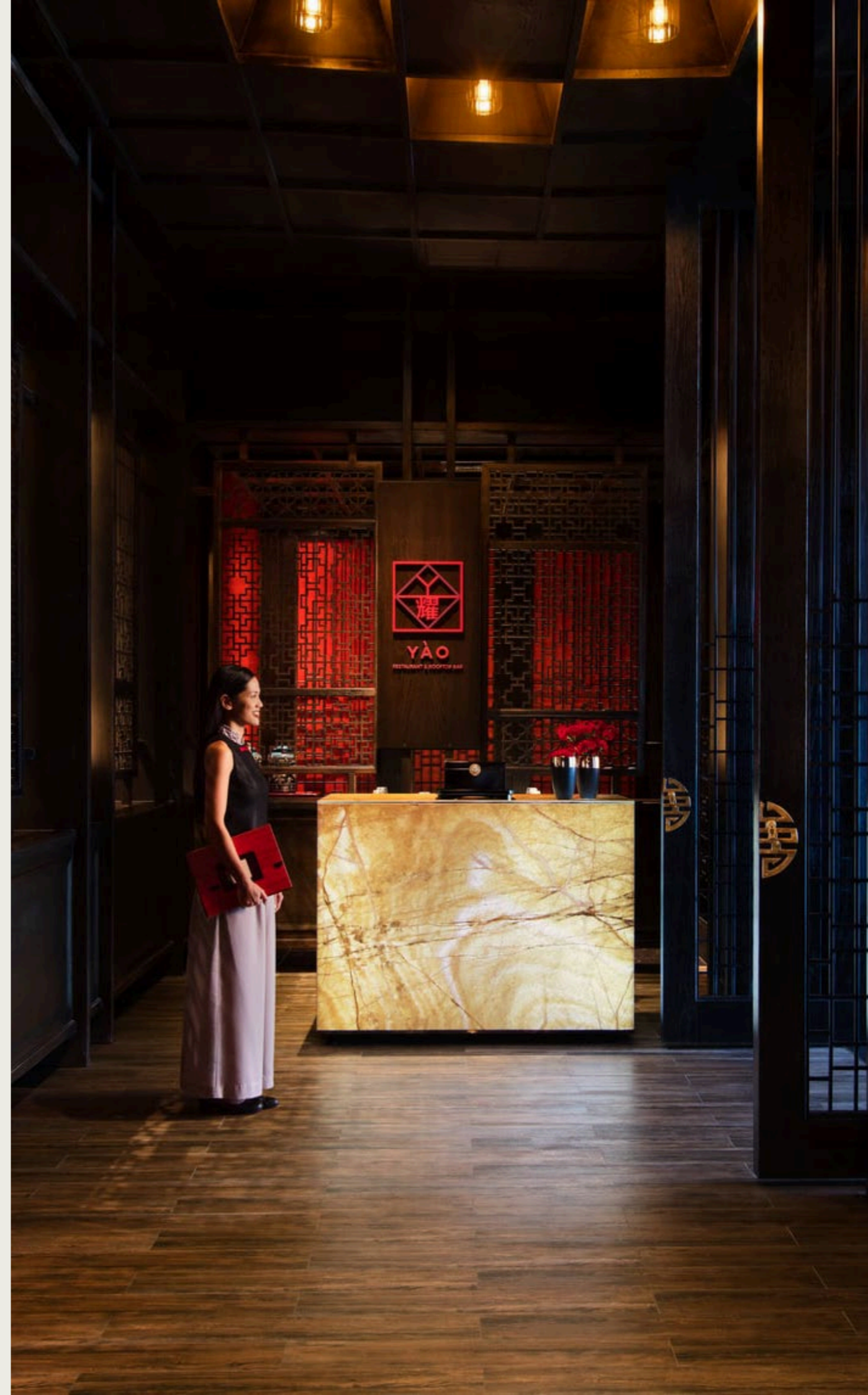


# F&B DEVELOPMENT HANDBOOK

*Driving Quality in Food & Beverage*



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F&B Development is the process of concept creation, design coordination and operational programming with the aim to deliver a memorable experience that drives desired returns.

