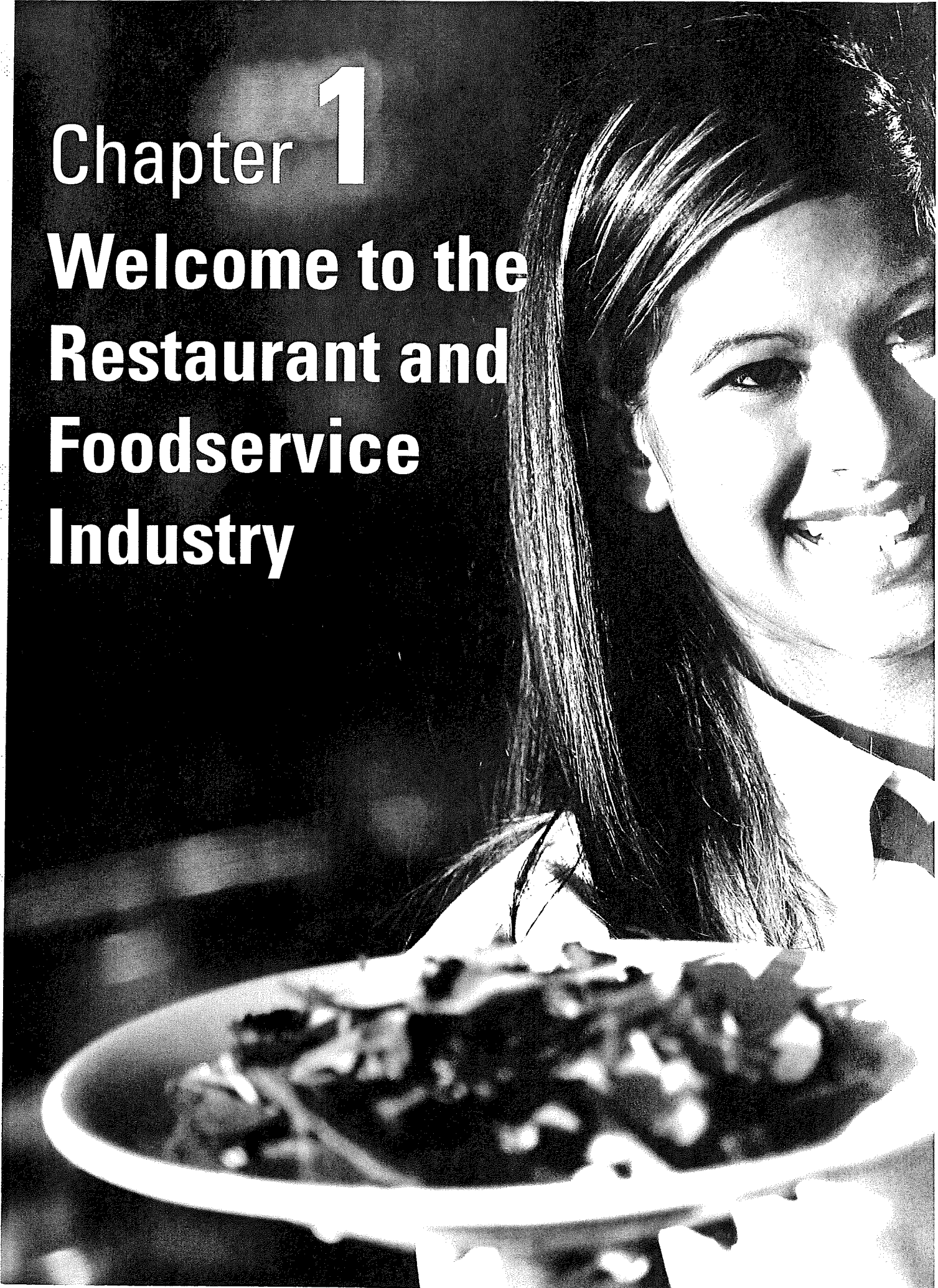


Chapter 1

Welcome to the Restaurant and Foodservice Industry



Case Study

Climbing the Career Ladder: Which Path to Choose?

