

CBM2015-00091

EXHIBIT 2040

PART 4



Five

Food and Beverage Facilities



Learning Objectives

After reading and studying this chapter, you should be able to:

- 1** Define the term *concept* and describe its significance in food and beverage layout and design.
- 2** Discuss the need for owners and managers of food and beverage facilities to have some knowledge of the laws and regulations affecting their operations.
- 3** Define the term *product line* and identify the elements in the service product line offered by food and beverage operations.
- 4** List and discuss six principal considerations in the layout and design of food and beverage facilities.
- 5** List and discuss the major activities that commonly take place in the food area of a food and beverage facility.
- 6** List and discuss the major activities that commonly take place in the beverage area of a food and beverage facility.
- 7** Identify the three types of bars.
- 8** List and describe the three principal parts of a front bar.

► Introduction

The previous chapter was devoted to examining the size and scope of the food and beverage industry and to imparting some sense of its great importance in American life. With that objective accomplished, we will now turn to a discussion of food and beverage facilities, a subject that will introduce the remaining chapter in this section. The purpose of this chapter is to identify and describe the work areas that tend to be common to all food and beverage facilities and to explain the interrelationships between them. The following chapter will discuss operational aspects of food and beverage facilities.

Prior to discussing food and beverage facilities, it is necessary to address three key topics that are fundamental to the layout and design of food and beverage facilities.

1. Concept
2. Legal requirements (local, state, and national)
3. Product line

► Concept

Every food and beverage operation is—or should be—established around a **concept**—an imaginative and unifying idea of the operation that serves to focus the type of operation, its potential customers, and its location. This concept originates with the owner or with some other individual or firm commissioned to create it.

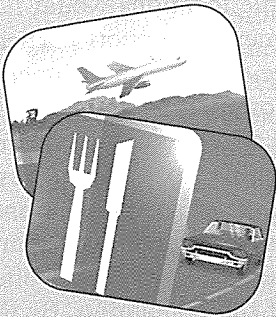
Type of Operation

A number of possible types of operations were discussed in chapter 4, including fast-service operations, fine-dining establishments, family restaurants, cafeterias, ethnic restaurants, specialty restaurants, bars, taverns, and cocktail lounges, among many others. Determining the type of operation is a key element in developing the concept of an establishment.

Potential Customers

Each type of operation can attract specific customers. Ethnic restaurants, for example, attract those who seek the particular foods characteristic of a given ethnic group, such as Chinese, Italian, Greek, or

► In the Fun House ◀ A New Concept in Restaurant Dining



In Orlando, Florida, there is an entertainment center that combines restaurants and entertainment in one interesting complex. Several food, beverage, and entertainment options, each with a different theme, are located within the same complex. Customers come to enjoy the food, atmosphere, and entertainment and have their choice of several different environments.

One of these is a western entertainment restaurant known as Wild Bill's Wild West Dinner Extravaganza. It features a nightly show that includes cowboys, saloon hall dancing girls, and Native Americans, all demonstrating knife throwing, arrow shooting, and lasso skills throughout a four-course, two-hour dinner show.

Another is King Henry's Feast, which recreates an English castle, complete with a moat and a tower. The customers are entertained with a nightly show featuring King Henry VIII's quest for a new wife. Throughout dinner, strolling magicians and wandering minstrels invite guests to join in the show.

Multiunit restaurant and entertainment complexes such as this are becoming popular throughout the United States. Other locations where similar centers can be found include Phoenix, Arizona; Sacramento and San Jose, California; Cincinnati, Ohio; Norfolk, Virginia; and Bloomington, Minnesota.

Adapted from an article in F & B Business, July/August 1995, Page 40.

Indian foods, among many other possibilities. Fine-dining establishments typically attract those who have the financial means and the desire for high-quality foods and elegant service offered. Specialty restaurants attract customers looking for the specialties offered, such as steak, seafood, pasta, pancakes, or some other type of food. Some food-service operations, such as those in schools, colleges, nursing homes, and hospitals, typically serve those who have little or no choice of place to eat. Similarly, neighborhood taverns and bars tend to attract customers who live nearby, and airport bars typically attract transient customers who are waiting for planes to arrive or depart. Each establishment attracts customers because of the food, beverages, service, atmosphere, location, or some combination of these and because customers are willing to pay the prices charged by the operator.

Location

In order for a food and beverage operation to be successful, there must be an adequate number of potential customers within reasonable distance who will be willing to patronize it. Some locations would not provide sufficient numbers of potential customers to support particular types of establishments. For example, fine-dining establishments are normally unsuccessful in working-class communities, principally because those living in the community cannot afford to pay the prices such establishments must charge to be profitable. In addition, residents of the community sometimes dislike the food such restaurants offer and the service they provide. Similarly, some ethnic restaurants fail to succeed in certain locations because the type of food they offer does not appeal to a large enough segment of the population. By the same token, bars and taverns are typically unsuccessful in communities where the consumption of alcoholic beverages is discouraged by social or religious custom.

To assess the potential for successfully operating a particular type of food or beverage establishment in a specific location, it is advisable to obtain such relevant information as: the number of potential customers for the type of food, beverages, and service planned; the extent to which there are competitive establishments; the cost of constructing the necessary facility; the availability of a suitable labor pool; the dollar amounts potential customers would be likely to spend; and the potential for profitable operation at the projected level of revenue and expense. All the relevant considerations should be included in a **feasibility study**, the name given to an investigation of a given project's likelihood for success. Location, then, is a key element in determining whether or not a given type of establishment will succeed and is an important part of the initial concept.

► Legal Requirements

A potential operator must become familiar with a number of laws and regulations affecting food and beverage operations. Any applicable laws and regulations—federal, state, or local—must be taken into account. Health codes, fire codes, building codes, zoning regulations, and licensing requirements are among the most common. Each of these provides specific direction for what an owner can and cannot do in creating and operating a food and beverage enterprise.

Legal requirements vary considerably from one state to another and even from city to city within a given state. For example, health

codes in some states require that operators provide the staff with lavatories other than those intended for customers. A facility built without staff lavatories would probably require costly reconstruction before it would be permitted to open. This is just one example of the many possibilities. Before proceeding to open a facility, individuals lacking full knowledge of the laws and regulations that apply in given locales must seek professional advice from lawyers, architects, food and beverage consultants, and others with the necessary expertise. Failure to do so can lead to costly errors.

For purposes of the present chapter, we will assume that the individual establishing a food and beverage operation has developed a concept that has the potential to be successful, has constructed or purchased a facility that works as a restaurant, and has become familiar with the various local, county, state, and national laws that will affect the enterprise. Having attended to all these necessary prerequisites, the next step is to direct attention to the products that will be offered to customers of the establishment.

► Product Line

Product line is a term used in marketing and retailing to refer to a group of products having similar characteristics. Some common examples of product lines are shoes, luggage, and jewelry. Foodservice has borrowed the term from retailing and uses it to mean the group of service products that a hospitality enterprise offers, based on the concept developed for the establishment.

The product line of a food and beverage operation is more than just the foods or beverages it offers for sale. It also includes the services and the ambiance of the facility. This is because most customers are attracted to a specific food or beverage establishment for more than one reason. For purposes of the following discussion, the product line of a food or beverage operation has three components:

1. Food and beverages
2. Services
3. Ambiance

Food and Beverages

Every foodservice operation has a group of potential menu items that includes all the food products the operator intends to offer at present

and into the future. Some, such as Kentucky Fried Chicken or Red Lobster, specialize in one type of food—chicken, fish, or some other—and offer additional items that serve as accompaniments to those featured. Any number of specialized food products are key elements in food operations today. Sandwiches, pasta, pizza, hamburgers, crepes, ice cream, and hot dogs are all good examples. Other food-service operations have a more generalized list of potential menu items, such as a family restaurant.

Bars and taverns specialize in beverage products. This is an entirely different product list, consisting of beverages rather than food. In some establishments, both food products and beverage products are available to customers. In a restaurant devoted to fine dining, for example, the operator typically offers both beverage products and food products. Similarly, some taverns offer meals to their customers.

Whatever constitutes the food and beverage component of the product line to be offered by a particular operation, it is desirable that all elements be identified and defined in advance, because the equipment to be purchased and the layout of the facility will be based on it. The specific food products will be the basis for the menu that will be offered to customers, and detailed information about these items will determine the proper kitchen equipment and layout. The question of whether or not a given piece of equipment should be purchased can best be answered by referring to that list. If it is needed to prepare items appearing on the list of food products, it should be purchased; if there are no menu selections requiring its use, it should not be purchased unless a specific future need can be predicted. For example, an establishment that serves only pizza obviously needs kitchen equipment that is very different from that required in a luncheonette serving only soups and sandwiches, and an ethnic restaurant serving Chinese food prepared in woks needs very different kitchen equipment from that of a neighborhood restaurant offering an Italian menu. Similarly, a restaurant specializing in deep-fried and broiled menu items needs different equipment from that of one offering convenience foods heated in microwave ovens. Kitchen equipment, once purchased and installed, limits the possibilities for adding new items to the list of food products. Great care must be exercised in determining the selections that will be offered on both the original menu and future variations. Therefore, establishing the list of food products is clearly the first key component of a food and beverage facility. This list will be much larger than the menu offered to customers on any given day. Menus change, and the list of items that constitute the menu for a particular day should be drawn from the predetermined list.

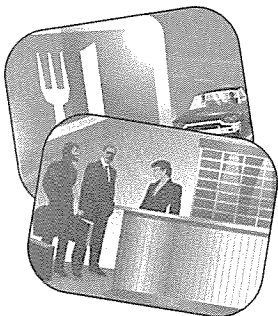
It is important to recognize that the lists of items that constitute the food and beverage components of the product line never reach a state in which they can be considered final or complete. Change is constant and continuous in hospitality operations: dishes are added to and removed from the list of food products; new drinks and brands are added to the list of beverage products while others are eliminated; any number of changes may be made that will affect the service and the ambiance. It is critical, however, to develop preliminary lists of the particular items that will constitute the product line at opening because of their central role in the facility.

In establishing the list of food products for a particular operation and the subsequent menu that will be offered, the operator should have knowledge of the following:

1. Food and service preferences of customers
2. Prices acceptable to customers
3. Skills required to prepare selected items
4. Availability of labor with the necessary skills at suitable wage rates

The success of a foodservice operation is determined by the willingness of potential customers to patronize the establishment. If the

► Niche Brewing: A Beer for Each Season ◀



Beer sales are strongest in summer, when baseball, the beach, and backyard barbecues call for six-packs of something light, refreshing, and cold. Increasingly, microbreweries and brew pubs that make specialty beers are trying to capitalize on summer's thirst by brewing specialty beers that are light in color, flavorful, and thirst quenching. For example, Steve Hindy, an owner of Brooklyn Brewery, made two thousand barrels of a new lemony East India Pale Ale. In an interview at his microbrewery, he stated, "Seasonal beers are real winners for the microbrewers because they satisfy the seemingly bottomless thirst of the microbrewer's drinker for variety, for something new." It's an interesting example of changing product lines that are seasonal in nature.

Adapted from an article in the New York Times.

foods on the product line are not those that the potential customers want, or if the prices of the menu items are too high, the establishment will not attract sufficient numbers of customers to be successful.

Additionally, the product line must be prepared by employees with sufficient skill to meet the standards of the establishment, and thus the operator must know what skills are required to prepare each item. If the operator is unwilling or unable to pay sufficient wages to attract employees with the necessary skills, or if employees with necessary skills are not available, the quality of the products produced will not be acceptable to customers.

Over the long term, many food and beverage operations elect to change the original product line, adding and deleting a few items or even making far more radical changes. This may be much harder to do than one might imagine. A change in the product line may make it necessary to teach the staff new skills so that they can prepare new menu items; major changes may make it necessary to purchase new equipment or even to redesign some parts of the facility.

Once the product line has been established, it is possible to determine which of the items in the product line will be listed on a menu for a given day or meal. There is no more important selling device in any foodservice operation than its menu. A good menu requires considerable time and effort to produce but is well worth it. Menu development is an interesting combination of art and science, and it is clearly one of the keys to successful foodservice operation. Discussion of menu development will be deferred to the next chapter.

Services

Another important component of any food or beverage service product line is the range of services associated with the specific food and beverage products. This second component includes all the services the operator intends to offer to customers, now and into the future. The more obvious services are the styles of service adopted for dining rooms—American, French, or some other, as well as variations on the basic styles, such as weekly buffets, possible use of dessert carts, or occasional use of table-side cooking. (Styles of service is a complex topic that is addressed in detail in the next chapter.) Other services include food preparation in the kitchen, friendliness on the part of the staff, dishwashing, valet parking, attended coat rooms, background music, special attention to birthday celebrants, complimentary photographs of customers, even entertainment, such as musicians, clowns, or magicians.

Ambiance

The third component of the hospitality service product line in food and beverage operations is perhaps best identified as the ambience of the establishment. This includes those essential details—some tangible, some intangible—that give a specific food and beverage operation its distinctive character. These essential details include theme, lighting, uniforms, furnishings, cleanliness, fixtures, decorations, table settings, and any other related features that customers see or sense and that contribute to the total atmosphere of the establishment.

These components—food, beverages, services, and ambience—are offered by any food and beverage operation. Some choose to add such other product lines as retail foods, gifts, or souvenirs. In this text, we will limit our discussion to the primary service product line cited above and treat all others as being outside the normal scope of food and beverage operations.

To comprehend the discussion of food and beverage facilities that occupies the balance of this chapter, the student may find it useful to refer to particular food and beverage operations. To meet that need, case studies 5.1, 5.2, and 5.3 are provided below. These describe three food and beverage operations that, at first glance, differ markedly from one another. The three illustrations help make the point that these three seemingly different operations—and any others the student may know from firsthand work experience—have much in common with one another. The first of these, The Steak Shack, is an independently owned specialty restaurant with a limited menu. The second is an employee foodservice facility operated for a bank by Marecki Foods, an independent-business foodservice company. The third, Frog's Pub, is an English-style pub specializing in imported beers and ales, and offering very limited foodservice.

Case Study 5.1

The Steak Shack is a family owned and operated restaurant located in a middle-class suburb twenty-three miles from a city of two hundred and fifty thousand. It is open six days for dinner only and closed all day Sunday. The goals of the Steak Shack include meeting the dining needs of those local residents seeking steaks and a limited number of related items, moderately priced, with efficient, friendly service.

The restaurant is the sole tenant in a purpose-built, stand-alone building surrounded by parking for up to fifty cars. The interior con-

sists of a dining room; a cocktail lounge and bar; a production area consisting of food preparation, dishwashing, and storage areas; offices; dressing rooms and lavatories for staff; and men's and women's restrooms for customers. The dining room seats one hundred at tables for two, four, or six people, and the tables can be combined when necessary for larger groups. The cocktail lounge, adjacent to the dining room, offers seating for thirty at tables for two or four and is used principally by customers having predinner drinks. In this cocktail lounge, there is a bar seating twelve. During busy periods, two bartenders at this bar prepare all drinks for the bar, the cocktail lounge, and dining room.

The production area includes facilities for receiving, storing, and issuing foods and beverages. In addition, this area has facilities used to prepare food for cooking, such as ranges and other equipment for cooking, and counters for dispensing finished food products to servers. The production area also includes facilities and equipment for dishwashing, pot washing, and waste disposal.

Office space is limited. The manager and bookkeeper share one office, where the computer is located. The other office is used by the chef, who manages kitchen operations and does all purchasing except for beverages, which are purchased by the manager.

The menu consists of six appetizers, three soups, a salad bar, and ten entrees—five steak, two poultry, one roast beef, and two seafood. In addition, the chef prepares three special entrees each night. Customers are given a choice of french fried or baked potatoes and either of the two vegetables of the day. Desserts include three pies, one layer cake, cheesecake, and eight flavors of ice cream. Coffee, tea, and milk are available. The customary selection of beers, wines, and spirits and mixers is available at the bar.

Figure 5.1 is a floor plan of the Steak Shack showing the food area, the dining area, and the beverage area.

Case Study 5.2

The Mountain Bank staff dining room is a foodservice facility located in the corporate headquarters of the Mountain Bank and Trust Company in a large city in the West. In compliance with various laws, smoking is not permitted in the staff dining room. The facility is not open to the public; it is provided by the bank as a service for the staff. One of the bank's goals is to provide staff members with good food at very reasonable prices during working hours so that they do not have

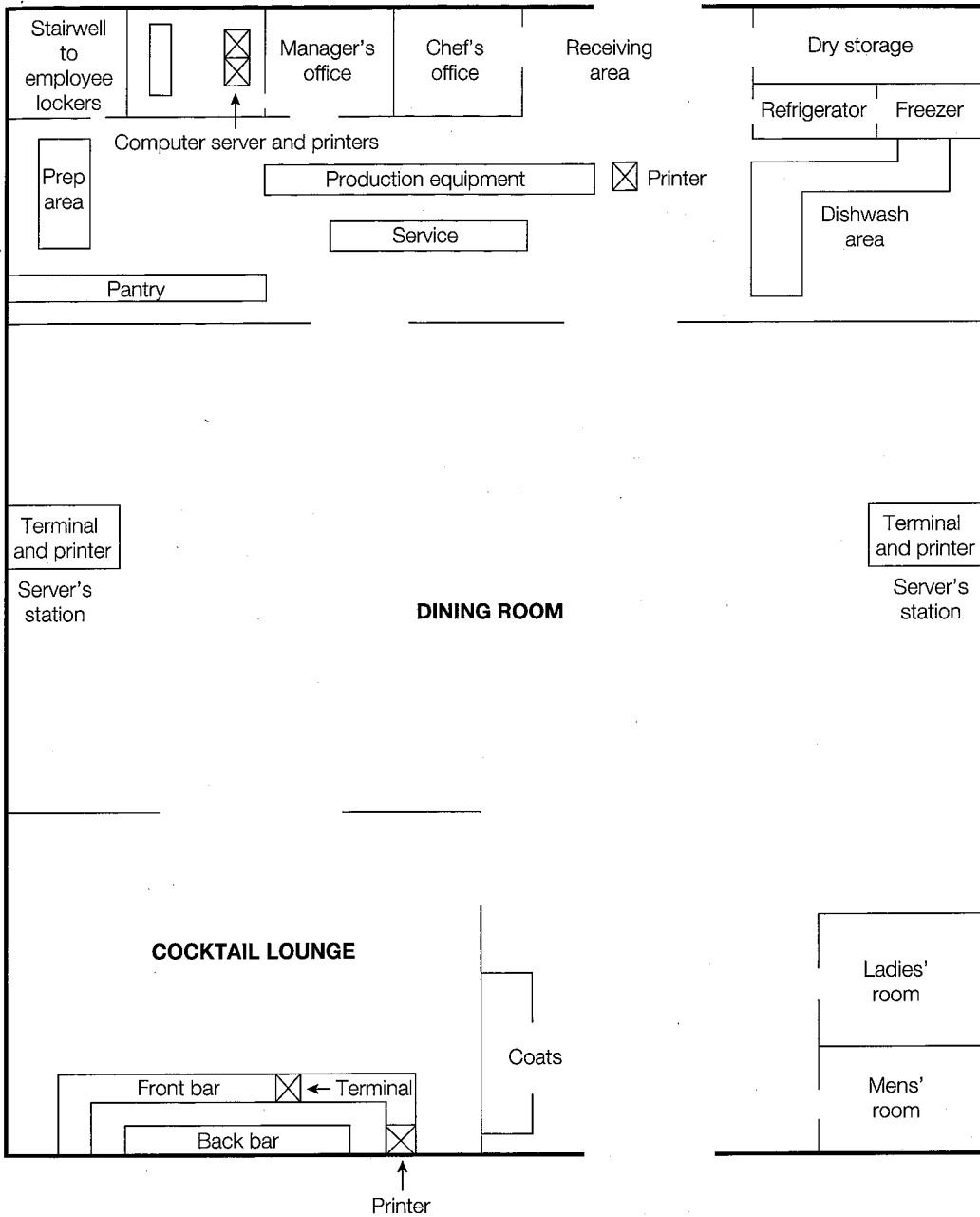


Figure 5-1

Floor plan of the Steak Shack

to leave the premises for meals. Another is to provide efficient service so that staff members can eat within the allotted time. The service is operated by Marecki Foods, a regional company specializing in business and industry foodservice. Marecki has a contract to provide the service for a set fee per month.

The facility is located on the second floor of the bank's new headquarters building, constructed just four years ago. The dining, kitchen, and storage facilities are all attractive and modern, and the bank insists that they be properly cleaned and maintained by the foodservice contractor.

The facility is open from 7 A.M. to 3 P.M. and limits service to breakfast and lunch. Menu selections are limited. Breakfast items include juices, cold cereals, muffins, pastries, eggs, bacon, sausage, and the usual breakfast beverages. Daily lunch items include a choice of three sandwiches, an extensive salad bar, two hot entrees, several desserts, and a choice of beverages.

Employees pay as they enter. At breakfast, they pay \$1.25 for cold selections with beverage and \$2.50 for full breakfast. At lunch, they pay \$4, regardless of their selections. At the end of each month, the foodservice contractor bills the bank for the difference between revenues and expenses, plus the monthly fee.

Employees take trays, flatware, and napkins at the entrance to the facility. Foods are attractively displayed on several buffet islands. Employees make their selections and carry these to tables in the dining room, which seats 120 persons at tables for two and four. Employees bus their own trays, but there are two foodservice employees in the dining room to clean tables.

Figure 5.2 is a floor plan of the facility operated by Marecki Foods for the Mountain Bank, showing the food area and the dining area. This operation has no beverage area.

