Introduction to the Foodservice Industry

3 CEU

This course will cover all the general facets of the foodservice industry including: a brief history of the development of hospitality and professional foodservice; various types and styles of foodservice operations; the new brigade system; employment opportunities in foodservice; professional development and certifications; and the benefits of professional networking. No prerequisite.

General Objectives:

Welcome to the world of Hospitality. In this course you will have the opportunity to learn about the fascinating world of opportunities that exist for you. All types and forms of hospitality settings will be presented and discussed. You will have the opportunity to learn the basic elements of the international hospitality industry including your future place in the industry, the restaurant business, restaurant operations, issues facing food service, institutional food service, the history of the lodging industry, meeting the guests needs, hotel and motel operations, competition, the international tourism industry, destination management, marketing and most importantly the role of service in the industry.

Specific Objectives:

1. Discuss the foundation and history of the hospitality industry.
2. Discuss your future career options for working in the hospitality industry.
3. Describe the food service industry.
4. Identify the different types of food service establishments.
5. Describe the processes of restaurant management.
6. Describe the front of the house, back of the house and the office functions used in different restaurant settings.
7. List the competitive forces shaping the restaurant business in the hospitality industry and other international markets.
8. Describe the role of human relations management in the restaurant business.
9. Discuss institutional food service and the possible career opportunities for hospitality graduates.
10. Describe the evolution of the lodging industry.
11. Identify the types of lodging available to travelers.
12. Describe the major function areas and departments in different types of hotels and lodging settings.
13. Explain yield management and hotel marketing.
14. Discuss the types of hotel ownership.
15. Discuss the economics of the hotel business.
16. Explain the importance of tourism to the economy.
17. Describe the factors affecting travel and tourism.
18. List all the public services and infrastructure involved in maintaining a tourist economy.
19. Describe the non-economic effects of tourism.
20. Describe international feeder markets to the hospitality industry and other regional and international travel destinations.
21. Discuss the theory of quality service as the foundation for all hospitality offerings.
22. Describe how to manage the service transaction and how quality service is a sustainable competitive advantage.
23. Define hospitality and tourism entrepreneurship, employment and franchising opportunities.
24. Discuss the economic challenges facing the hospitality industry and how tourism development can help meet these challenges.
25. Describe the global dimensions of the hospitality tourism industry.

**Course Schedule:**

Week 1 - Unit 1: The Hospitality Industry: Overview

Week 2 - Unit 2: Types and Styles of Foodservice Operations and Lodging

Week 3 - Unit 3: Growth and Change

Week 4 - Unit 4: Career Opportunities in Hospitality

Week 5 - Unit 5: The Restaurant-Types and Characteristics

Week 6 - Unit 6: The Commercial Kitchen

Week 7 - Unit 7: Service

Week 8 - Unit 8: Lodging

Week 9 - Unit 9: Hotel Rooms Division and Hotel Foodservice

Week 10 - Unit 10: Tourism

Week 11 – Review for Final Exam
Week 11- Final Exam

Assignments Overview

- Complete the weekly quiz by the end of the assignment week.
- Participate in the Discussion Board each week. Discussion Board assignments must be at least 200 words.
- Complete the final exam.

Unit 1: The Hospitality Industry: Overview

Unit 1 Lesson Learning Objectives:

- Overview of the hospitality industry
- Define hospitality management
- Discuss a brief history
- Identify some key figures

Overview:

The **hospitality industry** is a bountiful web of opportunity. As a chef/instructor, I have chosen a path of teaching a variety of hospitality classes on-campus and online. My successful restaurant opened even more doors and networking with various organizations keeps me informed, connected, and up on the trends. Special guests are introduced to my students, who I have met at tradeshows across the country. I meet people and gain knowledge competing in culinary competitions, and learn from working with my professional friends. People will always have a need for food and shelter. It’s an industry that allows us to choose from a variety of areas, and offers endless growth.

The hospitality industry brings to mind restaurants and hotels. The meaning of “hospitality” encompasses more than that. According to *Webster’s Dictionary*, hospitality means “the generous reception and gracious entertainment of strangers or guests.” The term hospitality comes from the word hospice, “a place of refuge for travelers.”

What is the hospitality industry?

The **hospitality industry** can be defined as institutions that provide services to people away from home. These services usually include food, beverage, and/or lodging. Working together in unison, the restaurant and hotel businesses are tied together with travel and tourism, which provides services to travelers. Hospitality is not limited to restaurants and hotels, but includes other kinds of institutions that offer food, drink, and/or shelter to people away from home. Hospitality is a multi-billion dollar industry that includes, but is not limited to: restaurants, hotels, motels, casinos, clubs, cruise lines, theme parks, tourism, recreation facilities, and casinos.
Besides these commercial hospitality segments, there are many career opportunities in noncommercial segments.

What is Hospitality Management?

*Hospitality Management* is a field that employs information and methods learned from a number of professions to the techniques of selling food, drinks, and lodging to people away from home. The hospitality profession involves maintaining the care and comfort of the guest in lodging or foodservice operation. Managing involves overseeing the operation to ensure a daily success. The hospitality manager, depending on the position, performs many functions on different levels. Providing food and accommodations to the public create a number of concerns and responsibilities for a manager. Some of these responsibilities are: training and monitoring employees, serving and pleasing the guests, keeping food safe, pest control, cleaning and maintaining the premises, servicing utilities, budgeting and operations. Management should be able to welcome guests in person, ensure that all facets of the business are fully operational, and make a profit. Hospitality is such a broad industry requiring a variety of skills that students will increase opportunities if they become specialized in many areas.

Brief History

During the Middle Ages and Renaissance, Inns and Taverns were crude places for weary travelers to get some rest and a drink. Around 1600 the first coffeehouses (cafes) opened in France and rapidly sprang-up around Europe. Serving most beverages like cocoa, coffee, and wine, these were place for the locals to share conversation and the news of the day.

“Noelsgarni” began springing-up around France during the reign of Louis XV (1715-1774). These were large houses that rented out rooms by the day, week, or month.

Around 1760, the word “hotel” was introduced in London. Constructed in a crescent shape, Fifth Duke of Devonshire constructed a building that housed the St. Anne, the Centre, and the Grand hotels.

Up until the 18th century, inns and taverns only offered drink and accommodations to travelers, and food that had been prepared off-premises. At that time in France, food sold at an inn or tavern should only be prepared by an appropriate food guild.

In 1765, a soup vendor named Monsieur Boulanger, opened a tavern to sell his soups. Touted to be nutritious health restorers, these soups were called *restorante* (restorative), presumably meaning “to restore lost energy.” The tavern keeper also began offering hot dishes of sheep’s trotters (feet) or sheep’s fat in a white sauce that had been prepared on the premises. Though the controlling guilds, Chaine de Traiteurs (“caterers” from the French verb traiter, “to treat”) and Chaine de Rotissiers, opposed Boulanger and claimed he did not have the right to cook and serve food, a judge ruled that Monsieur
Boulanger hadn’t broken any laws. Monsieur Boulanger has been accredited with establishing the name *restaurant* and the first restaurant was born. This changed the expectations of the weary traveler from just finding a safe place to rest, but also to receive a hot meal prepared to order, on premises.

Early 19th century Paris was home to *grande cuisine* also known as haute cuisine, which were meals consisting of dozens of courses, intricately prepared, served like a choreographed ballet, and elaborately displayed. Known as the ‘chef of kings and the king of chefs,” *Marie-Antoin Carême* (1783-1833) was acknowledged as the master of French grand cuisine. As chef to diplomats and kings, he stated, in the preparation and presentation of food, his goal is “lightness,” “grace,” “order,” and “perspicuity (cleanliness).” He made the use of roux as thickening agent standard, and created a system for classifying sauces. Carême’s most famous five-volume work on grand cuisine and his views on the profession, *L’Art de la cuisine au XIXe siècle* (1833) encompasses not only his life’s work, but summarizes hundreds of years of culinary growth.

According to historians, the first American restaurant could be Julienn’s *Restaurator* in Boston, or San Souci or Niblo’s Garden in New York City. But, the most famous first American restaurant is *Delmonico’s*. Swiss brothers Pietro and Giovanni Delmonico opened Delmonicos in 1827 on William Street in New York City. Delmonico’s chef, *Charles Ranhofer* (1836-1899) was the first internationally renowned chef of an American restaurant. Chef Ranhofer is best known best for his “franco-american” encyclopedia of cooking, *The Epicurean* (1893).

Refining grande cuisine in the late 19th century, *August Escoffier* (1846-1935) simplified flavors, dishes, and garnishes, introducing *classic cuisine*. Opening one of the finest dining rooms in Europe with Cesar Ritz, Escoffier took Carême’s overly fussy and elaborate procedures, and refined them with less ingredients, perfect balance, and simplicity. His most important contribution and enduring treatise is entitled *Le Guide culinaire* (1903) still used to guide chefs today and considered by many to be the cook’s bible. Escoffier is also credited with developing the *brigade system*, a system that distinguishes specific responsibilities in the kitchen. Three of Escoffier’s most noted career achievements are *revolutionizing and modernizing the menu*, the *art of cooking* and the *organization of the professional kitchen*. Escoffier simplified the menu as it had been, writing the dishes down in the order in which they would be served (Service à la Russe). He also developed the first à la Carte menu. The honors due Escoffier can be summed up by a quote from Germany’s Kaiser Wilhelm II when he told Escoffier, “I am the Emperor of Germany, but you are the emperor of chefs.”

*Cesar Ritz* (1850-1918) worked hard as an apprentice to a hotelkeeper, a handyman, and at nineteen, a restaurant manager. Offered the manager of the largest and most luxurious hotel in Switzerland, the Grand National at Lucerne, Ritz worked the next 11 summers at making the Grand National, grand again. At the same time, Ritz would spend his winters working at other hotels around Europe. Enticing the rich from their homes for entertaining, in his late 30’s, Ritz was asked to take over management of the fledgling Savoy Hotel in London. With his friend August Escoffier, Ritz revolutionized
dining out in Europe. Orchestral music was played during dining, along with softer indirect lighting, harmonizing decoration and furnishings, dignified service, and epicurean food. After opening the Paris Ritz and it became successful, Ritz turned his attention to the Carlton in London. After renovation, it became the first hotel in London to have a bath in every room. In 1907, the Ritz Development Company franchised the Ritz name to the Ritz-Carlton Hotel in New York City.

The Oldest Hotel

According to the Guinness Book of World Records, located in Awazu, Japan since 717 A.D., the oldest hotel, still in operation, is the Hoshi Ryokan. Built by hot springs that are said to have miraculous healing powers, the Hoshi Ryokan now has 100 rooms.

First American Tavern

In 1634, colonial America, Samuel Cole opened the first American Tavern called Ships Tavern. Taverns provided a place to meet, eat, drink, and share the day’s news. In 1656, Massachusetts passed a law that mandated every town in the colony to have a tavern, or be fined. In 1670, the first coffeehouses were opened in Boston. Coffee and chocolate drink was served.

First American Hotel

In 1794, the first hotel opened in New York City. The City Hotel was the first building in America built especially to be a hotel. The Tremont House in Boston was the first to earn Five Star’s by the standards of 1829. The City Hotel is often referred to as “the beginning of First Class Service.”

Unit 2: Types and Styles of Foodservice Operations and Lodging

Unit 2 Lesson Learning Objectives:
• Identify the different areas and segments of the hospitality industry
• Explore foodservice associations and organizations

Three Foodservice Categories

The National Restaurant Association classifies foodservice areas into different categories:

1. Commercial
2. Institutional
3. Military
Group 1 – Commercial Foodservice

Eating place
- Restaurants, lunchrooms
- Limited-menu restaurants, refreshment places
- Commercial cafeterias
- Social caterers
- Ice cream, frozen-custard stands
- Bars & taverns

Food contractors
- Manufacturing & Industrial plants
- Commercial & office buildings
- Hospitals & nursing homes
- Colleges & Universities
- Primary & secondary schools
- In-transit foodservice (airlines)
- Recreation & sports centers

Lodging places
- Hotel restaurants
- Motor-hotel restaurants
- Motel restaurants
- Retail host restaurants
- Recreation & sports
- Mobile caterers
- Vending & non-store retailers

Group II – Institutional foodservice – Business, educational, governmental, or institutional organizations that operate their own foodservice.

Employee foodservice
- Public & parochial elementary, secondary schools
- Colleges & universities
- Transportation
- Hospitals
- Nursing homes, homes for aged, blind, orphans, and the mentally & physically disabled
- Clubs, sporting & recreational camps
- Community centers
- Correctional Institution Foodservice

Group III – Military Foodservice
- Officers’ & NCO clubs ("Open Mess")
- Foodservice – military exchanges

Source: National Restaurant Association

**Commercial Foodservice**

*(Restaurants will be discussed in another Unit)*

The commercial foodservice segment of the industry includes any type of operation that sells food and/or beverage for a profit, and is the largest category responsible for most of the sales.

Contract Foodservice Management

One fast growing commercial segment is **contract foodservice management**. Contract foodservice companies (also called foodservice contractors) are companies that specialize in operating a foodservice department of an organization. Contract foodservice companies make a profit, but much of its activity is in the institutional foodservice area such as those found in schools, industrial and manufacturing plants.

Beginning in 1897, Nicholas Cease began selling cold lemonade to the employees at a locomotive plant. Management at the plant attributed a drop in the accident rate to the cold drinks. Cease was asked to expand his business, and eventually opened The Cease Company with his brother, the first American contracted foodservice.

Many foodservice operations are run by outside contract foodservice companies, such as these four top-tier national contractor chains: Marriott, Araserve (one of the four sectors of Aramark), Canteen, and Service America.

**ARAMARK: Timeline**

1930s

In 1936, Davre Davidson begins the Los Angeles company that will eventually become ARAMARK.

In 1939, Davre Davidson and his brother, Henry, become business partners through the formation of Davidson Brothers. The company flourishes under their joint management and eventually becomes the largest independent vending operator in the United States.

1940s

In 1940, William Fishman, believing there was a promising future in vending, purchases 200 candy and cigarette machines and enters into the vending industry.