During high school, Linda became fascinated with the hospitality industry. Her family took one summer vacation each year, so she got to see a number of different parts of the United States. Although she had little experience in foreign travel, she enjoyed watching both travel and cooking shows on television. She particularly liked trying out new recipes on her family.

After graduating college, Linda went to work as a host at a casual dining restaurant. A year later, she accepted a position as a server at the upscale By Land and By Sea Resort. Linda has been an employee of BLBS for six years. After two years of serving and hosting at one of the resort's restaurants, she was promoted to assistant manager. Linda likes dealing with both the customers and the front-of-the-house employees and finds that she is good at helping to solve personnel problems.

However, Linda is no longer sure about her career path. She thinks she would prefer to work somewhere that only does foodservice and is thinking of leaving the BLBS. Before she makes this decision, she is learning as much as she can about the foodservice industry.

As you read this chapter, think about the following questions:

1. What would help Linda determine which segment of the hospitality industry is a better match for her?
2. What personality traits or skills would be useful in both segments?
3. What other factors should Linda consider?

Eight years later, I opened Emeril's Restaurant, and I'm very proud to have put my own mark on the local scene.

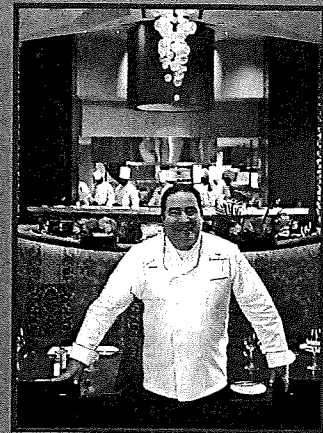
As I mentioned earlier, I learned the art of baking at an early age. I was amazed by how labor intensive the process is...taking the raw ingredients and turning them into something delicious. What I learned from baking is one of the most important foundations of my restaurants. We make everything from scratch...bread, pasta, Andouille sausage, Worcestershire sauce, ice creams, dozen of sauces. It's all about choosing the best ingredients, paying attention to every small detail, creating each dish with skill and consistency. There are no shortcuts.

In the hospitality/restaurant industry, we are in the business of making people happier than they were before they walked in the door. It's one of the few careers where you can see an instant reaction to your hard work and is very gratifying. I enjoy cooking so much that I don't think of it as a job...I'm just doing what I love to do.

Keys to Success

Everyone needs a mentor—someone that you trust and admire who can show you the ropes and help you along the way with practical advice. Read as much as you can...cookbooks, culinary magazines, and industry publications. It will make you a better chef, a better professional, a better leader.

To run a successful restaurant, you must assemble a great team to help look after every detail. I rely on a very capable, talented team to help me oversee things; many of them have been working with me for over 15 years. Every night before our restaurants open for dinner we have what we call "family-meal," where we gather together to eat, we talk about the guests coming in that night, the daily specials, who's celebrating birthdays or anniversaries, and we review our service commandments. It really helps get everyone on the same page and excited about the night ahead. Communication and teamwork are the most important tools in the hospitality business.



“Every day I wake up and try a little bit harder than the day before.”

One of the most popular dishes at Emeril's—and one that I still love to make—is gumbo. Gumbo is a dish that has a deep history with influences from the Creole, French, Spanish, and African cultures. A good gumbo takes a few hours to make. You start by making a roux, slowly stirring it, adding vegetables, adjusting the seasonings. You taste it again, add another layer of seasoning. There are so many different ways to make a gumbo—each chef has his or her own recipe and secrets—but every step and every ingredient counts.

A successful career in this industry is like making a gumbo. It takes patience, passion, experimentation, and a positive attitude. My advice to you is to work hard and bring your unique talents and personality in to the operation every day. If you respect the history and art of cooking, you're well on your way to becoming an industry leader.

So, to all of you interested in pursuing a career in this industry..... "Kick it up a notch!"

Michael Santos VP of Operations and Human Resources; Partner

Micatrotto Restaurant Group; Raising Canes Chicken Fingers, Las Vegas

“The pursuit of excellence is more important than the achievement.”