Case Study 5.3

Frog's Pub is an American version of an English pub, located in a prosperous and growing city of two hundred and fifty thousand people in the Midwest. It is in the downtown area on a street known locally as "Restaurant Row;" and it attracts large numbers of customers at lunch, after work, and throughout the evening hours. The owner's goals include providing an eating and drinking place for those seeking something out of the ordinary. Another is to provide a casual atmosphere in which customers can relax and feel at home.

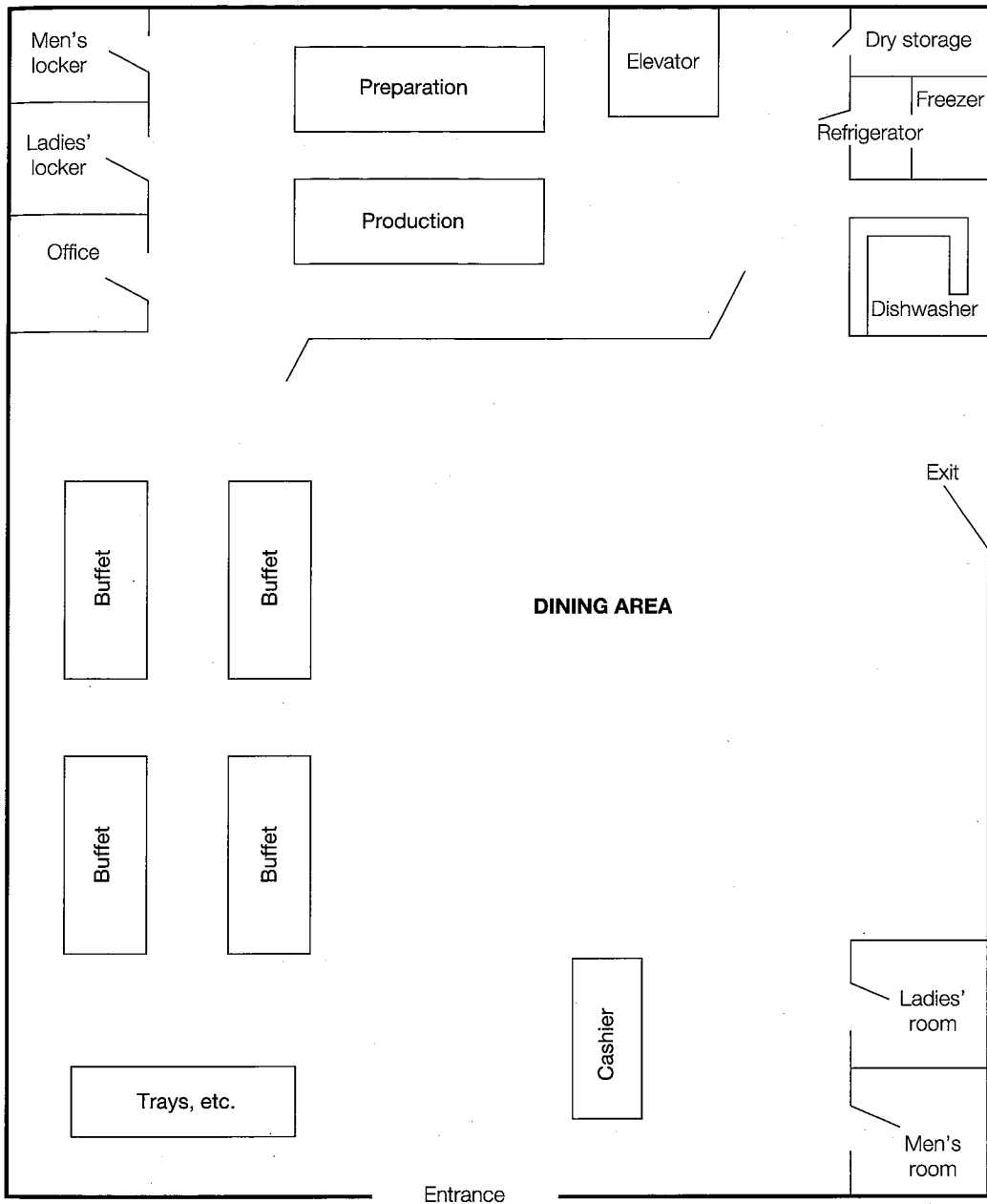


Figure 5-2

Floor plan of the staff dining room at the Mountain Bank and Trust Company

Frog's Pub occupies rented premises in a four story brick building. Customers enter a large room that gives the appearance of an authentic English pub, with a long bar along one side of the room. The bar has stools to seat thirty customers. Seventy-five additional customers can be seated at tables.

At the bar, two bartenders prepare drinks for customers at the bar as well as for those seated at tables. Table service is provided by three servers, aided by one individual who clears and cleans tables. Food is prepared in a small kitchen at the rear of the establishment by a chef who has one assistant. There is a small dishwashing machine operated by a third individual. All food and beverages are stored in the basement. Dressing rooms for the staff and a small office for the manager are also located in the basement.

Frog's Pub is different from any other establishment in the region: it offers thirty-six imported beers and ales, many of them English. While spirits and some wines are available, the vast majority of customers order the specialty beers and ales, in spite of relatively high prices per glass or bottle. Food accounts for a comparatively small percentage of dollar sales, and the food menu is restricted: it includes eight items that serve as accompaniments to drinks or as appetizers. The remainder of the menu includes several sandwiches and three hot items that are changed daily. Limited desserts and both coffee and tea are available. All menu items have names that sound British.

Figure 5.3 is a floor plan of Frog's Pub showing the combined food and beverage area.

► Facility Layout and Design

Once the product line has been established, it becomes feasible to design an appropriate facility, to select the specific kinds of equipment required and the number of pieces of each, and to plan suitable equipment layout for each area of the facility.

For the present discussion, we will assume that food and beverage facilities have three main areas. The first of these is a food area, where the food products are prepared. This includes the kitchen and such related facilities as food storerooms, refrigerators, and freezers. The second is a dining area where customers may consume food, or food and beverages. The third is a beverage area, where the beverage products are prepared. This includes at least one bar and at least one storage facility for liquor, beer, and wine.

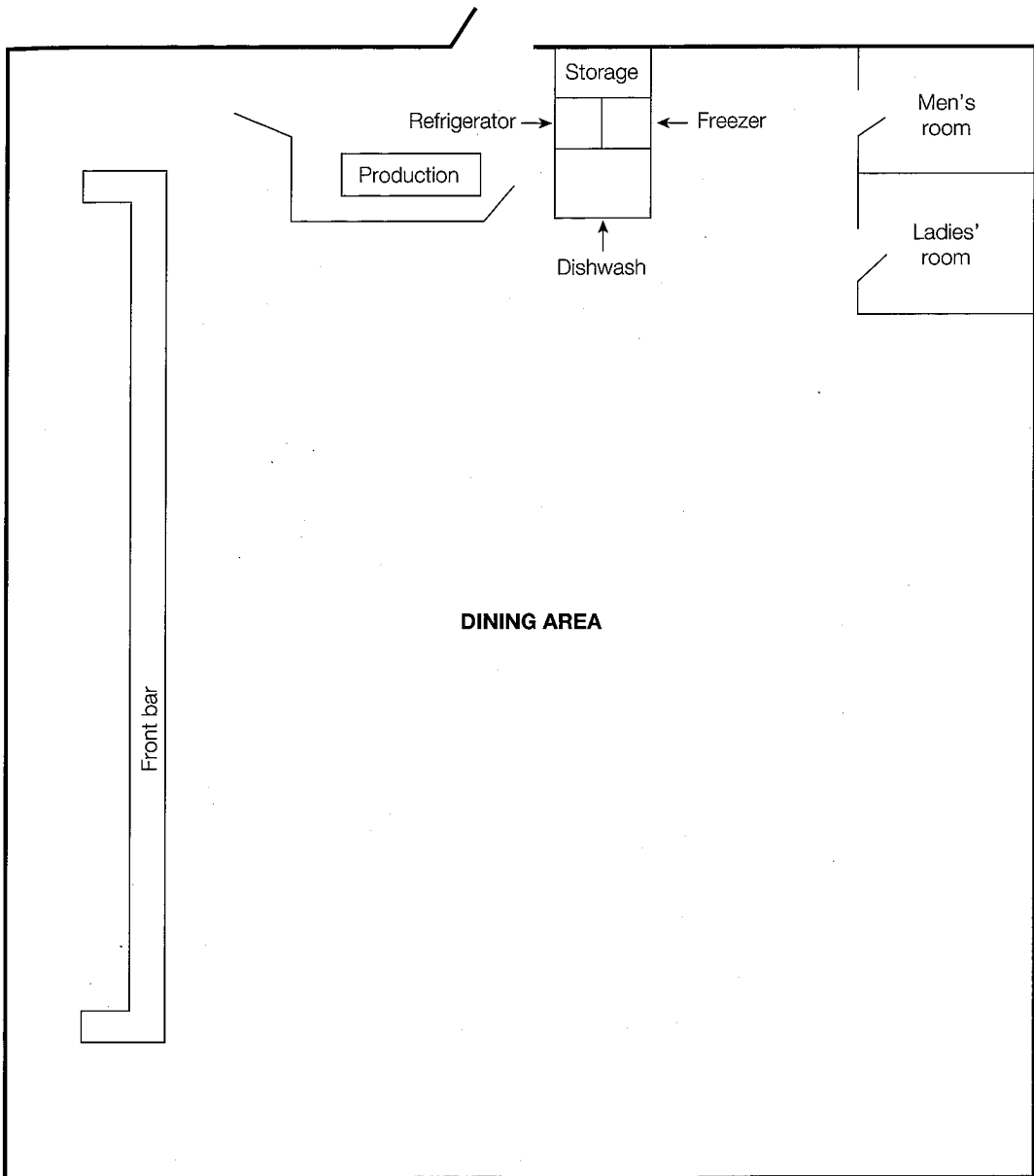


Figure 5-3

Floor plan of Frog's Pub

The layout and design of an efficient food and beverage facility, one that contributes to smooth day-to-day operation, is critical. Efficient layout and design takes into account six considerations, although some of these are of less significance in the dining and beverage areas.

1. Space
2. Equipment
3. Lighting
4. Ventilation
5. Materials flow
6. Traffic flow

In the following pages, we will focus on each of the three main areas—food, dining, and beverage—and discuss applying the most significant of these six considerations to each area.

► The Food Area

The food area is that part of the facility where food products are prepared. In most foodservice operations, the following activities take place within the food area.

Purchasing

This normally takes place in an office with a desk for working, a file cabinet for keeping records, a computer workstation, and space for meeting quietly with the sales representatives of vendors.

Receiving

This activity is conducted in an area that contains equipment used to verify that the goods received conform to the orders placed. Quantity, quality, and price must all be checked. To do this properly, it is necessary to plan an area that is easily accessible to delivery drivers and large enough to hold an entire normal delivery.

Storing and Issuing

These activities require three types of facilities for storing foods: dry, refrigerated, and frozen. A dry storage facility, typically called a storeroom, is maintained at normal room temperature. It is used to keep a

Some foods are stored at room temperature, while others require refrigeration or freezing. Pictured here is a walk-in refrigerator of the type used for fruits, vegetables, and dairy products. (Photo courtesy of InterMetro Industries Corporation.)



reasonable supply of bags, bottles, boxes, and jars of food that need not be refrigerated or frozen. This storeroom must be large enough so that shelves can be constructed and foods can be stored in an orderly manner. Refrigerated facilities—reach-in or walk-in refrigerators—are used to store meats, fish, vegetables, dairy products, and any other foods that will spoil if not kept cold. Freezers—reach-in or walk-in types—are required to store those items that are purchased in a frozen state.

Chefs preparing the raw ingredients and basic preparations for the day's service. The challenge is to prepare only as much as is needed for the day or meal period, based on sales histories and production sheets. (Photo courtesy of Cryovac.)



Producing

In a foodservice operation, food production takes place in the kitchen. Most kitchens require two production areas: one for advance preparation and another for the final preparation of foods immediately before they are ready to be served. The advance preparation area is for basic preparation of foods that will later be transferred to another area for final preparation. The final preparation, or finishing area, is for making foods ready for service.

Serving

This activity is defined as the transfer of finished products from preparation staff to servers. This even occurs in self-service operations—cafeterias and buffets among them—where the customers are also the servers.

► Layout and Design Considerations in a Food Area

Space

If the facility is to run efficiently, adequate space should be provided for the activities associated with the food area of the facility. The amount of space allocated for the food area will vary from one establishment to another, depending on such considerations as products, type of service, type and amount of equipment, and number of personnel required to work in the area. For example, the Steak Shack is a full-service restaurant with relatively greater space devoted to food preparation than is the case in Frog's Pub, which offers a very limited menu. While it may be possible to plan sufficient space for every kitchen need in a new facility, older facilities being converted to foodservice use may lack the ideal amount of space for a specific activity. In such circumstances, compromise may be necessary.

Equipment

There are many considerations that determine the equipment required in a food area. The two most important are product line and preparation methods.

Product Line. Product line is a key determinant in equipment selection. If the product line is to include Chinese food, the equipment needs will

be very different from those in operations featuring French or Italian food. Similarly, specialty restaurants serving pizza require different equipment from those serving hamburgers. In contrast, family restaurants with varied menus require more varieties of equipment than do specialty restaurants.

Preparation Methods. The equipment in food areas varies considerably from one establishment to another. In some, such as the Steak Shack, one sees stock pots, kettles, mixers, steamers, and the other heavy equipment characteristic of kitchens preparing food from raw, primary ingredients. This equipment may include broilers, ranges, conventional ovens, microwave ovens, deep-fat fryers, and a number of other possibilities. In other establishments, the equipment may be limited to a few counters used to arrange food on small platters just before they are microwaved. In Frog's Pub, the kitchen equipment is simple and basic because the menu is limited. Needs vary from one operation to another, and the choice of equipment should be based on the food products prepared.

Many food items can be prepared a number of different ways, and it is important to establish the preparation method for each food item before purchasing equipment. Chicken, for example, can be fried,

Kitchen equipment varies considerably from one establishment to another. Broilers, ranges, grills, ovens, and deep-fat fryers are among the most common in American commercial kitchens. (Photo courtesy of Vulcan Hart.)



sautéed, deep fried, baked, roasted, boiled, or broiled. If an operation establishes deep frying as the proper preparation method for a particular chicken entree, then a deep fryer—or more than one—should be on the list of equipment to purchase. Similarly, if soups are to be prepared from stocks made in the establishment, as is the case in the Steak Shack and the Mountain Bank staff dining room, then suitable equipment to produce the stocks—stock pots, or steam kettles, depending largely on volume—should be on the list. If the product list includes a large number of frozen convenience foods, it would be necessary to purchase a larger freezer than would be required if the restaurant were to use mostly raw, fresh ingredients. The number of examples illustrating this point are endless.

The arrangement of equipment in each part of the food area is influenced by the extent of the work to be done in the area and the number of staff members available to do it. A large establishment may set up a specific station for broiling, another for frying, and yet another for sautéing, and provide each of these with appropriate equipment. Smaller establishments, not having the volume of work to justify a specific station and staff, may combine these three in a single station. That station would clearly have less equipment of any one type than each of the three stations in the larger establishment.

It is important to recognize that once equipment decisions have been made and the equipment has been purchased and installed, it may be extremely difficult to change the product line in any significant way. For example, some specialty restaurants have found it impossible to enlarge or change their menus because they have neither the appropriate equipment nor the space in the kitchen to add that equipment.

Lighting

For employees to work efficiently, they must have sufficient light. Light is required so that employees can attend to the detailed work required for the elegant presentation of foods. It is also required so that employees can read portion scales and be certain that they are providing the correct number of ounces or grams in a portion.

There are many considerations to take into account when making decisions about the lighting for a work area. The amount of light reaching a particular workstation will be considerably less than the amount available at the lighting source itself. Also, the color of the walls and ceiling will influence the amount of light available at a workstation. More light will be available if wall and ceiling surfaces are light colors: light colors reflect light; dark colors absorb it. The amount

of light on a surface, such as a worktable, is measured in **lumens** per square foot, or **foot-candles**. A foot-candle of light is the amount of light that can be measured at a distance of one foot from an ordinary candle. One lumen per square foot is equal to one foot-candle, a term whose origin precedes the invention of electric lights. Lighting experts suggest that employees need at least 60 foot-candles of light for ordinary work and about 110 foot-candles of light for detailed work, such as cake decorating.

Ventilation

Adequate ventilation is another basic requirement for work areas. The air that foodservice employees breathe should be clean—free from smoke and other pollutants. The climate should be at a temperature at which staff can work in reasonable comfort.

Because kitchens produce smoke and odors, the air must be replaced continually. If not, air quality will deteriorate as levels of smoke and odors rise. In addition, temperatures in the kitchen will rise quickly from stoves, ovens, and other heat-producing equipment in use, and the air may become unhealthy. The proper rate of air exchange in a kitchen is determined by the type of cooking, the type and amount of equipment used, and the height of the ceiling. In heavily used kitchens, the rate of air exchange may be as high as fifty times per hour. Fresh air may come from any of three different sources: other rooms in the facility, outside, or a ventilation system in the establishment.

Materials Flow

Work areas and equipment should be arranged so that foods can proceed smoothly and logically from the receiving area to the storing and issuing area. From there, foods should move smoothly to the producing area for advance preparation and final preparation, and from there to the serving area.

To facilitate this smooth and even flow, the receiving area and all equipment required for receiving is typically located near a rear entrance to a foodservice facility. The storing and issuing area and the attendant equipment and facilities—storeroom, refrigerators, and freezers—should be located close to the receiving area. The producing area and its equipment should be located close enough to the storing and issuing area that advance preparation and final preparation can be accomplished expeditiously. The serving area should be close to the

finishing area so that foods can be served as quickly as possible once they are ready. Note the arrangement of the equipment on the floor plan of the Steak Shack, found in figure 5.1. Food deliveries come to receiving at the rear of the building, then move to one of the storage facilities nearby, from which they are transferred to the food preparation area as needed. The preparation and finishing areas are very close to one another to facilitate quick service of the finished product to guests in the dining room.

Dishwashing equipment has traditionally been placed in a part of the kitchen near the entrance to the dining room, so that servers returning to the kitchen with soiled china, glassware, and flatware can place these things in a convenient spot before proceeding to pick up food. However, because the noise associated with the handling of dishes can often be heard in the dining room, some establishments have installed conveyor systems. This is the approach taken in the Steak Shack. With these systems, dishwashing areas can be located some distance from the kitchen entrance with soiled items moved to the dishwashing area by the conveyor belt.

Traffic Flow

People working in food areas must be able to move around without interfering with the work of others. They are all working in aisles, real or potential. In general, there are two kinds of aisles: traffic aisles and working aisles. These two should not coincide: employees moving about the food area in traffic aisles should not interfere with those storing, issuing, or preparing food, for example, in working aisles. Traffic aisles should be wide enough to permit the passage of personnel and equipment. Working aisles should be wide enough to give employees sufficient space to move with reasonable freedom as they work. Note the wide aisles in the kitchen facility at the Mountain Bank staff dining room, illustrated in figure 5.2. In a serving area, for example, space is required to accommodate both personnel returning soiled china and linens from a dining room and those picking up foods to be served in the dining room; there must be adequate space for the anticipated number of personnel to go about their work without crowding.

In planning a food area, then, adequate space and suitable equipment must be provided for purchasing, receiving, storing, issuing, producing, and serving food. Similarly, adequate lighting and ventilation must be provided in all parts of the food area. Finally, the food area should be arranged to facilitate efficient movement of personnel and materials.

► The Dining Area

The dining area is that part of the facility where food and beverage products are consumed by customers. It normally includes tables, counters, or similar surfaces on which the products are placed, and chairs, stools, benches, or other seating arrangements for customers to use as they consume the products. It may also include such items as salad bars, buffet tables, and other similar items designed for customer self-service.

► Layout and Design Considerations in a Dining Area

Space

The amount of space devoted to seating in the dining area will be determined by the type of service, the variety and mix of table sizes, and decisions about space between tables.



The dining area is that part of a restaurant facility where food and beverage products are consumed by customers. Above, just before opening time, the tables, chairs, and place settings in the Hyatt Regency St. Louis at Union Station are ready to provide an attractive welcome to customers. (Photo courtesy of Hyatt Regency St. Louis at Union Station.)

Type of Service. Some types of service require more space than others. French service (discussed in the next chapter), for example, requires considerable space between tables so that the gueridons characteristic of French service can be moved table-side. American service (discussed in the next chapter), on the other hand, requires comparatively little space between tables—just enough for servers to walk quickly carrying plates or trays. In the Mountain Bank staff dining room, where self-service is the rule, aisles in the dining area can be much narrower than would be the case in the Steak Shack. There, servers require considerable space to move large trays of hot foods quickly from kitchen to customers.

Variety and Mix of Table Sizes. Table sizes and the mix of table sizes in the dining area will also influence the amount of space required to accommodate a given number of diners. Tables for two, four, six, or eight customers require varying amounts of floor space. Round tables require different amounts of space than square or rectangular tables. Knowledge of the number of tables of each shape and size will help determine the total number that can be accommodated in a dining area of a given size. Round tables, for example, require slightly more space than squares. It takes only one half the space to seat eight persons at one table as it does to seat the same eight persons at four separate tables accommodating two persons each. Tables intended to seat two persons can be purchased in various standard sizes ranging from 24" × 24" to 30" × 36". An establishment catering to families will have a greater number of tables accommodating larger parties than one that caters to couples. Establishments offering luxurious evening dining will require larger tables than those offering only breakfast or lunch. In Frog's Pub, there is no real need for large tables because customers do not ordinarily order full meals. Consequently, the tables are smaller, and are selected because they provide enough table area for beverage products rather than food products, which tend to be secondary in Frog's Pub. The tables in the Steak Shack are somewhat larger because customers normally order full meals. In a sense, beverage sales are secondary in the dining room of the Steak Shack.