In an ideal scenario, a hotel owner engages an experienced long term partner, who has the mandate to work out an owner's vision and to keep a strong hold on design coordination, all the way to opening and operating successfully.

This document dives into the F&B Development process, a systematic and structured approach to drive quality throughout the value chain. There is quite some careful consideration that goes into developing memorable food & beverage experiences, but with a very rewarding outcome at the end.

Thank you for reading,

*Arturo & Eelco*  
*Managing Partners, VHC Global*

# THE F&B DEVELOPMENT PROCESS

*Concept / Design / Programming*

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# DEFINITIONS

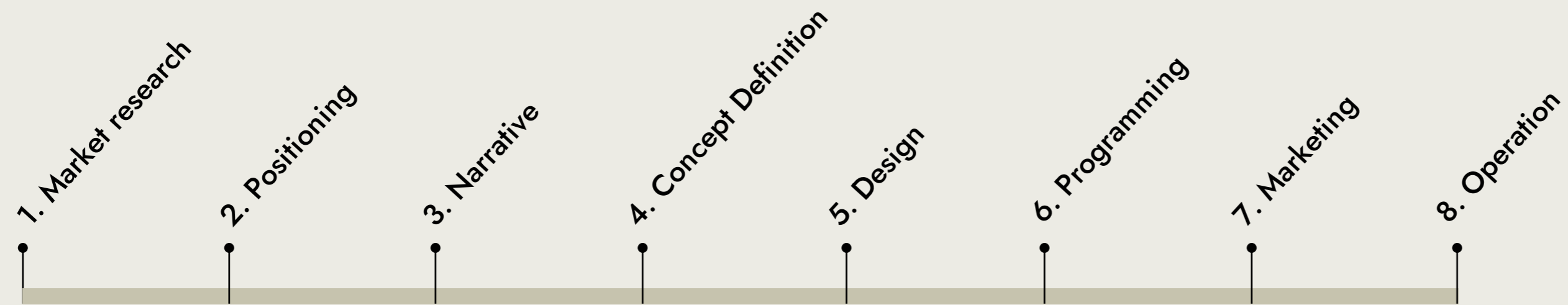
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<b>Design</b>	The process of space design (hardware) (architecture, interior, kitchen, AV, IT, acoustic, MEP)
<b>Programming</b>	The design of operational elements (software) (visual identity, music selection, wardrobe, menu planning)
<b>Operations</b>	Daily operations of a restaurant/bar (Policy, hiring, management, providing service)
<b>Marketing</b>	Promotion and communication strategy & execution (public relations, digital marketing, promotions)

