

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

Study Questions

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

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

The Restaurant and Foodservice Industry

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

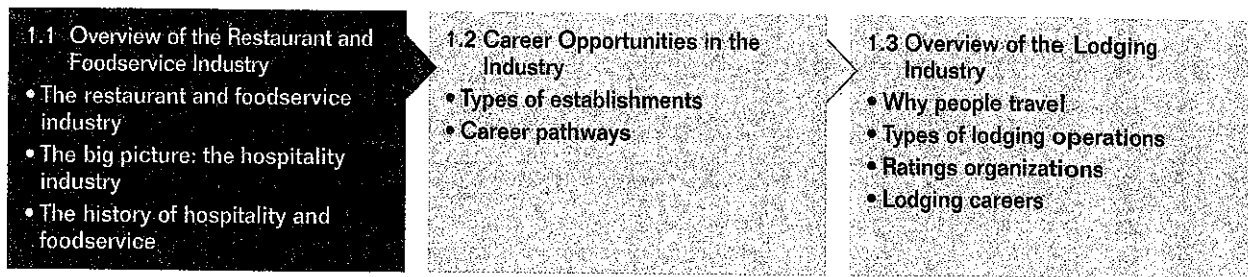
Most people eat at restaurants and foodservice operations for enjoyment and entertainment. This means that the restaurant and foodservice industry is a service industry, one in which you provide a service to your customer. Do you like people? Do you like providing a positive experience? Then this could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

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

Commercial Restaurant and Foodservice Segment

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

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



SECTION 1.1 OVERVIEW OF THE RESTAURANT AND FOODSERVICE INDUSTRY

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

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

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

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

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

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

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

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

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

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



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

[Trends]

Supper Selections and Dinner Decisions

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

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

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

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

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

Foodservice at Sporting Events

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

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

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

Airlines and cruise ships: In 2007, over 12 million passengers worldwide took cruises. Anyone who has ever taken a cruise knows that food is available 24/7 on the ship. Options range from casual dining and buffets to elegant dinners to room service. Food selection varies as well, from steak to vegetarian to children's meals and pizza. Cruise ships may serve up to several thousand meals at each seating. Figure 1.2 shows the dining area on a cruise ship.

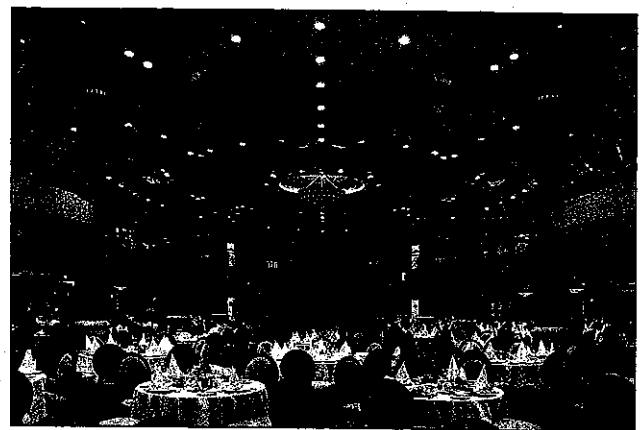


Figure 1.2: Cruise ships offer multiple dining options to passengers.

Did You Know...?

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

Source: www.absoluteastronomy.com

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

Noncommercial Foodservice Segment

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

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

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

[fast fact]

Did You Know...?

The Fast Food: Global Industry Guide forecasts that the global quick-service market will reach \$130 billion by 2012. The United States generates 63 percent of global quick-service market revenue.

Within the noncommercial segment, foodservice is typically handled in one of two ways. In **contract feeding**, contractors are businesses that operate foodservice for companies in the manufacturing or service industry. These contractors will manage and operate the employee dining facilities. Some manufacturing and service companies are **self-operators**, which means they hire their own staff to operate foodservices.

The Big Picture: The Hospitality Industry

Restaurants and foodservice are a component of the hospitality industry. In turn, hospitality falls under the umbrella of the travel and tourism industry. Beginning in the 1700s, wealthy Europeans began to spend several months a year traveling to major cities in Europe, Turkey, and North Africa to see famous art, visit historic buildings, and eat local foods. In the 1800s, an increasing number of people, especially Americans and Europeans, had money to spend on traveling for pleasure. As a result, more and more hotels and restaurants were built, and a variety of events were offered to attract tourists.

Travel and Tourism

Today, the U.S. travel and tourism industry averages annual sales of over \$1 trillion. **Travel and tourism** is defined as the combination of all of the services that people need and will pay for when they are away from home. This includes all of the businesses that benefit from people traveling and spending their money, such as transportation or restaurants. **Hospitality** refers to the services that people use and receive when they are away from home. This includes, among other services, restaurants and hotels.

Tourism

Tourism is travel for recreational, leisure, or business purposes, and it has become a popular global leisure activity. In fact, in 2005 tourism was the first, second, or third largest employer in 29 states, employing 7.3 million people to take care of the 1.19 billion trips tourists took in the United States.

Tourist attractions range from museums, theme parks, monuments, sporting events, zoos, and shopping malls to national and state parks, safaris, and adventure tours.

Transportation

Tourists travel in a variety of ways. Back in the 1800s, the development of the railroad helped people travel faster and to more places. In the 1920s, travelers began to journey by car. As Henry Ford and other industrialists began mass-producing more affordable cars, people started to travel more. In addition to the creation of major highway systems, the 1950s saw the growth of commercial airlines, with faster and bigger airplanes being developed after World War II.

Today, transportation includes the following categories:

- Airplanes
- Trains
- Charter services
- Buses
- Cars
- Ships

Hospitality

Everywhere tourists go, they need places to stay and places to eat. The people who work in the lodging business and serve customers need to know what's happening in town, what there is to do and see, where to eat, and how to get from one place to another.

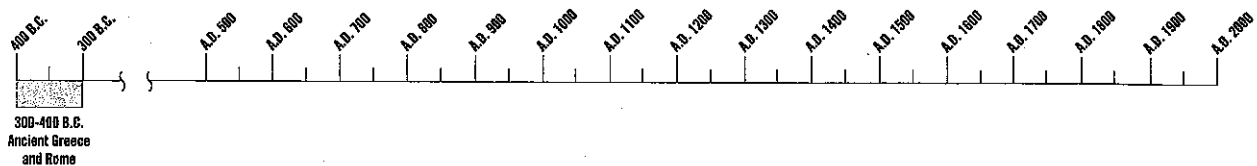
Foodservice is a key sector in the hospitality industry. Other segments include lodging and event management. Table 1.2 depicts the segments of the hospitality industry and examples of each.

Table 1.2: Hospitality Segments

Hospitality Segments	Examples
Foodservice	Hotels Restaurants Retail establishments
Lodging	Hotels Motels Resorts
Event management	Stadiums Expositions Trade shows

The History of Hospitality and Foodservice

So, how did this industry develop into what we know today? It was a complicated evolution, reflecting the social and physical environments of the time. The following is a condensed overview of the history of hospitality.



The Real Beginning: Ancient Greece and Rome

In 2004, the Summer Olympics were held in Greece. More than 10,000 athletes took part in the games. After practicing and competing in events, most of the athletes went to restaurants to eat. But back when the first Olympics were held in Ancient Greece, this wasn't possible because restaurants had not been invented yet.

Ancient Greeks rarely dined out, though they enjoyed the social aspect of dining and often got together for banquets. Private clubs, called **lesche** (LES-kee), offered food to members. Other establishments, called **phatnai** (FAAT-nay), catered to travelers, traders, and visiting diplomats. It is most likely that travelers brought standard fare like grapes, olives, bread made from barley, dried fish, cheese, and wine with them to these clubs. In ancient Greece, meals were considered a time to nourish the soul as well as the body. People ate while reclining on couches, enjoying music, poetry, and dancing to enhance the experience. Figure 1.3 depicts an ancient Roman banquet.



Figure 1.3: Common foods served at ancient Roman banquets included olives, figs, goat cheese, pork, fish, bread, and wine.

[fast fact]

Did You Know...?

Some Greeks believed that pleasure was the purpose of life and that it was achieved through self-control and balance. The leader of this movement was a man named Epicurus. Because of his ideas, we use the term **Epicurean** (*ep-ih-KUR-ee-an*) to refer to a person with a refined taste for food and wine.

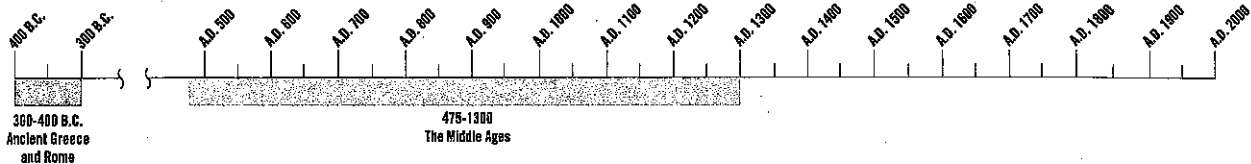
In 282 B.C., Rome conquered the lands surrounding the Mediterranean Sea, formerly occupied by the Greeks. The Romans were very different from the discriminating Greeks. Meals were primarily served in the home.

Romans' desires for exotic foods and spices increased trade, stretching the Roman Empire farther east and north. They invaded the regions that are now France, Germany, and England, as well as moving west into Spain and Portugal. With their power came increased wealth, which they lavishly spent on banquets for their friends, clients, and those people of a lower social standing who depended on the aristocracy for financial aid in exchange for political support.

[fast fact]

Did You Know...?

One Roman in particular, Marcus Apicius, a gourmet and lover of luxury, made great efforts to obtain the most exotic foods for his feasts. He was so interested in cooking that he wrote one of the earliest known cookbooks, *De Re Coquinaria (On Cooking)*. Recipes from this book are still used today. The story goes that when he realized that he would soon go broke, Marcus Apicius poisoned himself rather than die from hunger.



The Middle Ages

The end of the Roman Empire was the beginning of a long, slow period of change in Europe. The victorious German tribes took Christianity back to Germany. The new faith led to two major changes in their way of life. First, it united Europe into one large church-state called Christendom. Second, it ended the view that gods and spirits inhabited the forest. The ancient Nordic myths included the belief that trees were sacred and could not be cut down and that diverting river water for agriculture would displease the gods of the rivers. With these fears dismissed, people began to clear large tracts of land, moving from a nomadic group dependent on hunting and foraging for food to an agrarian (farming) society.