Decisions About Space Between Tables. The distance between tables will influence the number of customers who can be accommodated in a given area. Many managers see no difficulty in having customers seated very close to one another. Others prefer to seat customers at greater distances from one another and to preserve the privacy of their conversations. In the former, a greater number of customers will be seated; in the latter, fewer can be seated.

Equipment

The equipment required in the dining area will be determined by the type of service and other decisions of management as to the need for specific pieces of equipment, such as buffet stands, serving stands, and coat-racks. In the Mountain Bank staff dining room, considerable space is devoted to three buffet islands, pieces of equipment not found in Frog's Pub. The Steak Shack has one similar piece of equipment, a salad bar.

Lighting

There are two primary considerations in dining area lighting: the amount of lighting and the type. The decision to have a well-lighted dining area as opposed to one dimly lighted is based on the atmosphere management is attempting to create. Some establishments—Frog's Pub, for example—keep lighting levels low to create an intimate atmosphere. In some, the lighting level is so low that older customers may have difficulty reading a menu. By contrast, other establishments, both the Mountain Bank staff dining room and the Steak Shack among them, are brightly lighted. Sometimes this is because they are family establishments; other times it may be because they feature an interesting or unique theme.

There are two basic types of lighting—direct and indirect. The bulbs providing direct lighting can be seen, and the light shines directly into a room. For indirect lighting, bulbs are not visible. Indirect light shines toward the ceiling and walls and is reflected back into the room. Direct lighting produces shadows, but less light is required to achieve a given degree of brightness. Indirect lighting is softer and produces no shadows, but more indirect lighting is required to reach a particular level of illumination than would be required with direct lighting.

Ventilation

Adequate ventilation is another basic requirement for a dining area. The air in a dining area should be at a temperature at which people can dine in reasonable comfort. Today, with the growing tendency to provide smoke-free areas for diners—especially when required to do so by local laws—ventilation has assumed greater importance than in previous years.

If smoking is permitted, air quality will deteriorate as levels of smoke and odors rise. Therefore, the owners of the Steak Shack pro-

vide a separate smoking area along with equipment to insure that smoke from the smoking area is vented outside. This is not a consideration in the Mountain Bank staff dining room, where smoking is not permitted. However, temperatures in a dining area will rise quickly without adequate ventilation, and the air will become unhealthy. Fresh air may come from any of three different sources: other rooms in the facility, outside, or a ventilation system in the establishment.

It is important to note that the air pressure in the dining room and other rooms should be higher than in the kitchen. When such is the case, air will flow from the dining room to the kitchen, not the other way around. If air pressure were higher in the kitchen, the smoke and odors from the kitchen would soon flow into the dining room, making that facility uncomfortable for diners.

Traffic Flow

Traffic in a dining area must move smoothly. Traffic patterns should be planned to avoid cross traffic between customers and service personnel and among the service personnel. Service personnel must be able to move freely and conveniently within the facility. In some places, this means, for example, that servers must be able to move into and out of a serving area to pick up food orders and to deposit soiled china and flatware for washing. In other kinds of establishments, it may mean that employees must be able to move about the dining area to clean tables and get rid of disposable paper and plastic food packaging.

The measures taken to facilitate free movement vary from one type of operation to another. In table-service restaurants, for example, the servers' exit from the dining area to the kitchen is typically located some distance away from the street entrance used by customers. In establishments that do not provide table service, the area where customers order or select foods is typically near the street entrance. In part, this is to facilitate freedom of movement for customers carrying foods to their tables.

If servers are required to pick up plates of food in a kitchen, it is important to have two doors between the kitchen and dining areas—one for traffic going into the kitchen, and the other for traffic coming out. This is illustrated in figure 5.1, which shows the floor plan of the Steak Shack. If only one door were provided, accidents could result from service staff coming and going into the kitchen at the same time. In addition, the farther apart these two doors are placed, the better the traffic flow.

Similarly, lavatories should be installed in locations such that traffic to and from these facilities will not interfere directly with servers or other customers. Note their locations in the Steak Shack and in the Mountain Bank staff dining room (figs. 5.1 and 5.2).

In planning a dining area, then, adequate space and suitable equipment must be provided for efficient and orderly service of food and beverage products to customers. Knowledge of the type of service, the variety and mix of table sizes, and management decisions about space between tables is critical to determining space requirements. As with a food area, adequate lighting and ventilation must be provided in all parts of the dining area. Finally, the dining area should be arranged to facilitate efficient movement of personnel and materials. Throughout, one must bear in mind that the ambiance, or atmosphere—a critical factor in overall success—is determined largely by the layout and design of the dining area.

► The Beverage Area

The beverage area is that part of the facility where beverage products are prepared and served. The following activities take place within the beverage area.

The bar pictured at right provides an elegant focus for the beverage area in the Cite Grill. (Photo courtesy of The New York Restaurant Group, Inc.)



Purchasing

Beverage purchasing requires making decisions about the quantities and kinds of beverages to be purchased. Orders for beverages are often placed from the purchasing area by telephone or by direct contact with sales persons, if that is consistent with state law and the policies established by management for beverage purchasing.

Receiving

Receiving beverages requires verifying that beverages delivered conform to the orders placed. In many small establishments, the beverage receiving area is the bar; in larger establishments offering both food products and beverage products, one receiving area is likely to exist for both.

Storing and Issuing

Beverage storing and issuing activities vary greatly from one establishment to another. The variations stem from differing needs based on the size of the establishment, the number of customers served in a given period, and the complexity of the beverage product list. In a small neighborhood bar, the storing and issuing facility may be only a small closet located near the bar; in a large hotel or restaurant doing high-volume business and offering a complex array of beverage products, at least two separate areas will be used for storing and issuing beverages. One of these will be a locked storeroom, maintained at normal room temperature, which will be used for storing liquors and may be used for storing mixers and any alcoholic beverages that are not refrigerated. Another will be a locked, refrigerated room for the storage of beers, ales, and those wines that require chilling.

Those restaurants that offer their guests choices from wine lists must keep reasonable supplies of bottled wine on hand. Some of the finer restaurants maintain wine inventories worth thousands of dollars. These are typically kept under secure conditions in climate-controlled storerooms known as **wine cellars**.

Wine cellars should be maintained in an organized manner, so that particular wines can be located quickly when ordered by customers. To accomplish this, wines are normally classified by type, and each individual wine is given a number. The still wines and sparkling wines are stored on their sides in special racks or bins designed for storing wines. The number assigned to each wine is both printed in the wine

list and posted on the bin or rack where the corresponding wine is stored. This makes it easier to find any wine ordered by a customer.

Producing

Beverage production activities typically take place at bars, where drinks are produced by bartenders. There are three types of bars: **front bars**, **service bars**, and **special purpose bars**. An understanding of beverage facilities requires that one know about these three and comprehend their differences.

Front Bar. A front bar is a fixed counter for beverage service that is open for business on a regularly scheduled basis and is directly accessible to customers. Front bars are permanently fixed in particular locations within establishments. Many of these establishments are open long hours daily, but the days and hours of operation are determined by owners within the parameters of state and local laws.

There are three specific parts of a front bar: **bar**, **back bar**, and **under bar**.

The term **bar** is normally used to refer to that physical device in a barroom or taproom that fulfills several purposes: it is a counter where bartenders can serve drinks to customers; it is a convenient surface used by customers who consume drinks; it is a surface on which bartenders may prepare drinks; and it is a serving station where servers may pick up drinks for consumption elsewhere.

A back bar is a storage and display facility located behind the bartender. The top surface is used to hold shelves on which are displayed bottles of some or all of the wines and liquors available at the bar. Glassware may be displayed here as well. The compartments underneath are used for storage of bar supplies, which may include beers, wines, liquors, mixers, paper supplies, or any other item used at the bar. If the facility is refrigerated, it may be used to store bottled beers and such food supplies used in beverage production as milk, cream, lemons, limes, and various fruit juices.

An under bar is a work area under the bar surface, containing equipment and supplies used by bartenders. The work area will have stations—one for each bartender. The number of stations will govern the number of bartenders who can conveniently work at the bar at any one time. A station consists of one steel sink for ice surrounded by wells to hold bottles of frequently used liquors and mixers. In addition to these stations, the under bar has sinks or a machine for washing glassware and a sink for disposing of liquids and washing bar equip-

ment. There may also be work space for preparing drinks, for storing supplies and equipment, and for additional refrigeration facilities.

Front bars are the most common of the three types of bars. At the typical front bar, customers walk to the bar, where they are greeted by a bartender who takes their orders and prepares and serves their drinks. This is the type of bar found in the Frog's Pub, illustrated in figure 5.3. Beyond the point at which the drink is served, there are many possible variations. Customers may or may not consume their drinks at the bar. In some establishments, customers can remain at the bar, sitting on stools or standing as they drink. In others, customers can carry their drinks elsewhere. Sometimes the bartender acts as a cashier, collecting for each drink as it is served. Sometimes the bartender records a given customer's drinks on a paper form called a **guest check**, which the customer settles before leaving. Occasionally, there is a cashier at the bar who does not act as a bartender but who serves as cashier for the establishment.

Service Bar. A service bar is a counter at which a bartender prepares drinks but does not serve them directly to customers. Drink orders are given to the bartender by servers who take the orders from customers and serve the drinks when ready.

Service bars are frequently located in kitchens and similar areas that are neither visible nor accessible to customers. In other instances, a service bar may be visible but not accessible: some service areas are too small for customer access to be feasible; others are behind glass walls; some are in establishments in which the level and extent of service is such that any appearance of self-service would be unseemly.

Some service bars are permanently located in fixed positions. Others are mobile—bars on wheels that can be moved from one location to another as needs dictate. Still others are temporary—folding tables set up quickly, possibly draped or otherwise covered, then dismantled when no longer needed. What differentiates service bars from others is not the degree of permanence but the fact that customers are not permitted access to them. Customer access is not a characteristic of a service bar.

Special-Purpose Bar. A special-purpose bar is one that, although directly accessible to customers, is open only for a defined period to accommodate a special need. Special-purpose bars are most commonly used in banquet or catering businesses to accommodate guests at special functions—parties, dances, or the receptions preceding special events. At special-purpose bars, customers have direct access to a bartender: they

order and receive drinks just as at a front bar. But although a front bar is open on a regularly scheduled basis, the special-purpose bar is open only to accommodate the beverage service requirements of those present at the event. When the event is over, the special-purpose bar is closed. Thus, special-purpose bars are open for varying periods—some long, others short, depending on the length of the event.

Special-purpose bars can be permanent, mobile, or temporary. Some are permanent and are built into the physical structure of a banquet room. Others are mobile, such as bars on wheels that can be moved from one location to another. Still others are merely tables or counters, folding or otherwise, that are fitted out to be used as bars when required.

Bars can be built in various shapes and in any desired size. The layout and design of a bar will be determined by the use that management plans for the bar. If the bar is to be used only as a service bar, it probably will be compact—no larger than required to prepare and serve a projected number of drinks in a given time period, with some space allocated for storage. In contrast, if it is to be a front bar used in a cocktail lounge that also serves as a holding area for customers waiting to be seated in a dining area, it probably will be considerably larger, providing work space for several bartenders and counter space to accommodate a substantial number of customers seated at the bar. The sizes of special-purpose bars vary with the number of customers to be served.

Serving

This activity involves transferring finished beverage products from the bartender to servers, to customers, or to both of these. These transfers take place at one of the three types of bars just discussed and described earlier in this chapter: front bars, service bars, and special-purpose bars.

► Layout and Design Considerations in a Beverage Area

Space

If the facility is to run efficiently, adequate space should be provided for the activities associated with this important area of the facility. The amount of space allocated for the beverage area will vary from one establishment to another, depending on such considerations as prod-

uct line, type of service, type and amount of equipment, and number of personnel required to work in the area. For example, an up-scale cocktail lounge advertising the ability of its bartenders to make any drink requested by any patron is likely to require more preparation space than a neighborhood tavern offering nothing other than five brands of bottled beer. While it may be possible to plan sufficient space for every need in a new facility, older facilities being converted to bar use may lack the ideal amount of space for a specific use. In such circumstances, compromise may be necessary.

Equipment

There are many considerations that determine the equipment required in a beverage area. The two most important are product line and preparation methods.

Product Line. Product line is a key determinant in equipment selection. If the line is to include mixed drinks, the equipment needs will be very different from those in operations featuring imported beers on tap. Similarly, operations offering drinks requiring shaved ice require different equipment from those offering straight shots of blended rye. In the Steak Shack, for example, an ice machine is an important piece of bar equipment. At Frog's Pub, there is an ice machine in the kitchen, but none at the bar: most of the beverage orders are for the featured imported beers and ales, and the bartender has little need for ice.

Preparation Methods. The equipment in beverage areas varies considerably from one establishment to another. In some, one might find **pourers**—measuring devices that hold a precise amount of liquor each time a drink is poured. In others—those with automated equipment for measuring drink quantities—there may be few bottles in view and no pourers at all. Needs vary from one operation to another, and the choice of equipment should be based on the beverage products prepared.

Lighting

The primary consideration in beverage area lighting is the atmosphere management intends to create. Lighting is a critical element in this area. Some establishments—Frog's Pub, for example—keep lighting levels low to create an intimate atmosphere. By contrast, the bar in the Steak Shack has a higher level of lighting.

In designing a beverage area, the planner must include adequate and suitable equipment for those purchasing, receiving, storing, issuing, producing, and serving activities associated with the beverage product list. Just as in the food area, adequate lighting and ventilation must be provided in all parts of the beverage area. Finally, the beverage area should be arranged to facilitate efficient movement of personnel and materials.

The key factors in food and beverage facilities discussed in this chapter—concept, legal requirements, product line, and layout and design—are major elements that lie at the heart of food and beverage operations. There are obviously many other aspects to planning and operating a food and beverage enterprise. There are a number of other topics requiring close attention, including menu, organization plan, marketing plan, and budget. These will be topics for discussion in the next chapter.

► Summary

In this chapter, concept, legal requirements, and product line are introduced as fundamental to the layout and design of food and beverage facilities. Product line is described as having three components: food and beverages, services, and ambiance. Case studies describing three different foodservice facilities—Steak Shack, Mountain Bank staff dining room, and Frog’s Pub—were presented as aids to understanding facilities’ layout and design. Six key considerations in food and beverage facilities layout and design are identified as space, equipment, lighting, ventilation, materials flow, and traffic flow. These considerations are discussed as applicable to the three main areas of a food and beverage facility, identified as a food area, a dining area, and a beverage area. Front bars, service bars, and special-purpose bars are identified as three types of bars that may be found in beverage facilities. Finally, the three specific parts of a front bar are identified as bar, back bar, and under bar.

Key Terms

Back Bar	Producing
Bar	Product Line
Concept	Purchasing
Feasibility Study	Receiving
Foot-Candle	Service Bar
Front Bar	Serving

Guest Check
Issuing
Lumens
Pourers

Special-Purpose Bar
Storing
Under Bar
Wine Cellar



Questions

1. The authors state that every food and beverage operation begins with a concept. In this context, define the term *concept* and describe its purpose.
2. Owners and managers of food and beverage facilities are said to require some knowledge of various laws and regulations. What types of laws and regulations should they know about?
3. Define the term *product line* as it is used in food and beverage operations.
4. What are the three elements in the hospitality service product line offered by food and beverage operations?
5. Identify the three main areas in a food and beverage facility, describing the principal activities that take place in each.
6. List the six considerations that should be taken into account in the layout and design of food and beverage facilities. Describe the importance and significance of each to efficient day-to-day operation.
7. What is a lumen? a foot-candle? How many foot-candles do experts suggest for normal kitchen work? for detailed work?
8. Distinguish between traffic aisles and working aisles.
9. Explain the importance of space, traffic flow, and lighting in the layout and design of a dining area.
10. In what ways do the arrangement and size of tables in a dining room influence the amount of space required for a given number of customers?
11. Distinguish between direct lighting and indirect lighting. Why might food and beverage operators choose to use one or the other?
12. Why is it necessary that air pressure in a dining room and in other rooms adjoining the kitchen be greater than that in the kitchen itself?
13. Three types of bars are described in the chapter. Identify these three and discuss their differences.
14. List and describe the three principal parts of a front bar.

**Moments
of Truth**

1. Describe a restaurant that you have recently visited. Can you identify the concept of the establishment?
2. For the restaurant identified in number 1 above, describe its product line as completely as you can. Include in your description a summary of the foods and beverages offered, the services offered, and the ambiance of the establishment.
3. Does the layout and design of the restaurant identified in numbers 1 and 2 above follow the principles described in this text? If not, where does it differ?



S i x

Food and Beverage Operations



Learning Objectives

After reading and studying this chapter, you should be able to:

- 1** List and describe the seven basic steps common to food and beverage operations of all types.
- 2** List and explain the four critical issues that purchasing procedures must address.
- 3** Distinguish between perishables and nonperishables.
- 4** List the three primary goals of receiving procedure and explain the importance of each.
- 5** Identify the four goals of storing procedure.
- 6** Describe the two goals of issuing procedure.
- 7** Name the four goals of food or beverage production procedures.
- 8** Identify the purposes of each of the following: sales histories, production sheets, standard recipes.
- 9** Compare the goals of sales procedures in profit-oriented operations with those in not-for-profit operations.
- 10** List and describe three common means used to help sell food and beverage products.

- 11** List and describe eight styles of foodservice.
- 12** Identify three types of wines.
- 13** Discuss the interdependence of the seven steps common to all food and beverage operations.

► Introduction

The previous chapter was devoted to examining the common components of food and beverage facilities. With that objective accomplished, we will now turn to a subject that is typically of the greatest interest to those preparing for careers in the foodservice industry: food and beverage operations.

Given the array of types of food and beverage establishments discussed in chapter 4, it should be apparent that the operational details differ greatly from one type to another. The operational details relating to a hot dog stand at the beach or a hamburger stand at a county fair will differ greatly from those relating to a sophisticated city restaurant dedicated to fine dining. Similarly, the operational details for a college cafeteria serving students will differ from those for a neighborhood restaurant serving ethnic fare to a family clientele. The differences from one to another are apparent upon detailed consideration of the five most important characteristics of any foodservice enterprise, and these are identified in chapter 4 as menu items, food quality, menu prices, service, and ambiance. Similarly, operational differences are apparent from one type of beverage enterprise to another: the neighborhood bar focused on beverages differs from the fine restaurant focused on food.

In the authors' view, it is not generally useful in an introductory course to attempt detailed descriptions of the great many operational differences evident in the food and beverage industry. They tend to be confusing and to get in the way of understanding the general principles of a food and beverage operation. To those who lack experience in the field, some of the differences from one to another, insignificant as they may be to more experienced professionals, tend to obscure the basic similarities. Discussions of most such differences are best deferred to reasonably advanced courses. We will focus our attention, instead, on similarities—the many steps of food and beverage operations that are really much the same from one enterprise to another. We believe strongly that it becomes much easier to understand the differences from one operation to another if one first comprehends their

underlying similarities, that is, the basic operational activities and principles that are common to all.

The purpose of this chapter, then, will be to identify some important points of similarity from one establishment to another. We will identify and describe a number of basic steps that all food and beverage enterprises tend to have in common.

► Basic Elements of Food and Beverage Operations

All food or beverage operations have the following basic steps in common.

- Purchasing
- Receiving
- Storing
- Issuing
- Producing
- Selling
- Serving

Many will recognize these basic steps, largely because they seem much the same as the parts of a food and beverage facility that were discussed in the previous chapter.

These basic steps are essential for all food or beverage operations—from college cafeterias to national fast food outlets, from neighborhood taverns to hotel cocktail lounges, from nursing home food-services to catering halls. They are the sequential steps that are necessary for preparing and serving portions of food or beverages. Each of these will be described in detail, and we will explore their interrelationships.

► Purchasing

The first of the basic steps of a food and beverage operation is purchasing, a necessary first step in any production process. All food or beverage enterprises must establish procedures for purchasing. The primary objective of purchasing foods or beverages for production is to ensure the availability of suitable materials for preparing food or beverage products and for other related uses. These materials must be available when needed; they should be in sufficient but not excessive

quantities and of appropriate quality; and they should be purchased at suitable prices.

Four critical issues that any purchasing procedure must address are

1. quantity,
2. quality,
3. price, and
4. space.

Quantity

Food and beverage operators cannot ask customers to wait for deliveries. When a customer reading the menu in Frog's Pub requests a glass of Bass ale or an order of shepherd's pie, the owner is expected to have the item on hand. The purchasing procedure must be designed to ensure that foods, beverages, and other necessary materials are available when needed so that menu items can be produced on demand. One means for accomplishing this is to establish daily routines for evaluating existing supplies of raw materials, assessing needs for the upcoming period, and placing orders as required.

For the Steak Shack, it is obviously important to maintain adequate supplies of steak. This can be accomplished by establishing daily routines for evaluating existing supplies and by placing regular orders with a supplier. Assuming that the supplier delivers only on Tuesdays, it is necessary to order a sufficient quantity to last for one week. Purchasing food can be the job of any one of several people in a foodservice operation. Some restaurant managers do their own food purchasing. In other restaurants, the chef does it, and in some larger operations, the purchasing is done by a purchasing steward. At the Steak Shack, the chef purchases all food for the establishment. The individual responsible for ordering must know the quantity used in a normal week and know when larger or smaller amounts than normal may be needed. A good purchasing procedure is designed to help determine proper quantities for purchase.