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# F&B DEVELOPMENT PROCESS

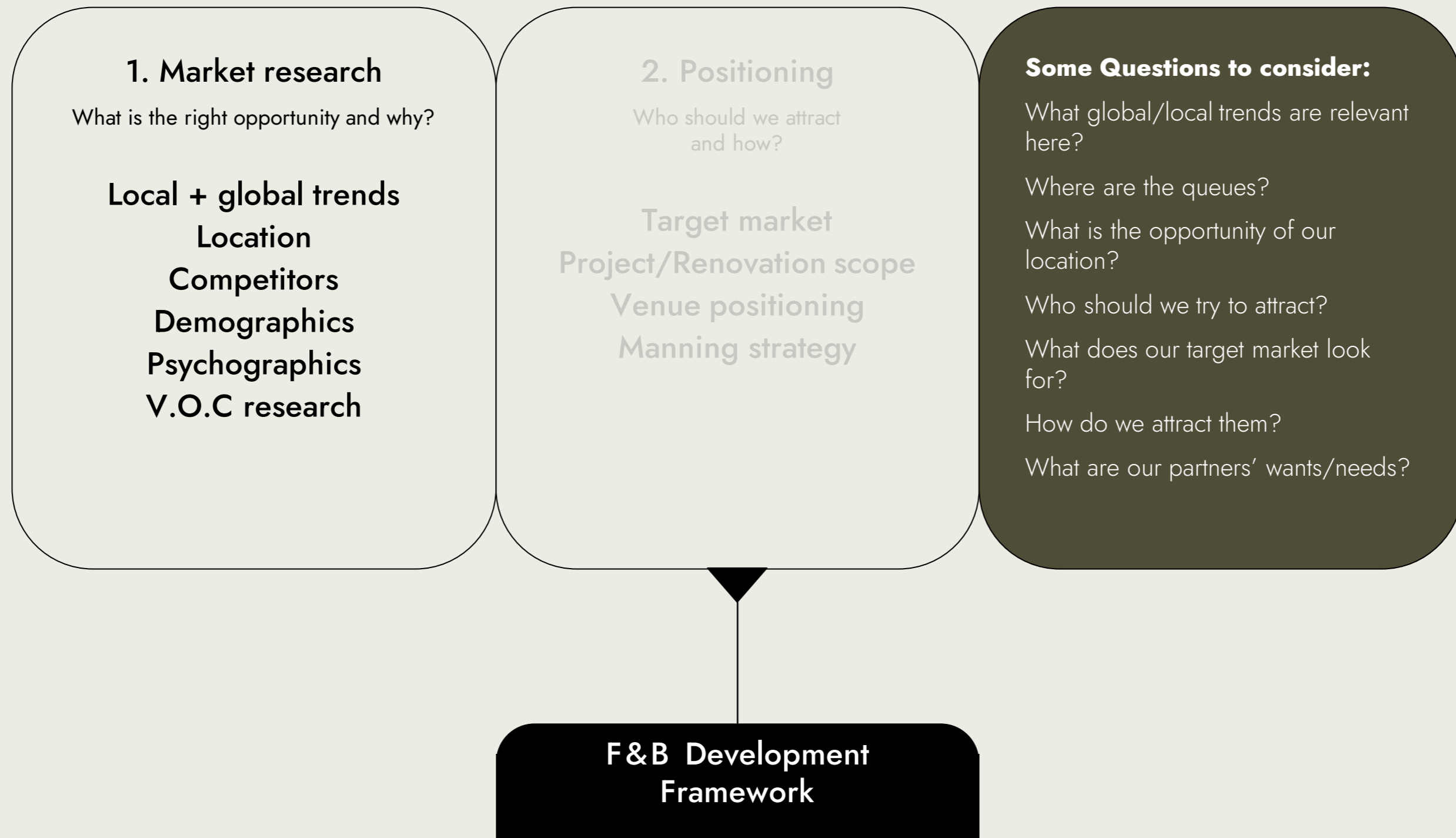
Broadly speaking, the F&B development process follows the following 8 steps:



This publication explains what each step entails and how that contributes to the overall guest experience, and success of restaurant and bars.