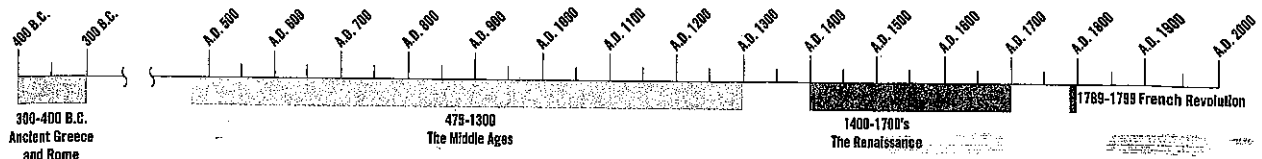
A feudal society developed. Landowners lived in relative comfort, unless under attack or out attacking someone else. Large banquets were held almost every night. Unlike the banquets of the Greeks and Romans, a medieval dinner had only one purpose: to eat.

Travel in those times was extremely dangerous. Trade with the Far East and India was greatly reduced from when the Greeks and Romans dominated the landscape, and came to a stop completely when the Moors invaded Spain in 800 A.D. This blocked the shipment of spices and fine goods from reaching Europe. For the next 200 years, Europe remained isolated from the rest of the world. It wasn't until Pope Urban II called for the removal of the Moors from Spain and the Holy Lands in 1095 A.D. that Europeans looked beyond their borders once again.

[fast fact]

Did You Know...?

Marco Polo (1254-1324), a trader and explorer from the Venetian Republic who gained fame for his worldwide travels, reintroduced foreign spices to Europe. His travels from Italy to China brought many Middle Eastern spices, such as curry and cardamom, to countries where they could not be grown successfully.



The Renaissance through the French Revolution

Partly to show off their wealth, noblemen instructed their cooks to use large amounts of exotic spices in their foods. It wasn't long before merchants in Venice controlled the spice trade. Because of their location on the Adriatic Sea, they could easily obtain spices from India and sell them at very high prices to distributors headed north. Venice prospered as a seaport and bought and sold spices and other goods for buyers bound for other destinations.

This expansion of world travel changed the mind-set of the artists and philosophers of that time. They adopted Epicurean lifestyles once again. While the majority of the population was unaffected by this renewed interest in all things Greek and Roman, it did much to create the food preparation system we now call **haute cuisine** (hote kwee-ZEEN), an elaborate and refined system of food preparation.

[fast fact]

Did You Know...?

Today, sitting down to dinner generally requires plates, cups, silverware, and napkins. But it wasn't until the Renaissance, with its ideas about life and art and a return to an Epicurean lifestyle, that a formal style of eating began. During the Middle Ages silverware was made of wood or horn, but often people used their hands. Only the wealthy could afford silverware. During the Renaissance period, artisans began making utensils from pewter, iron, and brass. The movement started in Italy and was carried into France by Catherine de Medici in 1533 when she married King Henry II of France. She brought her entire staff of cooks and their refined recipes for artichokes, spinach dishes, and ice cream to the French court. She also introduced the French to the fork. The use of silverware quickly caught on, and many aristocrats began to carry personal silverware when dining out.

International trade greatly improved the European way of life. For instance, Europeans were introduced to coffee from Africa. The first coffeehouse, or **café**, opened in 1650 in Oxford, England. Unlike the dark and imposing taverns, pubs, and ale houses that catered only to men, the new coffeehouses were open, airy, and inviting. Smart bakers soon started offering pastries at these establishments. Women were welcome, and the coffee shop soon made it acceptable to eat in public. Figure 1.4 shows a café from the Renaissance period.

Guilds, associations of people with similar interests or professions, were organized during the reign of Louis XIV in France in an attempt to increase the state's control over the economy. Each guild controlled the production of its specialties and could prevent others from making and selling the same items. Two of these guilds were the *Chaine de Rotisseries* (roasters) and the *Chaine de Traiteurs* (caterers). Cooking guilds like these established many of the professional standards and traditions that exist today.

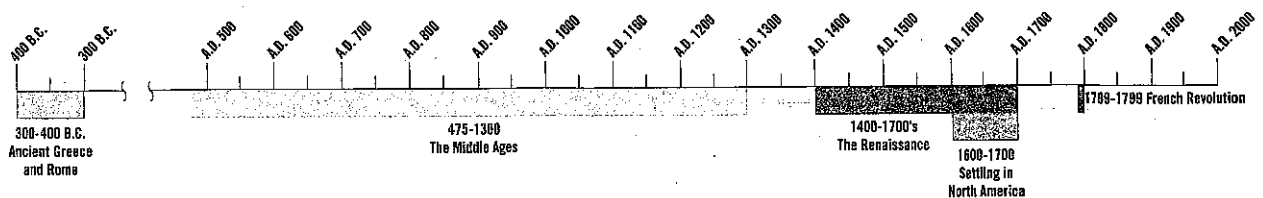


Figure 1.4: Cafés were open, airy, and inviting.

In 1765, a man named Boulanger began serving hot soups called *restaurers*

(meaning restoratives) for their health-restoring properties. He called his café a *restorante*, the origin of our modern word *restaurant*. His *restorante* became very popular. People enjoyed having a place to go to have a hot meal and good conversation with friends. The foodservice guilds believed that he was moving in on their businesses and took their case to court. But the government was under even stronger pressure to alleviate the poverty that was causing social unrest in Paris.

Despite the government's attempt to end the political unrest, the French Revolution began. When the French Revolution was over, large numbers of cooks and other guild members found themselves unemployed. They followed Boulanger's example and began opening restaurants of their own. Within 30 years Paris had over 500 restaurants serving meals. Dining out on a large scale was born.



Colonial North America

The first Europeans to settle in North America were city dwellers poorly equipped for farming. As more people immigrated to the New World to find their fortunes or to escape religious persecution, cities along the East Coast grew. Boston and New York became major centers of trade. As early as 1634, an inn in Boston called Cole's offered food and lodging to travelers.

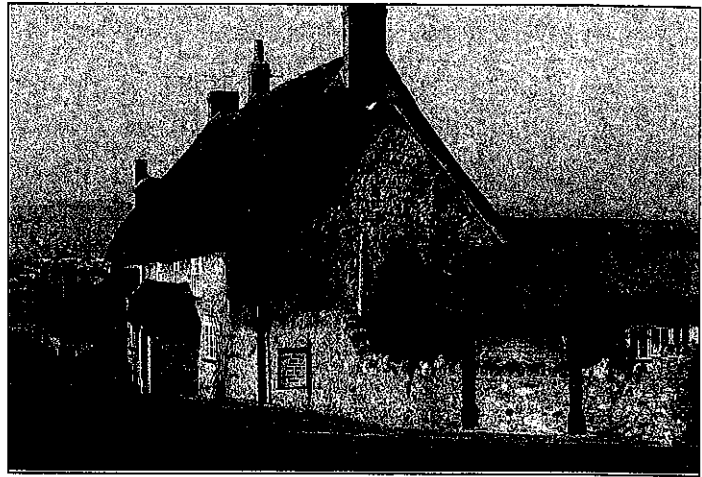


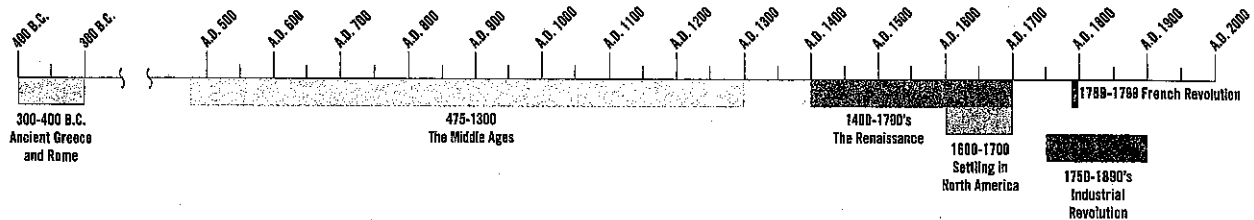
Figure 1.5: Coaching inns provided coaching travelers with a place to rest.

However, very few early colonial Americans ever traveled or dined out. Once they settled down, they rarely traveled more than 25 miles from their homes. When people did travel, they stayed at inns, often sleeping together in the same large room and even sharing a single bed. Not much care was given to the preparation of meals, and if travelers arrived after dinner had been served, they would have to go without.

[fast fact]

Did You Know...?

As stagecoach routes were established in the mid-1600s, coaching inns became popular resting places where travelers could expect a meal and a bed for the evening. Although these inns resemble today's lodging facilities, it wasn't until the 1700s that American inns really began to combine food and beverage service with lodging. Figure 1.5 shows a coaching inn from the 1600s.



Industrial Revolution

Back on the other side of the Atlantic, Europe was importing silver and spices, and finding a large international market for its own goods, in particular cloth made from wool or linen. Turning raw fiber into cloth is a slow process that

requires a lot of different steps. In order to keep up with the demand, wool merchants developed a putting-out system of production that created cottage industries.

Cottage industries were made up of families that worked together in the home to produce goods. These cottage industries put cash in the hands of farm laborers and eventually led to the start of the Industrial Revolution.

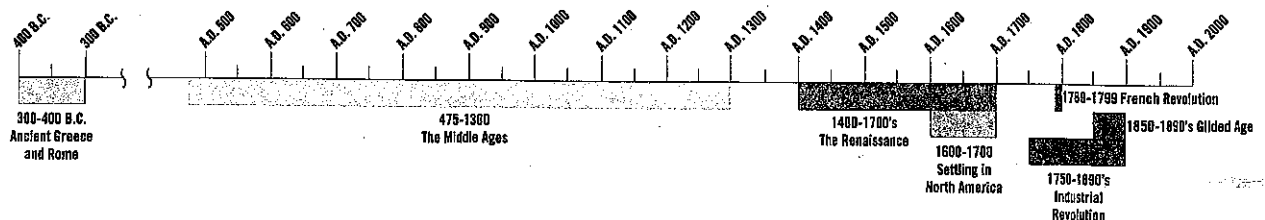
Merchants soon found a better way to control production. They began to build factories near large towns where they could find lots of employees. These early factories were operated by children from local orphanages, but when the English government outlawed this practice, merchants again turned to the farming family. Realizing the opportunity to earn a better living, entire families moved to the city to find work in the emerging factories.