Quality

Product quality is another critical issue. The food and beverages must be of a quality acceptable to customers and should be consistent. There are degrees of quality, and products need not always be of the highest quality obtainable, but they should be of the quality that meets customers' needs and preferences. Some would add that the quality

should always match the image the establishment attempts to convey. If, for example, the Mountain Bank is attempting to convey to its employees the image of a caring employer, foods available to them in the dining facility—even the simplest foods—should be of consistently good quality. The purchasing procedure should be designed to ensure the purchase of products of consistent quality each time the food and beverages are ordered.

The quality of any item purchased should also be appropriate for its intended use. For example, when the steward in the Mountain Bank staff dining room buys oranges for fresh orange juice, she buys Valencias or Temples, which are juice oranges, rather than California navels, which are eating oranges. The latter are more expensive and yield less juice. If someone were mistakenly to purchase the Californias, the bank's operating costs would be higher than necessary, and the quality of the orange juice would be lower than desired.

Any procedure designed for food purchasing must take into account the two different categories into which all food purchases are divided: **perishables** and **nonperishables**.

Perishables are those foods that will keep for only short periods of time before they begin to lose their quality. These foods spoil and become unusable. Such foods are typically fresh foods, such as meat, fish, fruit, and vegetables. Fresh vegetables will retain sufficient freshness for several days; fresh fish, by comparison, will not, and it must be used much sooner. Perishables must be ordered frequently, sometimes each day. The quantity ordered is limited to anticipated demand.

Nonperishables are those foods that will keep for extended periods before spoiling. They typically come in cans, jars, bags, bottles, and boxes. Some are dried or frozen. Nonperishables are ordered infrequently and in larger quantities because they have longer shelf life than perishables.

The terms perishable and nonperishable are not normally used in beverage purchasing. This does not mean, however, that shelf life for beverage products is unlimited. Some beverages, such as draft beers, for example, have a very limited shelf life and must be kept refrigerated. For bottled beer, shelf life is considerably longer—but not unlimited. By contrast, spirits can be kept indefinitely.

Questions of quality should not be left to chance. Beef tenderloin, the commercial cut of beef used in the Steak Shack to prepare special steaks called filet mignons, is available at several levels of quality, known as grades. Someone must determine which grade is appropriate for intended use in a given establishment. In addition, if customers ordering filet mignon are to receive steaks of the same quality on each

visit to the establishment, then provision must be made for ordering the same grade each time beef tenderloins are purchased.

One means for ensuring consistency in the quality of items is to prepare a carefully considered written description of each item to be purchased. This could include such information as grade, size, count, color, type and size of container, degree of freshness, and other characteristics that vary with the product to be purchased. These descriptions are known as **standard purchase specifications** and are commonly used to one extent or another in most well-managed food or beverage operations. In the Steak Shack, all beef is purchased to match carefully written standard purchase specifications.

Price

Price is always a critical issue in food and beverage purchasing. The higher the purchase price for raw materials of a given level of quality, the higher the cost of the food and beverage products an establishment offers its customers. The purchasing procedure should facilitate the purchase of the needed quantity of an item at the most favorable price for the quality selected. For example, while the Mountain Bank may be willing to subsidize the cost of its employees' meals, it is certainly unwilling to spend money wastefully.

There are several methods that purchasers use to determine the best price for the desired quality. Most commonly, purchasers obtain several quotations for desired products and then select the dealer offering the best price. A good purchasing procedure makes provision for comparing the prices offered by various dealers for a given item and selecting the best price. Before purchasing meats for the Steak Shack, the buyer obtains price quotations from three dealers, each of whom has a copy of the standard purchase specifications.

Storage Space

The final critical issue that the purchasing procedure must take into account is storage space. Storage space is always limited, and decisions must be made as to amounts to be allocated to particular uses. Marecki Foods must determine the maximum quantity of each food item used in the Mountain Bank staff dining room facility that can be stored in the limited space available. When storage space is severely limited, it clearly becomes necessary to place orders for some items more frequently than would be necessary otherwise. Thus, storage space can affect the timing of purchases. Quantities of any item pur-

chased should never be greater than the storage space available for that item.

As we shall see, if an establishment lacks proper quantities of food or beverage ingredients to produce for customer demand, or if the food or beverage ingredients are of improper quality because the purchasing procedure malfunctions, other parts of the operation will not be able to function properly. The entire operation may be unable to achieve its goals.

► Receiving

The second important step in food or beverage operations is receiving. The procedure for receiving has three primary goals. It must be designed to verify

1. that the quantity delivered is the same as the quantity ordered;
2. that the quality of the items delivered conforms to the quality specified in the order placed; and
3. that the price on the invoice is the same as the price quoted by the dealer when the order was placed.

Food and beverage orders must be received by someone with sufficient knowledge to check carefully and accurately for quantity, quality,

Receiving clerks in many hotels and restaurants regularly receive deliveries from Sysco, one of America's leading foodservice suppliers. Here, food products for a major hotel are about to be loaded for shipment. (Photo courtesy of Sysco Corporation.)



and price. Each delivery must be counted or weighed, and the quality and price of each item must be verified. Finally, after the verification process is completed, the food is sent to the appropriate storage facility—dry storage, refrigerator, or freezer.

For example, assume the Steak Shack has placed an order for fifteen beef tenderloins, U.S. prime grade, weighing approximately eight pounds each, at a price of \$9.60 per pound. When the delivery is received, it is necessary to verify that the beef is prime quality, that the invoice indicates a price of \$9.60 per pound, and that the total weight for all fifteen pieces equals the weight shown on the invoice. Experienced receivers would also be certain to check other attributes listed in the purchase specifications, such as packaging, freshness, and thickness of fat cover, for example. If the delivered beef conforms to the order, it would be moved to refrigerated storage.

Should the delivery fail to conform to the order placed, there are likely to be problems in other parts of the operation that could have a negative impact on the success of the overall operation. For example, if the Steak Shack receives only twelve pieces of beef tenderloin, some customers may not be able to have filet mignon. Or if the beef is of a lower grade, the steaks will be less acceptable to customers, and the reputation of the restaurant may be negatively affected. If the invoice price is higher than quoted, the profit of the restaurant will be somewhat lower than anticipated.

The receiving procedure must be able to determine that items ordered are received at the quoted prices, and it must provide for ways to make the necessary adjustments when incorrect items have been sent to the restaurant.

► Storing

The third important step in food and beverage operations is storage of purchased items. The procedure for storing must satisfy four primary goals:

1. Ensuring the security of purchased materials
2. Preserving the quality of those materials
3. Providing ready access to available materials
4. Facilitating the determination of quantities on hand

All purchases are stored in one of three places: food or beverage items that can be stored at room temperature should be placed in dry

storage areas; those items that require chilling should be placed in refrigerators; and frozen foods should be stored in freezers. All storage areas should be locked to prevent **pilferage**—an industry term for theft—and it is essential that the storing procedure make provision for safeguarding all food and beverage supplies. Pilferage is a major cause of unwarranted costs and must be prevented.

The storage procedure must also ensure that the quality of supplies is maintained. Therefore, to preserve quality, rooms used for dry storage should be maintained at reasonable levels of temperature and humidity; if either or both become excessive, the shelf life of all foods and some beverages will be negatively affected. Refrigerators must operate at the proper temperatures—33 to 40 degrees Fahrenheit for chilled foods and slightly higher (45 degrees Fahrenheit) for draft beers. Frozen foods belong in freezers that maintain temperatures of 10 degrees below zero Fahrenheit.

Another consideration in preserving the quality of food items is the potential for odors and flavors from some food products to affect other foods stored nearby, particularly if foods are improperly wrapped or covered. In the Mountain Bank staff dining room, employees of Marecki Foods store eggs and other dairy products in a different refrigerator from that used for fish, because these products would take on the odors of the fish very quickly.

One final consideration in preserving the quality of food in storage is taking all necessary steps to see that foods in dry storage are secure from contamination by rodents and other vermin. The manager of the Steak Shack, for example, must be careful to see that any items in bags

The third important step in food and beverage operations is storing purchased items. Milk and other dairy products are commonly stored in walk-in refrigerators such as the one pictured here. (Photo courtesy of InterMetro Industries.)



and boxes are carefully protected from invasion by these perennial pests.

Providing ready access to stored food and beverage supplies is another key aim of the procedure for storing. When a food or beverage item is needed from storage, it is clearly important that the storage facility be organized so that items can be obtained quickly and easily.

In most establishments, items are stored by category. In a food storage facility, canned fruits are stored together; so are meats. In beverage storage, spirits are stored together: the scotch whiskeys, for example, are separated from the ryes and the bourbons. Each item has a predetermined location, and supplies are placed in these locations after they have been properly received. When an item is needed, an employee familiar with the storage facility goes to the location of the needed item and gets the desired quantity. Thus, the owner of the Frog's Pub can quickly and easily obtain a bottle of dry gin to replace one that has just been emptied at the bar.

When all stored items are kept in predetermined locations, it is easier to assess the quantity on hand of any food or beverage item and to make a judgment about whether to place an order for an additional quantity on any given day. Thus, the procedure for purchasing is closely linked to that for storing: it is necessary to obtain accurate data from the storage procedure concerning quantity on hand if the purchasing procedure is to function properly.

► Issuing

The fourth important step in food and beverage operations is issuing. The procedures for issuing are designed to insure that materials for production are released to authorized personnel (a) in the correct quantities, and (b) at suitable times. These goals can be accomplished in any of several ways. For example, the owner of the Steak Shack may limit access to food storage to the chef, who would then be the only individual with keys. Another possibility is to have one employee whose workstation is the food storage area and who gives supplies only to those requesting them on special forms bearing the chef's signature.

If accurate records of issues are maintained by employees of Marecki Foods (on paper forms or by some other means), these records may provide data that can be useful in other parts of the operation. With data from both the receiving procedure about goods received and from the issuing procedure about goods issued, methods

can readily be devised for maintaining perpetual inventories of goods. The value of the inventory at any given time, the cost of the foods or beverages issued, and considerable additional information can also be determined.

► Producing

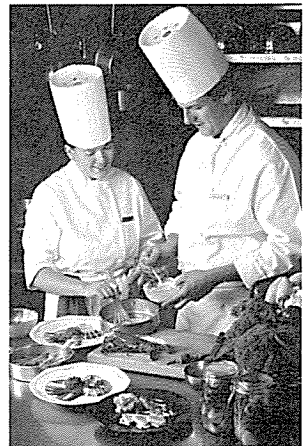
The fifth important step in food and beverage operations is producing, or production, as it is better known. Production has four primary goals for producing food products and beverage products: these goals are that the products are produced

1. in suitable quantities,
2. of appropriate quality,
3. in a timely manner, and
4. with minimal waste.

The production of a menu of food or beverage products is a complex business. Some items are very simple to prepare—merely placing bottles of beer in a refrigerator to chill or arranging portion-packs of breakfast cereals on a breakfast buffet. Others are equally simple, but most require additional preparation and sometimes quite extensive preparation. The extent of this varies from item to item and from one establishment to another.

Every establishment does some daily preparation before opening for business. For example, the owner/operator of a simple hamburger

The production of a menu of food products is a complex task. The last step, pictured here, is plating the finished product to delight the eye and palate of the customer. (Photo courtesy of Four Seasons.)



stand must do some basic work before he can produce hamburgers: he moves several boxes of frozen hamburger patties from a freezer to a convenient location next to the grill and then places a corresponding number of packaged sliced rolls nearby. Both hamburger patties and rolls must be handy when the stand opens and customers begin to order hamburgers. He may even open several packages of rolls and place a few open rolls on plates just before opening. If this basic work is not done, service will be very slow, and both sales levels and revenues are likely to be lower than desired.

In the Steak Shack, prime ribs of beef and baked potatoes must be cooked ahead of time because of the length of time the cooking process requires. The steaks must be portioned in advance because these items should be ready for broiling when customers' orders reach the kitchen. Similarly, the chef in the Mountain Bank staff dining room prepares the tuna salad for sandwiches before the lunch hour begins. At Frog's Pub, the bartender cuts pieces of lemon peel and sections of lime as garnishes for drinks, then fills several bar containers with ice from the kitchen and places opened bottles of various spirits and mixers in predetermined, easy-to-reach wells located under the bar. Employees producing food or beverage products do such work in advance so that guests may be served quickly and efficiently.

Many food and beverage employees commonly describe this as preparing their *mise en place*, a French culinary term that means having everything in place. Thus, with the *mise en place* ready, the bartender in Frog's Pub and the chef in the Mountain Bank staff dining room are ready to serve customers the foods and drinks of their choice without any unnecessary delay.

A significant problem with many food items is determining the quantities to prepare in advance. The proper quantity of any item is that amount that will enable the establishment to serve the item to each customer who orders it without delay and without leftovers at the close of business. Ideally, the last portion of any item prepared for any given day will be served just as the establishment is about to close for the day.

At best, this is very difficult. Most would say it is next to impossible. Chefs normally do not know the precise number of customers who will order a given menu item. Without a precise number, they are likely to prepare too much or too little. If too little is prepared, some potential customers will be disappointed, and sales revenues may be less than would otherwise have been possible. If too much is prepared, unsold quantities may be unusable for their originally intended purposes. For example, the chef in the Steak Shack must prepare roast

prime ribs of beef in advance. If too much is cooked, it is difficult to use the remaining amount the next day, and if too little is cooked, some customers will be disappointed when told that none is left. Unless the chef can find some suitable alternative use for the leftover beef, it may go unused, then spoil, and be discarded.

Because of their need to set production targets in advance, many foodservice operators have incorporated into their production procedures some useful devices adapted from the manufacturing sector. These are **sales histories** and **production sheets**.

Sales Histories

As the name implies, sales histories are records of the number of customers served during past periods and the number of portions sold of each menu item. Some establishments maintain records of portion sales by day of the week, whereas others find alternative approaches preferable. The data may be obtained from a cash register that keeps track of items sold, a computerized management program, or by manual means.

A sales history should include additional important information, such as inclement weather and out-of-the-ordinary events such as holidays, strikes, special sales in nearby stores, or nearby road construction. Any data that will shed light on the sales records for a given meal, day, or other period should be included.

It has often been said that the best indicator of future human behavior is past human behavior. Thus, the sales history for a given establishment will provide the foodservice operator with some rational basis for predicting the total number of customers likely to patronize the establishment on a given day and for making some reasonable assumptions about which menu items they are likely to order. The collection of such assumptions for a given day becomes the basis for judgments about the quantities of particular menu items to prepare for the day.

Production Sheets

A production sheet is a list of menu items that will be prepared for a specific day or meal period, along with the amount of each item for production personnel to prepare. Some production sheets will also indicate particular recipes to be used in preparation.

The initial entries on a production sheet are normally made by a foodservice manager after the sales history has been reviewed and

evaluated. When completed, the form is given to the kitchen staff as a work plan for the day. It provides cooks with essential information for them to do their work.

In both food production and beverage production, product quality and cost are established by means of the recipes selected for cooks and bartenders to use in preparing food and drinks. The recipes are normally selected with great care, after comparing a number of similar recipes. The recipe selected for the preparation of any food or beverage is that which management believes will produce a desirable product at a satisfactory cost. It must be of suitable quality and be acceptable to customers. The recipe finally selected for producing a given menu item is known as a **standard recipe**.

Standard Recipes

The standard recipe is a recipe that has been established as the correct recipe to use each time a given item is prepared. This is a very important element in production procedure. Standard recipes insure that menu items will be prepared the same way each time, using the same ingredients, proportions, and methods. This provides consistent quality and does so at a cost that can be planned in advance.

Many menu items for food or beverages can be prepared several different ways. Each variation results in a product of different quality, taste, and cost. Yet each of these products could be listed on a menu by the same name. For example, a seafood Newburg can be prepared using many expensive ingredients, such as lobster, shrimp, and scallops, or it can be done cheaply, using inexpensive fish with very little of the more expensive ingredients. In the first instance, the cost and quality will obviously be higher than will the latter. It is very important for managers to determine which shall be the standard recipe for each item produced. In establishments that use standard recipes, customers can reasonably expect the same quality food and drinks, which taste the same every time they come to the establishment.

► Selling

The sixth important step in a food and beverage operation is selling, or sales, as it is better known. One of the principal aims of selling food and beverage products is maximizing customer satisfaction. In such not-for-profit establishments as the Mountain Bank staff dining room, this is likely to be the sole purpose of selling menu items. In the Steak

Shack, Frog's Pub, and other profit-oriented enterprises, selling has a second goal: to maximize revenue.

The difference between the goals of the selling in these two types of establishments has to do with the difference between the noncommercial goals of one type of enterprise and the commercial goals of the other. Therefore, two possible goals of selling are to maximize customer satisfaction and revenues.

To help sell food and beverage products, food and beverage operators often use

- A. sales-oriented menus,
- B. visual sales materials, and
- C. personal selling.

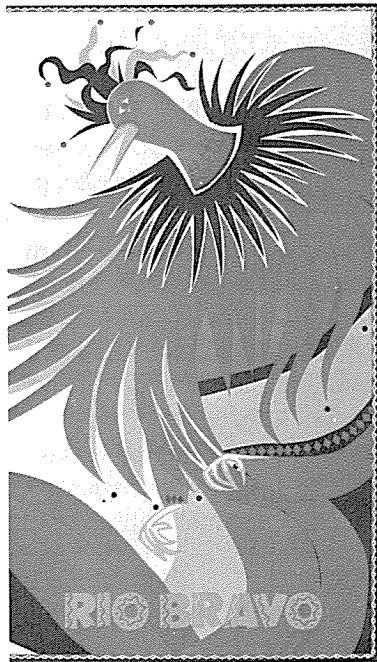
► A. Sales-Oriented Menus

A **menu** is a list of the items offered for sale in a food or beverage enterprise. Food menus normally list these items by category and in the same sequence in which they are customarily ordered. A dinner menu for a restaurant such as the Steak Shack would list appetizers first, followed by soups, salads, entrees, vegetables, desserts, and the usual nonalcoholic beverage accompaniments for meals: coffee, tea, and milk. By contrast, beverage menus normally list contents by category alone. Typical categories include aperitifs, cocktails, spirits, wines, beers and ales, cordials, and dessert wines.

A good menu, however, is much more than a simple list of food or beverage items for sale. It is a sales tool that will influence customers' orders and the dollar amounts they spend. Menus are carefully designed to be attractive and are written in language intended to promote sales. Some menus give special emphasis to the items that yield the greatest profit per sale.

Developing successful menus is a complex process. Many food and beverage operators use professional consultants, whose many years of experience are of invaluable assistance in preparing this important sales aid. Some of the important considerations in menu making are

1. selecting which food/beverage items to include,
2. determining the best location for each category/item,
3. writing sales-oriented item descriptions, and
4. making numerous art and design decisions.



Appetizers

CHEESE CRISPI
Fried tortilla covered with melted cheese
3.75

DELUXE QUESADILLA
Two flour tortillas filled with melted cheese and topped with hamsters, onions, guacamole and sour cream.
5.50

GUACAMOLE DIP
With chips
3.75

MEXICAN PIZZA
Fried flour tortilla topped with beans, beef, cheese, tomatoes, onions, guacamole and sour cream.
5.50

NACHOS
Chips covered with Cheddar cheese.
3.95

SUPER NACHOS
Chips with Cheddar cheese, beans, beef or chicken, tomatoes, onions, guacamole and sour cream.
5.50

Las Tostadas

A tostada is a deep fried corn tortilla topped with beans and meat, lettuce, cheese and tomato.

REFRIED BEAN TOSTADA
3.75

REFRIED BEAN & BEEF TOSTADA
4.25

WHOLE PINTO BEAN TOSTADA
5.75

REFRIED BEAN & CHICKEN TOSTADA
4.25

REFRIED BEAN & PICADILLO TOSTADA
4.25

For Avocado Style sour cream and avocado slices, add 1.25.
For Deluxe sour cream and guacamole, add 1.25.

Las Ensaladas

Our taco salad is prepared in a bowl shaped deep fried tortilla. It consists of your choice of meat, lettuce, cheese and tomato.

GROUND BEEF TACO SALAD
4.50

CHICKEN TACO SALAD
4.65

PICADILLO TACO SALAD
4.25
For Deluxe sour cream and guacamole, add 1.25.

RIO BRAVO PETITE CALORIE SALAD
White grain beans, lettuce, green peppers, onions, tomato and your choice of pico de gallo salsa or hot oil dressing.
4.25

With broiled chicken pieces, add 1.00.

Sopa

ALBONDIGAS
A delicious Mexican soup made with pork meatballs, vegetables and meat. Served with your choice of flour or corn tortillas.
Bowl 4.50 Cup 2.00

Las Enchiladas

An enchilada consists of a soft corn tortilla that is covered with cheese, beans or meat, sautéed and smothered in a thick tomato sauce and topped with melted cheese.

DELUXE CHEESE ENCHILADA
4.25

DELUXE REFRIED BEAN ENCHILADA
4.25

DELUXE WHOLE PINTO BEAN ENCHILADA
5.75

DELUXE GROUND BEEF ENCHILADA
4.25

DELUXE CHICKEN OR PICADILLO ENCHILADA
4.55

With rice, add .95.

Dinner Combinations

All combinations come with rice, beans and a filling choice of cheese, beef, chicken or picadillo.