— Joe Micatrotto Sr.



Growing up, I spent a lot of time with my mom and grandmother in the kitchen. For some reason pots, pans, and wooden spoons seemed to intrigue me slightly more than my GI-Joe figures and cap guns. Don't get me wrong, I enjoyed those toys (and still have my cap guns), but food always captured my attention. I just love to eat. So, I guess you could say my passion for this industry began in my mother's kitchen. Watching my mom and grandmother prepare meal after meal after meal with laughter and joy, well, it just seemed like a fun place to be. I love to prepare meals, bring people together, see them enjoy it, and then have them leave the table with a smile.

I wanted to work and earn my own money, so I chose to apply to a local restaurant at the age of 16. I was hired as a host, and that was the beginning. My goal was to make sure that I delivered to the guest what my mom and grandmother delivered to the family at every gathering: good food and an enjoyable atmosphere. I worked my way through the ranks as host, busser, cook, server, trainer, and manager.

In this industry, I've found that working hard and being consistent are the strongest forces moving you ahead. Have a goal in mind, and have your next goal ready and waiting. Never be afraid to reach higher. Mistakes will happen; you just learn from them and keep pushing forward. Challenge yourself!

I went on to work for a major Italian concept, also the recipient of Nation's Restaurant News Hot Concepts Award in 1998. Buca di Beppo had a critical impact on my career. I connected with several mentors there, two of whom I still work with today at the Micatrotto Restaurant Group.

Having a passion for something means having a strong belief in its need and results. As a server and restaurant manager, you quickly learn to serve guests. That's the job. But serving guests with sincerity and integrity makes a huge difference. At 21, I became an assistant general manager at Buca di Beppo, simultaneously working my way through college.

In 2004, I graduated from California State University, Long Beach with a B.S. in Finance and a B.S. in Human Resource Management. Focused on career growth, I decided to look into opportunities as a general manager of a restaurant. This proved harder than expected, so I made a decision to leave restaurants in 2005

and become a director of operations and human resources for a manufacturing company. Not my passion, but it aligned with what I had studied in college.

The harder I worked, the more I realized that I really belonged in foodservice in one way or another. Food was at the heart of my inner core. It's what drives me and brings me satisfaction. Fortunately, as I came to this realization, my former mentors from Buca di Beppo approached me. They had created a restaurant group and asked me to join as a partner, responsible to help with the growth of Raising Canes Chicken Fingers in Las Vegas.

I never forget that a guest will always want a good balance of great food and great service. Without mastering both, your operation will struggle.

So, for those of you interested in this industry, I say: "Always stay positive and believe in your abilities. Work hard to learn the proper way of doing a job and then become the best at it!"

Welcome to the Restaurant and Foodservice Industry

The hospitality industry is all about serving your guests. If your focus is not set on making a guest's experience the best it can be, then you are missing what this industry is about. Being passionate about your product and the service you provide is what will make you successful.

Both your image and that of your company will speak for you days after you have touched a guest. The simple things we take for granted often have the most impact on a guest dining out. The simple greeting as soon as the guest arrives, the sincere thank you, eye contact at the time of payment—all of these go a long way in making a guest feel appreciated and valued.

The hospitality industry is about connecting with your guests and giving them what they want and need once in your restaurant, hotel, or kitchen. It's not about you, not about the hours you work. It really is about the end result.

This takes some getting used to, and some people just find they aren't cut out for the industry. Others do not understand how important it is to WOW a guest. I was fortunate to be born into a family who loved to cook, bake, and eat. And my passion for service has allowed me to pursue my career. I will never stop seeking achievement and I will understand that achievement does not necessarily focus on you. The greatest achievements in this industry are often from those around you—your crew and fellow partners.