This mass migration put a heavy stress on cities. People needed to live close enough to the factory to walk to work, go home for lunch, and leave again for dinner. This packed the inexpensive areas of town with people, which led to unsanitary conditions. The problem became so intolerable that cities such as Paris began to run horse and buggy transit buses to help employees move out of the overcrowded areas. Figure 1.6 shows a horse and buggy. As the cities became business hubs, dining and lodging establishments opened up to serve the needs of workers and employers.



Figure 1.6: Horse and buggy transported people out of overcrowded areas.

With the invention of the railroad in 1825, inns, taverns, and foodservice facilities located near railway stations began to grow. Travelers could now reach remote areas from coast to coast by rail.



Early Hotels, Coffee Houses, and Diners

(1) In 1794, The City Hotel in New York City opened, the first building in the United States designed specifically as a hotel. The property inspired the construction of other establishments, and American innkeepers continued to build bigger and better-equipped lodging properties throughout the 1800s. The Tremont House, the first of the grand hotels, was built in Boston in 1828. It was the first hotel to offer private rooms with locking doors.

(2) By 1800, European-style coffee shops appeared. Figure 1.7 offers an example of a coffee shop.

(3) The classic American diner began in this time period. Factory workers who were unable to go home for lunch needed to be fed. To meet this need, cooks designed diners, horse-drawn kitchens on wheels, and drove them to factory entrances to sell food. The practice caught on, and soon there were a number of these traveling diners competing for business. To increase sales, some began adding chairs to provide their customers a place to sit down and enjoy their meal. By 1912, there were more than 50 roaming diners clogging the streets of Providence, Rhode Island. The city passed an ordinance that forced the diner carts off the streets after 10 a.m. To stay in business, some owners found permanent places in which to park their carts. Diners are still popular today.



Figure 1.7: 1800's European-style coffee shop.

[fast fact]

Did You Know...?

During this period, scientific advancements were made which impacted the foodservice and hospitality industries. Louis Pasteur (1822–1895), developed a process called pasteurization which made milk safer to drink by heating it to a certain temperature to destroy harmful bacteria. Another scientist, Nicolas Appert (1749–1841), discovered a way to can food to keep it fresh and safe to eat. He is known as “the father of canning.” Nurse Florence Nightingale (1820–1910) argued that health was dependent on appropriate diet, surroundings, activity, and hygiene. Figure 1.8 is a photo of Louis Pasteur.

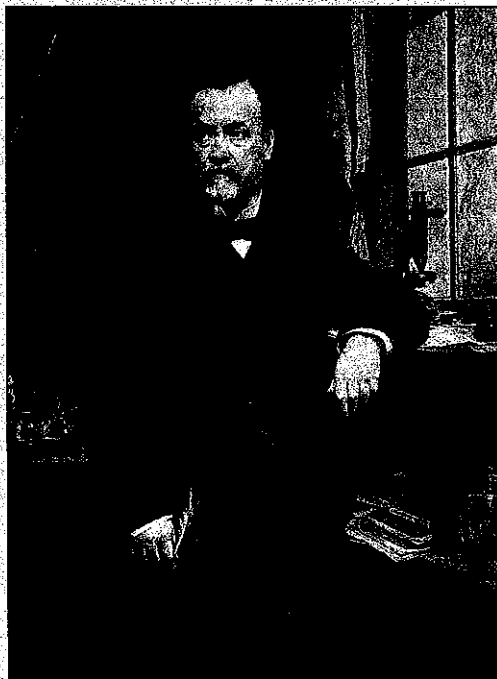


Figure 1.8: Louis Pasteur developed the process of pasteurization.

The Gilded Age

The Renaissance sparked the scientific revolution known as the Enlightenment, which changed the way knowledge was obtained and accepted. The new scientific method relied on information from direct observation and mathematical logic. This period of intellectual growth in the 18th century changed the way scientists looked at the world.

The Enlightenment’s concept of progress, which was measured in production and profit, was adopted by America’s industrial leaders. Workers were subjected to long hours at low wages while the profits for the owners continued to rise.

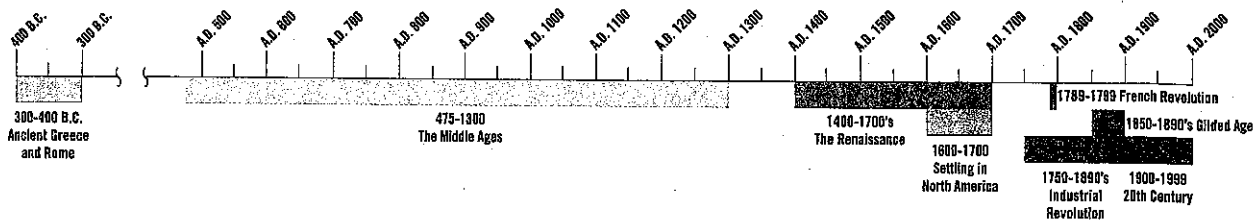
When high society dined out, they did so in style. Entrepreneurs opened fancy restaurants such as Delmonico’s and the Astor House so that people could dine and be seen in elegant surroundings. Dinners of up to 18 courses were not uncommon. Figure 1.9 on the following page shows Delmonico’s.

In 1848, gold was discovered in California and people poured into the state to claim their fortunes. Some travelers hit the jackpot and, with their newfound wealth, wanted to enjoy the fine dining that they knew existed in New York. A number of fine restaurants quickly opened. Unfortunately, many of the new residents struggled to stay afloat. With such a sudden growth of



Figure 1.9: Delmonico's during the Gilded Age.

people coming into Northern California, meeting the demand to feed them was nearly impossible. Clever restaurateurs developed the **cafeteria**, an assembly-line process of serving food quickly and cheaply without the need for servers.



[fast fact]

Did You Know...?

In the 1800s, Marie-Antoine Carême redesigned the chef's uniform. He believed that white would represent cleanliness. He also believed that there should be different sizes of hats to differentiate between the cooks and the chefs. Chefs wore tall hats and younger cooks wore shorter hats.

The 20th Century

By the turn of the century, employment in the United States was at an all-time high. More and more people went to work in new factories, stores, and office buildings. People were therefore eating out more, especially for lunch.

Table 1.3: Chefs in History

Today, the term chef is a mark of respect and a distinction that describes a professional cook who has reached the position through hard work and dedication to quality. Two important figures that helped the role of the chef gain the level of respect and admiration it has today are Carême and Escoffier. In the later 18th century, dining in France was elevated to new heights. More and more restaurants were opening and serving food to a wide variety of people, from the very wealthy to the very poor. A few of these restaurants focused on serving grand cuisine, or fancy meals with many courses of complex food.

Marie-Antoine Carême (1784–1833)

Accomplishment: Defined the art of **grand cuisine**

History: Carême was born just before the French Revolution into a large and very poor family. He was abandoned as a child and found work as a kitchen boy, then became an apprentice to a pastry chef. Carême soon developed a reputation for excellence. He opened his own shop, and worked for some of the most famous people of his time.

Contribution to Foodservice: Carême believed that cuisine was simply a branch of architecture, as demonstrated by his **elaborate pieces montées**, which were masterpieces of decorative art. Figure 1.10 is an example of one of Carême's pieces montées. He also perfected the recipes for many fine French sauces, codifying them into four categories. Many would agree that Carême's greatest claim to fame was training many famous chefs who became his followers and continued his tradition in many fine hotels and restaurants.

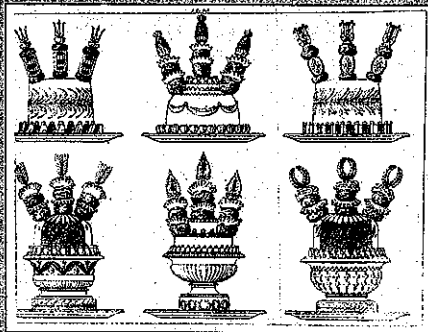


Figure 1.10: One of Carême's pieces montées

Georges August Escoffier (1846–1935)

Accomplishment: Credited with refining Carême's grand cuisine into the more contemporary **classical cuisine**

History: In 1898, along with Cesar Ritz, he opened London's Savoy Hotel. He simplified the flavors, dishes, and garnishes of Carême. He believed that fewer ingredients in a meal maintained balance and perfection. For example, he simplified Carême's system of categorizing sauces by identifying five grand sauces. He was also renowned for creating dishes named for famous individuals or events, and he wrote a number of influential articles and books, some of which are still in use today.

Contribution to Foodservice: Escoffier not only took great care in his food preparation, he also established **exact rules of conduct and dress for his chefs**. In the kitchen, Escoffier's staff always dressed neatly and worked quietly. He also organized and defined the role of workers in the professional kitchen, developing the kitchen brigade system, which assigns certain responsibilities to kitchen staff. For example, Escoffier introduced the *aboyeur*, or expediter, who takes orders from servers and calls out the orders to the various production areas in the kitchen. This system has been adapted to fit the modern restaurant and is still widely used. Figure 1.11 is a photo of Escoffier, known as the "King of the Kitchen."



Figure 1.11: Escoffier refined the grand cuisine of Carême into classical theme.

[fast fact]

Did You Know...?

In the 1900s:

- (1) Restaurants opened that specialized in serving lunch, like Child's, Schrafft's, and Savarin. These were among the first lunchtime restaurants and coffee shops, a foodservice trend which has continued to grow.
- (2) The discovery of vitamins in 1919 provided additional benefits to public health. Widespread commercial use of refrigeration kept food from spoiling quickly and helped to feed larger numbers of people.

Later, during the Depression in the 1930s, hotels and fine restaurants started to close. But the 1930s brought an important advancement in the foodservice industry.

[trends]

The Birth of Quick-Service Restaurants

The first White Castle restaurant opened in 1921 in Wichita, Kansas, serving food that could be prepared and eaten quickly. This was the birth of the fast-food operation, or quick-service restaurant. Figure 1.12 shows the first White Castle restaurant.

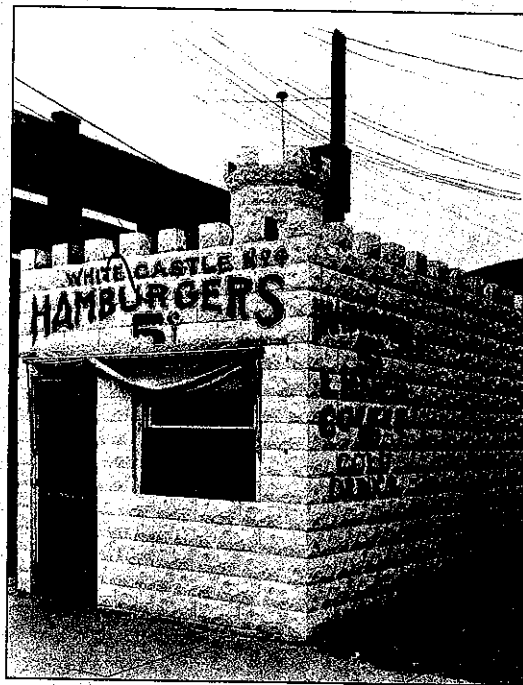


Figure 1.12: The first White Castle restaurant, circa 1921.