# MARKET RESEARCH

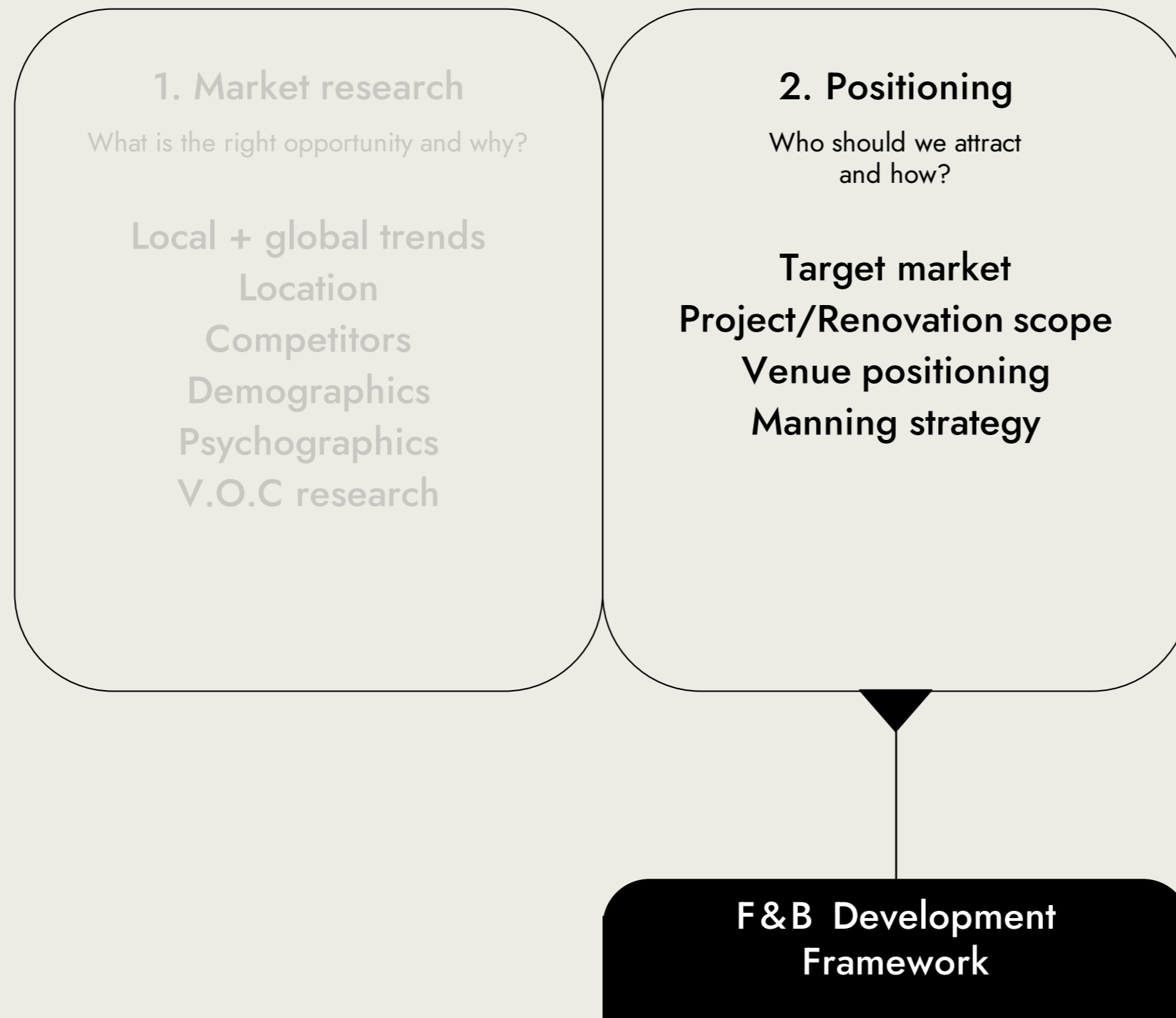
*It all starts from foundational market research to inform the positioning of the restaurant and bar. When conducting market research, the following foundational questions are to consider.*





# POSITIONING

*Market research informs the positioning of the restaurant and bar, an essential step to clearly formulate who and how to target. This sets the scope on which the F&B Development framework is based.*



### 3. Narrative

What is your story?  
What makes you unique?  
What are your F&B signatures?

*Let's have a look at the full F&B development framework. There is a lot to consider when developing F&B spaces, not a surprise, as creating trending and successful restaurants and bars is not an easy feat. We'll take a look at each of the F&B development disciplines.*

### 4. Concept Definition

The 5 pillars to express the concept narrative.

- Food
- Beverage
- Service
- Environment
- Fine Details

### 5. Design

Design requirements to construct the F&B concept.

- Key equipment
- Operational design
- Sound/ AV / Acoustics
- Key design elements
- Lighting

Design consultants

F&B design

### 6. Programming

Operational tools to run the F&B concept.

- OS&E / Uniforms
- Visual identity
- Menus
- SOP / Training / Touchpoints
- Manning guides

Hotel operator or partner

F&B operations

### 7. Marketing

Marketing tools to promote the F&B concept.

- Channel strategy
- Social media
- Public relations
- Photography
- Marketing planning

Marketing team + agency

F&B marketing strategy



### 3. Narrative

What is your story?  
What makes you unique?  
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*The concept narrative introduces the overall idea that lies behind a restaurant or bar. It forms the justification for every step following it. The narrative can be based on historical, social, geographical and other insights.*

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*The is where the narrative materializes. The F&B concept expresses the concept narrative through key pillars. The concept serves as the consultant briefing document and for hotel owners to agree on the design goals. It is not intended to be fully prescriptive, as creative space should be preserved for designers. The concept brief might be developed in several phases depending on project maturity and needs.*

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F&B marketing strategy

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*Design guidelines articulate the concept's technical requirements and highlight the narrative. This ensures that the design support the overall direction/narrative of the restaurant or bar. When coordinating the F&B development process it is critical to have a good understanding of the basics and ensure they are correctly coordinated.*