SMALL
6.95

- One Enchilada and One Taco
- One Meat-Filled Chile Relleno with Guacamole and Two Tortillas
- One Enchilada and One Tostada
- One Burrito (your choice of beans, beef, pork, chorizo, chicken or picadillo)
- One Chalupa
- One Chimichanga with Guacamole and Sour Cream
- One Avocado Tostada with Sliced Avocado and Sour Cream

LARGE
7.95

- Two Burritos (your choice of beans, beef, pork, chorizo, chicken or picadillo)
- One Enchilada and One Chalupa
- One Enchilada, One Taco and One Tamale
- One Enchilada, One Avocado Tostada with Sliced Avocado and Sour Cream
- One Enchilada, One Tamale and One Meat-Filled Chile Relleno
- Two Tacos and One Enchilada
- One Enchilada, One Tamale and One Tostada
- One Enchilada, One Tamale and One Burrito

Los Burritos

A burrito is a soft flour tortilla stuffed with beans or meat that is smothered in a clear red tomato sauce.

WHOLE PINTO BEAN BURRITO
5.75

REFRIED BEAN BURRITO
3.25

GROUND BEEF BURRITO
4.50

CHORIZO BURRITO
4.50

CHICKEN BURRITO
4.50

PORK BURRITO
4.50

COLORADO BURRITO
4.50

DELUXE BURRITO
Filled with your choice of meat, rice or beans, then topped with guacamole, tomatoes, onions, jalapeños, and our special sauce.
3.95

AZADA BURRITO AL PANCHO
A soft flour tortilla stuffed with three slices flank steak, beans, onions and tomatoes, then brushed with guacamole and sour cream and dusted with Parmesan cheese.
7.25

A good menu is much more than a simple list of food or beverage items for sale. It is a sales tool that will influence customers' orders and the dollar amounts they spend.

Customers tend to read menus from top to bottom and from left to right. Thus, a one-page menu should list appetizers at the top and desserts and beverages near the bottom. Two-page menus tend to list appetizers at the top of the first page, followed by soups, salads, entrees, and any other items in sequence, carrying over to the second page.

Since the menu is a critical factor in any food and beverage operation, it will be useful to present and discuss seven principal considerations in menu development. These are

1. Product suitability
2. Product variety
3. Ingredient availability
4. Staff time and capability
5. Equipment capacity
6. Product salability
7. Item profitability

Product Suitability

This consideration refers to the need to see that each item on a menu is suitable for the clientele, the time of day, and the season of the year. One assumes, of course, that a feasibility study and other preliminary work has established an acceptable concept for an intended market and that the question of product suitability has thus been addressed. Beyond that, it is necessary to refine the list of items offered, according to time of day and season. Breakfast items, after all, are normally quite different from dinner items. Less obviously, such items as hearty beef stew and warm apple pie are likely to be more popular on winter rather than summer menus.

Product Variety

To obtain the broadest appeal, menus should include a sufficient variety of items to attract the greatest possible number of customers. The extent of the variety required to do this will vary from establishment to establishment. Even a specialty restaurant will usually have some variety within its specialty. It will also have some items on its menu outside of the specialty, so that those who do not care for the specialty items will have alternatives. Even units in the nationwide hamburger chains, which formerly sold only hamburgers, now have such other items as chicken, pizza, fish, and salad.

Ingredient Availability

All restaurants must limit their menu items to those that are available in the marketplace. It is true that most menu items are available year round, but during parts of the year, some fresh vegetables and fruits either are not available, are available in limited quantities or at very high prices, or are of inferior quality. For example, in New England, fresh corn is unavailable in January, and during that month, blueberries are available only at very high market prices because they must be imported from other countries. During some periods, the only tomatoes available at reasonable prices come from hothouses, and their quality is inferior to those available during the normal growing season.

Staff Time and Capability

Because of the high cost of skilled labor, many restaurants employ cooks whose training and skill are limited. In such instances, management would be wise to avoid offering menu items requiring special skills to prepare. Management must be careful to choose items that the kitchen personnel can prepare within the limits of their skill. Similarly, if staff members have the requisite skills but cannot prepare a given item within the space of time available, it is best to leave it off the menu.

Equipment Capability

Although establishing the food product list makes it possible to select the equipment for an establishment, the equipment selected serves to limit the items that can be included on a menu (see chap. 5). In fact, available equipment often determines which of the specific items from the complete list will actually be offered at any one time. For example, a kitchen with one deep-fat fryer would be unable to produce french fries, deep-fried chicken, and deep-fried fish during the course of one meal. The reason for this is that the fat will transfer odors and flavors from one item to another, thus affecting the taste of all products cooked in it. Similarly, a kitchen having limited broiler space or oven space must be careful not to offer too many menu items at once that require the use of these pieces of equipment.

Product Salability

The location of items on a menu will greatly influence their sales appeal. Studies show that consumers who have not come to restau-

rants with particular menu items in mind tend to select the items that first catch their eye. Because of this, foodservice operators often emphasize menu items in such a way as to capture the customer's attention quickly and to sell the featured item. One way is to print these items in larger or bolder type. Another is to enclose the item in a box on the menu and position it in a place that customers will see first. On a one-page menu, this is typically in the upper center, where customers' eyes usually focus first.

Other studies have shown that customers tend to purchase items appearing at the top of a list more than those near the bottom. Thus, managers commonly list their most profitable items first or nearly first on the list of entrees, and they list those that are least profitable near the bottom.

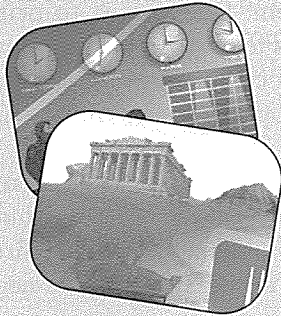
Another useful sales technique employed by the operators of many chain restaurants is to display pictures of items on the menu. These may be either photographs or artists' renderings. Colorful and appealing, they tend to increase sales of the items pictured.

Most managers agree that as much time should be devoted to writing menu descriptions as might be spent writing an expensive advertisement to place in a newspaper or a magazine. Each item description should be thought of as an advertisement; if the description makes the item sound appetizing, it will increase sales. After all, it is more probable that a customer will order a "U.S. Prime filet mignon: eight ounces of America's finest beef, broiled to perfection the way you want it done, then topped with a giant mushroom cap and served sizzling on one of our hot steak platters" over a simple menu listing of "broiled steak." Menu descriptions should always be honest and accurate and include information about method of cooking, major ingredients, and presentation. Menus are designed to tempt the appetite, and a customer should be able to visualize an item just by reading the menu description.

Item Profitability

In foodservice, one measure of profitability is the difference between the selling price of an item and its food cost—the cost of the ingredients in that item. The resulting figure can be called **item gross profit**. The item gross profits from all item sales in a given period go toward meeting other costs of operation for that period, including labor costs, rent, and insurance. If the sum of the item gross profits for a period are greater than these other costs, the operation has earned a profit for that period. If the costs are greater, a loss results.

► The Ten Commandments for Menu Success ◀



A recent article by Allen H. Kelson, a prominent consultant and restaurant critic, suggests ten commandments for menu success.

1. **Speak Plainly**—Don't go overboard with obscure terminology.
2. **Say What's Important**—If the dish has strong flavors, say so. If the dish is fried, or the soup is creamed, say so.
3. **Describe It Completely**—Don't just say what it is, describe it.
4. **Remember: "Less Is More"**—Don't itemize every ingredient. Speak only of those ingredients whose presence is significant to flavor and value.
5. **Don't Be Afraid to Be Descriptive**—Use appealing modifiers like *crispy*, *crunchy*, *drizzled*, *scented*, and others.
6. **Maintain a Sense of Perspective**—A menu that recommends everything recommends nothing. Don't try to give every item preferential treatment.
7. **Say It Correctly**—If it contains sweet and sour onions, don't call it "onion marmalade."
8. **Spell It Properly**—Customers might ask, if you can't spell it properly, how can you make it correctly?
9. **Punctuate Intelligently**—Hyphenate compound words properly: hot-pepper soup, not hot pepper soup. Use commas properly.
10. **Follow Rules of Good Typography**—Don't gimmick-up your menu with too many typefaces. Choose ink and paper sizes that allow good legibility. Don't isolate prices on the right margin; that makes them too obvious. Group ingredients sensibly; the menu that reads, "wood burning oven roasted whole fish baked with lemon and thyme" is not as good as, "wood-roasted whole fish with lemon and thyme."

Adapted from Restaurant Hospitality, July 1994, Pages 103–105.

In general, it is advisable to price menu offerings at levels that will ensure suitable item gross profits. By doing so, managers ensure the profitability of each individual item. Then, provided the establishment sells a sufficient number of portions of each item, management may achieve its financial goal for the period. In commercial operations, the financial goal is usually profit; in not-for-profit operations, it is more

likely to be simply meeting all expenses for the period. If it is not possible to price a menu item accordingly and still sell an acceptable quantity of it, the item should probably be removed from the menu.

There is no more important selling device in any foodservice operation than its menu. A good menu requires considerable time and effort to produce but is well worth it. Menu development is an interesting combination of art and science and clearly one of the keys to successful foodservice operation.

► B. Visual Sales Materials

In addition to the menu, there are other visual means for increasing food and beverage sales. Small signs, colorful pictures, tent cards, and other printed items for tables or counters can make customers aware of menu items that they might not otherwise have considered. Posters on walls or windows, visual displays of desserts on a cart, lobsters in tanks, or racks of wine bottles provide similar suggestions to customers.

Another useful approach is to use service techniques that draw the attention of customers to items being artistically prepared or served. In some very fine restaurants, the preparation at table side of such foods as Caesar salad, veal piccata, or cherries jubilee by thoroughly professional servers may provide visual suggestions to other diners. Similarly, sales can be influenced by skilled servers trained to carry attractive plates of food so that they are easily viewed by customers.

► C. Personal Selling

Personal selling requires that servers be trained to do more than simply take orders for food and beverage products. In turn, servers in a food or beverage enterprise are the sales force of the establishment and have the potential to influence the number of sales and the particular items sold. In the Steak Shack, servers who are properly trained can often sell appetizers, soups, wines, or desserts to customers who might otherwise order entrees alone. In addition, servers can influence customer choices by suggesting those items that provide higher profit.

Servers adept at personal selling are usually those who provide greater customer satisfaction. And satisfied customers who have enjoyed the food and beverages suggested by their servers typically leave larger tips—partially because they are satisfied and partially

because their checks are higher. After all, tips are commonly calculated as percentages of customers' total checks.

► Serving

The seventh important step in a food and beverage operation is serving, or service, as it is better known. The goal of service is to deliver portions of food or drink to customers in a manner consistent with the objectives of the establishment. For some restaurant operators, the primary objective of service is to perform it as quickly as possible. Servers appear at the table promptly to take orders, deliver the food to customers quickly after the order has been placed, and clear the table and present the check as soon as customers are finished with their meals. For fine restaurants, service objectives are considerably more complicated. Servers are expected to know the ingredients of menu items and how they are prepared. Service techniques are very important, and professionalism is a key element.

► Styles of Foodservice

There are a number of specific styles of service that professional foodservice managers should know. Each has specific characteristics, and each is more suited to achieve some goals than others. An operator must determine which one, if any, will best achieve the goals of the food or beverage facility. One can choose to adopt one of the styles of service identified below or to develop some hybrid based on these.

1. American service
2. Russian service
3. French service
4. English service
5. Cafeteria service
6. Buffet service
7. Takeout/delivery service
8. Room service

American Service

American service is characterized by food portioned and plated in the kitchen and carried by servers to diners. Virtually everyone has experi-

enced some form of American service. In too many cases, it has come to mean simply transporting plated food from the kitchen to the dining room and placing the plates in front of diners in any manner that suits the server. Sometimes the food is served from the right, sometimes from the left, and occasionally from across the table. In some establishments, plates of food are even passed from one diner to another until they reach the individuals who have ordered them.

In the authors' view, none of these methods of delivering food should really be called American service. These are simply ways of transporting food expeditiously; it is similar to placing cartons of goods on a warehouse conveyor belt, and just about as inviting. True American service involves a great deal more than that.

In proper American service, plates of food are placed before diners from the left. To do this correctly, servers use their left hands. Beverages are served from the right with the right hand. Plates and glassware are removed from the right. When a course is removed, the flatware for that course is also removed, even if it has not been used. At the conclusion of the main meal, prior to coffee and dessert, all plates, glassware, and salt and pepper shakers are removed and the table is crumbed. Appropriate silver is served with dessert.

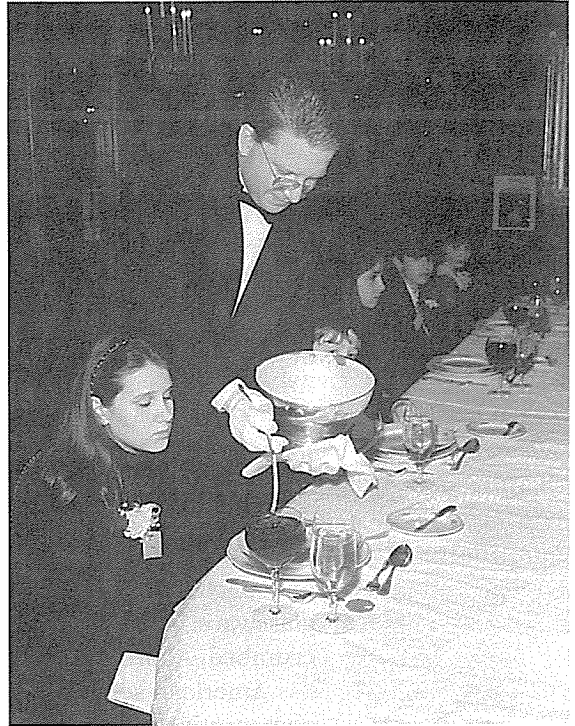
American service has the advantage of being relatively simple, and comparatively little training is required for servers to achieve proficiency.

Russian Service

Russian service is characterized by food arranged on serving platters in the kitchen for maximum eye appeal, then carried to a serving stand near the table. The server uses the right hand to place empty warm plates in front of each diner from the diner's right. The platter of food is shown to those at the table for visual effect, then transferred from serving platter to diners' plates. To do this, the server balances the platter on the left hand, then uses fork and spoon with the right hand to serve the food—which is done from the diner's left. Beverages are served from the right. All dishes, glassware, and flatware are removed from the right.

Russian service, sometimes mistakenly called French service, is used in many of the finer restaurants of Europe. It is elegant: food arrives at the table beautifully arranged on silver serving platters and is presented to diners prior to being transferred to their plates. It also has the advantage of facilitating the delivery of food at the correct serving temperature—a common problem with American service. The serving

Restaurants adopt one or another of several specific styles of service, some of which are quite complex. Pictured is service in the Russian style, courtesy of The Manor in West Orange, New Jersey, one of the finest restaurants in the New York metropolitan area. (Photo courtesy of The Manor, West Orange, New Jersey.)



platters are very warm, and the plates set in front of diners are also warm. Both contribute to maintaining the proper temperature for the food ordered. Russian service is particularly well suited for serving soups, which come to the table in hot tureens and are served into warm bowls.

A variation on Russian service is often used at large banquets. Servers wearing white gloves will carry large silver serving trays, each of which will be used for a single menu item—filet mignon, for example. A server will proceed around a table placing single portions of meat before diners on plates previously set in place. That server will be followed by others who have food to accompany the meat—potatoes and vegetables, most commonly. In this fashion, large numbers of people can be served very quickly with both elegance and grace.

French Service

The most expensive and most elegant service used in restaurants is **French service**. It is sometimes called **gueridon** service, named after the specially equipped cart or trolley on which food is transported

from kitchen to dining room. A gueridon is equipped with a gas burner for table-side cooking.

French service usually requires a staff of four.

The *chef de rang* is in charge of the service staff. A *chef de rang* takes diners' orders, supervises the service, finishes the preparation of some foods on the gueridon at table side, and attends to any carving, slicing, or boning of meat, fish, or poultry.

The *demi chef de rang*, who assists the *chef de rang*, takes drink orders, and serves food under the *chef de rang's* direction.

The *commis de rang* is a waiter in training who will serve some items, clear the tables, and perform other duties as directed.

The *commis de suite* takes orders to the kitchen and brings food from the kitchen on the gueridon. She assists in clearing tables and performs other duties as needed.

In French service, the gueridon is wheeled to a position close to the diners' table and is used by the *chef de rang* to complete the cooking of food. He expertly carves or slices the meat, fish, or poultry, then places the food on plates. It is served from the diners' right. Beverages are also served from the right, and all plates and glassware are removed from the right. One can appreciate the great expense, skill, and time required to perform this kind of service. For that reason, it is used only in the most expensive restaurants.

Additionally, French service requires more square feet of floor space per seat than other types of dining room service. Aisles must be wider than normal to accommodate the gueridon, and tables must be placed farther apart than normal to provide room for the *chef de rang* to finish the preparation of the food.

French service takes a considerable amount of time compared with other forms of service. For that reason, establishments that use it must charge high prices to compensate for the relatively fewer number of customers they can serve in the course of a meal period.

English Service

English service is seldom if ever used in restaurants. It would only be used in those few private homes that employ a staff of servants, or in one of a select few catering establishments. English service is often thought of as "host" service, because the main entree—a roast of beef or lamb, or a turkey, for example—is placed in front of the host, who carves and plates it at the head of the table. A server then takes each plate and sets it in front of the diner from the diner's right. Beverages

are also served from the right. Vegetables, potatoes, and other foods are either put on plates from a side stand prior to service or passed from one diner to the next in bowls—family style. All dishes and glassware are removed from the right. As with American service, the table is cleared of flatware, glassware, and salt and pepper, and the table is crumbed prior to dessert.

Cafeteria Service

Cafeteria service is characterized by prepared foods displayed so that customers can view the array of offerings prior to making selections. Hot foods are in warmers and cold foods are packed in ice or stored in reach-through refrigerators. Many foods are preplated for the convenience of diners selecting those items. Diners typically have trays and proceed to the area where the kinds of foods they want are displayed. If a customer wants a sandwich, she goes to the area where the prepared and wrapped sandwiches are displayed and takes one. If a customer wants a hot entree, she goes to the area where hot entrees are displayed, and a server plates the item selected by the customer. Each item is usually priced separately. After the customer finishes making selections, she proceeds to a cashier who adds and totals the prices of all items selected. The customer pays the cashier and takes the tray to a table.

Variations of this procedure are common. In some cafeterias, customers receive a bill at the cashier's station but do not pay until they exit the restaurant. In others, employees may carry customers' trays to tables.

There are several types of cafeteria service. They are

1. Straight line
2. By-pass line
3. Shopping center

Straight Line. As the name suggests, in straight line service, customers follow one another along a long line of displayed foods. Each customer reaches the cashier in turn, at the end of the display. This form of service is perhaps the easiest to set up but has the disadvantage of providing the slowest service. The speed of the line matches that of the slowest customer.

By-Pass Line. To speed up service, many cafeterias have established by-pass lines. These enable customers to skip a section of the cafeteria

line and proceed to the section where the foods they wish to buy are displayed. For example, many cafeterias have separate sections for salads and hot items. Customers who want only salads go to that section of the display, select their salads, and get back in line at a point beyond the hot food section. Those seeking hot foods go to the hot food section, make their selections, then proceed to the cashier.

There are several variations on the by-pass line. One variation resembles the teeth in a saw, with foods displayed on counters that are at angles to one another. Another variation has recessed sections in the line, so that individuals who do not want any foods in the recessed section pass it by, proceeding to another part of the line.

Shopping Center. The shopping center approach is to arrange foods by type at islands—freestanding stations. It eliminates the appearance of a single line. Customers take trays to the specific stations containing the foods they wish to buy, make their selections, then proceed to a cashier to pay. This approach is becoming increasingly popular, particularly in establishments where many customers arrive at one time.

Cafeteria service has several advantages over table service. Customers can obtain their food selections quickly and consume their meals in a very short time. Large numbers of people can be served very quickly in a cafeteria setting. Customers can select whatever they wish—anything from a full meal to a cup of coffee. There is no pressure to take a great amount of food, although the better cafeterias have very attractive displays, and frequently customers will take more food than they intended because it looks so appealing. Since customers serve themselves, they typically do not have to tip servers.

Cafeterias also make it possible for people with limited incomes to eat out more frequently. They are particularly popular in the southern part of the United States, where a large number of retired people are on limited budgets, and in schools where large numbers of students must be served at one time.

Buffet Service

Buffet service differs from cafeteria service in several ways. Trays are not used: customers take plates and proceed to select and place on their plates foods displayed on the buffet. Items on the buffet are not individually priced: there is one fixed price for the meal regardless of the items selected or the quantities of food taken by customers.

Restaurants often use buffet service, either for such functions as wedding receptions or for specific meals—breakfast or Sunday brunch,

for example. Buffet service is sometimes used in restaurants as the primary means of serving food. This type of service has the advantage of minimizing the service staff required and offering faster service. Because diners do not have to study menus, wait for a server to take the order, and wait for food to be prepared and delivered, it can be much faster than table service. Patrons merely go to the buffet when they are ready, make their selections, and return to their tables to eat the food selected. One disadvantage is that management has less control over the amount of food consumed. Typically, customers help themselves and can normally go back to the buffet as many times as they like.

Many hotels and restaurants schedule buffets frequently to use up excess food. After all, buffets typically do not have set menus, except for a few specific items, and this allows the chef considerable latitude to prepare many different items and to use up leftovers.

Takeout and Delivery Services

Takeout and delivery services are becoming increasingly popular. These forms of service are characterized by food being consumed off premises. In many establishments, customers are given a choice of coming to the establishment to pick up food or of having it delivered to their homes or offices. Many restaurants offer takeout or delivery services, or both of these, in addition to their regular table service. Although there may be some extra cost to the establishment associated with packaging foods for consumption off premises, takeout and delivery services effectively increase the sales capacity of the establishment without necessitating an increase in its physical size.