During World War II in the 1940s, the lodging industry prospered. Many people were traveling for war-related reasons. No new hotels were being built because all construction materials and labor were devoted to the war efforts. Finding an empty hotel room was difficult for travelers.

After World War II, in the 1940s and 1950s, the quick-service restaurant segment of the industry grew quickly.

[fast fact]

Did You Know...?

Some of the early restaurants, like KFC and McDonald's, are still serving food today. Consistency was a major factor in the success of these establishments. Patrons were guaranteed a specific level of quality, taste, food safety, and price. The high volume of fast-food restaurants offset the low prices, so profits could be quite high.

The increased availability and popularity of the automobile, together with a new interstate freeway system, made cross-country vacations a popular option for many American families during this time period.

[fast fact]

Did You Know...?

The first motels developed along highways across America, offering travelers a convenient place to bathe, sleep, and eat before getting back on the road.

In 1958, transportation technology advanced and commercial airlines became a popular and increasingly economical way of traveling. Builders turned their eyes toward land near airports as the next new place to situate hotels, motels, and foodservice facilities.

The rapid growth of national chains from the 1970s to today has changed the face of the foodservice industry. It has caused a major shift in how people look at food and the social context of food. "Eating out" has become almost as commonplace as eating at home, not just for special occasions or as a convenience. In the last few decades, lifestyles have moved steadily toward busier households that no longer have a dedicated daily food preparer. Large restaurant chains

such as Red Lobster, Pizza Hut, and Denny's lead the way for full-service, casual dining chain restaurants. Growth in this area has been matched only by the growth in the quick-service sector.

[fast fact]

Did You Know...?

The Food Network was launched in November 1993 with a show called *Food News and Views* followed by *Talking Food*, a call-in show. Today, the Food Network offers more than 140 hours of programming weekly. The Food Network is distributed to more than 96 million U.S. households.

[trends]

The Growth of Home Meal Replacements

In the 1990s, there was major growth in the home meal replacement sector. Food-service outlets were created to serve a growing customer base: those who did not want to cook, but wanted to eat at home. Development in this area led to expansion of the restaurant as an integrated part of the grocery industry. Grocery stores sell salads and main dishes that are ready to take home and serve. There is also the take-home option for ordering food and bringing a dinner home to eat, such as at KFC, Boston Market, and Applebee's.

In addition, the 1990s also saw the return to the coffeehouse type of establishment that began in Oxford, England, in 1650. The "Starbucks movement" delivers the same feelings of community and comfort to the guest that made the coffeehouse so popular earlier in history. Figure 1.13 shows customers at a coffee house.



Figure 1.13: People enjoy passing time at a coffee house.

The creativity of chefs has resulted in major developments in culinary style and form. Table 1.4 lists the famous chefs from the 20th century.

Name	Contribution
Fernand Point (1897-1955)	Known as the father of modern French cuisine, or nouvelle cuisine. He created lighter sauces and used regional ingredients to great effect. He mentored many other renowned chefs, including Paul Bocuse.
Julia Child (1912-2004)	Responsible for popularizing French cuisine and techniques with the American public. She starred in many television series and wrote bestselling cookbooks, including <i>Mastering the Art of French Cooking</i> . Her engaging personality was as much a part of her success as her practical recipes.
Paul Bocuse (1926-)	Built on the principles he learned from Fernand Point, creating lighter, healthier dishes that still reflected classical French flavors and traditions. He is one of the first chefs to be widely known, partly because of his dedication to educating young chefs. L'Auberge du Pont de Collognes is his most famous restaurant in Lyon, France.
Alice Waters (1944-)	Opened her award-winning restaurant, Chez Panisse, in Berkeley, California, in 1971. Her goal was to provide dishes that used only seasonal, local products at the height of freshness and quality. Even today, the menu changes every day. Her success placed her at the forefront of sustainable agriculture in foodservice and has influenced countless chefs.
Ferdinand Metz (1941-)	A Certified Master Chef who served as the president of the Culinary Institute of America. Leader of the U.S. Culinary Olympic Team, winning unprecedented back-to-back gold medals in the prestigious Hot Foods category, each for almost 20 years. His contributions to the education of American chefs have helped to foster professionalism and innovation and strengthen the system for chef apprentices and certification.

Throughout history, entrepreneurs have made great contributions to the food-service industry by developing restaurant chains, diners, and franchising operations. Table 1.5 describes some of these developments.

Table 1.5: Contributions from Entrepreneurs

Gilded Age	<p>(1837) The Delmonico brothers open additional restaurants in Manhattan, beginning the first restaurant chain, or group of restaurants owned by the same business organization.</p> <p>(1876) Fred Harvey opens Harvey House Restaurant in Topeka, Kansas, which becomes one of the most popular restaurants serving the needs of people riding the new transcontinental railroad. Harvey opened multiple locations of train stations across the country, building one of the earliest nationwide chain restaurants.</p> <p>(1872) Walter Scott of Providence, Rhode Island, begins selling dinners from a horse-drawn wagon to workers outside their factories, a precursor to the diner.</p>
20th Century	<p>(1921) Roy Allen and Frank Wright begin selling rights allowing people to sell their root beer (A&W), creating the first franchise company.</p> <p>(1921) Walter Anderson and E.W. Ingram open the first White Castle in Wichita, Kansas. It becomes the first chain of quick-service hamburger restaurants, providing a consistent product from unit to unit.</p> <p>(1935) Howard Johnson begins franchising restaurants, using a standardized design and menu intended to make traveling customers feel comfortable in familiar surroundings.</p> <p>(1954) Ray Kroc partners with the McDonald brothers to franchise their small hamburger restaurants. He eventually buys his partners out, and by 1963 over 500 McDonald's restaurants are open. His marketing techniques and emphasis on building consistent, family-centric operations are keys to his success.</p> <p>(1957) Joe Baum opens The Forum of the Twelve Caesars in New York City. It becomes the city's first sophisticated theme restaurant. In 1959, he opens The Four Seasons, which becomes one of the most expensive culinary establishments in Manhattan.</p> <p>(1958) Frank Carney creates the Pizza Hut franchise, one of the first quick-service franchises to focus on a menu other than hamburgers.</p> <p>(1966) Norman Brinker opens the first Steak and Ale, a full-service restaurant designed for middle-class customers.</p> <p>(1968) Bill Darden opens the first Red Lobster, focusing on affordable prices and full service. Eventually, Darden Restaurants includes the Olive Garden and Bahama Breeze chains, becoming one of the largest casual-dining companies in the United States. It recently added The Capital Grille, a high-end steak house, to its group.</p> <p>(1971) Zev Siegel, Jerry Baldwin, and Gordon Bowker open Starbucks in Seattle, Washington. Starbucks has grown to the largest coffeehouse company in the world, with more than 16,000 stores in 49 countries.</p> <p>(1971) Richard Melman founds Lettuce Entertain You Enterprises, a multifaceted restaurant group. LEYE has quick-service, casual-dining, and fine-dining restaurants under its umbrella. Innovative and creative concepts help to build both the brand of the group and the brand of several restaurants, including Wildfire, Café Ba-Ba-Reebal, and Big Bowl.</p> <p>(1977) Ruth Fertel opens a second Ruth's Chris Steak House, starting one of the first national fine-dining chains. Fertel insists on consistent product and very high quality. Each restaurant offers the same menu, but has a unique building design.</p>

The Future

The spread of civilization, growth of international trade, and improvements in science and technology all played a part in making foodservice the successful industry it is today.

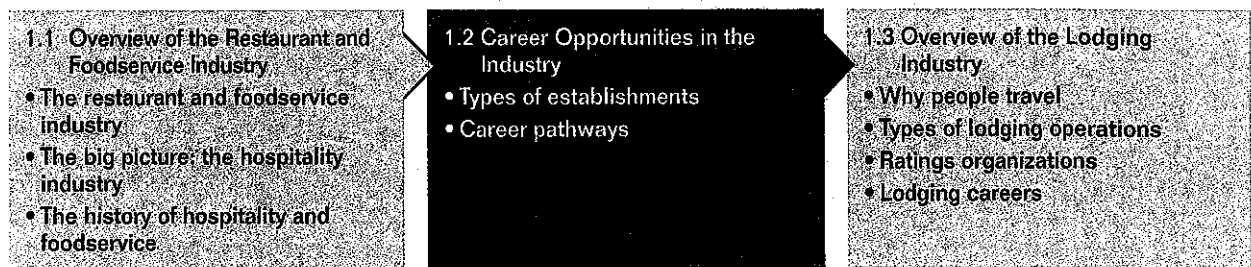
The foodservice industry is one that is often bound by tradition, but it must also be responsive to changes in the society it serves. It provides the familiar and comfortable, while also working to deliver innovation and adventure. The restaurant of the 21st century does not differ from Boulanger's 1765 *restorante* in that they both "restore" guests' comfort. The goal is to provide guests with an opportunity to reenergize.

Summary

In this section, you learned the following:

- The foodservice industry is divided into two segments. The commercial segment makes up 80 percent of the industry and includes operations in restaurants, catering and banquets, retail, stadium, airlines, and cruise ships. The noncommercial segment includes schools and universities, the military, health care, business and industry, and clubs. There are five restaurant segments in the foodservice industry:
 - Family dining full-service restaurants provide serving staff and orders are taken while the patron is seated. The average per-person dinner is \$10 or less.
 - Casual dining full-service restaurants provide serving staff and the order is taken while the patron is seated. The average per-person dinner is \$10-\$25.
 - Fine dining full-service restaurants provide serving staff and the order is taken while the patron is seated. The average per-person dinner is \$25 or more.
 - Quick-service (fast food) restaurants provide foodservice where patrons generally order or select items and pay before eating. Food and drink can be eaten on premises, taken out, or delivered. The average per-person dinner is \$3-\$6.
 - Quick-casual restaurants serve freshly prepared, wholesome quality, authentic foods in a reasonably fast service format. The average per-person dinner is \$7-\$9.

