controlling the food cost and guest will always feel satisfied.



ANSWER THE QUESTIONS

- Q1. (a) What are the objectives of volume forecasting?
(b) What are the methods for volume forecasting?
- Q2. What is a standard recipe? List the objectives of standard recipe and draw a neat Proforma of standard recipe.
- Q3. Define portion control. Enumerate on objectives of portion control. Explain briefly the ways of monitoring portion control. List any six portion control equipments.
- Q4. Write short notes on (a) Vending Machine (b) Aims and Objectives of Production Control
- Q5. What is the importance of Volume forecasting? How is it done in hotels?
- Q6. Explain the importance of standard recipes and draw the Standard Recipe Format for any one dish.
- Q7. Write short notes on: (a) LIFO & FIFO, (b) Rate of Stock turnover (c) Re-ordering level (d) Standard Yield. (e) Standard portion size (f) Standard Recipes.