Perhaps the most popular types of takeout and delivery establishments are those associated with common ethnic foods, such as Chinese food and pizza. Many of the foodservice establishments featuring these foods do not even have seating for customers. Because of this, they find it possible to operate in relatively small quarters and thus keep their operating costs to a minimum.

Room Service

Although **room service** is most commonly associated with hotels, hospitals also provide room service for their patients. This type of service differs from others in one major way: food is moved to and served in the room of the guest or patient.

Room service is not classified as takeout or delivery service. The food does not leave the premises, and it is served in a guest's or

patient's room rather than in a traditional dining facility. This type of service is particularly labor intensive, typically requiring a greater number of servers per meal than other forms of service. In hotels offering room service on a twenty-four hour schedule, both kitchen and service staff must be on hand to prepare room service orders when the dining room is normally closed. Hotels charge higher prices for items on the room service menu than for equivalent items served in traditional dining rooms. Although they charge higher menu prices, however, hotels often lose money on room service, offering it merely as an accommodation to guests. The higher labor costs associated with room service commonly make it unprofitable.

► Styles of Beverage Service

The term *beverage* has previously been defined as those alcoholic and nonalcoholic drinks typically prepared by bartenders rather than the items listed as beverages on food menus—coffee, tea, and milk, among them. As indicated in the previous chapter, three types of bars are used in beverage operations: front bars, service bars, and special-purpose bars.

At front bars, drinks are normally served to customers seated at the bar by a bartender. If there are tables or booths for customers in the bar area, there are three common approaches to service. One is to employ a server and to have a service bar, which may be one small section of the front bar, commonly at the end of the bar. A second is to require the bartender to act as a server, going to the tables to take orders and serve drinks. The third is to require customers to place drink orders at the front bar, then to carry their own drinks to the tables. By contrast, service bars, as the term implies, provide servers with the equipment necessary to take drink orders and serve drinks. At special-purpose bars, customers act as servers, placing drink orders with bartenders and carrying their drinks from the bar.

In planning beverage service, it is necessary to consider what purpose a bar or bars will serve in the establishment. In some establishments, managers consciously decide to restrict beverage service to a service bar located in the kitchen. Some do this because they do not like the physical appearance of a front bar in the establishment. Others do it to reduce the noise level in an establishment: bars are typically noisy. Still others do it to discourage patronage by those who would be interested only in sitting at a front bar. In contrast, some restaurant operators elect to have both front bars and service bars. This arrange-

ment makes it possible to provide beverage service in the dining room without placing unreasonable demands on the front bar and also to use the front bar as a holding area for customers who are waiting to be seated. Many of these establishments provide tables in the front bar area to facilitate its use as both cocktail lounge and waiting area for diners. Other establishments having side rooms that can be used to accommodate groups for functions often use special-purpose bars to serve the guests attending these functions. Some, in fact, have a front bar, a service bar, and special-purpose bars, the number of which is limited only by the number of functions that can be accommodated at one time.

It is important to note that laws regarding service of alcoholic beverages vary from state to state. In several states, for example, drinks must be served to customers by servers, which makes it illegal for customers to carry drinks from front bars to their tables. In these states, it is clearly illegal to set up special-purpose bars where customers or guests can place drink orders and carry drinks elsewhere to consume.

Another consideration in planning beverage service is the type of service that will be used for wines served to guests in a dining room. Essentially, wines are the fermented juices of fruits—grapes, principally, although there are some exceptions. There are three types of wines: sparkling, still, and fortified.

Still wines are those that do not continue to ferment after the wine is bottled. Cabernet sauvignon and Chablis are two of the better-known still wines. **Sparkling wines** are those in which the fermentation process continues after bottling. This produces the carbon dioxide that gives sparkling wines their characteristic “fizziness.” Champagne is the best known of the sparkling wines. **Fortified wines** are still wines to which brandy has been added, thus increasing the alcoholic content. Sherry is among the best-known fortified wines.

Proper planning for beverage service requires knowledge of the techniques for serving wines. These are described as follows.

Still Wines

Still wines may be sold by the glass or by the bottle. The finer the wine, the more likely it is to be sold by the bottle. When wine is sold by the bottle, the following is a commonly used serving procedure.

After taking the order, the server brings the wine to the table and presents it for approval to the guest who placed the order. The server holds the bottle in a manner that facilitates inspection of the label. When approved, the bottle is opened, which normally entails removing

the cork with a corkscrew. The cork is inspected by the server to be sure that it is moist and that its odor indicates a good wine—one that has not gone bad. The cork is then presented to the guest for inspection. Next, a small amount of the wine is poured in the guest's glass to be examined for clarity, color, and aroma. If these are satisfactory, the guest sips the wine. If the taste is satisfactory, the guest approves the wine and the server pours for those at the table who will be drinking it. If the bottle is not empty, the server leaves it on or near the table for refilling glasses later in the meal.

Sparkling Wines

Sparkling wines are not normally sold by the glass because opened bottles lose their effervescent character. When they are sold by the bottle, service technique is essentially the same as that for still wines. The major exception is in the removal of the cork, which never entails the use of a corkscrew: the corks in bottles of sparkling wine are removed by hand, very carefully, to prevent the cork from being projected some distance by the pressure in the bottle. As the cork is removed, it produces the “pop” that is characteristic of sparkling wines.

Fortified Wines

Fortified wines are not normally sold by the bottle. They are sold by the glass and poured at the bar by a bartender.

As you learned in chapter 5, it is important in planning food or beverage operations to determine in advance the type of foodservice and beverage service that will be offered so that equipment and space needs can be factored into the planning.

Because the goals of the Steak Shack, the Mountain Bank staff dining room, and Frog's Pub are quite different from one another, they have established different procedures for serving customers.

Service in the Steak Shack is typical of that found in many American restaurants. At the Steak Shack, once customers are seated, servers appear promptly to suggest drinks and distribute menus. Dinner orders are taken when drinks are served, with appetizers, soups, and dinner wines being suggested by the servers. After the entrees, servers present dessert menus and suggest after-dinner drinks. Dishes are cleared by the server, who takes them to the kitchen. Checks are placed on tables as soon as the last items are served, and customers are asked to pay the cashier as they leave.

By contrast, employees of the Mountain Bank pay as they enter the staff dining room and then serve themselves by selecting from the array of food displayed. One person is employed to clean the tables. Marecki Foods has chosen this method of serving to meet the bank's objective of quick, efficient service within the planned meal periods.

In Frog's Pub, the primary emphasis is on beverages rather than food. Customers choosing tables can either obtain their own drinks quickly from a bartender and carry the drinks to tables or wait to order from a server. Customers at tables order food from servers; those seated at the bar order food and drinks from a bartender. At lunch, extra servers are on duty to provide very fast foodservice. The servers are responsible for clearing all tables.

In all three establishments, washing dishes, glasses, and flatware is an important adjunct to the serving procedure. Dirty dishes, glasses, and utensils are returned to the kitchen, separated into appropriate racks, then sent through a dishwashing machine. When clean, they are placed where needed to serve additional customers: clean dishes in the food preparation areas, glasses at the bar, and flatware in the dining room.

► The Interdependence of Food and Beverage Elements

All steps of a food or beverage operation must work well together if the goals of the operation are to be achieved. When preparing and serving portions of any food or beverage product, purchasing and receiving must work together to provide the necessary materials. If they do not, unfortunate consequences may result. For example, the kitchen might be unable to prepare the proper quantity of food or beverage products or to prepare products of the proper quality. This, in turn, could result in customer dissatisfaction, loss of revenue, or both. Similarly, if spoilage and theft are not prevented while materials are in storage, there could be problems. In production, for example, this could result in an inability to produce the required products because of inadequate supply of the necessary ingredients. If production does not turn out the necessary menu items at appropriate levels of quality and cost, sales goals may not be met and profits will suffer. If sales volume is lower than planned, materials purchased in quantities suitable for the planned higher levels of sales may spoil, leading to unanticipated costs. For the basic steps to work together in some coordinated way, effective management is necessary.

While management of the basic operational steps discussed in this chapter is clearly one requirement of successful operation, there are many other requirements as well, such as promoting sales in the establishment through advertising and other means, preparing and following budgets, and training members of staff to do their jobs correctly. These will be addressed in chapter 10.

Summary

In this chapter, food and beverage operations are examined in detail. The steps of food and beverage operations—purchasing, receiving, storing, issuing, producing, selling, and serving—are identified, and the necessary procedures for preparing and serving portions of food and beverages are examined. Procedures for each of these food and beverage steps are illustrated in terms of the three case studies introduced in chapter 5: the Steak Shack, the Mountain Bank staff dining room, and Frog's Pub. Finally, the way in which these steps are interrelated is emphasized and offered as a basis for understanding the complexity of food and beverage operations.

Key Terms

American Service	Perishables
Beverage	Pilferage
Buffet Service	Production Sheet
Cafeteria Service	Room Service
English Service	Russian Service
Fortified Wine	Sales History
French Service	Sparkling Wine
Gueridon	Standard Purchase Specifications
Item Gross Profit	Standard Recipe
Menu	Still Wine
<i>Mise en place</i>	Takeout/Delivery Service
Nonperishables	

Questions

- Define each of the following terms:
 - procedure*
 - perishable*
 - nonperishable*
 - sales history*
 - production sheet*

- f. *standard recipe*
 - g. *beverage*
2. Identify the seven basic steps that all foodservice operations have in common.
 3. Identify the four critical issues that any purchasing procedure must address and describe the significance of each.
 4. List the three primary goals of the receiving procedure and explain their importance.
 5. Identify the four goals of storing procedures for foods and beverages.
 6. Describe the two goals of issuing procedures for foods or beverages.
 7. Name the four goals of procedures for producing portions of food and beverage products.
 8. Compare the goals of procedures for selling portions of food or beverage products in profit-orientated operations with those in operations that are not profit oriented.
 9. List and describe three common means used to help sell food and beverage products.
 10. Identify the goal of service in food and beverage operations.
 11. List the eight styles of service described in the chapter and identify the distinguishing features of each.
 12. Name and describe the three types of cafeteria service identified in the chapter.
 13. List and describe the three types of wines identified in the chapter.
 14. Describe the interdependence of the seven steps common to all food and beverage operations.
-
1. Visit some food or beverage operation that you are completely unfamiliar with; have the seven basic elements of foodservice clearly in mind when you do so. Identify the procedures used in the operations to deal with as many of the elements as you can. State the goals of these procedures from your point of view. Are the procedures achieving these goals? Why, or why not?
 2. You have been appointed assistant manager of a new cafeteria scheduled to open in a busy ski area. You expect that there will be a



rush of business over the lunch hours and have been asked by the manager to suggest the best service arrangement for the cafeteria. Which of the types of cafeteria service described in this chapter do you suggest to accommodate the greatest number of people in the shortest time? State your reasons for selecting that type of the service.

3. You are the assistant manager in a family restaurant. There is a variety of equipment in the kitchen to produce the food items on the menu, including two ovens, one deep-fat fryer, and two broilers. The manager wants to offer more deep-fat fried foods and has suggested adding to the menu five more items requiring deep-fat frying. Five current items prepared in the ovens would be dropped from the menu. Given the type of restaurant and the kitchen equipment available, what do you think about making these menu changes?



Part Four

Lodging Perspectives





S e v e n

Dimensions of Lodging



Learning Objectives

After reading and studying this chapter, you should be able to:

- 1** Define the term *lodging property* and identify several types of properties covered by the definition.
- 2** Discuss the size and scope of the commercial lodging industry in terms of numbers and types of properties of various sizes.
- 3** Identify the approximate number of persons employed in commercial lodging and the annual sales volume generated.
- 4** Describe the characteristics commonly associated with each of the following: *inn, hotel, motel, lodge, tourist home/guest house, bed and breakfast, hostel, condominium, hospital, motor inn, transient hotel, residential hotel, resort hotel, traditional resort, all-inclusive resort, resort condominium, resort motel, guest ranch, commercial hotel, convention hotel, all-suite hotel, extended-stay hotel, conference center, casino hotel, health spa, boarding house, lodging house, dormitory, and nursing home.*
- 5** Identify ten lodging operations that are directly or indirectly associated with transportation.

- 6 List and discuss the five key elements that differentiate one lodging establishment from another.
- 7 Name and describe the four rate plans that include food and the one rate plan that does not.
- 8 List three methods used to classify commercial lodging establishments.
- 9 Identify the two national organizations that rate commercial lodging establishments and list a minimum of five factors used by each in making their ratings judgments.

► Introduction

Previous chapters have described the historical development of the lodging industry, but a recap here will be useful. Clearly of ancient origins, the lodging industry dates back to the beginnings of trade nearly five thousand years ago. Its development has paralleled the development of trade, travel, and transportation throughout civilization.

The modern age of travel and trade can be traced to the Industrial Revolution in the mid eighteenth century. The development of railroads and the increasing prosperity brought by industrial growth contributed greatly to making travel more common. The comparatively small coaching inns of an earlier era were replaced by larger properties—hotels—which were typically located near railroad stations.

Innkeeping in the United States developed in a manner similar to the way in which it developed in western Europe. However, unlike their European counterparts, American innkeepers have always been respected members of the community. Although many rural American inns of the seventeenth and eighteenth centuries were uncomfortable and somewhat primitive by modern standards, those located in cities and towns were generally better. Laws and societal values in many communities regulated eating and drinking in taverns.

In America, as in Europe, the Industrial Revolution was responsible for a period of unprecedented growth in the number of people traveling and in the distances they traveled. By the early 1800s, grand “palaces of the public” were being constructed in the developing cities. Unlike those in Europe, American hotels were community centers for local parties, dinners, receptions, and political events. They were often the most elegant and impressive structures in these cities. By the third quarter of the century, cities across the country were linked to one

another by a network of railroads, and many of these cities were boasting of the quality of their luxury hotels.

In the twentieth century, mass production of automobiles and a developing system of paved roads began to make travel easy for all Americans. Eventually, the national government sponsored the development of a coast-to-coast network of roads, which facilitated the transportation of goods around the country. With the resulting economic growth, the United States grew strong in the world economy, and Americans became prosperous. Many American businessmen found it necessary to travel in the course of their work, and some Americans had sufficient disposable income to travel for pleasure. This increase in travel for business and for pleasure led to an expansion of the lodging industry that continued until the Great Depression of 1929, the most severe shock in history to the nation's economic system. During the depression, the number of people traveling declined dramatically, leading to numerous bankruptcies and general economic hardship for the lodging industry.

In the early 1940s, business and military travel associated with World War II brought renewed demand for lodging services, and the industry experienced a period of great prosperity. After the war, new directions for the industry were charted by Kemmons Wilson with his Holiday Inn concept. During the 1960s, new large hotels were constructed by growing organizations with names such as Hilton, Sheraton, and Marriott. And although the automobile had become America's favorite vehicle for travel, the airplane had replaced the railroad as the primary means of public transportation for long-distance travel. By the time commercial jet aircraft were introduced in 1958, airports were becoming favorable locations for lodging establishments.

The lodging industry continues to evolve, seeking new customers by offering new and different kinds of lodging establishments each year. Increasing amounts of travel continue to create opportunities for imaginative lodging developers.

► Lodging Properties Defined

A **lodging property** may be defined as an establishment that charges fees for providing furnished sleeping accommodations to persons who are temporarily away from home or who consider these accommodations their temporary or permanent homes. Many of these establishments also provide food, beverages, cleaning services, and a range of

other services normally associated with travel and commonly sought by travelers.

This definition of a lodging property covers transient and residential hotels, motels, and inns as well as resorts, college dormitories, hostels, boarding houses, condominium rentals, and other related establishments. It even covers the accommodations aspect of such medically-oriented operations as hospitals and nursing homes. Identifying and distinguishing between various characteristic types of lodging operations is a major objective that will be addressed later in this chapter.

Many lodging properties provide accommodations to both travelers and nontravelers. The Plaza Hotel in New York City is an excellent example: at one time shortly after it opened, up to 80 percent of those staying in the Plaza considered it their permanent home. There are many properties that cater almost exclusively to permanent guests, providing them with many of the same services that other properties offer to travelers and temporary guests.

► The Size of the Lodging Industry

Taken as a whole, the lodging industry is a vast but fragmented industry. There is reliable statistical data gathered by the American Hotel & Motel Association for the best-known segment of the industry, the commercial lodging segment, a group of profit-oriented lodging properties that includes hotels, motels, inns, and similar establishments that provide transient accommodations and operate as businesses.

The American Hotel & Motel Association reports that the **commercial lodging industry** in the United States consists of approximately forty-four thousand, eight hundred properties, ranging in size from small inns with fewer than ten rooms to giant hotels with over three thousand rooms. About 67 percent of the properties have fewer than seventy-five rooms. These small establishments account for approximately 21 percent of the 3.2 million rooms available in commercial lodging establishments in the United States. At the other extreme, only about 3.2 percent of the properties have more than three hundred rooms, but these establishments account for 22.9 percent of the total number of rooms available. The remaining 28.7 percent of the properties range in size from seventy-five to three hundred rooms and account for 57.3 percent of the rooms available. It is apparent that typical commercial lodging establishments are quite small and tend to be owned by individuals, partnerships, or small corporations. Many of these small properties are managed by their owners.

In total, the commercial lodging industry in the United States generates about \$59.5 billion in sales, representing about 1 percent of the gross domestic product. The industry employs 1.52 million people, full time and part time.

The American Hotel & Motel Association reports that 17 percent of today's lodging customers are traveling for business purposes, 23 percent are attending conferences, and 47 percent are vacationing. Another 13 percent are traveling for any of a number of personal reasons.

Similar data can be obtained for such other segments of the lodging industry as hospitals, nursing homes, and college dormitories. However, because the general thrust of this text is aimed at the commercial lodging segment, that data is not presented here.

► Characteristic Types of Lodging Establishments

Owners and operators of lodging establishments select terms to identify their establishments for the public. A lodging property that is about to open in a community may be described in local newspapers by such terms as motel, lodge, or inn. Because the public tends to associate different characteristics with the various terms used and to select or avoid lodging establishments on the basis of their interpretation of the terms, it is useful to list and discuss the most common terms. This list does not constitute any real system of lodging classification because the terms do not represent mutually exclusive categories. Many lodging operations can be described by two or more of these terms.

Most people have heard the names used to identify lodging establishments—hotel, motel, inn, motor inn, resort hotel or motel, condominium, lodging house, residential hotel, tourist home, guest house, bed and breakfast, guest ranch, hostel, hospital, and dormitory among them. Each of these conveys an impression. No one believes that a hotel is the same as a dormitory, for example. These are clearly very different from one another, and someone opening a hotel would be making a terrible mistake to identify it as a dormitory; it would not appeal to those seeking traditional hotel accommodations. The following is an examination of the characteristics commonly associated with lodging establishments identified by each of these terms.

► Inn

The term **inn** was brought to the United States from England in the early seventeenth century. Originally, the term meant an establishment

that provided rooms, food, and entertainment to both travelers and residents of the local community. Over the years, the term came to be used to describe any one of three different types of hospitality enterprises.

1. A small, typically rural, lodging establishment that may or may not serve food
2. A larger property—or one that may have once been known as a hotel—that wishes to convey an image of smallness and caring for its customers
3. A restaurant or bar that has no sleeping accommodations available

► Hotel

The term **hotel** was used traditionally to identify a lodging facility of two stories or more that provided sleeping accommodations and other services for its guests. In the United States, there has been a tendency to build hotels in or near the business centers of cities, towns, and villages and to regard them as centers of social and political activity.

Hotels have commonly offered housekeeping services and luggage-carrying assistance, as well as food, beverages, telephone, and other services. The extent of these services varies from property to property. Some hotels provide the full range: restaurants; bars; cocktail lounges; room service; hairstylists; exercise salons; computer, photocopy, and fax facilities; laundry; dry cleaners; gift shops; check cashing and other financial services; newsstands; travel agencies; drugstores, and others. Other hotels provide nothing beyond the basics: sleeping accommodations and housekeeping services.

► Motel

The term **motel** traditionally described a special variety of lodging establishment that catered to travelers with automobiles and provided self-service parking on premises.

The original motels built in the 1950s were single-story properties providing basic sleeping accommodations to overnight travelers. They were inexpensive, offering free parking and housekeeping service, but little else. Staff was kept to a minimum to keep costs down. There were

none of the services normally associated with hotels—room service, bellmen, restaurants, and the like. Motels were located on the outskirts of cities and towns and catered to those who did not want the expense and formality of a hotel. Later, many had adequate land to expand and to add swimming pools, which helped to differentiate motels from hotels, and to attract new customers.

Over the years, many motels evolved into properties that so resemble hotels that it is impossible to identify any differences. Many are multistoried, provide full services, and are located in the centers of cities. They continue to characterize themselves as motels for a variety of reasons, the most common being to suggest that they are not expensive.

► Lodge

The term **lodge** was traditionally used to describe a lodging establishment associated with a particular type of outdoor activity, such as ski lodge or hunting lodge. This type of lodge was a smaller establishment, typically in a rural setting, that provided food and housekeeping services to guests who came to be with others engaging in the same activity.

Many lodging proprietors have used this term instead of the term *inn* in order to make clear that the primary emphasis of the establishment is providing transient accommodations for those engaging in some specific activity. As suggested above, the term *inn* can be confusing.

A substantial number of properties are known as **motor lodges**. For all practical purposes this is merely another name for a motel.