- The travel and tourism industry is comprised of transportation and hospitality services.
- Throughout history, social and political events have impacted the hospitality and foodservice industry:
 - In Ancient Greece and Rome, the desire for exotic foods and spices increased trade and contributed to the Roman Empire's expansion further east and north.
 - During the Middle Ages, the German tribes brought Christianity to Germany, which ended the view that gods and spirits inhabit forests, which led in turn to Europeans eventually developing a farming society. The need to develop land led to feudalism. Trade to the Far East and India was reduced when the Moors invaded Spain and blocked shipment of spices and fine goods from reaching Europe.
 - During the Renaissance, Catherine de Medici brought haute cuisine, sweet foods, and the use of silverware from Italy to France. The first café opened in which women were welcome, and eating in public became acceptable. Guilds formed, establishing many of the professional standards and traditions that exist today.
 - Settlers moving across the wide expanse of North America led to a need for food and lodging for travelers. Stagecoach routes were established, which included staging inns where travelers could expect a meal and place to sleep.
 - The Industrial Revolution resulted in mass migration to cities so that workers (who often used to be farmers) could be close to new factories. This led to the development of horse-and-buggy transit buses. The invention of the railroad allowed many more travelers to reach remote locations. Many famous hotels were built during this time.
 - Scientific advancements in the 19th century included the discovery of pasteurization by Louis Pasteur and development of the process of canning by Nicolas Appert.
 - During the 20th century, the Depression caused many hotel properties to close. The first fast-food restaurant, White Castle, opened. During World War II, the lodging industry prospered. After World War II, other quick-service restaurants were opened. The 1950s and '60s saw growth in chain restaurants.



SECTION 1.2 CAREER OPPORTUNITIES IN THE INDUSTRY

It's never too early to begin thinking about a career in the restaurant and foodservice industry. Even though you're in school, you can still be thinking about how your interest in food could someday lead to a career in this thriving industry. More new restaurants are opening each year. Many restaurant chains are ranked among the nation's top corporations. Many jobs and opportunities exist in the foodservice industry for people who possess the right combination of interests, skills, education, and training.

The restaurant and foodservice industry employs an estimated thirteen million people, 9 percent of the U.S. workforce. On a typical day in the United States, more than 130 million individuals will be patrons of foodservice operations.

When you work in the restaurant and foodservice industry, you have daily contact with guests and often receive immediate feedback about the quality of food and service. So quality must be right the first time! More than anything else, people who work in this industry must love to serve others. They must enjoy working with food; be efficient, flexible, and able to work cooperatively; and remain calm under pressure in a fast-paced environment. Does this describe you?

Note: Specific career opportunities will be discussed in greater depth in Chapter 12. This is simply an overview of the many types of opportunities and businesses that make up the restaurant and foodservice industry.

Study Questions

After studying Section 1.2, you should be able to answer the following questions:

- What types of establishments offer foodservice opportunities within the travel and tourism industry?
 - What are the two categories of career opportunities in the foodservice industry?
 - What are the entry-level jobs in this field? What types of opportunities exist in the lodging and transportation areas?
-

Types of Establishments

There are many establishments providing foodservice opportunities within the travel and tourism industry.

Restaurants

Restaurants prepare and serve meals to customers. The following types of business opportunities are available in restaurants:

- **Corporate restaurant groups:** Companies with multiple concepts
- **Chains:** Multiple units of the same concept
- **Franchisee/franchisor:** A company that allows another to use its name, sell products, and receive services
- **Independents/entrepreneurs:** Single restaurants, as well as individuals who take risks to open a concept or a restaurant, build it to success, and then move on to the other projects

There are so many restaurants available that people sometimes need help in deciding whether or not to patronize a specific establishment. There are several organizations that describe and rate restaurants and foodservice organizations.

Foodservice Ratings

Many customers look to organizations that review establishments and post ratings to decide where to dine. Two popular resources are the *Zagat Survey* and the *Michelin Guide*.

The Zagat Survey is a consumer-based guide that rates restaurants on four qualities: food, décor, service, and cost. Each area is rated on a 30-point scale. The ratings are based on the input of many people, which is why it's called a survey. *The Zagat Survey* is available in book form and on the Internet. It has been reviewing restaurants for over 30 years.

The *Michelin Guide* is a rating system better known in Europe, but it has recently begun rating organizations in the United States and elsewhere. Restaurants are rated from one to three stars. The criteria include the considerations below:

- Quality of product
- Mastery of flavors
- Cooking mastery
- Personality of the cuisine
- Value for the price
- Consistency

One-star restaurants are considered “very good” establishments. Two-star restaurants are described as “excellent.” Three-star restaurants are the pinnacle of “exceptional cuisine.” The highest rating is difficult to achieve. For example, in 2010 only five restaurants in New York City (in which there are thousands of restaurants) received the honor.

In recent years, the Internet has become a powerful tool for consumer-based reviewing of both restaurants and lodging properties. Some online sites are devoted entirely to consumer reviews, while others that sell travel and tourism services have incorporated reviewing into their selling pages to help consumers make choices. The sites themselves set the reviewing criteria. Some have specific categories, while others simply allow users to write whatever they want. Some local markets have their own sites of reviews.

Finally, food critics working for newspapers, local magazines, and local television can have an effect on how potential customers view a restaurant.

Catering

Catering provides opportunity for creativity in menu selection and style of service. Caterers provide foodservice for everything from special events in private homes to large-scale events such as golf tournaments, weddings, or corporate dinners. Caterers can be found in catering departments within hotels, independent catering companies, and restaurants. Restaurants can cater on-site or off-site. Personal chefs also cater by working in private homes. In catering,

no two customers are the same and each event is different. Figure 1.14 shows a catered event.

Retail

Retail foodservice opportunities are found in businesses that offer home meal replacements and ready-made dishes. Restaurants in department stores or take-out sections in grocery stores are good examples. Figure 1.15 is a photo of the Food Hall at Harrod's department store located in London, England.

Stadiums

A stadium is a sports arena that is usually oval or horseshoe-shaped, with tiers of seating for spectators. At any given stadium, there are up to 8,000 people with foodservice needs that must be addressed in a small period of time, usually up to four hours. Spectators sitting in tiered seating often drink beer and eat hot-dogs. Foodservice is provided by servers, walking vendors, cooks, and cashiers. These facilities also have corporate suites that offer superior service and food. Stadiums typically have contract feeders, a unique venue with managers who specialize in managing stadium events.

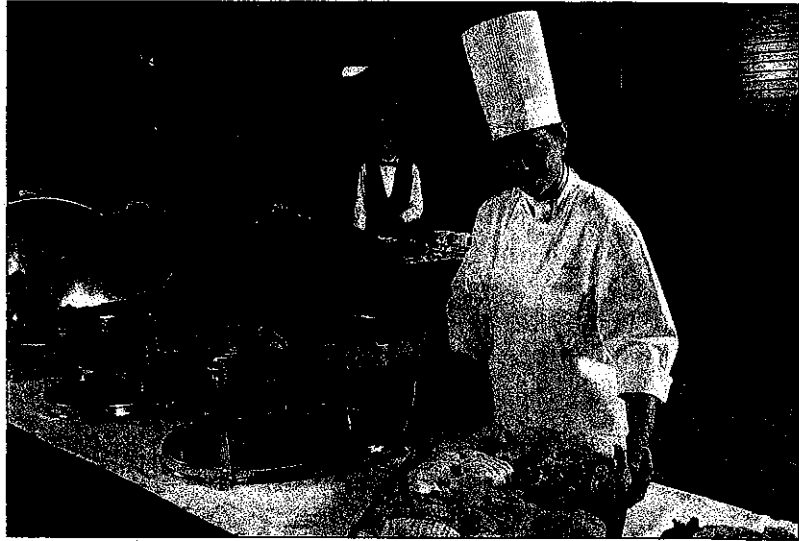


Figure 1.14: Catered events included both hot and cold foods.



Figure 1.15: Harrods, a luxury department store, offers many dining choices for shoppers.

Convention Centers

Many cities have built facilities specifically designed to house large-scale special events, which include conventions, expositions, and trade shows. These facilities are commonly known as **convention centers**. A few large, well-known convention centers include the Jacob K. Javits Convention Center in New York, Las Vegas Convention Center, and the Dallas Convention Center.

A **convention** is a gathering of people, all of whom have something in common. They are often all members of a particular organization, or they may simply be individuals who share a hobby. Although many conventions are held annually, the convention sites can change from year to year for the convenience of attendees. Examples of conventions include the New York International Restaurant and Foodservice convention and Comic-Con International, San Diego.

Expositions are large shows, open to the public, that highlight a particular type of product or service. Such shows give manufacturers and service providers a chance to display their offerings to many people at a single event. Expositions include auto shows, garden shows, and computer product shows. The Chicago



Figure 1.16: Trade shows allow companies in a specific industry to showcase and demonstrate their latest products or service.

Auto Show, Black Expo, Macworld Expo, and Northwest Flower and Garden show are a few examples of expositions.

While expositions are open to the general public, **trade shows** are restricted to those involved in the industry being featured. Figure 1.16 is a photo of a trade show. Producers or manufacturers rent space at trade shows to exhibit, advertise, and demonstrate their products or services to people interested in that specific field. Trade shows may also feature presentations, seminars, and other educational programs relating to current industry issues. For example, The Worldwide Food Expo is the largest food and beverage technology event in North America. And the National Restaurant Association Restaurant, Hotel-Motel Show is the largest single gathering of restaurant, foodservice, and lodg-

ing professionals in the world, attracting more than 1,800 exhibiting companies. The National Restaurant Association show is one of the largest conventions in the world in any profession.

Depending on the size of the event, a convention, exposition, or trade show can have a major impact on the local economy of its host city. Some large events can bring 100,000 people or more to a city for three or four days. Those people will eat in the city's restaurants, shop in its stores, and use its hotels for lodging. These events are good sources of jobs in catering, customer service, and contract foodservice.

National and State Parks

Many people make national or state parks their travel destinations. The national park system is operated by the National Park Service, which is part of the U.S. Department of the Interior. Some of the best-known national parks include Yellowstone, Glacier, Sequoia, the Everglades, Yosemite, and the Grand Canyon. In addition to parks, the system includes recreation areas, former battlefields, and other historic sites, monuments, and memorials.