1950s

In 1959, the Davidson brothers and William Fishman combine their companies to create ARA.
1960s

In 1960, ARA makes its debut as a public company. By the end of the year, ARA revenues top $37 million and the company operates in 19 states.

In 1967, ARA broadens its activity in Canada through an equity investment in Versafood Services, Ltd., Canada’s leading food service company at the time.

In 1968, ARA serves its first Olympics at the Summer Games in Mexico City. That same year, the company acquires District News and enters the magazine and book publishing business.

In 1969, ARA officially becomes ARA Services, to reflect its growing range of businesses.

1970s

In 1972, ARA Services begins operating in England.

In 1976, ARA Services enters the Japanese market through a joint venture with Mitsui & Co. Ltd. to form AIM Services.

In 1979, ARA Services’ total employment surpasses 100,000.

1980s

In 1980, ARA Services acquires National Child Care Centers, Inc. and enters the childcare arena.

In 1983, Joseph Neubauer is elected CEO of ARA Services.

In 1984, ARA Services management owns 40 percent of the company after deflecting a hostile takeover through a management buyout.

In 1989, ARA Services employs 125,000 people and has total revenues of approximately $4.2 billion.

1990s

In 1990, ARA Services moves into Hungary and the Czech Republic.

In 1992, ARA Services acquires WearGuard, a leading direct marketer of work clothes and casual wear.

In 1993, ARA Services enters Spain and enters into a joint venture with Daewoo Corporation in Korea.
In 1994, ARA Services evolves into ARAMARK to reflect the change in its business relationships and its commitment to customers.

In 1995, ARAMARK acquires Galls, the leading direct marketer of public-safety uniforms.

In 1998, ARAMARK divests its magazine and book division to better focus on its core businesses.

2000 and beyond

In 2000, FORTUNE magazine names ARAMARK one of America’s 100 Most Admired Companies. In 2002, 2003 and 2006 the magazine names ARAMARK America’s No. 1 Diversified Outsourcing company.

In 2001, ARAMARK purchases ServiceMaster Management Services.

In 2001, ARAMARK again lists on the New York Stock Exchange, this time under the ticker symbol RMK. The company’s revenues reach approximately $8 billion.

In 2003, ARAMARK completes the sale of its ARAMARK Educational Resources division to best focus on its core businesses: food, facility and other support services, and uniform and career apparel.

Lodging Foodservice

Mid to large size hotel foodservice has moved from just coffee shops to elaborate theme restaurants. Hotel restaurants help with décor, menu, and service offered, to create the overall ambiance of the hotel. The food and beverage department of a hotel is a complex system that houses a number of different food services. They might include banquet facilities, a cafeteria, employee dining room, room service, specialty restaurants, a fine dining room, a nightclub, bars, a coffee shop, and snack bars. Motel foodservice typically operates a coffee shop or provides vending machines. Food and beverage is now viewed as an additional source of revenue and profits, and in some motels and hotels, can be almost equal to that from the rooms.

Retail and Convenience Grocery Foodservice

Retail and convenience foodservice is quite diverse. Some retail and convenience foodservice includes sports venues, supermarkets (deli departments, meat and poultry departments, seafood departments, produce departments), and quick-stop markets and gas stations.

Recreational Foodservice
The **recreational foodservice** consists of Municipal convention centers, amusement parks, expositions, roller and ice-skating rinks, state and national parks, sports stadiums, coliseums and arenas, concert facilities, racetracks, carnivals and circuses, botanical gardens, and zoos. Much of the recreational foodservice at America’s recreation locations are operated by foodservice management companies. Stadiums have upgraded their foodservice to dining rooms, full-service suites, and higher quality-nutritious foods. Many of these recreational facilities are operated by foodservice contractors, offering seasonal and/or full-time positions.

**Mobile Caterers**

*Mobile Caterers* consisting of trucks and vans began soliciting factories and construction sites during World War II. They may be corporate owned, individually owned, or partnerships. A corporation typically hires people to operate its trucks, or may lease the truck to the individual, who then earns a percentage of the profit.

**Vending**

*Vending foodservice* operations continue to grow in popularity among college and universities, schools, and industrial plants. Labor cost is very low and foods can be obtained from purveyors, wholesalers, or from other vending operators.

**Institutional Foodservice**

*Institutional foodservice* includes: business and industry (employee), schools, colleges and universities, all health care, clubs, correctional institutions, and community centers.

**Employee Foodservice (Business and Industry)**

Employers that provide foodservice to their employees in office buildings, manufacturing plants, and other businesses, are referred to as *business and industry (B & I)*. Business & industry foodservice (self-operated) is typically “in-house” and does not focus on making a profit, such as in-house employee or student food programs. Twenty percent of business foodservice is operated by the employer. The other 80% is hired-out to contract management companies.

**School Foodservice**

The first *school foodservice* was a volunteer effort to feed New York school children that led to federal funding for school lunch programs. In 1932, the Roosevelt Administration began the Reconstruction Finance Corporation (RFC) which paid for the labor of school lunch programs. Two years later, the Works Progress Administration (WPA) appointed workers to serve school lunches in poorer areas. At the end of World War II, in 1946 the government initiated the National School Lunch Act (NSLA). The purpose of Lunch Act was “…to safeguard the health and well-being of the nation’s children and to encourage the domestic consumption of nutritious agricultural commodities and other food…” Most primary and secondary schools still operate their-
own foodservice. Contract management companies run about 10% of school lunch programs in the country, and they are continually becoming more cost effective for schools.

College and University Foodservice

Though Oxford and Cambridge, the first organized universities, still serve meals in a common dining hall in a formal setting, campus dining in most colleges now provides cafeterias, faculty dining rooms, catering, brand-name quick service, student union foodservice, student board plans, and many other on-campus foodservice options. There is typically a central department that operates foodservice on campus. A registered dietician may be on staff to ensure the menus are nutritionally adequate and balanced. Many colleges and universities use a foodservice contractor.

Airline Foodservice

Timing demands are especially tremendous in airline feeding. There is typically a production center that may produce foods for one or more airlines. The service may be operated by local foodservice company, a hired foodservice contractor, or a large airline may operate its own production. Quick production and rapid transportation to planes is required. Each center could typically produce 6,000 to 8,000 meals a day, considering the flexibility of flight delays and changes. The federal Health Service has jurisdiction of sanitation on public transport carriers traveling across state lines, and enforces strict sanitation standards. With the number of “no-frills” airlines increasing and the economic effect of September 11th, many airlines are now only offering packaged snacks and drinks.

Railroad and Bus Food Services

In the past, trains served meals in dining cars with the highest quality and service that would compete with any fine-dining restaurant. There are still a few nostalgic passenger trains that offer gourmet-type dining and excellent décor, but nowadays most trains make longer trips and offer snack bar or lighter foods. Bus terminals typically have quick-service operations and/or coffee shops. Food or beverage is rarely sold on board a bus.

Hospital Foodservice

Hospital food service is typically directed by a professional with a degree in dietetics who is certified by the American Dietetic Association, or hospitality management. Hospitals supply employee cafeterias, public dining, special staff dining rooms, catering services, and foodservice vending. To reduce labor and waste, many hospitals use the cook-chill method. Food is cooked in batches, portioned, packaged, and immediately chilled to be reheated at a later time for service. Because of patient demand, modern hospital food has improved. Patient foodservice includes special-diet kitchens and has, in many hospitals, upgraded to menu service.
Health Care

Health care includes retirement homes, nursing homes, extended care facilities, and similar facilities. Many of these are managed by a foodservice contractor. Long-term health care operations are similar to those in hospitals, but require fewer modified diets. Food must be simple and nutritious. Typically operating on a low budget, and working with a dietician, the foodservice manager must take care to balance soft and bland diets with those can more normal, textured food, and keep the menu interesting, desirable, varied, and nourishing.

Clubs

Clubs cater to members who use the facilities for enjoyment, relaxation, and to entertain guests, and typically emphasize higher-end food and service. Social clubs may serve breakfast, lunch, and dinner. A large portion of revenue comes from catering events and alcohol sales.

Country clubs usually have recreational and sports facilities such as golf courses, tennis courts, and pools. Many clubs are seasonal or fluctuation business. At time they are operating at full-capacity, and other times they will do little or no business. Scheduling production and labor can be difficult in the fluctuating club business.

Correctional Institution Foodservice

Public awareness of prison conditions prompted the American Correctional Association (ACA) in 1977 to require a standard set of foodservice rules:

- Provision of appropriate staff supervision.
- Provision of three meals per day, two of which must be hot.
- Provision of special diets for inmates with dietary law restrictions such as Jews, Moslems, etc...
- A documented foodservice policy that keeps records of food served, menus planned, etc…
- Menus that meet the Recommended Daily Allowances (RDA) of the National Academy of Science.

To learn more about correctional institution foodservice, visit American Correctional Food Service Program (ACFSP) [http://www.acfsa.org/cfppgm/frmcertf.htm](http://www.acfsa.org/cfppgm/frmcertf.htm)

Certification opportunities:

- **Certified Correctional Foodservice Professional (CCFP)** is for individuals who work in correctional food service and have reached specific achievement goals. Re-certification is required every four years.

- **Certified Correctional Food Systems Management (CFSM)** is a study course and certification geared specifically for food service line supervisors.
Military Foodservice

The sales included in the National Restaurant Association’s classifications are those in officers’ and noncommissioned officers’ (NCO) clubs and in military exchanges (stores). The food served to military personnel at posts and in other military units is not included. Military-feeding operations have gone through changes as the troops have changed post-Vietnam and Cold War era. Serving more married enlistees, the trend is still substantial portions, but focused more toward family and better nutrition.

Unit 3: Growth and Change

In 1733 Ben Franklin pitched “To lengthen thy life, lesson thy meals.”

Unit 3 Lesson Learning Objectives:
- The effects of Supply and Demand
- The effects of industrial and agricultural advances
- The effects of demographics
- Brief history of brand names
- Dining Trends

Supply and Demand

Increasing since the end of World War II, 42 percent of consumer food dollars are spent on dining-out and one of every three meals in this country are eaten away from home. The National Restaurant Association (NRA) says the restaurant business is the third largest business of the United States. The forces of change that drives demand include age, income, sex, and world events.

Growth in the Food Industry: Canning

Americans eat an average of 600 pounds of food a year, and much of that food is canned or preserved. In 1795, in an effort to save Napoleon’s troops from starvation and scurvy, the French government offered a prize to anyone who could invent a method for preserving food. The prize was awarded in 1810 to Nicholas Appert’s air tight, tin-plated wrought-iron cans, who soon wrote The Book of All Households: or The Art of Preserving Animal and Vegetable Substances for Many Years. This text describes the process of heating, sealing, preserving, and canning more than 50 foods.

By 1812, Thomas Kensett built the first U.S. cannery. The first canned foods led to an explosion of preserved foods in America during the industrial revolution. Improvements were made in the 1860’s to reduce the time canning took from six hours to 30 minutes. Though steel, railroads, oil, and automobiles were all considered the force of the industrial revolution, from 1859 to 1899, the mechanization of food production
increased almost triple the amount of other industries. The First World War created a huge demand for canned foods. Food processing increasingly became an important industry. By 1900, food processors generated 20 percent of the nation’s manufacturing product. Now, in the 21st century, though improvements have been made like less sugar, less salt, improved flavor and texture, the technique and result is pretty much the same. Some companies are experimenting with self-heating cans.

George Washington Carver

In 1861, President Abraham Lincoln declared agriculture “the largest interest of the nation.” The, a year later, Lincoln signed into law the Morrill Act, which established the U.S. Department of Agriculture (USDA). One of the most important influences to American agriculture is George Washington Carver. Hired to direct agricultural research at Tuskegee Institute in Alabama, Carver encouraged farmers to grow native crops, such as the sweet potato and the peanut. He developed about 300 uses for peanuts and it by-products, and more than 100 products from sweet potato. Most importantly, he taught farmers how to replenish soil by rotating crops instead of using fertilizers, and cross-pollination, creating new, hardy hybrid plants.

Grains

Conglomerate food companies like Standard Brands, and General Foods began to set new standards by 1920. The decline of the small farmer was being replaced by factories and corporate production. At the same time, milling grains were being changed from very slow in the Great Plains (1850-1890) to the emergence of corporate milling giants. Solving such technical concerns as cleaning, storing, and transporting large amounts of wheat, corporate milling mega-giants concentrated in Minneapolis and St. Paul, like Pillsbury, General Mills, and Crosby mills with their Gold Medal brand flour took business away from much of the small-scale farming. Food retailing followed the new standards for corporate, centralized organization in food processing. First, chains of grocery stores, then supermarkets, and chains of supermarkets, then restaurants, and finally chains of eateries.

The Mobility of People and Food: The Industrial Revolution and Transportation

Though the industrial revolution had been happening in the England and other parts of Europe, it wasn’t until the end of the Civil War, that the industrial revolution started booming In America. From 1860 to 1890, as the United States started to industrialize, people had more discretionary (disposable) income, and they began to eat away from home more often. With availability of cars and vast growing network of railroads across the nation, came the demand for more hotels offering meals, as well as lodging. After World War I, more and more offices and factories began offering lunch programs to workers; and cafes, restaurants, and cafeterías grew with demand. The effects of the Great Depression of 1930 lowered the birthrate dramatically.

The Rise of Quick-Service
Two very important changes occurred simultaneously. They were the development of the *fast-food, or quick-service*, concept and the birth of multiple-operation foodservice groups, or *chains*. Appearing in the 1921, *White Castle* opened in Wichita, Kansas, and was the first hamburger restaurant company with many units selling food that could be prepared and eaten quickly. The store was purchased for $700 and sold hamburgers for .05. After World War II, service men came home and married in large numbers. This created a boom in births that the United States had never seen before. The resulting baby boomers had an unprecedented effect on all aspects of life. The 1940s put the evolution of quick-service in gear. Pioneers like Carl Karcher started with a hot dog cart in 1941 and in 1948, Harry and Esther Snyder opened the first In-N-Out drive-through hamburger stand in Baldwin Park, California. Consumers wanted good food at moderate prices. Quick-service restaurants began popping-up around the nation and the foodservice industry took a big leap forward. Leading the way from the 1960s to the 1980s, McDonald’s and Kentucky Fried Chicken carved the niche with limited menus and national TV advertising. Developing into one of the largest industries in the nation, chains and franchises became the fastest growing segment in the foodservice industry. By 1990, quick-service served 67% of the traffic in the restaurant industry.