► Tourist Home/Guest House

Tourist home and **guest house** are terms that evolved to describe private homes in which the owners rented spare bedrooms to transient guests. There are very few remaining in operation today. In these establishments, no meals were served to guests. They were not normally run as business ventures in the usual sense; they were more often sources of extra income for those whose primary income was derived from some other source. Tourist homes and guest houses have largely been replaced by bed and breakfast establishments, as described on the next page.

► Bed and Breakfast

Bed and breakfast establishments have long been popular in Europe. In recent years, they have become very popular in the United States. They are close relatives of the tourist homes and guest houses that they have tended to replace: owners of private homes rent rooms to overnight guests. However, a substantial number are very much more professional than their ancestors. In fact, some rival luxury hotels for style, elegance, and comfort. They tend to differ from the more traditional commercial lodging properties in one important respect: a full breakfast is included in the rate. Some travelers prefer to stay in bed and breakfast establishments because they are smaller, more intimate, and less expensive than hotels and motels and because the proprietors of many offer a degree of hospitality seldom equaled in commercial properties.

► Hostel

Hostels are very inexpensive lodging establishments that typically cater to younger transient customers. They provide little or no service, and many offer very little privacy. The typical hostel provides a bed for the night and offers no frills. Some provide a community kitchen, in which guests may prepare their own meals. Everyone staying in a hostel is expected to participate in keeping it clean. There is usually a limit to the number of nights an individual is allowed to stay.

► Condominium

Condominium is a term that identifies a furnished housing unit with kitchen area, living room area, sleeping area, and bath. Condominiums are distinguished from other types of lodging establishments by their ownership characteristics: each condominium unit in a complex is independently owned, but the management of the complex provides maintenance for the outside and the common inside areas of the facility for a monthly fee. In addition, the grounds and other facilities are usually owned jointly by all of the condominium owners.

Many owners rent their units to permanent or transient guests. Those located in resort areas are called *resort condominiums*. Major corporations—Marriot, for example—have built large condominium developments in recent years, sold the individual units, and retained the management of the condominium development.

Condominiums take many forms. They can be freestanding single units, individual units among several built as a single structure, sections or segments of hotel facilities, or units in a residential apartment facility.

► Hospital

In many respects, a **hospital** can be regarded as a specialized lodging facility. Hospitals provide sleeping accommodations and many of the same services provided by hotels—including housekeeping, room service, a telephone, a television, and a pharmacy—and often such additional services as hairstylists, gift shops, and lending libraries. A principal difference is in the clientele: hospital guests are known as patients and are normally resident in the facility for medical reasons.

► Motor Inn

Motor inn is a term that came into use as an alternative to the term *motel* and originally described a motel property whose proprietors wished to convey the concept of free parking and the traditions of an inn—a kind of modern inn. During the 1950s and 1960s, when older hotels were no longer in favor because of competition from motels, many hotel properties that had parking facilities on premises or nearby changed their names from hotel to motor inn in order to compete with motels.

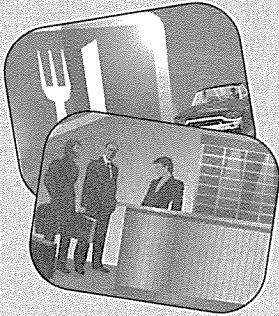
► Transient Hotel

A **transient hotel** is one that is designed to cater to temporary guests—people who have need of accommodations for a comparatively few nights. The guests may be business people, groups of sightseers, government employees, members of the armed forces, students, or any persons seeking temporary lodging.

► Residential Hotel

In contrast to transient hotels, some hotels have traditionally provided accommodations for long-term guests—individuals who consider the

▶ The Fairmont Hotel—Chicago ◀



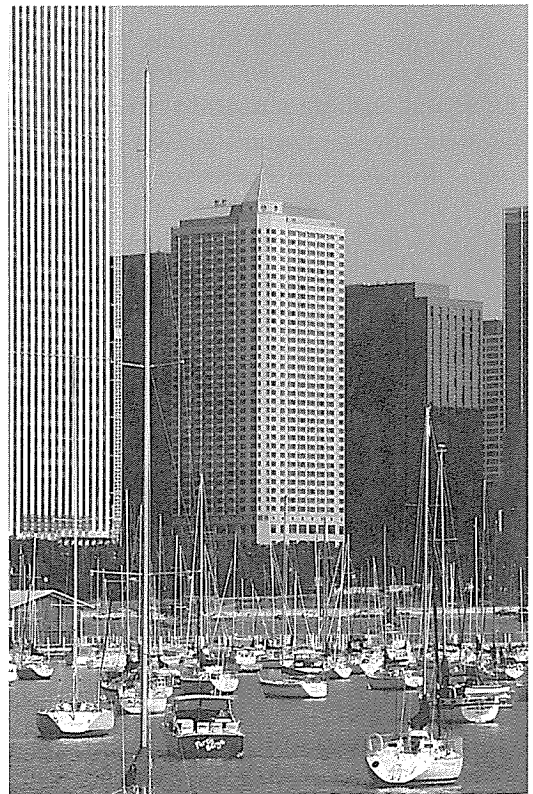
The Fairmont Hotel is a landmark hotel in Chicago, Illinois. Located on North Columbus Drive, across from Grant Park, this forty-five-story hotel contains 692 guest rooms, each having goose-down pillows, terry cloth bathrobes, and hand-milled soaps for its guests. Twenty-four-hour room service is available.

The hotel has two restaurants with cuisines ranging from continental to classic Italian served by singing waitstaff performing opera and Broadway tunes. It has four lounges, two of which feature live music.

For groups, the Fairmont has twelve meeting rooms and is capable of handling up to two thousand, two hundred people.

Adapted from an advertisement in The Hotel and Travel Index, Winter 1995–96, Page 871

The Fairmont Hotel, one of Chicago's landmarks. This forty-five story property is a full-service hotel with 692 guest rooms offering luxurious accommodations and fine cuisine to American and international visitors to Chicago. (Photo courtesy of the Fairmont Hotel in Chicago.)



hotel their temporary or permanent home. Establishments that offer traditional hotel services—food and beverages, laundry and dry cleaning, telephone, and the like for those who choose to live permanently in hotels—are known as **residential hotels**. A considerable number of people stay for long periods in these hotels, and some stay for many years. They enjoy and are willing to pay for daily maid service and other services that a particular hotel may offer.

Some transient hotels emulate residential hotels. They set aside a number of rooms or suites for permanent guests. Many well-known hotels have permanent guests and some have whole sections of the hotel building set aside for resident guests. Perhaps the most famous of these is New York's Waldorf-Astoria. One section of the hotel, known as the Towers, caters to permanent guests. The Towers has a separate entrance for its guests and provides a full range of the finest hotel services for them.

► **Resort Hotel**

The term **resort hotel** is commonly used to describe lodging establishments that feature recreational activities for their guests. These activities may be strictly for enjoyment, health purposes, or both. Swimming, tennis, and golf are among the most common activities, although many others are possible. Some resorts have all the necessary facilities for these activities on premises. Others have only limited recreational facilities on premises and provide their guests access to other facilities nearby.

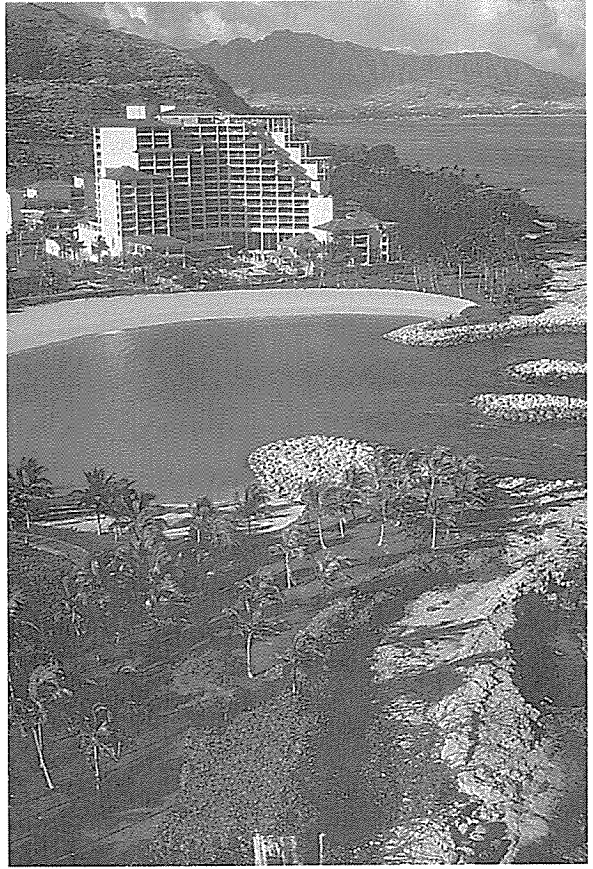
Resorts have traditionally catered to customers who stay for several days or several weeks. In past generations, many resorts had guests who would stay for an entire season. While this is no longer common, because transportation to the resorts has improved so dramatically, some resorts still have guests who stay for extended periods.

As discussed in previous chapters, the United States had a tradition of developing resort accommodations in rural areas. Today, many resort properties that were once in rural settings find themselves situated in suburban or urban areas. Older resort hotels in Miami Beach, Phoenix, and San Diego, for example, are actually located in or near city centers because metropolitan centers have grown up around the resort properties.

Many resort hotels that once catered exclusively to vacationers now cater to those attending meetings and conventions. Thus, it is becoming increasingly difficult to distinguish between resort hotels and other kinds of hotels.

Various types of resort properties exist. These include the following.

The Ihilani resort and spa on the Hawaiian Island of Oahu is a prime example of a modern resort hotel, offering a wide range of recreational activities, including a championship eighteen-hole golf course. (Photo of the Ihilani resort and spa courtesy of Sheila Donnelly & Associates, Honolulu, Hawaii.)



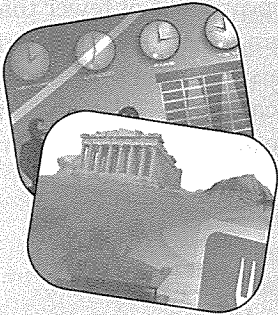
Traditional Resort

A **traditional resort** is one with recreational facilities on its premises. The rates include some or all of the meals. Entertainment is usually free, but liquor, gratuities, and many recreational activities are extra. Rates are charged on a daily or weekly basis.

All-Inclusive Resort

An **all-inclusive resort** is one that includes everything in one weekly rate—airfare to the resort, sleeping accommodations, all meals, liquor, gratuities, entertainment, and activities. The best known of these is Club Med.

Ihilani Resort and Spa



Located on the Hawaiian Island of Oahu, this 387-unit resort and spa is a brief twenty-five minute drive from Honolulu International Airport. It is situated on a 640-acre resort and offers almost all the amenities one would want. It features a thirty-five-thousand-square-foot state-of-the-art spa and fitness center that offers a variety of massage methods, including Thalasso therapies, with seawater and seaweed.

An eighteen-hole championship golf course and extensive private beach is available to guests. The resort has three different restaurants, which offer European, American, and Asian cuisine. Guest rooms average 680 square feet in size and feature lanais, deep-soaking European tubs, and custom designed furniture.

For meetings and conferences, the Ihilani has a 5,530-square-foot grand ballroom and six meeting rooms.

Adapted from an advertisement in The Hotel and Travel Index, Winter 1995–96, Page 789

Resort Condominium

A **resort condominium** is one that is located in a resort area or on a resort property. Some resort hotels have resort condominiums on their properties. The condominium units differ from regular guest rooms: they have kitchen and living room facilities, as well as the traditional sleeping accommodations. Customers may prepare their own meals in the condominium kitchen or dine in one of the restaurants operated by the resort. In addition, guests have access to all the recreational facilities of the resort.

Many older resort hotels that were lacking business have been transformed into resort condominiums. This is done when hotel rooms are sold to investors and the funds obtained are used to develop the property.

Resort Motel

Resort motels are simply motels located in resort areas. Many of them serve food and most of them have limited recreation facilities.

Guest Ranch

Guest ranches are resort properties that emphasize horseback riding and related activities. They are typically small properties of fewer than one hundred rooms that provide housekeeping services, food, and other seasonal recreational facilities such as a swimming pool, tennis courts, and hunting. Guest ranches are typically very informal and attempt to suggest the rough and ready, informal democratic spirit that we have come to believe was characteristic of the old West.

► Commercial Hotel

Commercial hotel is a term that used to refer to a specialized property, that is, one that caters to business travelers such as executives and sales personnel in need of transient lodgings. The term dates from the early twentieth century, when a number of newly constructed hotels—Statler’s Buffalo property among them—were designed to accommodate single business travelers, providing the types of rooms and services that would appeal to these anticipated guests.

In recent years, as the mix of travelers has changed, the term has come to have less significance. Today, there are probably no hotels that accommodate only “commercial” guests; most cater to a more varied clientele.

► Convention Hotel

The term **convention hotel** refers to a very specialized type of hotel, that is, one that focuses on conventions as the primary source of business. A **convention** is a gathering of people sharing some business, professional, social, or avocational interest and is characterized by meetings, exhibits, and related activities regarding that interest.

Some convention hotels were specifically designed to accommodate convention business; others set their sights on conventions only after newer properties—motels, for example—began to capture their regular transient business.

The principal difference between convention hotels and other hotels is in specific facilities available for convention groups. These include at least one large ballroom or similar meeting room and a reasonable number of other meeting rooms nearby. Convention hotels also have the capacity to prepare and serve food and beverages to large

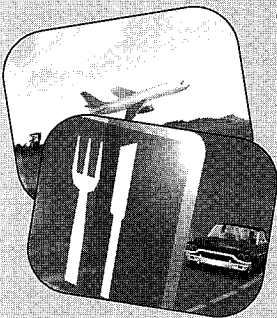
numbers of people in their ballrooms and meeting rooms as well as in several public dining rooms and bars. Convention hotels normally do not limit their business to convention groups; they routinely accommodate individual reservations to maintain the highest possible level of occupancy.

► All-Suite Hotel

Suite is a term commonly used in lodging operations to describe an accommodation consisting of two or more rooms, one of which is a living room—sometimes called a parlor—plus one or more than one bedroom and bathroom. Many have some type of kitchen facility. Some properties offer suites that have several bedrooms and baths. Sometimes the term is used to describe a one-room accommodation with a living room area and a bedroom area rather than separate rooms.

All-suite hotels do not offer the traditional bedroom and bath accommodations provided by most hotels. They offer only suites. These often include facilities for limited cooking. Many all-suite hotels do not have traditional restaurants, bars, or public meeting rooms. By contrast, some provide foodservice or beverage service, or both. Free breakfast buffets in the lobby, food vending machines in designated areas, and in-room bars are also possibilities. For many, the elimination of restaurants, bars, and public meeting rooms reduces construction and operating costs and enables their owners to offer guests larger, more desirable accommodations at competitive rates.

► Sheraton Suites—Dallas, Texas ◀



Sheraton Suites hotel is an excellent example of a hotel that offers only suites. It contains 253 suites, each with a separate living area and bedroom. Suites contain a work table, refrigerator, wet bar, iron and ironing board, two telephones, and two color televisions.

The hotel provides a complimentary newspaper each morning along with the free breakfast. It has an indoor/outdoor pool, meeting facilities, and a restaurant on premises.

Adapted from an advertisement in OAG Business Travel Planner, Summer 1994, Page 243



An accommodation in an all-suite hotel includes at least one bedroom and bath, as well as a living room. Some include kitchenettes. The accommodation pictured above shows a spacious living room and a bedroom in the background. (Photo courtesy of Sheraton Suites Country Club Plaza, Kansas City, Missouri.)

► **Extended-Stay Hotel**

A relatively new term, **extended-stay hotel**, is used to describe a property that caters to those who intend to stay longer than typical transient guests and who seek accommodations other than the traditional hotel accommodation of bedroom and bath. The typical extended-stay hotel provides a home-like environment and attempts to minimize the resemblance to other commercial lodging facilities.

Accommodations in extended-stay hotels tend to resemble those in a fine garden apartment complex, and a suite typically includes a kitchen, a living room, a bedroom, and bath and recreational facilities for swimming and other forms of exercise. Suites in extended-stay hotels commonly feature exterior entrances with parking by the door.

► **Conference Center**

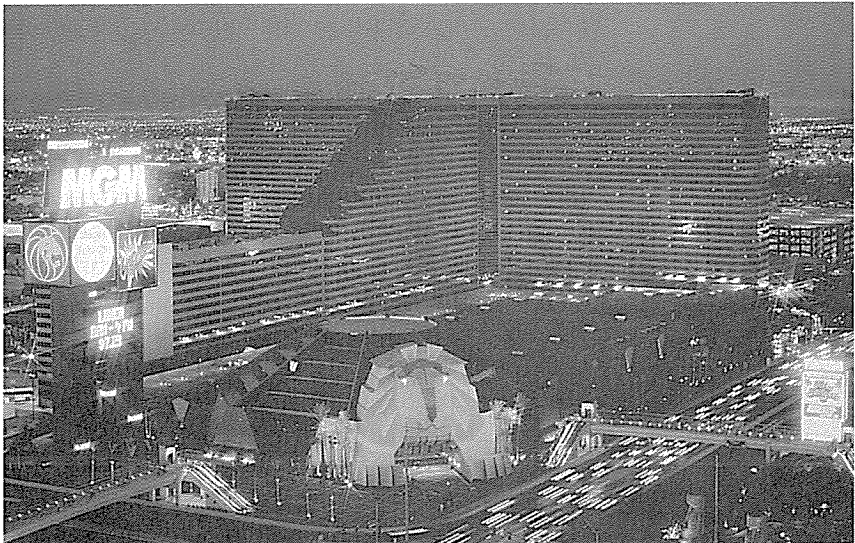
Conference centers are facilities designed especially to accommodate meeting and conference business. They are typically located in subur-

ban and rural areas and are designed to provide a setting that is comparatively free of distractions. Thus, conference centers tend to be conducive to concentration and learning and are selected by groups that require such settings for productive work.

Conference centers typically accept only group business. Given high operating costs in some regions of the country, however, some conference centers accept individual reservations during slack periods in order to maximize revenues.

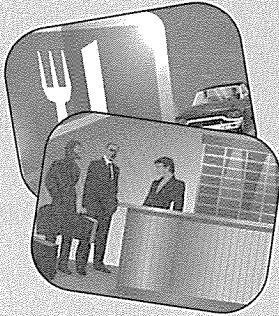
► Casino Hotel

Casino hotel is a term used to refer to transient hotels that house gaming casinos. These hotels have allocated major amounts of space to casino gaming, which includes games of chance—blackjack, roulette, and poker, for example—and slot machines. Casino gaming, illegal in most parts of the United States, is a major attraction for many Americans, and casino hotels are very popular with vacationers and conventioners. Casino hotel operators also provide lavish entertainment—nationally known artists and professionally staged shows—as added attractions.



The MGM Grand Hotel is the world's largest hotel, with over 5,005 guest rooms and suites. It cost over \$1 billion to construct and includes four casinos and a thirty-two-acre theme park. (Photo courtesy of MGM Grand.)

► MGM Grand Hotel, Casino, and Theme Park ◀



The MGM Grand Hotel is the world's largest hotel, containing 5,005 guest rooms and suites. It cost over \$1 billion to construct and includes four casinos and a thirty-two-acre theme park. Also included is a fifteen thousand, two hundred seat event center that can handle anything from a major concert to major league sports. It has one of the most spectacular showrooms in Las Vegas. The hotel contains shops and stores, restaurants, lounges, pools, and a health club.

Las Vegas has long been known as the most important city in the United States for casino gaming. Additionally, it has spectacular shows, very fine recreation facilities, and excellent restaurants. The MGM Grand is a key property in this city of entertainment.

Adapted from an advertisement in The Hotel and Travel Index, Winter 1995–96, Page 1111

Until recently, casino hotels in the United States were limited to the state of Nevada and the city of Atlantic City, in New Jersey. Now, however, casino gaming has spread far and wide to several jurisdictions in Colorado, Mississippi, and South Dakota; to riverboats licensed by the states of Illinois, Iowa, Louisiana, Mississippi, and others; and to growing numbers of Native American reservations. Newspapers across the country carry stories daily about consideration being given by state legislatures to the legalization of gambling within their borders. With an increase in the number of legal sites for casino gaming, it is likely that casino hotels will be constructed in other states in the near future.

Because casino gaming is very profitable, casino hotels can be very desirable properties to own. In successful casino hotels, the major share of revenues and profits comes from gambling operations rather than from lodging or from food and beverage. Casino hotels commonly offer free lodging, food, and drinks to guests who routinely wager large amounts of money—the so-called high rollers. Obviously, this is done to attract their continuing patronage.

► Health Spa

Health spa is a general term given to lodging establishments that focus on providing some form of beneficial, health-related services.

They tend to specialize—some in weight reduction, others in cosmetic therapy or drug or alcohol rehabilitation, among many others.

For obvious reasons, health spas typically do not accept guests other than those seeking the health-related services in which they specialize. Some even restrict admission to those referred by physicians.

► **Boarding House**

A **boarding house** is a residential facility that provides lodging and meals for guests who normally consider the facility their home, whether temporarily or permanently. The services they offer are typically restricted to limited housekeeping and meals; these characteristics tend to distinguish boarding houses from residential hotels. They are inexpensive compared to residential and other hotels. In the past, boarding houses were much more common than they are today.

A boarding house may be as small as a private home, or it may be a larger facility resembling a small hotel. Rates are commonly charged on a weekly or monthly basis. Housekeeping services in a boarding house are typically very limited: daily maid service is unlikely, and cleaning services may be restricted to once a week. In some, guests clean their own rooms and exchange soiled for clean linens in an office on the main floor. Foodservice is typically two or three meals a day served at specified hours or during specified time periods.