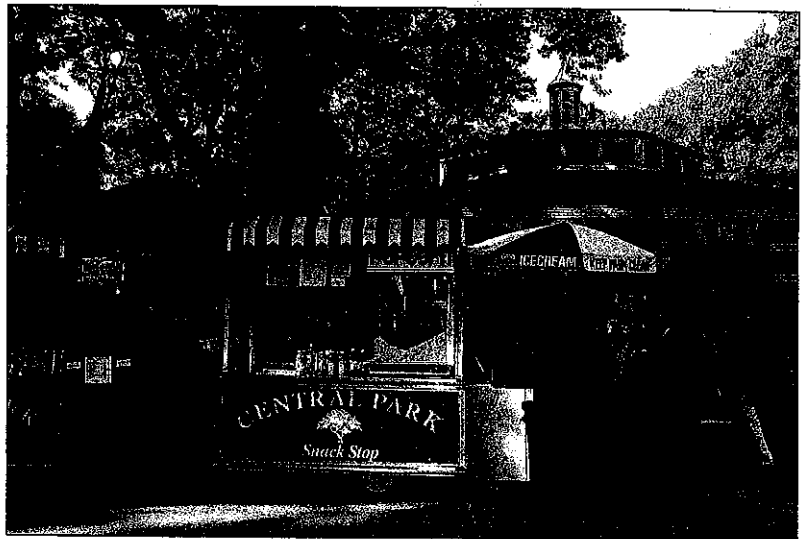


Figure 1.17: Foodservice at national parks range from quick-service to fine-dining.

National and state parks offer a variety of attractions. Some people come mainly to see natural wonders, like the Grand Canyon. Others are more interested in studying plant and animal life. Still others visit parks to camp, ski, hike, boat, fish, and swim. Many parks offer high-quality accommodations, ranging from campgrounds to hotels, as well as a wide variety of restaurants, including fine dining, quick-service restaurants, cafeterias, lounges, and recreational facilities. While National Park Service operations are federally managed, most of the guest facilities in national parks are managed by private companies. Figure 1.17 shows foodservice at a national park.

[fast fact]

Did You Know...?

The Grand Canyon is one of the seven natural wonders of the world, with nearly five million visitors each year. At the Grand Canyon, visitors have choices from elegant and expensive dining to casual but still expensive cafeteria-style dining. All dining choices offer varied menus with daily specials. Here are a few examples of dining options:

- The El Tovar Dining Room offers elegant fare with chef's specials in a warm, inviting atmosphere.
- The Arizona Room offers steaks, seafood, and poultry in a casual western setting. It is open for lunch and dinner and offers a full bar. Service is on a first-come, first-served basis.
- The Bright Angel Restaurant offers full-service dining in a relaxed, comfortable setting and is popular with families and day visitors. The menu is diverse and service is on a first-come, first-served basis.
- Cafeteria-style dining is also available in a food court setting. Cafeteria offerings include sandwiches, multinational foods, and boxed lunches.

Theme parks

Modern theme parks offer a full array of entertainment features that create an overall atmosphere of fun. A typical theme park includes exhibits, rides, and other attractions focusing on one unifying idea, such as Sea World's theme of ocean life.

The popularity of theme parks as tourist destinations has had a major impact on all

hospitality industries, including foodservice, lodging, and transportation. Theme parks have also impacted the local economies and job markets of the areas in which the parks are located. Figure 1.18 shows foodservice at a theme park.

Quality of food and service is no less important in this setting than it is in a free-standing restaurant. Food is a major part of the guests' experience. Dishes can be matched to the theme of the park, and the venue's design might also contribute to the larger theme. For example, barbecued meat and beans might be served in a saloon-style restaurant in a Wild West-themed park.



Figure 1.18: Foodservice at a theme park.

[fast fact]

Did You Know...?

Back in the 1920s, Knott's Berry Farm was just that, a roadside stand selling fresh-picked berries. But once the owners began to offer fried chicken dinners, the crowds rolled in. To accommodate the lengthy wait times, in 1940 owner Walter Knott built a ghost town to entertain his customers. This later became America's first theme park, which now has roller coasters, a Boardwalk, and Camp Snoopy among its attractions.

High-quality food was originally an essential part of the theme park experience. Over time, it developed into an uninspiring and overpriced hodgepodge; sno-cones, cotton candy, and waffle fries were among the highlights. Today, however, many theme parks worldwide offer a variety of foodservice options to the hungry guest. National quick-service chains, like McDonald's and Cinnabon, are common sights, and many theme parks coordinate restaurants and concession stands to the theme itself. This enhances the overall impression that the guest has truly left daily life behind to enter an exciting new world.

For instance, The Brown Derby at Disney's Hollywood Studios, named for a famous see-and-be-seen restaurant that gave the world the Cobb Salad, is a full-service, fine-dining restaurant with a 1930s theme. Reservations are required. EPCOT's Tutto Italia Ristorante also features fine dining with classic Italian specialties. Tokyo Dining at the same park provides sushi and bento boxes. Sea-World offers Sharks Underwater Grill, showcasing both elegant seafood dishes and an exhibit of live sharks. Mythos at Universal's Islands of Adventure has been named best theme park eatery in the world for six continuous years by Theme Park Insider. Other restaurants at the park include Green Eggs and Ham in Seuss Landing, Pizza Predattoria in Jurassic Park, and the Captain America Diner.

[trends]

Amusement Park Food

According to the International Association of Amusement Parks and Attractions (IAAPA), 94 percent of people that visit amusement parks have a favorite amusement park food. Of those surveyed, 28 percent prefer funnel cake, 17 percent prefer ice cream, 14 percent prefer pizza, 13 percent prefer hot dogs, and 12 percent prefer cotton candy.

Shopping

In recent years, shopping areas have become a major destination for travelers in the United States and other countries. With the growth of automobile travel over the last half century, traditional downtown shopping areas have been

replaced by big shopping centers located outside larger cities. The rise of large retail chains has helped to continue this trend.

Malls and outlet malls attract millions of tourists who choose shopping as a recreational activity. While many people flock to shopping centers simply to look for bargains, others find shopping itself an enjoyable activity. They value the socialization and relaxation as much as the act of buying. Shopping malls and plazas offer a variety of foodservice opportunities that include quick-service and casual-dining restaurants.

The largest fully enclosed retail and family entertainment complex in the United States is the Mall of America in Bloomington, Minnesota. It employs about 12,000 people and attracts over 40 million visitors a year, with dozens of restaurants representing many styles.

[fast fact]

Did You Know...?

The Mall of America opened in 1992 in Bloomington, Minnesota. Since then, more than a half billion people have visited. It is the largest fully enclosed retail and family entertainment complex in the U.S. Tourists spend an average of \$162 per visit.

The Mall of America has more than 500 stores. There are 20 sit-down restaurants, 30 fast-food restaurants, 36 specialty food stores, 14 movie screens, and 12,550 parking spaces. Figure 1.19 shows dining choices at the Mall of America.

Big outlet centers attract travelers from hundreds or even thousands of miles away, particularly from areas where desirable name-brand merchandise is hard to come by. This generates income for the restaurants, hotels, and other businesses in the surrounding community.

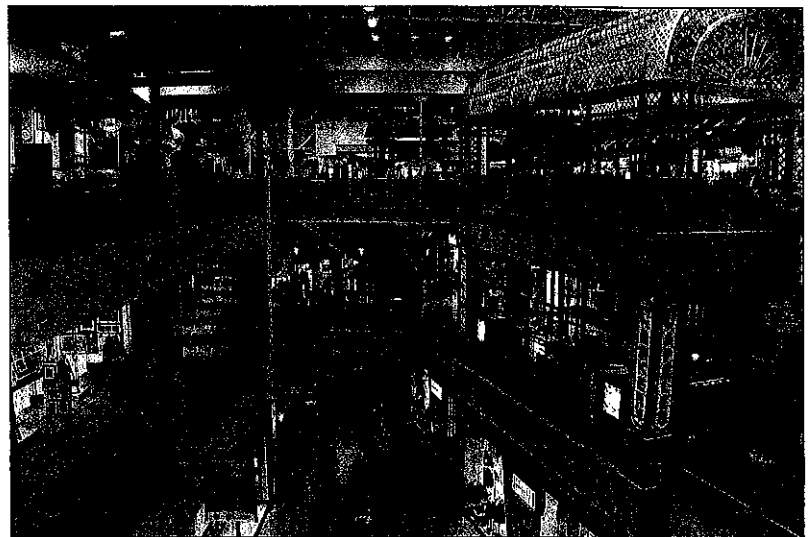


Figure 1.19: The Mall of America has generated \$800 million in total taxes, including state, regional, and local taxes through 2007.

Department stores are a major segment of the retail industry. The biggest advantage to shopping at a department store is that the shopper can purchase all sorts of items during a single visit to just one store. Examples of department stores include JCPenney, Macy's, and Bloomingdale's. While some department stores are part of large national chains, others are independent. Foodservice opportunities vary in these stores. Some have cafés while others have cafeterias or even full-service restaurants in the building.

[fast fact]

Did You Know...?

Some large retail establishments offer a variety of dining options to meet different needs. This is just good business. It keeps people in the store rather than making them leave when they get hungry. It also makes the shop a destination and encourages spontaneous purchases.

At Macy's on State Street, there are five in-store restaurants. These range from the fast and convenient food court (The Market Place) to pub fare (Infield) to an upscale food court (Seven on State) featuring renowned chefs such as Rick Bayless, to The Walnut Room, which is one of Chicago's oldest and most famous restaurants.

Another segment of the retail industry consists of large discount chains, such as Wal-Mart, Kmart, and Target. Discount chains offer a large variety of products at lower prices. They often have an edge over department stores because of national advertising campaigns, larger-volume purchasing, and sophisticated ordering and distribution networks. Cafeteria-style and quick-service operations are popular additions to these stores, as shown in Figure 1.20.



Figure 1.20: An example of foodservice operations inside Target.

Monuments, Museums, and Zoos

Monuments are typically either structures built to memorialize something or someone, or structures recognized for their historical significance. **Examples** of monuments include the Statue of Liberty, the Eiffel Tower, Mount Rushmore, and the Pyramids. **Concessions**, restaurants within the monuments or associated with them, are common foodservice opportunities. The Statue of Liberty has basic concessions such as hot dogs, ice cream, and beverages.

Museums provide fine-dining restaurants, banquets, or casual concessions, such as kiosks and cafeterias. Approximately 22 percent of museums have foodservice in-house. More than half of all art museums have a full-service restaurant.