Hmm… What can $700 get you? Well in 1921 with $700 of borrowed money, the first White Castle opens in Wichita, Kansas, offering hamburgers at the unbelievable price of $.05 a piece.

*Photo courtesy White Castle Management Co. All Rights Reserved.*

**Ray Kroc (1902 – 1984)**

Covering the earth with hamburgers, Ray Kroc is the most financially successful hospitality entrepreneur. At age 52, Kroc admired a hamburger stand in San Bernadino, California, owned by two brothers name McDonald. Amazed by the cleanliness, simplicity of operation, its lit golden arches sign, and the endless line of customers, Kroc and associates bought the concept in 1961 for $2.7 million dollars. With competition, drive, and dedication, Kroc’s organizational and marketing skills built a quick-service
business that spanned the globe. Some operational guidelines that he followed included KISS, Keep It Simple, Stupid.

Demographics: Effects of Women and Singles

Through the 1980s, the volume of sales and number of restaurants rose steadily, leveling off in the 1990s. Since the end of World War II, many economic and social demographic trends have favored the restaurant business. The principle source is the family income created by the working woman. More people eat out when they have more disposable income. The rate of divorce and number of singles living alone also increases eating away from home. In 1990, the Census Bureau finds the number of “non-family” households represent 29 percent of all households in the U.S. The Government Bureau of Labor Statistics finds that employed persons living alone spend an average of 55 percent of their income and households headed by persons under 25 years spend 43 percent of their income on eating away from home. Dropping from 8 percent in 1983 to 4 percent in 1990, the commercial restaurant market has slowed its growth. Take-out food from deli’s and grocery stores has reduced restaurant sales, and convenience-store food has become popular for its cheaper prices.

Brand Names

Americans became very brand conscious during and after the industrial revolution. This began with advertising in newspapers, followed by other media later. The powerful protection provided under the Trademark Act of 1905 encouraged the use of brand names among manufacturers.

The Three Cs

As factories used new machines to package food attractively and processing plants whitened flour, used steam pressure cookers for canning, and the Joseph Campbell Preserve Company found a way to condense soup, Americans were discovering the power of advertising. The main audience was women. Housewives were introduced to the “three Cs”. Cleanliness, consistency, and convenience were the reasons to buy canned food rather than fresh.

Henry J. Heinz introduced his brand of pickles, ketchup, mustards, relishes, and horseradishes to more than a million people at the 1893 World’s Fair in Chicago. He gave away free samples, key chains, and bracelets, and invited people to tour his Pennsylvania factory. Heinz even erected the country’s first electric advertising sign on Fifth Avenue in New York City in 1900. The sign was a large green lit pickle that said HEINZ.

A St. Louis real estate promoter and one-time patient at the Kellogg sanitarium, C.W. Post decided to join the cereal business, just like his Dr., Mr. Kellogg. Hoping to mimic Dr. Kellogg’s success selling cereal, Post opened his company in Battle Creek near the sanitarium selling Grape Nuts and Post Toasties. His cereals were advertised unscientifically as “brain food” that might cure malaria, tuberculosis, and loose teeth.
*Betty Crocker* was invented by the Gold Medal flour company in 1921 as a cross between a “doctor of cooking” and a friendly neighbor. A number of actresses or office workers played the part of Betty Crocker through the years, teaching on “Betty Crocker’s Gold Medal Flour Radio Cooking Show” and mail correspondence. Customers sent baking questions and were answered using the writing of a female worker that had won the signature contest.

The First National Brand

National brands began swallowing up smaller companies. Through persuading grocers to stock only their crackers, national advertising, and lower prices, *Nabisco, the National Biscuit Company*, cornered 70 percent of the cracker market with its Uneeda Biscuit brand. The Uneeda Biscuit boy is the story of early American advertising boiled down to a single parable that just happens to be real history. In the early 1890s there were hundreds of hometown bakers putting out generic crackers in barrels with plain cookies in square shipping boxes. Mothers would say, "George, here's a paper bag. Go down to the store and fill this with crackers." Uneeda was one of the first mass marketed products outside of its region, due to the "sanitary packaging" it promoted as being a step above the cracker barrel in terms of health and convenience. National Biscuit Co. launch the first prepackaged biscuit, Uneeda, with the slogan "Lest you forget, we say it yet, Uneeda Biscuit." Eventually, the company launches the first million-dollar advertising campaign for Uneeda.

The sweet creamy filling of Nabisco, the delicate wafer shells, leaves nothing to be desired. Truly, are they fairy sandwiches. ---ad for Nabisco Sugar Wafers, 1913
Cleaning, scouring, and polishing wads
Registered by the Brillo Manufacturing Company.

Aunt Jemima®'s original trademark was red on the top, white on the bottom. The package coloring is still in use. Registered by the Quaker Oats Company.

Vaseline® was first used for Petroleum Jelly in 1899 and first registered as a U.S. Trademark in 1925. It was registered by the Chesebrough Manufacturing Company and is now owned by Conopco, Inc. doing business as Chesebrough Pond's.

Hershey's Kisses® have maintained their look since their first registration in 1923.

The Wonder® trademark has expanded from loaf bread to include tortillas. It was first
used in 1921.
Registered in to the Interstate Brands Company in 1996.

*Thanks to McKinney Engineering Library*

Current Dining Forecast

McKinsey and Company in Foodservice 2005 suggests that “by the year 2005, many Americans will have never cooked a meal from basic ingredients.” The trends seem to be pointing this direction. Eating away from home is growing and so the demand for more eateries is growing, because people are apparently less willing to spend time preparing their own food. The population rate is gaining much slower than that of the rate of restaurant traffic.

According to the National Restaurant Association, 81 percent of customers of moderately priced full-service restaurants indicated that their “value expectations” were met or even exceeded. Seventy-five percent of quick-service and about 64% of higher priced restaurant customers also said their value expectations were met or exceeded. Also cited in another study by McKinsey and Company were findings concluding that changes in lifestyles and demographics combined will produce “the greatest decade of growth the food service industry has ever known.”

**Unit 4: Career Opportunities in Hospitality**

**Unit 4 Lesson Learning Objectives:**
- Job opportunities in the hospitality industry
- The importance of networking
- Developing an effective resume
- Occupational/educational interview
- Interview tips

We’ve learned the opportunities are bountiful in the hospitality industry. Hospitality jobs can be found from numerous sources. College students can use their career services department and search job postings at school. Many schools have job fairs. You may want to work close to home, and choose specific restaurants, hotels, or other business, and “pound-the-pavements.” Timing is important. When a new employee is needed, and you make a personal appearance, odds are in your favor that you will get an interview. Other sources include: the help-wanted section in your local newspaper, recommendations from fellow students, instructors, or colleagues, and contacts through networking.

Big Business
According to the National Restaurant Association’s 2001 economic impact of the U.S. food service industry survey:

- More than 54 billion meals were eaten in restaurants and school and work cafeterias.
- The food service industry claimed approximately 45 percent of the U.S. food dollar.
- Daily food service industry sales averaged $1.1 billion; annual sales were approximately $400 billion.
- More than 11 million people were employed in the industry, making it the second-largest employer after the government.
- One-third of all American adults have worked in the food service industry at some time during their lives.

Where Hospitality Students Want to Work

According to Robert H. Woods and Michael P. Sciarni, *Journal of Hospitality and Tourism Education*, hospitality graduates search for jobs ranked in the following preferences:

1. Luxury hotels
2. Clubs
3. Mid-market hotels
4. Fine dining restaurants
5. Mid-scale/family restaurants
6. Contract
7. Economy hotels
8. Quick-service restaurants (QSR)

Searching for Job Opportunities

The World Wide Web brings the career search to our fingertips. There are many websites that specialize in hospitality careers. Whether you’ve made a career choice or not, browse these websites for ideas until you become more specific in your career search.

Some websites to use in your career search:

American Culinary Federation  
[http://www.acfchefs.org](http://www.acfchefs.org)

Career Builder  
[http://www.careerbuilder.com](http://www.careerbuilder.com)

Hospitality Career Network  
Networking

The best way to hear about job opportunities is through networking. Meet people who know the players in the industry. Find information through contacts on professional organizations that plan social events and educational meetings. Making contacts and keeping contacts is important to your career.

Networking with your peers leaves a lasting impression. Present yourself in a professional and courteous manner, appropriately dressed. Do the research. How would one be expected to dress and act at a social function? With that knowledge and your unique characteristics, you will be remembered in the way you want to be remembered.

Professional Development and Certifications

American Culinary Federation - http://www.acfchefs.org

While searching for hospitality associations that you can join, take advantage of the websites below, and improve on your networking skills.

Foodservice Associations and Organizations

America's Second Harvest
American Correctional Foodservice Assn.
American Culinary Federation
American Dietetic Association
American Frozen Food Institute
American Hotel & Motel Association
American Institute of Wine and Food
Association of Sales & Marketing Companies
American School Food Service Assn.
American Society for Healthcare Food Service Administrators
Canadian Council of Grocery Distributors
Club Managers Association of America
Council of Hotel and Restaurant Trainers
Council on Hotel, Restaurant and Institutional Education (CHRIE)
Culinary Institute of America
Educational Foundation of the National Restaurant Association
Educational Institute of the American Hotel and Motel Association
EFR Central
Career Opportunities

Goals and objectives that you may be concerned about may include: job satisfaction, income, and achieving set goals. Income and job satisfaction are intertwined. Income necessity may keep you from leaving a well-paid job and, if income is not an issue, may allow you to pick-and-choose a particular job. Regardless, if you don’t have set goals, work experience is the best way to help begin the process. You may fall into a job or career that you really enjoy, or at least, explore your goals and objective while working in different areas of the hospitality industry.

Some questions you may have are: where do I start and what careers are available? Let’s take a look at where you might start:

**Entry-Position:** Typically, if you don’t have a specialized skill or degree, an entry position could be where you will need to start. The best managers have worked all positions they are managing.
Skilled-Position: Once you have learned specialized skills, you will need to hone the skill working in a specialized skilled position.

Managerial-Position: Management is a position that requires management training. A good manager candidate has the ability to lead by example and manage the operation.

Executive-Position: An executive position requires a combination of various specialized work-experience, advanced education, and leadership skills.

Now, let’s take a look at some job/career opportunities in hotel dining rooms, traditional restaurants, and a variety of settings.

Traditional Hospitality Opportunities

**FOOD & BEVERAGE**
- General Manager
- Restaurant Manager
- Kitchen Manager
- Catering Manager
- Banquet Manager
- Chef
- Sous Chef
- Line Cook
- Prep Cook
- Dishwasher
- Bar/Club Manager
- Bartender
- Barback
- Server
- Busser

**HOTEL/MOTEL**
- Hotel Manager
- Food and Beverage Director
- Director of Marketing
- Director of Human Resources
- Controller
- Sales Manager
- Rooms Manager
- Front Office Manager
- Reservation Manager
- Chief Engineer
- Executive Housekeeper
- Maid
- Benefits Coordinator
Employment Manager  
Executive Chef  
Sous Chef  
Cooks  
Room Service  
Hostess  
Server  
Busser  
Dishwasher  
Restaurant Manager  
Lounge Manager  
Director of Catering  
Bell Captain  
Bell Person  
Concierge

Non-Traditional Hospitality Opportunities

- Consultants and Design Specialists
- Salespeople (produce and new products)
- Teachers
- Food Writers
- Food Stylists and Photographers
- Research and Development
- Recreation Specialist
- Campground Manager
- Tour Operator
- Meeting/Conference Planner
- Travel Consultant

Did you see anything that sparked your interest? There are many other jobs/careers not mentioned, for example hospitality instructor. Some of the opportunities above are management positions. As a student or professional, it is very likely that you will eventually desire in a management position. Many employers train perspective employees with highly effective Management in Training (MIT) Programs. One of the most efficient MIT programs is through Cheesecake Factory. The company trains all management employees in a 14-week program “providing exposure to all management functions and responsibilities, and is punctuated by a 6-day management skills seminar at the corporate center.” With the demand for quality management personnel, more and more companies have foregone the old-fashioned on-the-job-training to a more effective and beneficial MIT program.

Applying for the Position

Drafting a Resume
While making contacts, networking, and exploring opportunities, it’s important to have an effective resume prepared. Your resume is a representation of you. The resume must sell your talent to the employer in a specialized way. It must represent you in a fashion that will give you the best chance for getting the interview.

Most resumes are discarded within a second of viewing. What is it about your resume that catches the employers’ eye? Your resume must differentiate from the others. First, you must do your homework. What is the employer looking for?

After looking at hundreds of resumes, the ones with typos and errors are the first to be thrown out. Second, if the information is not clear, they go into the file (trash). Now that the worst have been weeded out, the process of looking at qualifications begins.

If you are a student with no experience, the format for your resume should be functional. A functional resume lists school first, and focuses on specific classes, courses, and learning activities.

A professional with experience that pertains to the applied job, should use a chronological resume format. Work experience is listed first on a chronological resume.

How do you get to be one of those few that are called for an interview? For assistance with writing resumes that work, use the information below provided by the expert, Dena M. Blum-Rothman:

Drafting a Winning Resume (in chronological resume format)

Okay, folks, for all of you who have spent lots of money on resume writing seminars, books, tapes and resume services, we’re about to show you the "real deal" for free. Let’s get down to the basics. Your resume is going to be utilized by organizations throughout the world to rank you amongst your peers. Since you are not submitting a video resume, and don't have a voice to tell people all about yourself, it's important that your resume do it for you, in the best, most concise way.