1.1 Overview of the Restaurant and Foodservice Industry

- The restaurant and foodservice industry
- The big picture: the hospitality industry
- The history of hospitality and foodservice

1.2 Career Opportunities in the Industry

- Types of establishments
- Career pathways

1.3 Overview of the Lodging Industry

- Why people travel
- Types of lodging operations
- Ratings organizations
- Lodging careers

SECTION 1.1 OVERVIEW OF THE RESTAURANT AND FOODSERVICE INDUSTRY

Can you think of a special occasion that you celebrated at a restaurant? A party or event that was held at a hotel? A trip that introduced you to foods you didn't know existed? Those are all memorable events. And if you like food, like people, like celebrating, or just like going out, then the restaurant and foodservice industry offers exciting opportunities for you.

This industry has annual sales of over \$550 billion dollars. There are more than 945,000 restaurant and foodservice operators. The industry employs more than 13 million people (9 percent of the workforce). That means it is one of the largest private-sector employers in the United States.

Over 57 percent of restaurant and foodservice managers are women. Approximately 25 percent of eating-drinking establishments are owned by women, 15 percent by Asians, 8 percent by Hispanics, and 4 percent by African-Americans. The industry expects to continue to grow over the next decade, with 14.8 million jobs by 2019.

Whether you like to cook, to work with people, to lead, or maybe do all three, this textbook will help you to develop an understanding of what it takes to succeed in this exciting industry. With focus and hard work, you can take the skills and knowledge you learn now and build a rewarding, exciting, and long-lasting career.

To introduce you to this dynamic industry, we will first take a look at the size and scope of the many restaurants and businesses that comprise it. Then, to understand how restaurants and foodservice businesses throughout the United States have evolved, we'll look at historical events that have affected how we do things today. You'll see that whether we're talking about the banquets of Rome or the quick-service explosion of the 1950s, the passion and commitment of restaurateurs and chefs to their customers and to the joy and comfort of food

have been the driving forces behind so many important advancements. Perhaps by the end of this textbook you'll discover that you have the same passion and drive to contribute to the industry's future.

Study Questions

After studying Section 1.1, you should be able to answer the following questions:

- What are the two segments of the foodservice industry?
 - What are the types of businesses that make up the travel and tourism industry?
 - Throughout the history of the United States, how has the hospitality industry grown?
-

The Restaurant and Foodservice Industry

Why is the restaurant and foodservice industry so successful? For one thing, it includes all of the places, institutions, and companies responsible for any meal prepared outside the home. That includes not only restaurants, but everything from catering to cruises as well.

Most people eat at restaurants and foodservice operations for enjoyment and entertainment. This means that the restaurant and foodservice industry is a service industry, one in which you provide a service to your customer. Do you like people? Do you like providing a positive experience? Then this could be the place for you.

There are many opportunities in this field. The industry can be divided into two major parts or segments: commercial and noncommercial.

Commercial Restaurant and Foodservice Segment

The commercial segment makes up almost 80 percent of the restaurant and foodservice industry. Types of foodservice within this segment include restaurants, catering and banquets, retail, stadium, and airline and cruise ships:

Restaurants: There are many types of restaurants, including quick-service, fine-dining, casual, theme restaurants, buffets, and cafeterias. See Table 1.1 for a description of restaurant segments.

Table 1.1: Restaurant Segment Definitions		
Restaurant Segment	Services Offered	Average Per-Person Dinner Check
Family Dining Full-Service Restaurant	Serving staff provides service, and the order is taken while the patron is seated. Patrons pay after they eat.	\$10 or less
Casual Dining Full-Service Restaurant	Serving staff provides service at the table, and the order is taken while the patron is seated. Patrons pay after they eat.	\$10–\$25 range
Fine Dining Full-Service Restaurant	Serving staff provides service at the table, and the order is taken while the patron is seated. Patrons pay after they eat.	\$25 or more
Quick Service (also known as Fast Food) Restaurant	Establishments primarily engaged in providing foodservice where patrons generally order or select items and pay before eating. Food and drink may be consumed on premises, taken out, or delivered. Also includes snack and nonalcoholic beverage bars.	\$3–\$6 range
Quick-Casual Restaurant	Quick casual restaurants are defined as attractive and comfortable establishments serving freshly prepared, wholesome quality, authentic foods in a reasonably fast service format.	\$7–\$9 range

Catering and banquets: In the catering and banquet segment, the menu is chosen by the host of an event for a specified number of people. Caterers may have their own facility or may also be located in another business, such as a hotel or a convention center, and provide foodservice to that business's customers. They may also do off-site catering, which involves preparing food at one location and delivering it to the guest's location.