Zoos offer a wide range of foodservice options including concession, fine, and casual dining. For example, the San Diego Zoo offers everything from quick-service food to top-quality dining with attentive service. Food choices range from full meals to snacks, healthy food choices, and delicious treats. Throughout the zoo, there are food carts and stands. In addition, there are casual dining restaurants that offer hamburgers, sandwiches, hot dogs, chicken, and pizza. Finally, there is a full-service, fine-dining restaurant that offers fresh fish and grilled meats.

Health Services

With the baby boomer generation moving into retirement, analysts expect growth in foodservice opportunities in hospitals, long-term care facilities, and assisted living facilities. Some states require that menus be approved by state officials to ensure that the specific nutritional needs of patients and clients are met. Foodservice



Figure 1.21: Foodservice employees in hospitals work to provide healthy, nutritious meals.

in healthcare requires special attention to the dietary needs of patients. Figure 1.21 shows a commercial kitchen in a hospital.

Schools and Universities

Schools and universities often use **satellite/commissary feeding**: one kitchen prepares food that is then shipped to other locations to be served. Schools and universities have different business cycles from most other types of establishments. Cycles are based on the academic year. During off-times, staff is reduced. Student workers are used through the year to help with foodservice in schools and universities.

Federal regulations determine the requirements for the food that K-12 schools provide to students. Some K-12 schools offer one or two meals a day in cafeterias or through kiosks. Universities and colleges provide much more variety and large institutions generally have multiple contract feeders present at the same school.

Military

Foodservice opportunities in the military are greater now than in the past. You do not need to be a member of the military to work in military foodservice as long as you meet security requirements. More than one million meals are prepared in military kitchens each day, as shown in Figure 1.22. Cafeterias must focus on nutrition.



Figure 1.22: The military serves food to hundreds of thousands of service members each day.

Corrections

Food is critical to maintaining a positive and peaceful atmosphere in correctional facilities. Well-prepared food at minimal cost is the challenge. There are both contract feeding and staff employed directly by the institutions, which often offer competitive wages at the management level. Any potential employees must meet security requirements.

Lodging

The range of opportunities is as widespread as the types of properties. Many luxury hotels have award-winning, fine-dining operations. Other properties have everything from coffee carts to buffets to full-service operations. Even inexpensive hotels and motels now offer on-premises breakfasts to travelers.

Career Pathways

There are many career opportunities in the hospitality industry, including positions for both front-of-the-house and back-of-the-house.

Foodservice Careers

For organizational purposes, jobs in the foodservice industry are divided into two categories: front-of-the-house and back-of-the-house.

Front-of-the-house

employees serve guests directly. Front-of-the-house positions include managers, assistant managers, banquet managers, dining room managers, maître d's, hosts/hostesses, cashiers, bar staff, serving staff, and busers.

Figure 1.23 shows a hostess greeting guests.



Figure 1.23: A hostess in a restaurant discusses the menu with customers.

Back-of-the-house

employees work outside the public space. Back-of-the-house positions include chefs, line cooks, pastry chefs, dishwashers, bookkeepers, storeroom clerks, purchasers, dietitians, and menu planners. While these employees don't ordinarily serve guests directly, they are service professionals because they serve the people—the "internal customers"—who serve the guests.

In recent years, chefs have become more involved with their guests, especially through visits to the dining room and "kitchen" tables that allow guests a closer

view of the operation's inner workings. Exhibition kitchens are also popular with diners. The kitchens become part of the dining experience, meaning the back-of-the-house staff is more directly involved with customers. In environments like these, the back-of-the-house staff benefit from some customer service training. Figure 1.24 is an example of an exhibition kitchen.

Entry-Level Jobs

Whether your interest is in a job in the front or the back of the house, you can expect to begin your career in an entry-level position. An **entry-level job** is one that requires little or no previous experience. Such jobs are an important starting point in any career. Entry-level jobs usually lead to other positions with more responsibility. The foodservice industry offers many entry-level positions, and the industry as a whole is expected to generate more new jobs than any other service industry over the next decade.

Entry-level jobs in the foodservice industry include host/hostess, busser, assistant cook, server, expeditor, and dishwasher. It is easy to see why these jobs are important to the foodservice operation. Each role is important to the success of the operation as a whole. The operation can only be as good as its team. Figure 1.25 shows a busser clearing a table.

Jobs in foodservice can be varied and unique. Higher-level jobs include planning menus, developing recipes, managing a foodservice operation, writing about food, developing marketing and advertising strategies, teaching others about food and nutrition, and supplying food to restaurants. Some specific examples of positions are included in Table 1.6.



Figure 1.24: Exhibition kitchens allow customers to watch chefs prepare their meals.

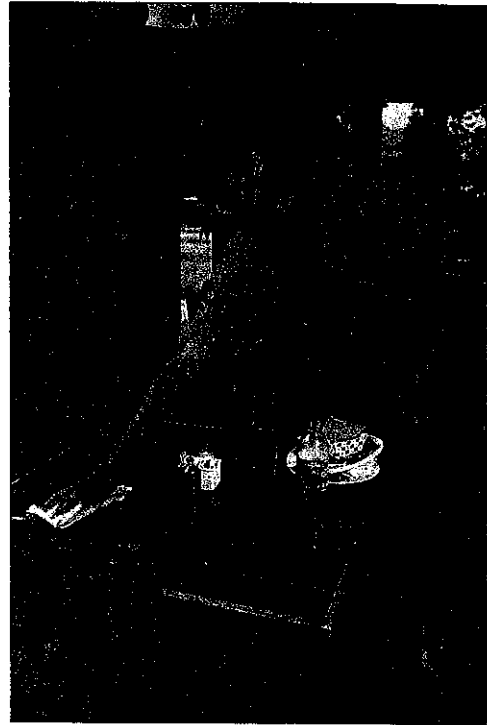


Figure 1.25: A busser clears and cleans tables and sets up tables for the next customers.

Table 1.6: Examples of Jobs in the Restaurant and Foodservice Industry

FRONT OF THE HOUSE	Do you really like to deal with people? Consider some of these opportunities:
Restaurant and Foodservice Managers	Restaurant and foodservice managers are responsible for both front-of-the-house and back-of-the-house operations . They are responsible for service, staff training, maintaining the operation and its property, keeping food safe, keeping guests and employees safe, marketing and promoting the operation, ensuring profits, keeping costs down, purchasing and storing food, and supervising employees. The most difficult tasks faced by managers include dealing with dissatisfied customers and uncooperative employees.
Servers	Servers spend more time with guests than any other employees. The server's attitude and performance has a huge impact on the guest's enjoyment of the dining experience. In a full-service operation, servers greet customers, take orders, serve beverages and food, check on customers' needs during their meals, present the bill, collect the payment, and continue to provide service until customers have left the table.
Host/Hostess	The host/hostess stands near the front of the establishment. The host/hostess makes the first impression in any restaurant or foodservice operation. If that impression is friendly, hospitable, and gracious, guests will feel relaxed and ready to enjoy themselves. In addition to greeting customers, hosts/hostesses assist guests with coats or other things they wish to check, take reservations, seat customers, ask whether departing customers enjoyed their meals, thank customers for their visits, and answer customers' questions about hours of operation, types of credit cards accepted, and what menu items are available.
BACK OF THE HOUSE	Do you really like working with food? Then think about these positions:
Executive Chef	<p>An executive chef is the highest-ranking member of a culinary team, responsible for all aspects of kitchen management. From a small bistro to a prestigious resort, the executive chef is in charge of all things food related throughout the establishment.</p> <p>The executive chef's responsibilities are not limited to cooking. The chef must also possess exceptional managerial and organizational skills. The chef is responsible for hiring and supervising kitchen staff as well as directing their work and training them in their duties. Although this work can be—and often is—delegated to a sous chef (the chef's assistant) the chef remains the ultimate authority and must therefore command the kitchen's respect and loyalty. The executive chef is also responsible for ensuring that all dishes are prepared properly, that sanitation and hygienic standards are met, and that financial targets are achieved. Other duties may include handling marketing and publicity efforts, developing business plans, and creating menus. In short, the executive chef is the problem solver and role model for the kitchen.</p> <p>To become an executive chef, aspirants must typically have worked in the industry for a number of years, gradually moving up in the kitchen hierarchy. Some establishments require their executive chefs to possess culinary degrees or to engage in ongoing professional education. The American Culinary Federation offers certification for executive chefs and for many other positions in the back of the house, as well as many continuing education opportunities. To see these requirements go to www.acfchefs.org.</p>

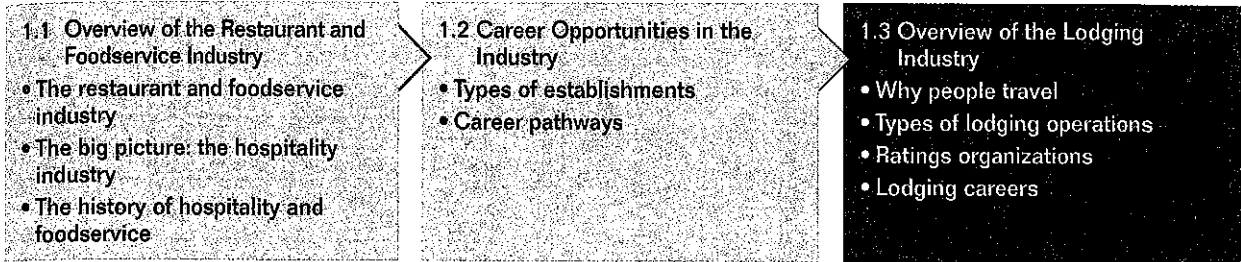
Table 1.6: Examples of Jobs in the Restaurant and Foodservice Industry
continued

Sous Chef	<p>Sous chefs are responsible for the kitchen team in the executive chef's absence. Sous chefs create recipes and prepare meals. Sous chefs are responsible for directing the work of other kitchen workers, estimating food requirements, and ordering food supplies.</p> <p>Sous chefs are under pressure to prepare safe, delicious meals. They should be able to communicate clearly to ensure orders are completed correctly.</p>
Line Cook	<p>The most common title in the kitchen is that of line cook. A line cook (also known as <i>chef de partie</i>) is any cook working a particular station in the kitchen. The number of line cooks in a kitchen depends on the type of establishment. Examples include grill cook, sauté cook, or fry cook.</p> <p>All food that comes out of the kitchen is the responsibility of the line cooks. Generally, the line cooks work alone at their stations, but they must coordinate with each other to make sure food for an order comes out at the same time and in a timely manner. Line cooks are also responsible for stocking their stations with proper food and tools prior to the start of their shifts. The line cook reports to the head cook or the executive chef.</p>

Careers in Travel and Tourism

There are many other types of transportation and tourism service careers in addition to the restaurant and foodservice careers that are related to this industry. Transportation focuses on all aspects and methods of traveling, so many of these companies must employ drivers, ticket agents, mechanics, engineers, managers, and other administrators.