First, forget everything you learned in high school about your resume. Unless you just entered the working world, you should not have a one-page resume anymore. I know that some of you may think, "I'll be able to elaborate when I'm in the interview." Typically, with a "one-pager" there will BE no interview. You simply won't be able to compete. Whether a recruiter submits your resume, or you're answering an advertisement, you are going to be competing with at least 5, and as many as several 100 other candidates. Why not make the best impression you can, on paper or electronically, before you WOW them in person? Let’s begin, shall we?

On the top of your resume, you should list your name, address and contact number. If you have a private work number, it wouldn't hurt to include it. We'd like to think that most Human Resource Directors are savvy to the whole "confidentiality" thing! One of the most important things to include in this section is an email address. In this
technological world, it is imperative to have an email address so that you can be contacted at any time. If you don't have one… get one!

The next section that you probably have on your resume is an "Objective." Right? Well, take it off! It is completely passé to include this on the resumes of today. You're applying for a particular job and the hiring authority knows that as well. Don't waste precious time and space telling them. Instead, you can include a small section called "Achievements." Here, you can list, in bullet formation, about 5 accomplishments that you are particularly proud of without getting too verbose. Wait until you are describing each job individually to give the details.

Speaking of which, let's move on to the "meat" of the resume. First, in big, bold letters, label this category (i.e.: Job History, Employment Background, etc.). Then, starting with your most recent company, list your positions. Try to make the resume as simple to understand and concise as possible. If you have held several positions with one company, you should not list that company every time. Simply put the Company name once with the TOTAL years of employment next to it. For that special touch, may we suggest putting a website next to each property or next to the parent company. Below that, specify the individual job titles and the dates that you held that position. For example:

**HYATT HOTELS & RESORTS (1992-Present)**

Grand Hyatt New York (1995-Present)

- **General Manager (1998-Present)**
  
  (1) Increased GOP by 19 to 28%, Occupancy up 34.6%, ADR up 5% to $312.87, RevPar up 10.8%
  
  (2) Reduced labor costs by 23%, while increasing Guest Service Scores by 5 points to 88
  
  (3) Nominated for and won “General Manager of the Year” for 1998
  
  (4) Developed and implemented a $26 Million renovation project for the entire facility

  
  (1) Ranked #1 out of 106 domestic properties for Guest Satisfaction
  
  (2) Received Industry Award for Excellence in Front Office Service
  
  (3) Exceeded budgeted occupancy by 12% and ADR by over $23
(4) Strongly participated in the increase of GOP from $5.3 Million in 1995 to $14.6 Million in 1998 (or 43.6%)


• Assistant Executive Manager

(1) Initiated quality control programs, resulting in improvements in Customer Service from the lowest in Hyatt Hotels to 1 of the top 5 in the Company

(2) Implemented a Rooms Merchandising weekly meeting and a 24-hour Guest Service Hotline

(3) Responsible for a budget of $35 Million

(4) Directly oversee Housekeeping, Laundry, Front Office, PBX, Reservations, Revenue Management, Guest Relations, Security, Engineering, Concierge, Bell and Valet Parking

(5) Heavily involved in union activity and contract re-negotiations

We have illustrated two important points: (1) Make sure to only list the parent company once, and (2) List job titles to the left and dates to the right. Remember, people are reading your resume like they read a story. Since, in general, people read from left to right, it is important that your resume flow much the same way. Additionally, peoples’ eyes are drawn to what stands alone. Many people mistakenly organize their resume with dates off the left, all alone, surrounded by a blank write page, and job titles and descriptions centered in the middle or off to the right. Not only are they emphasizing the dates of their employment (rather than title or accomplishments), but they are also limiting the writing space for each position. See the example below:

HYATT HOTELS & RESORTS (1992-Present)

1995-Present Grand Hyatt New York

• General Manager (1998-Present)

(1) Increased GOP by 19 to 28%, Occupancy up 34.6%, ADR up 5% to $312.87, RevPar up 10.8%
(2) Reduced labor costs by 23%, while increasing Guest Service Scores by 5 points to 88

(3) Nominated for and won “General Manager of the Year” for 1998

(4) Developed and implemented a $26 Million renovation project for the entire facility

- Rooms Executive (1995-1998)

  (1) Ranked #1 out of 106 domestic properties for Guest Satisfaction

  (2) Received Industry Award for Excellence in Front Office Service

  (3) Exceeded budgeted occupancy by 12% and ADR by over $23

  (4) Strongly participated in the increase of GOP from $5.3 Million in 1995 to $14.6 Million in 1998 (or 43.6%)


- Assistant Executive Manager

  (1) Initiated quality control programs, resulting in improvements in Customer Service from the lowest in Hyatt Hotels to 1 of the top 5 in the Company

  (2) Implemented a Rooms Merchandising weekly meeting and a 24-hour Guest Service Hotline

  (3) Responsible for a budget of $35 Million

  (4) Directly oversee Housekeeping, Laundry, Front Office, PBX, Reservations, Revenue Management,
Guest Relations, Security, Engineering, Concierge, Bell and Valet Parking

(5) Heavily involved in union activity and contract re-negotiations

Notice how your eyes are drawn to the left side of the page. Can you see how the dates are the only thing emphasized in this example? Did you also notice how limited your description space will be? Also, please note that we only used the years of employment, rather than the month and year. Unless there are no unexplained breaks in your job history, you might be better served organizing it this way.

Now, we have mentioned "description space" several times already. What should be included? Understand that while you want to make the resume user-friendly, we don’t believe that it’s necessary to make it totally idiot-proof. In general, most people know the basics of what a Front Office Manager does or a General Manager. However, what should be included is anything that makes you stand out from other applicants. **This is your space to brag.** Don’t be arrogant… but feel free to highlight your accomplishments. For example, "Increased GOP by x%," or "Decreased Labor Costs by x%." Get as specific with your achievements as you can. Don’t be afraid to take credit where credit is due. Since some of your job descriptions might be quite lengthy, force people to read what you want them to read. It is completely acceptable to highlight certain words by underlining, italicizing, or using a bold font. We’ll bet that your eyes were drawn to those words! In terms of organizing the information, some people like to use bullet points, but we find that that wastes a lot of space. Paragraph formation, with an asterisk (*), is a much better use of space. This way, you are not obligated to write whole sentences, which are far too long and boring, but are able to continue your description on the same line. See the difference below:

General Manager
Point 1
Point 2
Point 2
Point 4

General Manager
*Point 1 * Point 2 * Point 3 * Point 4

We also suggest that you put reporting relationships in this section. Since every company has different titles for the same position, it might help to standardize things if you list to whom you reported. We recommend only listing about 10-15 years of job history. If you are senior manager or corporate executive now, no one cares that you worked as a bellhop in the local hotel when you were 16 years old. Besides, although it is illegal to discriminate on the basis of age, we don’t think that you should draw attention to how many years you have been working.
The next section of your resume is vital for survival. In fact, if you don’t have it… don’t bother submitting your credentials at all. We’ll bet that you’re all wondering what it is, huh? **Computer skills**! List all the programs and systems that you know. The more knowledgeable you are on systems, the more apt you are to be able to learn your future employers’ programs quickly.

Next, you should discuss your educational background. In today’s world, it is so easy to do extensive background checks on people. Do not lie about completing your college degree if you have not done so. On the other hand, if you have a formal degree, say so. There is a huge difference between, "XXX College- Hotel & Restaurant Management" and "XXX College – Bachelor of Science, Hotel & Restaurant Management." To the trained eye, the former means that no degree was achieved, while the latter illustrates the opposite. If you are comfortable, feel free to mark the year of graduation, as it will most likely be verified anyway.

If you have additional skills and abilities, such as knowledge of a foreign language, or exciting, yet unrelated work experience, you can list them separately. Furthermore, if you belong to any industry-related organizations, it might improve your odds of getting an interview if you mention it. Some people include a section for personal interests and/or hobbies. Remember that this type of information can hurt just as much as help you. Since we spend so much of our time at work, interviewers often factor in their own personal tastes when making a hiring decision.

For example, if you are a proud member of The National Rifle Association, and enjoy hunting deer on the weekends, and are interviewing with someone who has an ethical problem with that, you are probably not going to get that job. Be careful about getting too personal on a resume, or an interview for that matter.

With the explosion of internet-based career sites, resumes standards are changing rapidly. Some sites ask you to post your resume in electronic format, such as Microsoft Word, but each site is different. Many sites, such as this one, use resume builders to standardize career information, while others offering a lot of blank space for the "creative" writer. Remember, most of these sites will not even allow you to post your resume without an email address (thus the purpose of our earlier comment about getting your own personal email account).

Once you’ve reached the area to post your resume, you must think about how a future employer will view the site. Typically, they are searching for candidates by using a "key word" search. This means that they are asking the computer program to select candidates who specifically mention a skill that they are looking for. For example, Company X will not look for "computer skills," since those key words will create far too broad of a search. If, however, Company X uses Unix-based computer software, they will most likely search for candidates who have specifically mentioned knowledge of "UNIX." Take special care when deciding what marketable skills you would like to attach to your record. Remember, unless you identify these "hot" skills specifically, no one will ever find you.
As for accomplishments, you probably will not be able to use as much detail when describing your career successes. Again, try to imagine how someone will be conducting the search to find candidates, and label your achievements appropriately. Some websites will allow an employer to search for candidates using key phrases, such as "cut costs by over 20%." If you only mentioned that you have successfully "significantly cut costs" at your last two jobs, your name will not come up on their recruiting lists.

Some sites are not industry-specific, so remember to describe your hotel(s) appropriately. For example, if an upscale hotel property is searching for a department head, they will most likely cut the data by asking for an equally-sized, similarly-ranked facility. Sometimes, just saying the name of your hotel isn’t enough. For example, although everyone knows the Waldorf-Astoria, if someone isn’t searching by facility name, your name will not appear as a candidate.

I know that it doesn’t need to be said, but I’m going to say it anyway. There is nothing more important than spell check… particularly when posting your credentials to a website. If you spell your job title, email address, or any of your skills incorrectly, you will be lost in the resume abyss of unemployment. Please be diligent and review your work.

Finally, always offer references upon request. Do not list them on your resume, but be prepared to give names, titles, telephone numbers and relationship when asked. Understand that by providing this information does not mean that your references will be called upon to offer their opinion of you. More often than not, other people within the organization are contacted first. For example, if your future employer has a good friend of your former company, expect that s/he will be called upon long before your contact. That’s just the way of the world. We’re sure that you’ve heard the saying, "It’s a small world." Well, if the world is so small, imagine how small our industry is!

Keith Kefgen and Dena Blum-Rothman are principals at HVS Executive Search, the nation’s leading executive search firm specializing in the hospitality industry. Both are experts in executive staffing and are frequently quoted on issues related to human resources management. Mr. Kefgen has monthly columns in Hotel Business and Casino Executive magazines and is the author of pay-for-performance measurements for senior executives and directors of public companies. Mr. Kefgen and Ms. Blum-Rothman can be reached at kkefgen@hvsinternational.com and dblum@hvsinternational.com.

The Information or Occupational Interview

Once you have assessed your skills, values, abilities, and interests, you probably know the career goal you want to pursue. Knowing the options that are available in this career, it’s important to gain more information by doing occupational interviews with professionals in these option areas.

To proceed with occupational interviews, you must:

- Know the education requirement for the position
• Know the experience requirement for the position
• Research the company

The goal of the occupational interview is to find out more about specific companies or segments of the industry. Select a desired company, and interview different employee’s, conducting a survey of the work environment, hours, chances for advancement, etc… Find out if you and this company are mutually beneficial.

Interview Tips

You have conducted your occupational interview and found the company you want to work for. They have seen your resume and have called you for an interview. What to do next? These suggestions will help you to make a good impression during an interview with a potential employer:

• Be on time for the interview. Arrive at least fifteen minutes early.

• Do your research. Don’t go into the interview uninformed. Knowledge about the company demonstrates interest and intelligent research. Use the World Wide Web to find information on: financial growth, number and location of properties, management names and positions, mission statement, purpose of business, etc…

• Dress appropriately. This typically means, dress professionally. If applying for a kitchen position, it is o.k. to wear a kitchen uniform, but I advise professional dress instead. The uniform should not be worn outside of the establishment and is not necessary for the interview. Dressing professionally means conservative, no flamboyant colors, jewelry, or make-up. Men must be shaved.

• Everyone at the place of interview is important. From the parking lot to the reception area, all of these people can have an effect on your interview. Be nice and professional to everyone.

• Listening to the interviewer is most important. Make eye contact. When answering or asking questions, be considerate, be polite, and be yourself. Don’t argue with the interviewer.

• Take a pad and pen and write down the details of the position.

• Leave your troubles at home and do not discuss your personal problems.

• Stay focused on job-related topics. Avoid certain subjects as religion, nationality, gender, orientation, and age.

• Come prepared with your resume, letters’ of recommendation, references, certifications, photos and work samples (if applicable).
• Thank the person by formal name (ie. Mr. Struwe) who interviews you for the time and information. Be sure to ask when and if you should expect a call regarding the position. Inquire about any follow-up procedures.

• Write a follow-up letter the same day of the interview. Hand written notes are always a nice touch. This will set you apart from other applicants. Thank the interviewer for their time, and for information regarding the company.

• Do not put-down a previous or current employer. A potential employer might think that you will do the same within their organization.

• Don't start with the salary question. Leave that until after the determination of the job. An employer may perceive that this is the only thing that interests you.

**Unit 5: The Restaurant-Types and Characteristics**

**Unit 5 Lesson Learning Objectives:**
- Understand development of restaurant concepts
- Restaurant sales and traffic statistics
- Grouping restaurant concepts

As learned, the term restaurant comes from the French term *restorantes* meaning “restoratives or restorer of energy.” The term was used in the mid-1700s to describe a public place that sold soup and bread, but nowadays, the term represents a variety of places where food is for sale. In 1794, a French refugee form the guillotine, **Jean-Bapteste Gilber Paypalt** came to the United States and opened the first French restaurant in this country, *Julien's Restaurator*, in Boston.