► **Lodging House**

Essentially, a **lodging house** is a boarding house that does not provide meals. The weekly or monthly rate is for the lodging alone. Lodging houses, also known as rooming houses, were more common in the past. Some lodging houses offer kitchen privileges—free use of a common kitchen—provided the user leaves the facility clean after each use.

► **Dormitory**

Typically, the term **dormitory** is used to refer to a lodging facility affiliated with some educational or other institution that provides sleeping accommodations for those in residence. It is this institutional affiliation that differentiates a dormitory from a lodging house.

The characteristics of dormitories are extremely varied. Some have daily maid service; others have none. Some have private rooms with private baths; others have rooms shared by several people and bathrooms shared by all residents of one floor. Some have kitchen facilities; others prohibit cooking. In most, foodservice is available, often in a separate facility. If food is available, it may be provided only to those who pay extra for it. In some instances, the fee charged includes both room and board—in which case, residents usually eat in a foodservice facility.

► Nursing Home

A **nursing home** is a residential facility that provides lodging and foodservice for people requiring nursing or related care. Those residing in nursing homes tend to be temporarily or permanently infirm, physically or mentally.

Some nursing homes cater to the elderly; others assist patients recovering from major surgery. Some specialize in the care of chronically ill children; others, called **hospices**, deal with the terminally ill. The services provided vary from one establishment to another and are closely linked to the needs of the residents.

► Other Lodging Operations

There is one entire collection of lodging operations that are loosely related to one another by their direct or indirect association with transportation—water, rail, air, or highway. These include cruise ships; freighters that accept passengers; riverboats; overnight passenger ferries; specialized commercial sailboats, or windjammers; railroad sleeping cars; planes with sleeping accommodations for passengers on long international flights; specially-fitted charter buses used for golf tours and similar purposes; completely furnished and outfitted motor homes, campers, trailers, boats, or barges rented on a daily or weekly basis; and lodging facilities known as *boatels*, located at marina developments. None of these constitutes a major segment of the overall lodging industry.

► Variations among Lodging Establishments

Major metropolitan centers tend to have numerous lodging properties of widely varying types. These range from limited service to full service;

from simply-furnished small rooms to luxuriously-furnished large rooms; from the simplest to the most ornate decor; from very cheap to extraordinarily expensive; and from those targeting bus travelers to those catering to corporate executives and show business personalities. Smaller communities also have variety, of course, but tend to have less of it.

Any keen observer of the variety of lodging establishments is certain to note significant differences from one to another. These differences are a result of decisions made by owners and managers about five key elements in a lodging operation.

1. Services
2. Accommodations
3. Decor
4. Rates
5. Target clientele

These elements are generally used to define and differentiate among lodging establishments. Each will be discussed in the sections that follow.

► Services

The range of services offered to guests varies considerably from one lodging establishment to another. At one end of the scale are guest houses that offer little more than a bed in a room and bathroom facilities down the hall. At the other end of the scale are luxury properties that offer a complete range of services. These include twenty-four-hour room service, valet and laundry service, secretarial service, hairstylists, health clubs, pay-per-view sporting events and films, in-room bars stocked with a selection of beverages, in-room safe boxes, concierge service, and extensive maid service that incorporates placing fresh towels twice a day, turndown service at night, and wake-up coffee or tea in bed in the morning. In between these two extremes are most lodging operations that provide full or limited food and beverage service, color television, telephone, and private bath. Many motels limit their services to a private room with bath, telephone, and television. Ice and snacks may be available in a vending machine located in the hallway.

► Accommodations

The types and sizes of accommodations also differ from one lodging property to another. The types of rooms vary from the bunk room with

bath down the hall, provided by some inexpensive ski lodges, to the elegant suite with bedroom, private bath, living room, dining area, and small kitchen offered by many luxury hotels. The most common type of accommodation is a bedroom with private bath. The room contains one or two beds, each of which is designed for one or two people. Other furnishings will depend on the nature of the property and the size of the room.

Room sizes for the typical bedroom and private bath vary considerably from one establishment to another. In the United States and Europe, the smallest may have 150 square feet or less. These properties are designed to operate profitably at rates that are even lower than those of the lower-priced motels. The minimum number of square feet for lower-priced motels ranges from about 175 to 250 square feet; mid-priced hotels generally allocate 250 to 325 square feet; and fine hotels may allow 450 square feet or more.

Many properties provide accommodations other than the typical unit of bedroom and bath. The sizes of these also vary—both with the type of property and the nature of the accommodation. It is quite possible, for example, for a unit with two bedrooms, two baths, and a living room in an inexpensive hotel to contain fewer square feet than a unit with one bedroom, one bath, and living room in a luxury property.

► Decor

The decor of a lodging establishment refers to the style and layout of its interior furnishings. It is the decor that determines its atmosphere. The higher the quality of the furnishings, the higher the degree of luxury the establishment will be perceived to offer. At one end of the spectrum are lodging establishments with simple, plain decor and inexpensive furnishings. At the other, there are the elegant luxury accommodations, where highly skilled interior decorators are hired to plan the decor and to select each item with great care, from fine period furniture to the simplest ash tray.

Lodging establishments belonging to a given chain are often noted for a particular style and type of decor. They may feature the same color scheme and style of furnishings in all their properties, so that customers in these properties may not be able to distinguish between the rooms in the chain's Boston unit and those in its Los Angeles unit.

► Rates

The fees charged by lodging operations for the sleeping accommodations they provide are commonly known as **rates**. In hotels and motels, one speaks of room rates, for example, as the fees charged guests who rent rooms. Rates for rooms vary from one locale to another and from one property to another, as do the charges for the various additional services a lodging facility may offer.

Generally, room rates are much higher in major cities than in suburban locations because of the higher costs of construction and operation. Some cities are well known for their high room rates. New York, for example, has traditionally been the most expensive city in the United States for hotel rooms, and London, Paris, and Tokyo are very expensive cities for lodging accommodations in their respective countries.

► Target Clientele

Throughout history, people opening lodging establishments have always attempted to attract particular types of customers. Four thousand years ago, lodging operators had caravans of traders in mind and set up their establishments on trade routes. In seventeenth-century England, lodging operators had stagecoach passengers in mind when opening their coaching houses. More recently, American companies opening hotels in major cities near railroad terminals were targeting railroad travelers. Today, we see lodging operators building properties along highways and at airports for much the same reason.

Targeting particular groups of potential customers has become a sophisticated endeavor. Properties are being designed and built to accommodate travelers at a number of different price levels, from low to high. Others are designed and built to accommodate the needs of a particular clientele—ski lodges, for example.

Taken together, the five elements we have just discussed—services, accommodations, decor, fees, and target clientele—determine the nature of the lodging property.

► Meal Service in Lodging Establishments

As indicated above, a number of lodging establishments provide food-service to guests. Some offer very limited foodservice—vending

machines, for example—while others provide room service and several public restaurants. Some hotels quote room rates that include foodservice; some do not include foodservice with the room rates; and others offer their guests a choice. The following are the accepted terms used to describe the various arrangements.

American Plan (AP)

American Plan rates include three meals daily: breakfast, lunch, and dinner. In some properties, these meals may include a full choice of the menu; in others, choices may be restricted to certain menu items with other, more expensive items available at an extra charge. In some, it can mean unlimited quantities of unlimited selections—anything the guest chooses from the menu. More commonly, it means a choice of one item in each menu category: one appetizer, one entree, and so on. In years past, many resort hotels offered American Plan rates. In recent years, the popularity of the American Plan has decreased markedly, except in those hotels in which alternative foodservice is not readily available.

Modified American Plan (MAP)

Modified American Plan rates include breakfast and dinner; lunch is available, but for an extra charge. This plan has become popular at resort operations. It was devised to satisfy those guests who objected to being charged for lunches they did not eat, either because they were sight-seeing and found it inconvenient to return to the dining room for lunch or because they finished breakfast late in the morning and were not hungry at lunchtime. Other guests were weight conscious, and did not want to consume three hearty meals in any one day. Resort owners responded by offering rates that did not include lunch.

Breakfast Plan (BP)

The **Breakfast Plan**, sometimes called the **Bermuda Plan**, includes a full breakfast with the quoted room rate. Although this particular term has not always been used, this plan has been common and popular in many parts of Europe for years. However, rising operating costs have made it necessary for many European hotels to impose a charge for a full breakfast. In the United States, the Breakfast Plan survives as the standard in bed and breakfast establishments and a few other proper-

ties. Many all-suite hotels serve full breakfast; some impose the extra charge, just as in the European hotels.

Continental Breakfast Plan (CBP)

The **Continental Breakfast Plan** includes a light breakfast with the room rate. The composition of the light breakfast varies from one establishment to another. In some, it is limited to juice, Danish pastry (also known as sweet rolls in some parts of the country), and a choice of coffee or tea. In others, it can include an array of juices, fruits, pastries, croissants, rolls, bagels, doughnuts, and a choice of regular or decaffeinated coffee or tea.

A number of hotels and motels offer this plan to attract business travelers and other guests accustomed to having very light breakfasts—possibly just juice and coffee. When some operators in an area have done this, others have had to do it also in order to remain competitive: continental breakfasts are very popular.

European Plan (EP)

Rates quoted under the **European Plan** include no meals. Ironically, the European Plan has become the standard in most American transient hotels; this was not the case through most of the nineteenth century.

Although many hotel guests choose to dine in the restaurants operated by hotels, many do not. Hotel keepers have found that guests staying for two nights will commonly have one evening meal in the hotel restaurant and the other away from the hotel, depending on their sense of security about the area in which the property is located.

The weather often plays an important part in helping a guest decide whether or not to patronize the hotel's restaurant. If the weather is poor—rain or snow, for example—guests will stay in; if the weather conditions are good, they are more likely to go out.

Some resort hotels with long traditions of offering American Plan rates alone are now giving their guests a choice of American Plan, Modified American Plan, Breakfast Plan, or European Plan. Guests who select any of the latter three can still order other meals in the hotel restaurant. However, they must order from the menu and pay separately for meals not included in the plan they have selected. Prices for these meals are normally somewhat higher than for the same meals taken as part of a meal plan.

► Classification of Lodging Establishments

As in the case of food establishments, the number of possible variables in lodging establishments makes attempts at classifying them very difficult. Most classification systems are either too simple—urban, suburban, and rural, for example—or too complex to be useful. It can take dozens of categories to account for the variations from one operation to another in services, accommodations, decor, rates, and target clientele.

It is important to recognize that many of the transient lodging establishments listed and discussed above cater to more than one type of business. In major cities, many accommodate residential guests with weekly or monthly rates because they are not able to maintain a sufficiently high level of occupancy with transient trade alone. In contrast, some transient hotels do not accommodate residential guests but maintain high levels of occupancy by attracting several types of transients: business travelers, vacationers, and those attending conventions, for example. It is quite common to find a single hotel property that has characteristics of two or more of the many types that one encounters in this dynamic industry. This has been a major difficulty to those attempting to develop useful classification systems for lodging properties.

Many attempts have been made to classify lodging properties. Some have classified them by location; other have attempted various other approaches including size:

- Under 75 rooms
- From 75 to 149 rooms
- From 150 to 299 rooms
- Over 300 rooms

One classification system of interest is that used by the Bureau of the Census, a branch of the United States Department of Commerce. Because this is the system used by the government to report industry statistics, others have adopted it. This system separates properties into four categories:

- Full-service
- Economy
- All-suite
- Resort

The following quotation accompanies a table in which lodging properties are divided into these categories.

An economy property is defined as one that offers clean, standard-sized, fully furnished modern rooms at usually \$10.00 to \$20.00 per night below the rate of typical full-service motor hotels. Their customers do not need food facilities, banquet rooms or meeting facilities, indoor recreation areas, or entertainment. An all-suite hotel doesn't have rooms, only suites. A suite differs from a hotel room by several characteristics. Generally, there is a separate bedroom, and guest amenities often include "extras," such as a wet bar or microwave and in some cases a full kitchen. A resort hotel is a lodging facility providing an environment conducive to leisure and recreation and an ambiance of isolation/destination while providing a full range of leisure-oriented amenities.¹

This system is intended to be used for reporting data obtained from surveys—rates, averages, and similar variations—of some characteristic types of lodging properties. Some lodging properties are not included—bed and breakfast establishments, hostels, and others.

► Travel Research Firms

Travel research firms categorize lodging operations according to the purposes of their research. For example, Smith Travel Research² categorizes lodging establishments according to prices charged in 162 separate market areas in the United States. Within each market area, lodging properties are classified as

Luxury—top 15 percent in the market area
 Upscale—next 15 percent in the market area
 Midprice—middle 30 percent in the market area
 Economy—next 20 percent in the market area
 Budget—bottom 20 percent in the market area

¹Bureau of the Census, *Statistical Abstract of the United States* (Washington, D.C.: United States Department of Commerce, Bureau of the Census, 1990), p.786.

²*Lodging Magazine*, April 1995, p. 55.

The purpose of this approach is to record changes in price levels over time. In the Smith Travel Research classification system, it is possible for hotels of the same quality to be listed in more than one category if they are located in different market areas. Other research firms have very different approaches to classification—approaches that suit the purposes of their research.

In light of the foregoing discussion, a person attempting to learn about the lodging industry will find no single classification system for lodging properties that is both useful and all-inclusive. Some are useful but leave out large numbers of properties; others include all properties, but are not particularly useful; still others are useful, but only for specific purposes.

► Ratings of Lodging Establishments

Another method of differentiating one lodging property from another is to consult a guide that rates hotels and motels.

Because quality of lodging operations varies from one establishment to another, in some parts of the world, including some European countries, lodging establishments are rated for quality by government agencies. In the United States, no government agency performs any similar service for the traveler. There are, however, two well-known private organizations that judge the quality of lodging operations and publish rating guides based on these judgments. The first of these is the Mobil Corporation, which, in collaboration with the trade division of Prentice Hall, publishes the *Mobil Travel Guide*. The second is the American Automobile Association (AAA), which publishes the *Tour Book*. The *Mobil Travel Guide* is sold through many commercial outlets and may be purchased by anyone; the *Tour Book* is distributed only to members of the American Automobile Association.

Neither of these guides lists all lodging establishments. The publisher of each reserves the right to determine which to include. All properties listed are recommended by the rating organization. Unlisted properties are merely unlisted: they may be superior, equal, or inferior to a listed property. In every region of the country, one can identify numerous small properties with fine accommodations, food, and service that are not listed in the rating guides.

The following is the rating scale used in the Mobil Travel Guide.

- * Good; better than average
- ** Very Good

- *** Excellent
- **** Outstanding—worth a special trip
- ***** One of the best in the country

The principal areas evaluated by Mobil include quality of physical structure, furnishings, maintenance, housekeeping, and overall service. Each property listed in the Mobil guide must undergo an annual review, so no rating is ever final.

The five-star rating is awarded by Mobil to a comparatively small number of properties that represent the finest in the United States. This top rating is extremely difficult to achieve: cities with many excellent hotels may have only one with the five-star rating, and most cities have no five-star properties.

The tour books published by the American Automobile Association use a rating scale indicated by diamonds rather than stars. Rated establishments can be awarded as many as five diamonds according to the following criteria.

- ◇ Provides good but unpretentious accommodations. Establishments are functional, emphasizing clean and comfortable rooms; they must meet the basic needs of comfort, privacy, cleanliness, and safety.
- ◇◇ Maintains the attributes offered at the ◇ level while showing noticeable enhancements in decor and/or quality of furnishings. They may be recently constructed or older properties, both of which cater more to the needs of a budget-oriented traveler.
- ◇◇◇ Offers a degree of sophistication. Additional amenities, services, and facilities may be offered. There is a marked upgrade in services and comfort.
- ◇◇◇◇ Excellent properties displaying a high level of service and hospitality. Properties offer a wide variety of amenities and upscale facilities inside the room, on the grounds, and in the common areas.
- ◇◇◇◇◇ Exhibit an exceptionally high degree of service; striking, luxurious facilities with many extra amenities. Guest services are executed and presented in a flawless manner. The guest will be pampered by a very professional, attentive staff. The facilities, service, and operation of the property help set the standards in hospitality and service.

The American Automobile Association publishes the following list of factors taken into account when rating lodging establishments.

Exterior
Management and staff
Housekeeping
Room decor
Maintenance
Room furnishings
Security
Bathrooms
Parking
Guest services and facilities
Soundproofing

As with the Mobil guide, the top rating is very difficult to earn, although the American Automobile Association typically awards more top ratings than Mobil. Interestingly, the guides often differ in their judgments about specific properties. As with Mobil, no American Automobile Association rating is ever final: field representatives annually reinspect all properties listed in the *Tour Book*.

► Summary

In this chapter, the term *lodging property* is defined. Data are provided to illustrate the size and scope of the commercial lodging industry, including number of properties, number of employees, and total annual sales. Five key elements of lodging operations that differentiate one lodging establishment from another are listed and discussed. Numerous characteristic types of lodging establishments are described—both commercial and noncommercial, as well as both generic and specialized. Three classification methods for commercial lodging properties are identified, including one used by the Bureau of the Census and another used by a travel research firm. Various rate plans are identified—several that include food with room rates and one that does not. Finally, the two national organizations that rate the quality of lodging operations for consumers are identified and their rating scales illustrated.

Key Terms

All-Inclusive Resort
All-Suite Hotel

Hospital
Hostel

American Plan (A.P.)	Hotel
Boarding House	Inn
Bed and Breakfast Establishment	Lodge
Breakfast Plan (B.P.)	Lodging Properties
Bermuda Plan	Lodging House
Casino Hotel	Motel
Commercial Hotel	Modified American Plan (M.A.P)
Commercial Lodging Industry	Motor Inn
Condominium	Motor Lodge
Conference Center	Nursing Home
Continental Breakfast Plan (C.B.P.)	Rates
Convention	Residential Hotel
Convention Hotel	Resort Condominium
Dormitory	Resort Hotel
European Plan (E.P.)	Resort Motel
Extended-Stay Hotel	Suite
Guest House	Tourist Home
Guest Ranch	Traditional Resort
Health Spa	Transient Hotel
Hospice	



Questions

1. Define the term *lodging property* and list ten types of lodging properties that fit the definition.
2. Briefly describe the size and scope of the commercial lodging industry. Include data in your response to indicate number of properties, number of persons employed, and approximate gross sales annually.
3. What percentage of guests in commercial lodging establishments are
 - a. traveling for business purposes?
 - b. attending conferences?
 - c. vacationing?
 - d. traveling for personal reasons?
4. Describe the impressions lodging property owners tend to convey to the public by selecting the following terms to identify properties:
 - a. *inn*
 - b. *hotel*
 - c. *motel*
 - d. *lodge*
 - e. *guest house*
 - f. *bed and breakfast*

- g. *hostel*
 - h. *condominium*
 - i. *hospital*
5. Identify the principal characteristics of each of the following:
 - a. motor inn
 - b. transient motel
 - c. residential hotel
 - d. resort hotel
 - e. traditional resort
 - f. all-inclusive resort
 - g. resort condominium
 - h. resort motel
 - i. guest ranch
 - j. commercial hotel
 - k. convention hotel
 - l. all-suite hotel
 - m. extended-stay hotel
 - n. conference center
 - o. casino hotel
 - p. health spa
 - q. boarding house
 - r. lodging house
 - s. dormitory
 - t. nursing home
 6. In the chapter, the authors discuss a number of lodging operations that are thought of more commonly as modes of transportation. Cruise ships are one example; name ten others.
 7. List five key elements that differentiate one lodging establishment from another.
 8. Define each of the following:
 - a. European Plan
 - b. American Plan
 - c. Modified American Plan
 - d. Breakfast Plan
 - e. Continental Breakfast Plan
 9. Identify the specific categories used to classify commercial lodging properties by:
 - a. number of rooms, and
 - b. types of properties.

10. Identify the inadequacies inherent in each of the classification systems identified in number 9.
11. Given a two-hundred-room commercial hotel in the business center of one of America's ten largest cities, which of the five plans identified in number 8 would be appropriate to offer transient guests? Why?
12. Given a 350-room beachfront resort property located in Miami Beach, Florida, which of the five plans identified in number 8 would be appropriate to offer transient guests? Why?
13. Identify the two national organizations that publish widely recognized ratings of commercial lodging establishments. List a minimum of five factors used by each for determining these ratings.

**Moments
of Truth**

1. The Wellington, a lodging operation just outside Midland City, is two stories tall and has three hundred guest rooms, each with a bath. It also has a restaurant, a swimming pool, an exercise room, meeting space for four hundred persons, and a large parking lot. Which of the terms presented in this chapter to describe characteristic types of lodging establishments could be used to describe the Wellington?
2. The Hotel Astor is situated in the center of Centerville, a city of one hundred thousand. It is rated by the American Automobile Association with four diamonds. The hotel has 350 rooms, two fine dining restaurants, a coffee shop, extensive convention facilities, a ballroom, a separate banquet kitchen, and various shops such as a barber shop, a beauty salon, a newsstand, and a travel agency. Which of the terms presented in this chapter to describe characteristic types of lodging establishments could be used to describe the Hotel Astor?
3. Imagine that you work as assistant food and beverage manager at the Welton, a resort property. The Welton has traditionally offered American Plan rates. In recent years, several fine restaurants have opened in the immediate area, and last year the resort added a golf course to the recreational activities available to guests. Many guests enjoy the new golf course, and many have dined at the new restaurants. However, those who have missed meals when they went to one of the restaurants or were on the golf course have been charged the full American Plan rate, even though they did not consume some of the meals. Many have begun to complain to management about paying for meals they did not have. What, if anything, do you think management should do?