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Marketing team + agency

F&B marketing strategy

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*Programming is the art of designing operational processes, tools and resources that are used by the restaurant and bar teams to activate and deliver the concept. Some key aspects of this are music programming, brand graphics/visual identity, OS&E, uniforms and the design of customer touchpoints.*

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*Marketing tools are aimed at launching the restaurant or bar to the public and to do so successfully online, offline and in-person. This is a process governed by brand, regional and property marketing teams, who ensure they take advantage of the concept narrative, design and programming to drive messaging attracting guests.*

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# F&B QUALITY

*Rational / Sensorial / Emotional*

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# THE THREE LEVELS OF F&B QUALITY

## **Rational quality**

*Rational quality is the easiest to access as it's so visible. Questions to ask here focus on value, awareness and opportunity for someone to visit. Is the price right? Can people find and access your location. Think of parking and transport connection, ADA accessibility.*

## **Sensorial quality**

*The way our senses respond to an F&B experience influences our sentiment; good and bad. Although every element of sensorial quality can be noticed, not everyone responds the same, making this a more complex type of quality to achieve. Pursuing this level of quality is essential as successful venues go to great lengths to get this right.*

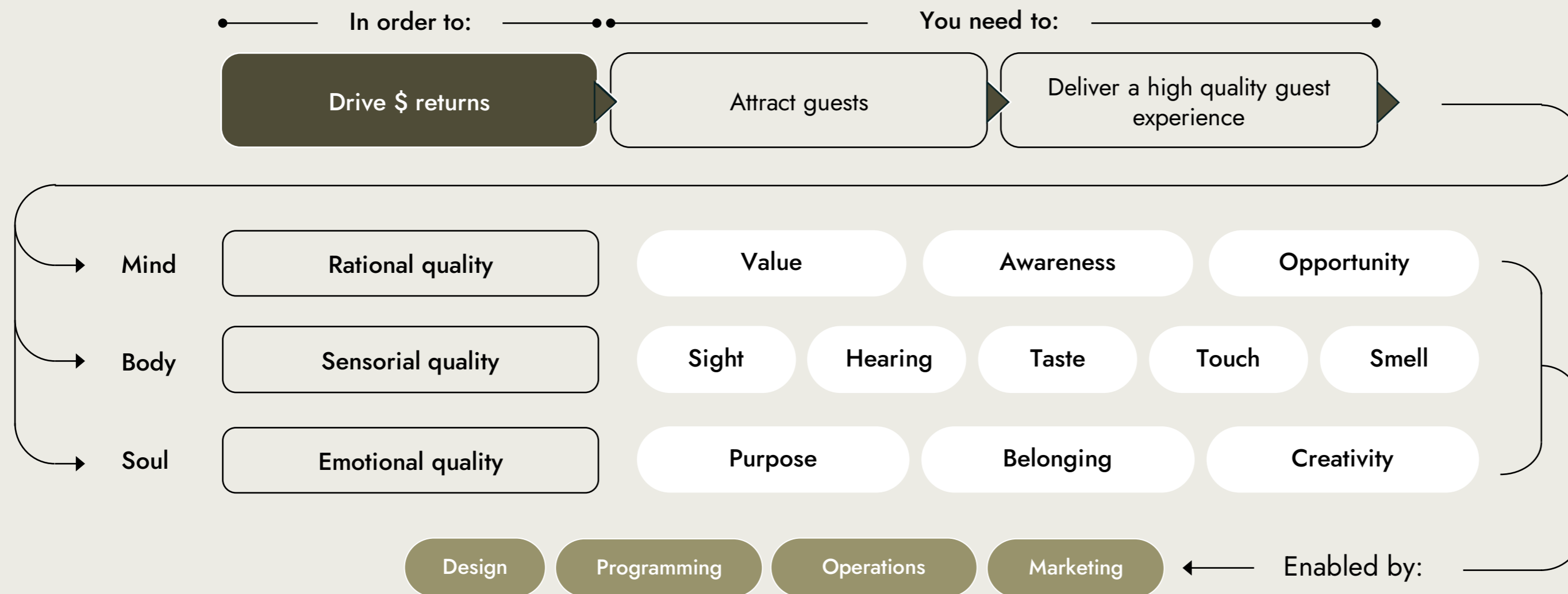
## **Emotional quality**

*Emotional quality drives loyalty beyond reason. Ask yourself; Does a guest relate with your purpose as an organization? How creative is the design and service rituals, does someone feel they belong in the space? All important considerations for occasion, destination restaurants that often compete on these values.*