**Restaurant Concepts**

The objective in developing a restaurant is to offer a perceived value that attracts a certain group or groups, and will be satisfying for the guest and profitable to the owner. The ideas formulated to create the restaurant's image and used to attract customers are called the **restaurant concept**. Using menu, location, ambiance, management, and service, the restaurant concept is used to lure a target market from competing restaurants, by doing it **different and better**.

Every restaurant projects some sort of concept or image, but many restaurants fail to display an obvious concept that reached to the target or niche market. The concept affects how the public perceives the restaurant. Does the front of the building portray the concept? Does the appearance invite people in, and once in, are the menu, food, lighting, décor, and service reinforcing the concept?

**Marketing**
Market Assessment

The characteristics of the marketplace must be examined to assess the operation being planned. The market assessment analyzes the competition, the customers, and community.

Is there a need for this restaurant in this community?
What do the customers’ want and need?
Why would people come to this restaurant?
What do they dislike about the existing restaurants?

The Four P’s

Known as a cornerstone, marketing plans are based on the four P’s: place, product, price, and promotion.

The location or place could be a critical factor in the restaurant’s success formula. Parking, easy access, good visibility, curbside appeal, and convenience are all factors for success.

The experience or product of the restaurant includes: the service, food, beverages, atmosphere, and convenience. Once a target market is selected, it is important to keep this market coming back.

The object of the price is to find a balance between the reasonable contribution to profit and the guests’ perception of value. This is the only revenue-generating variable in the marketing mix. Nowadays, the trend is to patronize restaurants with a perceived good value.

Promotions are used to attract first-time customers, and most importantly, repeat customers. Promotions can:
- Introduce new menu items
- Increase customer traffic
- Increase customer awareness
- Increase existing customers’ spending
- Increase demand during slow periods

Types and Characteristics of Restaurants

Eating food away from home is common in the United States. According to the NRA, Americans spend just under 50% of their food budget, and by 2010, are expected to spend at least 53% eating away from home. The magazine Restaurants and Institutions has been tracking restaurant concepts in terms of sales for well over 35 years. In their 2002 survey of the top 400 restaurants in sales, burger places show a commanding lead with 34.5% and pizza restaurants in second with 9.6%.

Top 400 Sales Total Percent 2002
Grouping Restaurant

The 1990 National Restaurant Association NPD Crest (market research firm) report has divided restaurants into four groups according to U.S. traffic by restaurant type:

1. **Quick-service** 67%

   *Quick-service restaurant* operators must have the staff and product ready to serve the maximum number of guests in the least amount of time, such as McDonald’s and Wendy’s. Patrons generally order or select items and pay before eating.

   The *quick-service concept* may have started with White Castle in 1921 or even back in the 1870s at the Plate House in New York City, but really began a boom in the 1940’s. Then in the 1960s, McDonalds, the best restaurant success story of all time, selling hamburgers, fries, and milkshakes, began as a drive-in. A few seats were added, then more and more, and with the changing culture, nutritious items were added to the menu. Ray Kroc didn’t allow a telephone, jukebox, or cigarette machined in any of his McDonalds because he said it would entice people to “overstay their welcome.” In 2002, McDonalds began a massive reinvestment to upgrade the older units. Following with upgrades, Taco Bell and Burger King also added breakfast, salads, and gourmet coffee.

   Simplicity is the key to quick-service. Keeping the menu simple allows for unskilled labor to deliver food quickly in finely engineered production kitchen. Keeping the price down with cheap labor and the sales volume of many locations has supported the growth. Quick-service is dominated by chains with highly standardized operations and product. Many of these chains are franchises. McDonald’s, for instance, has over 30,000 restaurants spread around the world supported by a cohesive management structure.

   Though quick-service seems to be a fairly simple operation, the system of a franchise is complex. For example, when Wendy’s added baked potatoes to its menu, the U.S. potato market was thrown in disorder because of the increase in demand.
**Full-service restaurants** are establishments primarily engaged in providing food services to customers who order and are served while seated (i.e., waiter/waitress service) and pay after eating. They include family (midscale), casual, and fine dining.

2 - Midscale 25%

*Family style* restaurants are represented by places such as Denny’s, Big Boy, IHOP, Cracker Barrel, Perkins Family Restaurants, and Boston Market are table service restaurants that compete with QSR operations. Production is simple, the menu is varied, and service is fast.

*Cafeteria’s and buffet’s* such as Wyatts, Morrisons, Luby’s, Furr’s, and Hometown Buffet are mostly self-service. In a cafeteria, customers select items on display while standing in line and pay before sitting. Buffets typically scatter various “stations” around the room offering different styles of foods.

*Ethnic* style restaurants specializing in pizza, Asian, Mexican, and seafood also fall into the midscale segment.

3 – Casual 7%

*Casual upscale dining* is one of the fastest growing segments in the industry. Restaurants like Chart House, Outback, Cheesecake Factory, Bennigan’s, and Houston’s offer sophisticated, exciting food with a high level of service and attention to detail in décor. Though the experience is upscale, meal service takes less time, is not as elaborate, and the price is lower than the higher priced fine-dining restaurants. These restaurants typically have a theme felt throughout the décor, menu, and food.

4 - Upscale 1%

*Fine-dining* refers to cuisine and service in a restaurant that is expensive (“white tablecloth”) and typically served leisurely. The main purpose of eating away from home is either “eating” or “dining”. The difference in our restaurant experience is whether the main focus is social or biological. Most meals in a restaurant include both, but in a fine-dining environment, the occasion is social. Referred to as “white tablecloth” or “expense account” restaurants, *fine-dining* operations attract business executives and associates entertaining clients as a write-off, as well as those in search of an upscale experience.

Generally, the service and food are of high-quality, the customer turnover rate is low, and the average check per person is $25 or more. Most fine-dining establishments are independent operations with fewer than 100 seats. Food is prepared by an experienced chef and served by excellent servers. Excellence is expected along with qualified personnel with highly polished skills. Though older customers still lean toward the fine-dining ambiance, younger customers with higher incomes tend to enjoy an upscale, but casual experience.

*The report finds midscale and fine-dining dropping off while casual dining is on an increase.*

Changing Tastes: Fast-Casual
Tastes are changing and encouraging a new concept to develop, the fast-casual segment. Fast-casual offers “full service quality food in a quick service format.” Wendy’s has invested in Café Express and McDonald’s opened 3’n 1. Other fast-casual operations are Baja Fresh in California, Au Bon Pain in Massachusetts, and Panera Bread in Missouri.

Quick-service offers attractive opportunities for managers, and there will continue to be a shortage of qualified managers. The opportunities for advancement continue to grow with the number of units.

Norman Brinker’s Casual-Upscale Concepts

Norman Brinker, CEO of Brinker International, started climbing his ambitious corporate career as president of Jack-in-the-Box burger chain. At that time, Jack-in-the-Box was not doing well, so he started his own company, Steak & Ale. The concept was so attractive that it was bought by Pillsbury, thrusting Brinker into the position of executive vice president, board member, and the largest stock holder. Leading the growth of the casual dining segment, Brinker is credited with the success of Steak & Ale, Macaroni’s Grill, Chili’s, and Bennigan’s. A pioneer in the casual concept, Brinkers expertise in franchising, offering public stock, and joint ventures have made the casual concept the second fastest growing segment. He says that after a seven-year cycle, the original concept “gets tired.” After that, the concept needs a major change.

Brinker suffered a paralyzing polo accident in 1993 and was in a coma for over two weeks. A combination of physical therapy and strong will have led to a full recovery. He now speaks on leadership and the adventure of life and risk taking. He says “If you have fun at what you do, you’ll never work a day in your life. Make work like play---and play like hell.”

A great way to keep-up with independent restaurant news:
www.restaurantreport.com

Unit 6: The Commercial Kitchen

Unit 6 Lesson Learning Objectives:
- Kitchen Equipment: A brief history
- Kitchen Organization
- The Classic Kitchen Brigade
- The Modern Kitchen Brigade
- Technology in the Restaurant Industry

This is a letter from Marck, one of my culinary school students who earned a Bachelor’s degree, and then went on to work as kitchen manager at Cheesecake Factory:

Hey Chef,
Hope all is well. The CCF here is a BEAST!! We average 45K in sales every day at 450K in weekly sales and avg. at 4k in losses including waste. We get full rails of tickets on expo every 25min. I have 7 dishwashers per shift!! 2 linecook per station am, and 3 sometimes 4 on pm. 4% labor, yet 12% on OT. OUCH!! Managing over 55 kitchen staff with the most kitchen managers of all Cheesecake (7) of us yes 7, we are a team of phenomenal proportion. Right now I am a Toolbox 1 KM, so by next month I will be advancing on to Toolbox 2 with a 10% bonus. Hours are crazy with 1 opener, 2 mids, and a closer everyday, I put in roughly 12 to 14 hours a day, wanting to choke all the FOH staff, but in essence, we are all family at the end of the day. Like my mentor Brad CEC says, “Marck, if you don’t find humor in it, your shift is gonna go sideways.” I wish I had more time to talk, but I am still trying to settle here, because of nonstop work. So I am at the apple store at the mall, to check my email, until I get internet service at home. Watch over Anett for me if you can during her most challenging quarter ever.

In 1907, Escoffier wrote, “...The nutritive and taste values of dishes will be increased. We will make them lighter and more easily digestible.” One-hundred years later, chefs have made this prediction a reality by using the principles of classical cuisine with modern ingredients and preparation. Modern chefs are more eager to learn and develop new techniques and flavor combining using updated equipment. Over the years, the kitchen has been tucked far-away in the depths of a hotel or out-of-sight in a restaurant. Some are hot and humid, with little room to move, and others are light and airy. Social history has held the kitchen and its personnel in esteem at times, and other times with a lack of pride.

Before the 1930s, large hotels in New York City typically acquired their entire kitchen brigade from France. In America, it was typical that disadvantaged people took the unskilled jobs in the kitchen. Newly arrived immigrants filled the hotels and restaurants on the East and West coasts. European cooks who grew-up in the business are now being replaced with native-born Americans who learned their skill on the job or at a 2-year trade college, community college, or culinary school.

Kitchen Equipment

Medieval kitchens were smoky and filled with cooks, scullions (kitchen helpers), and serving maids, who were considered a lower society. Colonial kitchens did include a hearth (oven) and some blackened iron pots and kettles. Some had a variety of handmade devices; irons, grinders, waffle irons, cabbage shredders, sausage stuffers, cheese presses, and pewter dishes.

Count Rumford
Known as the first person to study kitchen equipment scientifically, Count Rumford, for whom the Rumford fireplace is named, was born Benjamin Thompson in Woburn, Massachusetts in 1753. Studying combustion, Rumford designed roasters, stoves, and pots and pans that absorbed the maximum amount of possible heat from fuel. Until his invention of the stove for the kitchen as a complete cooking unit, fireplaces were used as open ranges. Count Rumford also invented steam-jacketed kettles, the double boiler, a drip coffee pot, a single cup coffee maker, and was involved in practical kitchen design.

He spent much of his life as an employee of the Bavarian government where he received his title, “Count of the Holy Roman Empire.” Rumford is known primarily for the work he did on the nature of heat. It’s probable that Count Rumford is not well-known in America because he chose the wrong-side of the American Revolution, and, because he was a loyalist, he left (abruptly) with the British in 1776.

Kitchen Design

At the beginning of the 20th century, kitchens were built large and located in the basement where space was less valuable. Moving people, dishes, and food from one level to another was expensive. Noted for its kitchen design, the St. Louis Statler hotel became the first to place the kitchen on the same level as the dining areas. In 1917, Ellsworth Statler built his kitchen in a square with all of the dining facilities built around three sides of the kitchen, forming a U. This enabled the café, dining room, and coffee shop to function more efficiently. Equipment and food stations can be built side-by-side in a square kitchen.

In the 1950s, the Food Facilities Engineering Society was formed by a group of independent consultants. The later merged with another group called the International Society of Food Service Consultants to form the Food Facilities Engineering Society. The number of possible kitchen arrangements is endless. Consultants develop preferred patterns that improve through the years.

Kitchen design is reflected in the amount of space available. Large hotels typically have massive kitchens that require the servers to walk long distances. The overall objective of a functional kitchen is to minimize the number of steps taken by wait staff. Kitchens function more efficiently with no cross-traffic, nor long distances between stations. In quick-service restaurants, equipment is placed so that servers take only a few steps. The same applies to fine-dining restaurants, though the food may pass through more cook stations before reaching the server. An illustration of a typical commercial kitchen flow:

Food Received→Stored→Pre-prepped→Food Cooked→Plated & Picked up

Kitchen Organization

In Napoleon’s time, the French chef’s symbol of authority was a long, floppy cap. It is said that Carême put the chef in the tall, starched hat called the toque blanche. But, the credit for synchronizing the kitchen staff goes to Auguste Escoffier. When a dish may
have taken 15 minutes to prepare, he placed a chef at each station resulting in a dish with the same quality that was prepared in much less time.

The Classic Kitchen Brigade

Escoffier created and implemented the **brigade system** to simplify and streamline the unorganized atmosphere that once reigned in hotel and restaurant kitchens. The chef was repulsed by the foul language and lack of concern for cleanliness all too common in the nineteenth-century kitchens. He established sanitation standards and instilled in his subordinates a real respect for the wholesomeness of the food they served. In this system, each station has defined responsibilities, as follows:

**Chef (Chef de Cuisine or Executive Chef)**
The chef supervises all stations. The chef is head of the kitchen and responsible for food cost, labor cost, food quality, scheduling, menu development, and food ordering. In larger kitchens, the chef might spend more time at a computer or in meetings than on the cooking line.

**Sous Chef**
The sous chef is second in command and answers to the chef. Responsibilities include assisting all stations when necessary and filling-in for the chef.