Retail: Retail stores offer prepared meals that can be eaten in the store or taken home. These products can be found in supermarkets, convenience stores, and specialty shops selling limited items such as coffee, doughnuts, and candies. Vending is also included in retail. Vending machines are available to dispense various types of food, such as sodas, sandwiches, and candy.

Stadiums: The food offered at stadiums stretches from the peanuts in the stands to the fine dining in the luxury suites. Some stadiums have privately run

foodservice operations. However, most use large-scale contractors to handle the business. Figure 1.1 is an example of a quick service concession at a stadium.

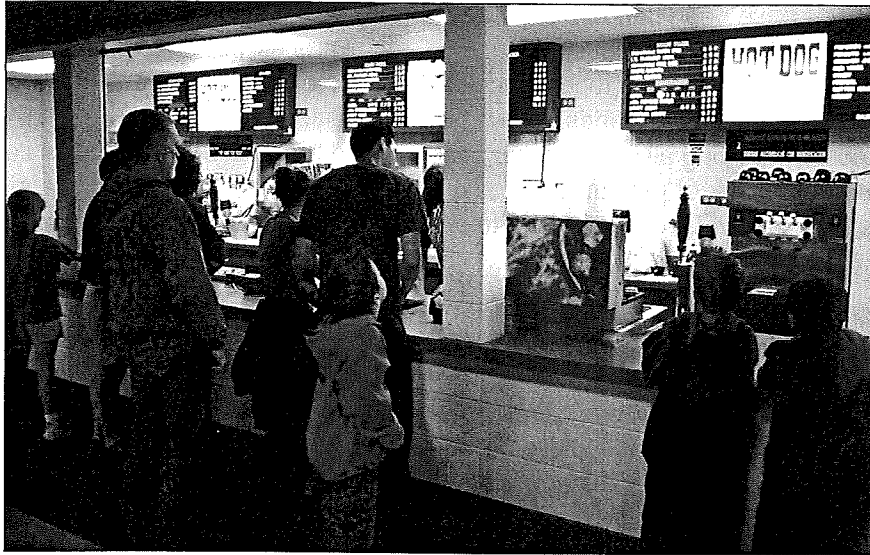


Figure 1.1: Stadium foodservice ranges from peanuts and quick service to fine dining in luxury suites.

[trends]

Supper Selections and Dinner Decisions

Over the last two decades, the field of home meal replacement (HMR) has grown at a rapid rate. The balance of family, work, and social life is increasingly difficult to maintain. Many Americans would often prefer to spend money to purchase prepared food, rather than spend their time preparing the food themselves—time they could be spending with family or friends.

The convenience of picking up fully or partially prepared meals from a local supermarket or restaurant has a psychological component as well. Families can still sit down together for a “home-style” meal.

Many supermarkets have revamped their “to-go” options in recent years. Fried chicken and macaroni salad were once the typical takeout items. But groceries now offer everything from fresh pizzas (either baked or take-and-bake) to sushi prepared before customers’ eyes. Some have even leased space to quick-service (also known as fast-food) restaurant concepts.

Fast-casual restaurants such as Applebee’s have added separate takeout entrances, and many offer separate takeout menus, listing only the items which have been developed or adapted for home consumption. In a move away from their traditional base, fast-food restaurants are offering entire meals for families. For example, Pizza Hut now offers more entrees such as pans of lasagna and other pasta dishes.

Dinner outlets, where customers assemble the components of a week’s worth of family meals in just a few hours, are on the rise. Even caterers are getting into the act, offering a variety of menu items for customer takeout. All things considered, options in family dining have greatly expanded in recent years.