# F&B QUALITY OVERVIEW

*Not everyone responds the same to an F&B experience. Therefore it is essential to consider the entire human sensory spectrum. Only emotionally charged experiences succeed in anchoring themselves in the long-term memory of guests, creating guest satisfaction, loyalty and as a result, superior financial returns.*

*See below how F&B quality relates to human perception:*



Mind    Body    Soul

# RATIONAL QUALITY

Rational quality	Value	Awareness	Opportunity
Space (hardware)	Comfort	Façade design	Location Transport ADA compliance
Operation (software)	Pricing Offers	Marketing	Opening hours

Mind **Body** Soul

# SENSORIAL QUALITY

Sensorial quality	Sight	Hearing	Taste	Touch	Smell
Space (hardware)	Aesthetics Lighting Design	Sound Acoustics	Operating Supplies	Temperature Materials FF&E	Kitchen Bathrooms
Operation (software)	Uniform Associate grooming	Music	Food Beverage	Operating Supplies	Associate grooming

Mind **Body** Soul

# SENSORIAL QUALITY: DESIGN GOALS

Space	Sight		Hearing	
	Aesthetics	Lighting	Sound	Acoustics
Performance guidelines		Day light use	Output (SPL)	Reverberation (RT60)
		Color quality (CRI or TM-30)	Frequency range (Hz at 3db)	Background noise (NR)
		Light temperature	Component quality	Sound proofing (STC)
		Illumination level	Speaker placement	Speech intelligibility
		Contrast & uniformity	Distribution (Low impedance/70v - Mono/stereo)	
		Control & flexibility		
		Efficacy	Source quality (bitrate)	

**Prescriptive guidelines**

For all sensorial quality factors, prescriptive standards such as design consultant experience and capability (selection of these) and design coordination/process are critical to quality.

**i**

Talk with us to explore Acoustics, Lighting and Sound design for F&B guides to get familiar with the basics.

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Mind **Body** Soul

# SENSORIAL QUALITY: DESIGN GOALS

Space	Touch			Smell
	Temperature	Materials	FF&E	Kitchen/Bathrooms
Performance guidelines	HVAC design	Tactile quality	Ergonomic comfort	Exhaust design
	Passive building design	Artificial VS natural Wear/ durability	Foam density Material	Placement
Prescriptive guidelines	For all sensorial quality factors, prescriptive standards such as design consultant experience and capability and design coordination/process are critical to quality.			



Mind    Body    **Soul**

# EMOTIONAL QUALITY

Emotional quality	Purpose	Belonging	Creativity
Space (hardware)	Ecological Sustainability	Layout	Narrative
Operation (software)	Sustainability Social Justice	Service	Story Entertainment

Mind    Body    **Soul**

# EMOTIONAL QUALITY: DESIGN GOALS

Space	Purpose	Belonging	Creativity
	Ecological Sustainability	Layout	Narrative
<b>Performance guidelines</b>	Materials <ul style="list-style-type: none"> <li>- VOC content</li> <li>- Circularity</li> <li>- Embodied carbon</li> <li>- Chemicals of concern</li> <li>- Recycled matter</li> </ul> Environmental footprint  Scope 1 carbon emission free	Seating density  Proximity to BOH  Sightlines	Depth of historical/physical or social insights  Literal or opaque expression of insights  Creative quality of expression



We hope you found this introduction into F&B development helpful in understanding what goes into creating successful F&B experiences.

There certainly is a lot to unpack. Humans are complex and very observant, the space and operation define the success of the F&B experience, and a lot goes into making this great. The rewards though, are plentiful – these days there isn't anything more impactful in driving the reputation of a hotel than a great restaurant or bar. So much so, they can drive global fame and notoriety.

The VHC Global team is ready to help you deliver this vision. Talk to us to find out more.

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