**Chefs de Partie (Station Chefs)**

- Saute Chef, *saucier* – All sauces and sautéed foods
- Fish chef, *poissonier* – Fish items and their sauces
- Roast chef, *rôtisseur* – All roasted foods and related sauces
- Grill chef, *grillardin* – All grilled foods
- Fry chef, *friturier* – All fried foods
- Vegetable chef, *entremetier* – Hot appetizers, soups, vegetables, pastas, and other starches (In a traditional brigade system, soups are prepared by the soup station or *potager*, vegetables by the *legumier*.)
- Roundsman, *tournant* – Works where needed
- Expediter or Announcer, *aboyeur* – Communicates between the kitchen and servers, approves plates before leaving the kitchen
- *Communard* – Prepares staff meal
- *Commis*, apprentice or stager – Learns stations and responsibilities

**Garde-Manger Chef and Butcher**
Also known as the *pantry chef* or *cold-foods chef*, this position is responsible for preparation of cold foods, including cold appetizers, salads, pâtés, etc… The butcher or *boucher* is responsible for butchering poultry and meats, sometimes fish.

**Pastry Chef and Bakeshop**
This part of the kitchen is typically in a separate area. The pastry chef is responsible for pastries and desserts. Breads are baked by the baker, who is working under the pastry chef. Other position might be specialized:

- *Confiseur* – Prepares candies and petits fours
- *Boulanger* – Prepares unsweetened doughs as for rolls and breads
- *Glacier* – Prepares cold and frozen desserts
- *Decorateur* – Prepares special cakes and showpieces

Escoffier believed that food service professionals at all levels be dedicated to improving their skills and general knowledge through education. He was also one of the earliest chefs to document a sincere interest in preserving the nutritional value of the foods.

The Modern Kitchen Brigade

Today, most foodservice operations use an even more streamlined and simpler version of the classic brigade system. Faster and more efficient equipment have enabled kitchen manager to cut labor costs.

The **executive chef** plans recipes and menus, and also coordinates all kitchen activities. He/she ensures all quality standards, sanitation and safety procedures, and nutrition practices are maintained. The executive also meets with food purveyors, salespersons, and management for operations and budgeting.

The **sous chef** or executive sous chef assists the executive chef in preparation and supervision of the menu. He/she is typically in the kitchen supervising food preparation, portioning, quality standards, and sanitation. The sous chef is the primary supervisor and direct contact to the kitchen staff.

**Line cooks** are the engine of the kitchen. Most food is prepped and cooked by line cooks. Today’s line cooks replace Escoffier’s station chefs in many foodservice operations, but larger hotels may still lean toward the classic brigade using area chefs. Each line cook has specific responsibilities assigned by the chef or sous chef.

The **pastry chef** develops recipes, designs pastries and menus. He/she prepares pastries, desserts, and if there is no baker, also bakes breads. He/she is responsible for ordering, receiving, and inventory of the bakeshop.

Technology

Technology currently used in restaurants streamlines financial reporting, human resources, food and beverage costs, tip reporting, controlling labor costs, menu and recipe management, inventory, purchasing, and much more.

The sophistication of technology that chain operators are using may not be required, or necessary for small independent operators, but having some sort of affordable Point of Sale (POS) system is important for the business to be organized and generate revenue.

Most systems integrate both back-of-the-house (BOH) and front-of-the-house (FOH) technology into one system.
BOH Technology Programs

- Purchasing and Inventory Control
- Inventory Control
- Food Costing
- Menu Management
- Labor Management

FOH Technology Programs

- Point-Of-Sale – Order entry and guest check efficiency
- Guest Check Service – Menu items, wine, servers, special occasions, internet access, etc…
- Labor, time and wages, food cost invoices, receipts, transfers, credits, waste reports

Chef Tech Software

We have embarked upon a time where providing good service is not good enough. Customers continue to want more and have greater knowledgeable in regards to technology as well as an increased knowledge in culinary arts. Consumers also have increased dietary needs and a greater desire for cultural variety.

Without computer technology it would be difficult for an operation to exceed guest’s expectations. The large, high volume, full service hotel would certainly benefit from a product that would meet the needs of our complex establishment. Chef Tech software allows an operation to organize and efficiently execute the total operation of the establishment and its revenue centers.

According to Culinary Software Services Chef Tec serves a vast cross section of the foodservice industry including restaurants, hotels, caterers, motels, educators and others. Chef Tec is truly a leader in Recipe & Menu Costing, Inventory Control, Purchasing, Ordering, and Nutritional Analysis software.

Whether you're a chef, restaurant owner, hotel manager, caterer, multi-unit manager or other foodservice professional, Chef Tec Software helps you stay on top of your business. Operations large and small, throughout the US, throughout the world, have improved their profits with the power of software.

This software is essential in order for business to succeed in an ever demanding and technology growing market. Without out the software, our capabilities to perform purchasing, ordering, menu and recipe costing as well as nutritional analysis would be very tedious and inefficient for our labor.

The website www.culinarysoftware.com offers the software for a 30 day trial for only 19.95. Software prices fluctuate depending upon your needs. Chef Tech Enterprise
($2995.00) software can transfer information such as inventory, invoices and recipes between each of our profit centers.

The competition in POS software grows everyday. In the chart below, some of the most popular systems are compared:

<table>
<thead>
<tr>
<th>Software Name</th>
<th>Features</th>
<th>Requirements</th>
<th>Purchase Info</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chef Tec</td>
<td>Recipe &amp; Menu Costing, Inventory Control, Purchasing &amp; Ordering, Nutritional Analysis</td>
<td>All 32-bit Windows OS (e.g XP, 2000, NT, ME, 98, etc.) (Also, runs on Mac computers with emulation) 34 MB hard disk required 800x600 monitor resolution (1024x768 optimal and strongly recommended) Distribution Media: CD-ROM</td>
<td>Culinary Software Services, Inc. • 1900 Folsom Street • Suite 210 • Boulder, CO 80302 USA • (303) 447-3334</td>
</tr>
<tr>
<td>Menu Pro</td>
<td>Easy to Create Menus, 100 pre-designed menus</td>
<td>Windows 95/98/2000/NT/Me/XP 13 MB of available hard disk space (215 MB for full installation) 32 MB of RAM CD-ROM Drive</td>
<td>805-230-2299 Email: <a href="mailto:sales@FoodSoftware.com">sales@FoodSoftware.com</a> Advanced Analytical, Inc. Westlake Village, CA 91361</td>
</tr>
<tr>
<td>IPro</td>
<td>Food and beverage cost control Inventory tracking and reporting Ordering and purchase history Recipe costing, resizing and write-up Menu sales and profit analysis</td>
<td>Windows 2000 and XP</td>
<td>805-230-2299 Email: <a href="mailto:sales@FoodSoftware.com">sales@FoodSoftware.com</a> Advanced Analytical, Inc. Westlake Village, CA 91361</td>
</tr>
<tr>
<td>Smart Chef</td>
<td>Menu Planning, Inventory Control, Purchase Register, Sales Register, Stock Register, Menu Planning</td>
<td>Windows 2000 and XP</td>
<td>12, Vivekananda Park Agarpara, Kolkata 700 058 (India) Tel: (91)-(033)-2563 1785. Cell: 98303 11380 Web: <a href="http://www.coresystemsindia.com">http://www.coresystemsindia.com</a>, e-mail: <a href="mailto:info@coresystemsindia.com">info@coresystemsindia.com</a></td>
</tr>
<tr>
<td>Calc Menu</td>
<td>Recipe Costing and Standardization. Merchandise listing, Links to EGS F&amp;B control for basic inventory. Menu</td>
<td>Computer with a 500 MHz Pentium processor (or equivalent) or higher</td>
<td>EGS 1-800-964-9357 <a href="http://www.eg-software.com">www.eg-software.com</a></td>
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Another letter from Marck, one of my students still in training as Kitchen Manager at Cheesecake Factory:

Recently I have been taking some PDP quizzes, which stands for Personal Development Plan. Being that I am a KM toolbox 1 level, in order to excel, we must take these quizzes, and of course based on performance levels, it will help me into the next toolbox, and of course a raise. NICE!!

Other than that, I still average 12 to 13 hr. shifts a nights. Just FYI, there are always 4 KM's everyday, and 6 on the weekends. 1 opener, 1st mid, 2nd mid, and a close, which include specific roles per shift. The opener, takes care of checking out the night cleaners, voicemail and redbook notes in regards to issues or calcouts from the night before etc. He is in charge of checking everyone in, production sheets or prep sheets rather, and what we call a Staff Alignment meeting which is about 15min before we open to go over, commitments, food reviews, uniforms, and even staff recognition. By that time the 1st mid is in and his role is the FQM, which is Food Quality Manager. He stays on expo, makes sure he sees and touches every plate, and makes food calls to educate the line staff on every station, assuring that the food is fresh, clean and of course, to recipe spec. He also recognizes which station will be impacted heavily with orders/ticket times. The opener remains on prep driving them to set up the night for success. If a station becomes impacted, the FQM calls the opening KM.
to go to that station, and validates that all the tickets are being fired, and sometimes helps with getting them what they need. 2nd mid arrives, and is in charge of restocking the station, and also assist in prep with “kill lists” which remind the opening KM what has not been completed during the shift. The first mid is also in charge of what we call QCP, and that is hourly Quality Control Points, which is a chart that we go by making sure that all of our criticals are done correctly. That is Caesar dressing, Mushroom sauce, Lemon sauce, Pasta water, Black Beans, white rice, Mexican rice, hot held lime marinated chicken, pizza dough, and hourly sani water change, soup temp, glove usage, hairnets, dishmachine check, etc. The closer assumes the FQM role, does a P.M. line check, and 2nd opener assumes the A.M. prep kill list, and 2nd mid becomes the first to bail an impacted station, and restocking. All of these with in part to our 5 tenets.

1. Housekeeping and Sanitation
2. Food Quality
3. Financials
4. Repair and Maintenance
5. The Shift

Impacting all these, makes your shift a Great Shift, and also a better manager.
Tonight we hit $75,000 in sales with only $420 in comps. Not bad, with an average of 16min ticket times per table. We did a tremendous job tonight, and I can’t begin to tell you, how much fun it was. Like one of our commitments that we always live by, "VOLUME IS NEVER AN EXCUSE."

Unit 7 - Service

Unit 7 Lesson Learning Objectives:
• Defining service
• Attributes of a good server
• Training
• Methods and types of service
“It is not the quantity of the meat, but the cheerfulness of the guests, which makes the feast.”

Lord Clarendon, Edward Hyde

Poor service can ruin a well-developed menu and a fine plate of food. Service plays an important role in all aspects of the hospitality industry. The winning edge comes from providing exemplary service.

This article is from Center of the Plate, the Official Newsletter of the American Culinary Federation January 2005:

**ZAGAT Stats on Customers 2004 Rants and Raves**

According to two new surveys conducted by ZAGAT, a provider of consumer survey-based leisure content with more than 250,000 participants, the national average meal cost for 2004 is up 3.1% to $31.51 versus $30.57 in 2003.

Other findings? In every market surveyed, Italian is Americans preferred cuisine with 31% citing it as their favorite fare. While Asian cuisines continue to surge in popularity with 25% of diners reporting these foods as their favorites, French cookery continues to lose ground with only 14% of the vote, down from 16% last year.

Four out of five people who took part in the ZAGAT survey think smoking should be banned in restaurants. Allaying industry concerns about the effect of smoking bans on business, 26% of customers say they’d eat out more often if a ban were put into effect and a mere 3% say less.

Participants overwhelmingly cite poor service as their greatest irritant. Whereas 72% of diners complain about service, only 5% gripe about bad food or prices.

It is universally accepted the service is as much of the dining experience, or more important than the ambiance, and even the food. So let’s define service:

- Service is the performance of the organization and its staff.
- Service is all actions and reactions that customers perceive they have purchased.

What makes a good server? There is a lot of agreement as to what makes a good server. Here’s a list of attributes that restaurateurs look for:

- **Personality** - Its fine to know the technical aspects of service, but the customer puts more emphasis on the attitude and personality of the server. These are the most important elements of good service.
- **Team orientation** – Servers must be willing to participate in a team effort. They have to be willing to contribute to the guest’s satisfaction, whether or not he or she is in their section.
- **Knowledge of product** – Servers must have thorough knowledge of both the food and the wine. They need to have confidence at tableside. A customer can pick up on lack of knowledge very quickly. *Source: Nancy Backas, “Training and Personality”*
Being the first and last person the guest meets, the host makes an important impression. This is a review from a restaurant I named after my mother. Note the importance of the greeter:
Without the greeter, this connection would not have happened!

The Well-Trained Server

The server in a quality restaurant earns far more than does the typical department store clerk or office worker when wages, gratuities, uniforms and meals are counted in. His role is that of merchandising food and of making certain that the people seated at his/her tables enjoy the dining occasion.

To most Americans, dining in a restaurant is a treat sometimes reserved for special occasions. The people seated at tables may be celebrating an anniversary, entertaining friends or business acquaintances, seeking consolation through food, or merely looking for a change in pace.

Servers can contribute significantly to the success of an occasion by their manner, appearance, and expert service. For no matter how painstakingly a dish is concocted in the kitchen, it can be ruined for the diner if an inexperienced server shoves it before him. Since it is the server, not the restaurant manager or owner who serves the customers and talks to them, the server can build or lose business for his establishment. Disgruntled customers seldom complain - they simply walk out and do not return.

The well-trained server should know the difference between good and poor service, between show and bluff. He/she should be knowledgeable about basic table service. While no one manner of table service is the only correct one, the server should follow the restaurant's established pattern and know when to adapt the pattern to better serve the needs of the guests.

A new server may become a first-class or professional waiter. Or the new server may be a student seeking temporary employment to augment income. Whatever the goal, earnings and pride in his/her work will be greater when expert service is rendered. This translates into repeat business for the establishment, the number one goal of any restaurateur.