Foodservice at Sporting Events

At least since the first strains of "Take Me Out to the Ball Game" were played and probably long before, certain foods have been linked to sporting events. Peanuts, popcorn, and hot dogs have been part of American sports for decades. But contemporary athletic facilities—football and baseball stadiums, basketball arenas, and even track fields—are now providing contemporary foodservice options to their customers. No longer limited to the traditional concession stands, today's sports facilities offer a wide variety of foodservice outposts, including all-you-can-eat pavilions and luxury suites. Sure, fans can still get a bratwurst or a sack of peanuts, but today they can also get almost anything else. For example, the Kansas City Royals' Kauffman Stadium offers such diverse options as malt shop banana splits, smoked Kansas City strip loin, and almost anything in between.

Some major participants in this type of foodservice, known as stadium contract feeding, include Levy Restaurants, Aramark, Custom Food Services, and Compass North America. These companies often provide not only general concession services to their customers, but premium catering services as well. These categories are sometimes divided between two vendors. For instance, the Cleveland Browns contract with Sportservice for general concessions and with Levy Restaurants for premium foodservice in the stadium's luxury suites. But foodservice is not limited to game days. Many stadiums, arenas, and other facilities offer catering options to customers for weddings, birthday parties, or dances on days when no game is scheduled.

Although many national chains such as McDonald's, Quizno's, and Pizza Hut are frequently represented at sporting events, significant efforts are often made to involve local restaurants in concessions. Montgomery Inn barbecue is available to fans of both the Cincinnati Reds and the Cleveland Browns, while fans of the Washington Nationals can enjoy Ben's Chili. Teams receive a percentage of foodservice profits, typically ranging between 40-45 percent. Some teams, like the New England Patriots, control their own concessions outright, and others are taking this concept a step further. For example, the New York Yankees and the Dallas Cowboys recently established Legends Hospitality Management, a joint venture that will not only handle all foodservice for the two teams' stadiums, but will also solicit business from other athletic facilities nationwide.

Airlines and cruise ships: In 2007, over 12 million passengers worldwide took cruises. Anyone who has ever taken a cruise knows that food is available 24/7 on the ship.

Options range from casual dining and buffets to elegant dinners to room service. Food selection varies as well, from steak to vegetarian to children's meals and pizza. Cruise ships may serve up to several thousand meals at each seating. Figure 1.2 shows the dining area on a cruise ship.



Figure 1.2: Cruise ships offer multiple dining options to passengers.

Did You Know...?

Passengers and crew on the Royal Caribbean International ship *Mariner of the Seas* consume an average of 20,000 pounds (9,000 kg) of beef, 28,000 eggs, 8,000 gallons of ice cream, and 18,000 slices of pizza in a week.

Source: www.absoluteastronomy.com

Airlines, especially on transatlantic flights, will offer meals, sometimes more than one, to help passengers adjust to time differences. These range from a simple beverage in short-haul economy class to a seven-course gourmet meal using real dishes and glassware in long-haul first class. If customers notify airlines of specific dietary needs in advance, many options are available, including low-fat, diabetic, vegetarian, or Kosher meals. In the United States, many airlines no longer offer meals for travel within the United States, although they allow travelers to bring food purchased at the airport onto the plane.

Noncommercial Foodservice Segment

The noncommercial segment represents about 20 percent of the foodservice industry. This segment prepares and serves food in support of some other establishment's main function or purpose. For example, the cafeteria at a local university supports the school's goal of educating students by serving them meals so that they have the energy to participate in class and activities.

Categories in this segment include schools and universities, the military, health care, business and industry, and clubs:

- Schools and universities provide on-campus food services to students and staff.
- Military bases and ships provide food services to military personnel. Food is also offered at clubs, such as an officer's club.
- Health-care facilities such as hospitals and long-term care facilities (including nursing homes and independent living centers for seniors, known as assisted living) offer foodservice.
- Businesses and industries offer foodservice as a convenience to employers and benefit to employees in manufacturing or service industries. Examples include cafeterias, executive dining rooms, and vending machines.
- Clubs and member-based facilities—golf, city, alumni, athletic—also offer foodservice as a convenience to their members and sometimes as a way to help provide the organization with additional funds.