Methods of Service

- **Indirect personal transactions**: Examples would be telephone contact with a reservation desk at a hotel, and a guest calling the housekeeping department for more supplies to his/her room.
- **Face-to-face transactions**: Positions in the hospitality industry (and others) that require frequent personal contact such as food servers, front desk personnel, bell persons and concierge service.
- **Electronic**: Examples are self-service vending machines, mini-bars in hotel guest rooms, and a hotel's automatic-dial telephone system. This area of service is expanding widely as businesses realize that the best service is self-service. Currently, self-service is being offered at gas stations, grocery stores, via online shopping and is expanding into the general retail markets.
Restaurant Report is a useful online resource ("700+ pages of information for hospitality professionals and food connoisseurs"). An area of the site is devoted to articles and discussion on the state of service in restaurants today. 
http://www.restaurantreport.com/Departments/service.html

Service Culture

Certain leadership qualities will ensure the effective service of product within a hospitality organization:

- How leaders set examples for others represents the commitment of management.
- What company leaders say and what they do influences the service of the product.
- Top management must communicate effectively with employees.
- Management should be "hands-on".

Time Management Issues as a Hospitality Manager

One of the greatest challenges you will face as a manager is time management. Ultimately, good time management allows you to complete tasks on a timely basis. It also lets you focus on the most important issues. Delegation is the process of empowering your staff to handle tasks with minimal supervision.

Here are some basics for hiring, training and keeping employees:

Employee Selection: Care must be taken in recruitment of new employees.

Training: Cross-training and core training are a must. For an additional perspective on training, please go to the link below and read the online article "Why training doesn't work…" http://www.trainingdr.com/articles.htm

Motivation: Embassy Suites uses a system called Skill-Based Pay (SBP) to motivate employees. SBP is the payment of additional salary or hourly pay to employees for learning, and being able to perform additional tasks or skills.

For more on employee hiring, training and retention, read:

"Problem Employees"

"Restaurant Reality in the 21st Century"
http://www.restaurantreport.com/features/ft_restreality.html

Unit 8: Lodging

Unit 8 Lesson Learning Objectives:
After the American Revolution, because of France’s aid to the Colonies, things French were popular in America. In the 1790s, the term *tavern* was changed to the French term “*hotel*.” By the 1800s, the early hotels served a set meal at a fixed price. Room and meals were covered in one charge. The European Plan eventually caught-on in the 1830s, as food, drink, and room were all separately charged. According to the *World Tourism Organization*, as of May, 2004, there are approximately 16-million hotel rooms worldwide. Hotel rooms will continue to grow with the growth of population. Hotels are getting larger, while the number of hotels declines.

An abbreviation of “motor hotel,” the term *motel* became popular at the same time as Ford’s Model T. In 1926, Americans’ need to travel town to town introduced the term motel in California. More like an inn, motels were a stopover for travelers not expecting anything but a place to rest. A 1935 Bureau of the Census counted 9848 motels. By 1939, the number had raised to 13,521. In the early 1960s, the *American Hotel Association* changed its name to the *American Hotel and Motel Association*. From the 1920s to 1940s, motels were classified by size, location, and lack of services. A typical motel was a small one or two-story hotel, first built along major highways. Parking was provided, but they offered no food or beverage service. The term motel has transitioned into others, such as: budget inn, motor inn, inn, lodge, and typically has a restaurant and/or bar.

Classifications of Lodging

*Lodging* is classified using room rate, principal markets, number of rooms, location, and other criteria. The location group classifications are: airport hotels, highway motels, resorts, suburban, and center city. The average room rate varies with time of year, and location. Luxury full-service properties typically have high-quality restaurants, fitness centers, spa, business services, in-room fax and computer connections, and office space. According to a 1991 *Wall Street Journal* article, luxury properties are defined as full-service hotels, each room costing over $200,000 to build, with an average room-rate over $175. Principal markets that might be served by a hotel are: resort (vacation), residential, transient, and convention. Many large hotels, as in Las Vegas, depend on convention sales as a large percentage of revenue.

Three main types of traveling guests served in this industry:
- Leisure and personal traveler.
- International traveler.
- Business traveler.

The hotel industry can be viewed in four different levels: luxury, first class, midscale, and budget. Levels are typically determined by service, amenities, room-rate, and location.
Luxury Properties

- Top 15% of the markets rate structure.
- High ratio of employees to guest rooms.
- Examples: Intercontinental, Four Seasons, The Ritz, and Le Meridien.

First Class Properties

- High daily rate.
- Service is not as extensive as luxury.
- Examples: Doubletree, Meristar, and Adam's Mark

Midscale Properties

- Moderate daily rate.
- Food and beverage operations on premises.
- Examples: Holiday Inn, Ramada, and Best Western.

Budget Properties

- Do not offer full service food and beverage operations.
- Usually located near freestanding food operations.
- Midscale without food and beverage operations (Examples: Fairfield Inn and Hampton Inn).
- Economy hotels and motels (Examples: Best Inns and Econolodge).
- Budget hotels and motels (Examples: Rodeway Inn and Days Inn).

These four levels offer different types of Lodging:

**Resort hotels** – Hotel with recreational facilities and activities.

**Casino hotels** – Geared toward the gaming customer, and typically offers entertainment. Comps (free rooms) are typically offered to high-rollers.

**All-suite hotels** – Like an apartment, suites are typically 600 square feet compared to a usual hotel room of 400 square feet. Suites have two rooms plus a kitchen. Breakfast is sometimes included with the room.

**Motels/Motor inns** – Caters to travelers and typically close to highways. Provided parking is located close to room. Rooms include bed, bath, and tv.

**Bed & breakfast** – Private home provides comfortable accommodations and breakfast is included.

**Chateaus, mansions, castles** – Very expensive, luxurious accommodations and a special culinary experience.
Hostels – Caters to young world travelers, sometimes share bathroom, and may work for room and board. Minimal amenities offered.

Transient hotels – Room and bath only. No amenities.

Campgrounds – Destination for campers or stopover for people with RVs. Public restrooms, picnic tables, and barbeques are available. Some provide RV hookups.

Conference centers – Catering to large meetings and conventions, conference centers offer business centers and computer access, and many upscale amenities. Entertainment and dining are either in-house or nearby.

Health spas – With the purpose of medical treatment or weight reduction, there are plenty of amenities and upscale surroundings.

Rental condominiums – Confined mostly to resort areas, these destinations are medium to large apartments, fully equipped.

Now that we’ve discussed the main types of lodging, let’s take a look at the career opportunities and different positions in the hotel industry.

The standard organization under direction of the General Manager for a midsize hotel:

<table>
<thead>
<tr>
<th>Food and Beverage Director</th>
<th>Sales and Marketing Director</th>
<th>Rooms Department Manager</th>
<th>Accounting Manager</th>
<th>Personal Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Production</td>
<td>Sales Manager</td>
<td>Front Office</td>
<td>Controller</td>
<td>Employee</td>
</tr>
<tr>
<td>Food Service</td>
<td>Sales Manager</td>
<td>Laundry</td>
<td>Finance</td>
<td>Recruitment</td>
</tr>
<tr>
<td>Room Service</td>
<td>Sales Manager</td>
<td>Reservations</td>
<td>Controller</td>
<td>Benefits Manager</td>
</tr>
<tr>
<td>Beverage Manager</td>
<td>Sales Manager</td>
<td>Housekeeping</td>
<td>Operations</td>
<td>Training</td>
</tr>
<tr>
<td>Convention and Catering</td>
<td>Sales Manager</td>
<td>Security</td>
<td>Purchasing</td>
<td></td>
</tr>
<tr>
<td>Stewarding</td>
<td>Sales Manager</td>
<td>Engineering</td>
<td>Storeroom</td>
<td></td>
</tr>
</tbody>
</table>

General Managers

- Overall responsibility for operation of hotel.
- Guidelines established by owners of the hotel or executives of hotel chain.
- Set room rates, allocates funds to departments, approves spending, and establishes standards for service to guests, décor, housekeeping, food quality, and banquet operations.

Food and Beverage Directors

- Estimate costs.
- Oversee hotel food service operations, including restaurants, lounges, and banquets.
• Plan menus.
• Supervise and schedule food and beverage preparation and service workers.
• Deal with suppliers.

Currently, the trend in the hotel industry is to have a Food and Beverage Director with strong front and back of the house skills. It is important that front of the house management be aware of operations in the back.

Executive Housekeeper

• Train, schedule, and supervise the housekeepers.
• Ensure guest rooms, meeting and banquet rooms, and public areas are clean, orderly, and well maintained.
• Order cleaning supplies.
• Inspect rooms.

Hotel Managers

• Usually one manager in a small hotel or motel.
• Responsible for efficient and profitable operations.
• Large hotels with hundreds of workers may have general manager in charge of several departmental assistant managers.

Resident Managers

• On call 24 hours a day to resolve problems and emergencies.
• General Manager also serves as the resident manager in many hotels.
• Live on-site

Front Office Managers

• Responsible for first impressions of guests upon arrival.
• Resolve complaints and problems that may arise.
• Coordinate reservations and room assignments.
• Carry out requests for special services.

Conference Services Managers

• Meet with representatives of groups or organizations to plan number of rooms to reserve, the desired configuration of hotel meeting space, and any banquet services needed.
• Coordinate activities in large hotel departments: meetings, conventions, and special events.
• Work very closely with the Sales and Banquet departments.
• Monitor activities to ensure hotel operations conform to group expectations.
• Resolve any problems that may arise during event or meeting.
Human Resources Directors

- Member of "Executive Committee" in most large hotel operations.
- Main goal to anticipate future employment needs within the hospitality organization.
- Participate in the hotel's strategic planning sessions.
- Ensure individual employees working to their fullest potential within the company - that they see positions in terms of career, not just a job.
- Understand financial status of operation, and relate their job function to bottom line.

Front Office

- Good starting place if you'd eventually like to be General Manager.
- Must have excellent "people" skills, and be pleasant, adaptable and flexible.
- The first person a guest comes into contact with, and must make a favorable impression.

Accounting

- Controllers typically part of the Executive Committee in hotels.
- Usually not a common route to become General Manager.
- One of few hotel positions with regular hours.
- You should enjoy working in financial and mathematical realm.

Sales and Marketing

- Strong experience in front office procedure and food and beverage is helpful.
- Background in sales common for many General Managers.
- Financially rewarding position, much in demand.

Food and Beverage

- Post-secondary training in hotel or restaurant management is preferred for most management positions. This can include AAS (Associate of Applied Arts) and Bachelor Degree programs.
- Salaries can be high depending on the size of property.
- Expertise in field essential.
- Much room for advancement in this area.
- Advancement to position as General Manager not uncommon.
- Some hoteliers claim that rooms make money for the hotel and food and beverage loses it. This is not necessarily the case.

Training
Restaurant management training or experience is also a good background for entering hotel management.

- Post-secondary training in hotel or restaurant management is preferred for most management positions. This can include AAS (Associate of Applied Arts) and Bachelor Degree programs.
- The trend now is focused more on education. Most managers in the past promoted from the ranks of front desk clerks, housekeepers, waiters and chefs, and hotel sales workers.
- Experience working in a hotel - even part-time while in school - is an asset when seeking a hotel management career.

Traits of a Hotel Manager

Hotel managers must be able to create a comfortable atmosphere, defuse volatile situations, be a role model, and get along with many types of people. Important qualities:

- Ability to focus on details under pressure.
- Self-discipline.
- Ability to think ahead.
- Problem-solving skills.
- Organizational and supervisory skills.

Some large hotels sponsor specialized on-the-job, management training programs. This enables trainees to rotate among various departments and gain a thorough knowledge of the hotel's operation.

Hotels will promote employees who have ambition and have proven their ability. Newly built properties, particularly those without well-established on-the-job training programs, will usually prefer to place experienced personnel in managerial positions when opening the location.

Larger hotel and motel chains may offer better opportunities for advancement than small, independently owned establishments. Relocation every couple years may be necessary for advancement. Large chains may have extensive career advancement programs and offer managers the opportunity to transfer to another hotel or motel in the chain.

Summary

We discussed that hotel operations are sorted into distinctive departments, each with opportunities for career advancement. Food and beverage is a focal point - it influences whether or not a guest will return to the hotel. Rooms division has a higher profit margin, and requires a strong labor force to maintain the daily operation.

The strong areas for growth in lodging are luxury properties, resort properties and all-suite properties. First class and midscale properties are threatened due to over-
development in some geographic areas. Bed-and-breakfasts, time-shares, and condominiums, are still a popular alternative to the traditional hotel and motel.

Understanding the concepts of yield management and the uniform system of accounts is crucial for maintaining daily hotel profitability. General Managers may have a sales background, but accounting experience is also important.

Consider the large number of positions currently available within this field. Whether you choose to pursue a career in food and beverage or in rooms, most hotel properties offer paths leading to various departments.

**Unit 9 – Hotel Rooms Division and Hotel Foodservice**

**Unit 9 Lesson Learning Objectives:**
- Defining rooms division
- Rooms division departments
- The property management system
- Uniform system of accounts
- Yield management
- Hotel foodservice

The rooms department fulfills the lodging function of a hotel. Reservations must be accepted, guest must be graciously received and appointed clean rooms. The status of the occupied and available rooms must be kept current, security must be maintained, phone and mail messages must be prompt, public spaces must be kept clean, and guest questions and concerns must be answered. Typically yielding 70% departmental revenue after expenses, the rooms division is the major source of revenue in a hotel. A typical 500-room hotel rooms division consists of:

- Front office
- Front desk clerks
- Laundry
- Housekeeping
- Telephone operators
- Concierge
- Bell staff
- Security
- Engineering

**The Front Office**

The front office is the nerve center of a hotel. It is the command post and focal point: the place where employees and guest meet, and either succeed or disappoint.
The front desk clerk initiates actions with the guest, general manager, housekeeping, sales, accounting, and engineering department. They have three major roles: human relations, sales, and clerical. The importance of the front desk clerk is crucial to returning guests. The multi-tasking clerk must: be a salesperson, create the hotel image, guard guest safety, be a management representative, problem solver, and be a friend to each guest.

Typical Front Desk Duties:

- Maintains balanced and updated guest accounts.
- Sells rooms and speedy check-outs.
- Offers services such as wake-up calls, restaurant recommendations, mail, faxes, and messages-taking.

The Guest Service Agent:

7 AM - 3 PM

- Check-outs.
- Guest inquires about room rates.
- Room changes.
- Works with housekeeping.

3 PM - 11 PM

- Check-ins.
- Reservations.

Housekeeping

The housekeeping department is responsible for cleaning guest rooms and public spaces. Housekeeping is a hotel's largest department in terms of personnel.

Laundry

The laundry department is responsible for cleaning and pressing all of the hotel’s linens and employee uniforms as well as guest laundry. Its function is extremely specialized. The knowledge and skills required to manage a laundry operation aren’t transferable to other areas of hotel operations.

The Concierge

The role of the concierge is "expert in giving directions to local attractions, securing tickets to shows, and recommending local restaurants, and other entertainment".

Important Characteristics
Whether describing the process of chartering a yacht or selling tickets to a bus tour, the concierge should always make guests feel that they have made a wise decision.

A concierge should be:

- Warm and friendly, personable.
- Well-organized and efficient with respect to accurate record keeping. This applies to logs for ticket purchases, limousine rentals, flowers, etc.
- Fluent in one or more foreign languages.
- Able to listen carefully to the needs of the guest.
- Discreet. Concierges often know about the intimate details of their guest's lives.

For more insight on this position, visit the National Concierge Association: http://conciergeassoc.org/index.htm

Telephone Operators

A hotel’s telephone operators and other guest communications functions usually fall under the front office department.

Hotel Security

In many states, the rule is that hotels are not insurers of the personal safety of guests. It is expected however, the hotel must exercise reasonable care to prevent injury to the guest. Otherwise the establishment may be held liable for damages caused by negligence. Each case is judged individually. A hotel is not generally liable for acts it cannot foresee.

Examples of reasonable care:

- Electronic card access systems.
- Closed circuit surveillance cameras.
- Increased lighting in parking lots.
- Security guards.
- Peephole and night latch installed on suite doors.

Suggestions for guests to protect themselves:

- Use the door's night latch.
- Inspect the room's hiding places upon entering and check all locks.
- Do not open the door to strangers.
- Always request a room on an upper floor, if possible.
- Turn on a single light in the room if you plan to return after dark.
- Turn on the TV or radio just loud enough to hear through the door.
- Ask the bellman for an escort and use valet parking if alone.
- Lock doors and windows at all times.
The Night Auditor:

- Balances guest accounts.
- Posts charges.
- Closes the books on a daily basis.
- Completes a daily report.

The Property Management System (PMS)

A computerized property management system (PMS) can improve operational efficiency. Many functions of the front office can be automated to:

- Interface with food and beverage point of sale (POS) systems
- Manage and control guest reservations
- Interface with corporate reservation systems
- Manage room accounting and availability
- Revenue control
- Payroll control
- Forecasting & budgeting
- Night audit automation
- Multi-property consolidation

Uniform System of Accounts

The hotel accounting system is set up to conform to the organization and chart of accounts recommended in the *Uniform System of Accounts* by the American Hotel & Motel Association. Without such a uniform system, hotels could not compare operating results. Accounting employees can move from one hotel to another and be assured that the accounts and systems will be the same.

Yield Management

Yield Management is the act of adjusting rates to fit demand. Adapted from airline experience, yield management began in the hotel industry around 1987. Rather than offering the rooms at full price, it is better to fill them by offering a discounted rate. This is the same principle of restaurants offering discounts in off-season in order to attract local business.

The use of computers has made yield management more systematic, using terms such as: discounted rates, special rates, rate cutting, etc… Seasonally adjusted special rates, group rates, and room rates increase when crowds are expected and decrease in slow times.

The difficulty can be to determine when to raise or reduce rates, and for how long. If rates are lowered, more rooms must be sold to reach the same revenue. The yield management program can be set up to automatically project room demand based on historical records.
Yield management is achieved by forecasting room sales by market segment: convention groups, government guests, transients, tour groups, business travelers, and other segments. A computer program can be developed to indicate when rates should move down or up.

Hotel Foodservice

The primary function of the food and beverage department is to provide food and drink. Nowadays, providing food and drink is much more complicated. A typical 500-room hotel might have a coffee shop, gourmet restaurant, poolside snack bar, room service, two banquet halls, and many separate function rooms where food is being served simultaneously.

A hotel foodservice department is usually managed by a food and beverage manager. Their responsibility is to keep adequate records and make a profit. The chef, who reports to the food and beverage manager, manages food operations with a sous chef and chefs de parti doing the actual food production.

Hotel guests generally enjoy the convenience of on-site food and beverage outlets. But given the chance, they will frequently choose a known restaurant-chain brand if located nearby, taking desired dining dollars with them.

As customers become more brand-aware, competition for food and beverage business continues to grow in importance for many hotels. A joint venture or outsourcing arrangement is often desirable - it provides a combination of restaurant skills and brand strength, often supported by national advertising.

Hotels with branded restaurants report improved food and beverage volume. This includes room service sales, as well as an attendant increase in occupancy and average rate. In a period of hospitality industry consolidation, branded restaurants may become a point of differentiation among hotel properties.

The Typical Hotel Restaurant

- Price menus in the more casual concepts reasonably to attract the in-house guests and local clientele.
- Serves as an on-property amenity for the guest.
- Open for all three meal periods.

Banquet Management

Banquets have several advantages over a la carte dining:

- Food cost is forecasted more precisely. More information is known about food required for preparation than with a la carte environment. Banquet management
knows in advance what guests will be eating at a banquet, how many guests will attend, how much food must be ordered.

- Banquet management can efficiently staff events without any wasted labor.
- Profit potential is much greater when selling banquets than for restaurant with a la carte business only.
- Virtually no leftover food in banquets.
- Advertising budget required for banquets much less than a la carte dining, which averages 3% to 7% of gross sales. It takes only two to three satisfied clients to generate positive word of mouth for party of 200 people at wedding function.

**Unit 10 - Tourism**

**Unit 10 Lesson Learning Objectives:**
- Defining tourism
- Trends and demographics
- Economic effects of tourism
- Types and destinations of tourism

The term tourism has been defined as "the collection of productive businesses and governmental organizations that serve the traveler away from home". Tourism is term that includes all of the hotel and motel business and that part of the restaurant business serving the traveling public. Tourism links the travel modes, restaurants lodging, and much of the entertainment away from home. Industries interacting with the hospitality field serving people away from home include:

- Hotels
- Motels
- Resorts
- Convention centers
- Restaurants
- Transportation companies
- Service stations
- Airlines
- Cruise ships
- Rental cars
- Rail
- Bus

**Businesses Serving the Traveler**

- **Travel agents:** Arrange lodging and services for the traveling guest. The current focus is on package tours, since airline commissions have been reduced or eliminated during the last decade.
• **Airlines**: The dominant "carrier" for tourism worldwide.

• **Travel Wholesalers**: Companies that purchase space for hotels, restaurants, carriers and attractions.

Travel Agents

Around 25% of domestic hotel reservations are made with the assistance of a travel agent or travel wholesaler. For overseas travel, the percentage may be as high as 90.

Travel agents and wholesalers earn commissions on room sales booked. The usual commission is 10%, and at times, as high as 20%.

Hotels are dependent on travel agents and tour operators, to varying degrees. Some resort hotels receive as much as 90 percent of their business via tours and agents.

Air Travel

Air travel has re-shaped the hotel and restaurant business. Prior to World War II, most travel was done via the car or train, and hotels and restaurants were often located to best serve them. Now most long-distance travel is by plane; many hotels with thousands of guest rooms are located in or near airports. City hotels rely heavily on the business traveler, who is very likely to travel by air.

Several factors affect the tourism industry, including:

• Leisure time
• Income trends
• Demographics
• Travel trends

Leisure Time

• Workplace vacation policies becoming more liberal.
• Increased 'burnout' in the workplace means vacations are crucial.
• European and other nations tend to be more advanced in philosophy of taking vacations.

Demographics

Tourism is affected by the aging U.S. population:

• Age group of 35 to 44 travels the most.
• People aged 55 and over control half of the household wealth.
• Age group of 55-65 will grow by two-thirds from 1995-2010 as baby boomers mature.

Age group over 85 will grow by one-third from 1995-2010.

Travel Trends

What are the main reasons for travel?

• Visiting family and friends.
• Recreation and entertainment.
• Business travel.

Travel facts:

• The automobile is the number one means of transportation, followed by airlines and buses.
• The two to three day vacation has become the most popular way to take time off for younger generations.
• People in the age group of 55 and over will usually take a week or longer.

For more information on trends in the travel industry, go to the Resources area > Internet Links, area of the course to review: TIA (Travel Industry Association of America) Travel Statistics and Trends and U.S. International Travel and Travel Trends Bureau of Transportation Statistics.

Tourism and the Economy

States in the U.S. attract tourists at different rates. Canadian tourists who visit the U.S. favor New York, Washington, Michigan, Maine, Florida, and California. The states that receive the most overseas tourists are, in this order:

• California
• New York
• Florida
• Hawaii
• Nevada

California, the state with the most out-of-state visitor spending, found that tourism created jobs for 15.5 percent of its civilian workforce.

Income Trends

• Two-income family works to maintain a comfortable family life.
• Need and outcome for this family model is "quality time" at a good value.
Economists use spending as a way to measure success. The purpose of economic development is to fuel the local business climate, create jobs for residents, and generate tax revenues that broaden the tax base and lessen the burden on residents.

Multipliers are used to project what a dollar of spending will generate within a specific demographic market. The amount of dollars spent by visitors in a hotel for instance, are re-spent by employees and the hotel with cleaners, food and beverage purveyors, construction, utilities, etc.

For example, a dollar spent by a visitor to Palm Springs, California may induce another 70 cents of spending before it leaves the Palm Springs area. This means the multiplier is 1.7. For every dollar of visitor spending, a total economic impact of $1.70 is generated.

On the other hand, if a Palm Springs visitor is diverted to San Diego, Los Angeles or Anaheim for dinner or shopping, "leakage" takes place. The spending and tax revenues are lost.

Negative Effects of Tourism

Overcrowding can affect the success of a location by creating noise, odor and pollution. The movement to eliminate these undesirable effects and still maintain the environment is known as "Ecotourism".
Visit: http://www.ecotourism.org/

Favorable Effects of Tourism

Local fairs and festivals attract tourism:

- Old Spanish Days, Santa Barbara, California
  http://www.oldspanishdays-fiesta.org/parade.html
- Napa Valley Music and Wine Festival
  http://www.napafest.com/
- Niagara Grape and Wine Festival
  http://www.grapeandwine.com/

What are the motives for tourism and travel?

- Recreation: Relax and renew our energy.
- Health: Re-balance our body and mind.
- Experience natural places of beauty: the Grand Canyon, the Rockies, the Atlantic and Pacific oceans.
- Sporting events: the Olympics and the Super Bowl.
- Culture: Theatre, art museums and historical locations.

Primary and Secondary Locations
• **Primary locations** have wide target market and draw people from large distances. Examples: Disneyland and Las Vegas.

• **Secondary locations** draw people from closer proximities. Examples: Atlantic City and Knott's Berry Farm.

**Mass-Market Tourism**

Demographics of tourism have changed over the years. In many large tourist attraction destinations, the wealthy mingle with the middle class. Today, clothing styles aren't the point of differentiation between classes, as they were years ago. Typically, people from diverse social backgrounds will come together at major attraction destinations today.

We'll look at three types of destinations that generate tourism:

• Theme parks
• Gambling centers and casinos
• Natural environments

**Theme Parks**

Travelers expect entertainment parks to offer rides and amusements. Theme parks differ from regular amusement parks in that they are theme or multi-theme oriented. For example, theme parks within Orlando's Walt Disney World include the Magic Kingdom, Epcot Center, Adventureland and Frontierland.

Theme parks are also known for their large size. Consider the scale of Epcot Center, which opened on October 1, 1982:

• Covers 300 acres.
• Parking lot holds 11,391 vehicles over 210 acres.
• Contains 24 attractions, 30 food locations, 71 merchandise locations.
• By the end of the first year of operation the park cost $1 billion.
• During three years of construction, employed over 10,000 workers (representing 18 unions 22 general contractors and 500 sub-contractors).

Visit Walt Disney World Theme Parks to get an idea of the scale of operations: http://www.disney.ca/vacations/disneyworld/II/A/index.html

**Gambling Centers and Casinos**

**Key points:**

• Casino environments offer gambling, entertainment, food and beverage.
• With the exception of casino gambling in Nevada, gaming activity was strictly prohibited throughout the United States prior to 1950. In recent years, however,
many states have turned to casino gambling as a quick fix to spur growth and lower unemployment. Currently, casino gambling is legal in 23 states.

- The Indian Gaming Act of 1988 allowed gambling to be permissible on Indian Reservations, if there was an agreement between the state and the Indian tribe. As of 1988, there were 184 recognized tribes offering gaming.
- Gaming on riverboats became legal in 1991, beginning in Iowa.
- Casinos are a good resource for state and local revenues, and are subject to higher taxation.

Facts:

- Over $600 billion wagered legally in the United States on annual basis.
- Nearly one in five homeless people admit that gambling contributed to their poverty, and yet 37 percent say they continue to gamble.
- More money spent on gambling in the State of Mississippi than on all retail sales combined.
- Only New Jersey and Nevada permitted casinos one decade ago, but now 48 states have legalized forms of gambling.

Key Gambling Centers

Las Vegas

- Known for casinos and stage shows.
- Reasonable room rates and attractive food and beverage prices.
- Many athletic facilities offered, including golf course, tennis facilities, and racquetball.
- Nearby local attractions such as Hoover Dam and Lake Mead.
- International clientele.
- See The Mirage: http://www.mirage.com/

Laughlin

- Located 90 miles southwest of Las Vegas.
- Marketed as being more laid back and family oriented than Las Vegas.
- See Laughlin resorts and casinos: http://www.laughlinchamber.com/Resorts.htm

Atlantic City

- Once in state of deterioration, gaming created new force in the late 1970s.
- Approximately 37 million tourists a year, most arriving via on-ground transportation from centers such as New York, Philadelphia, and Washington D.C.
Natural Environments

Natural environments offer a much different type of tourism experience! The National Park Service has many job listings and other sites for resorts, or hotels within these parks do as well. Search online using keywords such as "hospitality jobs and seasonal positions" for example.