Tourism focuses on the many ways in which people spend their time and money away from home. Careers in this field include positions such as tour guides, convention planners, travel writers, amusement park employees, or park rangers.



SECTION 1.3 OVERVIEW OF THE LODGING INDUSTRY

Have you ever been a tourist? Most likely you have. If you've ever visited a museum, flown on an airplane, or stayed overnight in a hotel or motel, you've experienced the travel and tourism industry firsthand. People travel for many reasons, including vacations, business, and visits with friends and family. When traveling, people need a variety of services including foodservice and lodging. This section provides an introduction to travel and lodging operations and careers.

Study Questions

After studying Section 1.3, you should be able to answer the following questions:

- Why do people travel?
 - What are the differences between leisure and business travel?
 - What national organizations rate commercial lodging and foodservice establishments?
 - What factors are listed in rating judgments?
 - What are the characteristics of lodging operations?
 - What are the activities associated with front-desk operations?
-

Why People Travel

People travel for a variety of reasons. Some might be attending out-of-town conventions, while others are visiting relatives or traveling abroad to experience a foreign culture. Business travelers might go to a specific place for the purposes of sales, negotiations, training, or other types of business related to their jobs.

Leisure travelers go to a place for relaxation, entertainment, education, adventure and sport, and social and family events. Figure 1.26 illustrates the percentages of why people travel and the modes of transportation used.

All guests seek clean, comfortable, safe, and secure accommodations. They want knowledgeable, helpful staff who are familiar with the facilities and the local area. However, business and leisure travelers also require and expect different things when they travel.

Leisure travelers often want to “get away from it all.” They’re on vacation, eager to do fun things like shopping, fine dining, sightseeing, attending sports events, or simply finding the time to relax. Leisure travelers want a location that’s convenient to the things they want to enjoy—for example, near a beach or the theatre district of a city. Some leisure travelers also want family services, such as babysitting services, children’s menus, high chairs, and play areas. Spa services, fine-dining opportunities, and social activities such as nightclubs and casinos are typically attractive to leisure travelers without children. Many hospitality operations cater to specific leisure travelers by offering services or activities designed especially for them. Some facilities, for example, sponsor programs for children; others provide guests with social activities or on-site recreational or health facilities. Figure 1.27 shows leisure travelers on the beach.

Business travelers want the same convenience, directed to the business district or convention center they plan to visit. They represent the majority of guests for most lodging establishments.

Total Domestic U.S. Person-trips, 2004	1,163.9 Million
Purpose of Trip	
Leisure Travel *	81%
Business/Convention **	12%
Combined Business and Pleasure	7%
Modes of Transportation Used	
Auto, Truck, RV	73%
Airplane	16%
Bus/Motorcoach	2%
Train/Ship/Other	4%
Rental Car (Primary Mode)	3%
Top Activities for Domestic Travelers	
Shopping	First
Attend a social/family event	Second
Outdoor Activities	Third
<p>A person-trip is one person traveling 50 miles (one way) or more away from home and/or overnight. A trip is one or more persons from the same household traveling together.</p> <p>*Travel for visiting friends/relatives, outdoor recreation, entertainment/sightseeing, or other pleasure/personal reasons.</p> <p>**Travel for business - either general reasons (e.g., consulting, service) or to attend a convention/conference/seminar.</p> <p>Source: Travel Industry Association of America; Travelscope ©</p>	

Figure 1.26: Percentages of why people travel and the modes of transportations used.

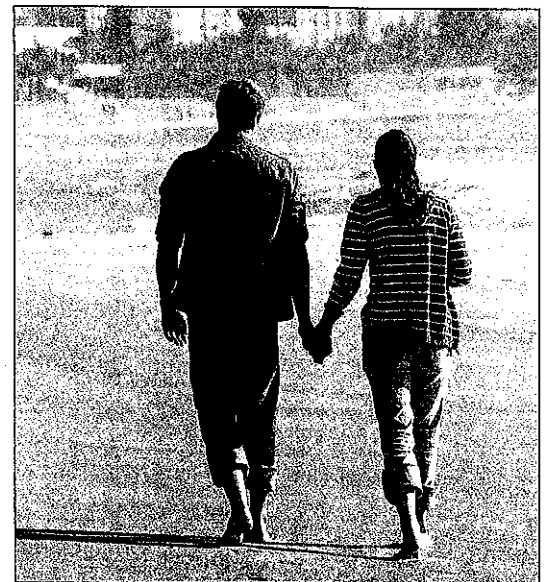


Figure 1.27: Leisure travel is for fun and gives people a chance to be free from work or duty.

Recognizing and catering to their needs is essential to the success of many properties. Typical business travelers spend most of their time working. In addition to well-lit work spaces and telephones, they often need computer workstations, Internet access, copiers, and fax machines as well as meeting and banquet facilities. Many business travelers expect 24-hour room service and valet parking, and place a high priority on comfortable beds and amenities such as mini bars and large bathrooms. Consistency is an important factor. Business travelers want efficient and consistent service, fast, affordable food, and opportunities to socialize over a drink or a meal. See Figure 1.28.

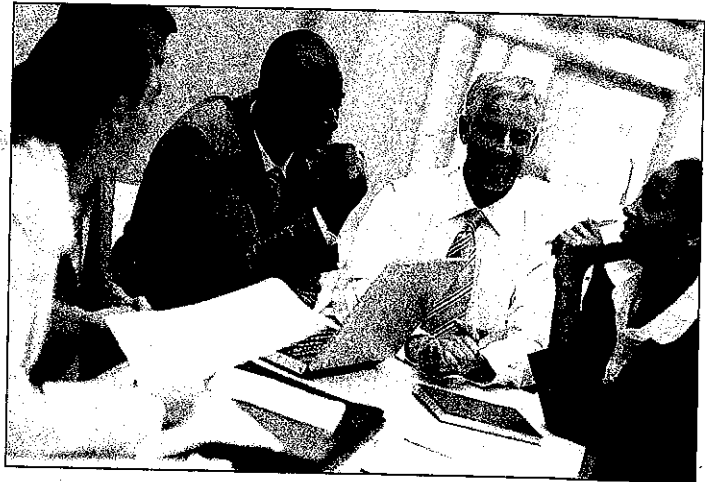


Figure 1.28: Business travelers spend most of their time working.

To meet the needs of both leisure and business travelers, marketers classify tourism according to the type of travel experience that people desire.

Cultural and Historic Tourism

In addition to visiting places of historical interest and importance, cultural travelers visit other lands to observe, learn about, and live among people whose cultures are different from their own. Cultural and historic tours are often organized for groups of travelers, although many people plan their own trips. Examples include visiting Paris to learn how the French live; going to Washington, D.C., to see famous monuments; traveling to Williamsburg, Virginia, to walk along colonial streets; and traveling to Beijing to meet Chinese people and see the Great Wall. Figure 1.29 shows tourists visiting the Eiffel Tower.



Figure 1.29: Tourism increases the wealth and job opportunities in an area.

Environmental Tourism

Some travelers visit places in order to enjoy their natural beauty. These tourists often enjoy photography, hiking, biking, mountain climbing, camping, and canoeing. Examples of environmental destinations include the Grand Canyon and Niagara Falls. Figure 1.30 shows a Grand Canyon restaurant's dining area.

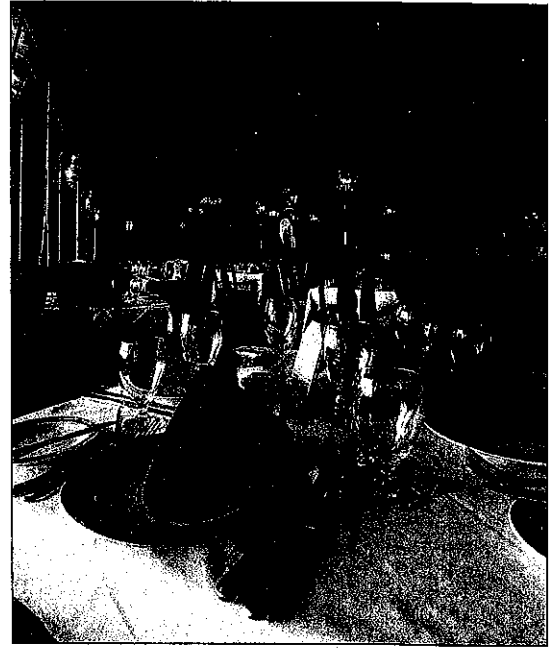


Figure 1.30: The Grand Canyon offers a wide range of dining options.

Recreational Tourism

Travelers on recreational vacations usually look for places where they can swim, lie in the sun, ski, play golf or tennis, see shows, or gamble. Examples include Vail, Colorado; Las Vegas, Nevada; and Ft. Lauderdale, Florida. See Figure 1.31.



Figure 1.31: Vail is a popular recreational skiing place.

Types of Lodging Operations

Lodging properties can be classified by the level of service provided, the rates charged, the amenities offered, or any combination of these or other factors.

An **amenity** (a-MEN-i-tee) is a service or product provided to guests for their convenience, either with or without an additional fee.

Lodging amenities range from restaurants, lounges, and parking garages to newsstands, boutiques, hair stylists, dry cleaners, and florists. Amenities add value to guests' experiences by satisfying their needs in a convenient manner. By putting these facilities within easy reach of their guests, lodging operators can increase customer satisfaction.

Luxury properties are hotels that offer top-of-the-line comfort and elegance. While often defined as part of the full-service sector, luxury hotels take service and amenities to new heights of excellence. The rooms are spacious and well-decorated and may feature luxurious extras, like bathrobes. Other amenities found at luxury properties include



Figure 1.32: Luxury hotel rooms are spacious and offer guests many amenities.

gift shops, boutiques, and a variety of restaurants and lounges. These establishments are often aimed at wealthy travelers and corporate executives. The Ritz-Carlton and the Four Seasons are examples of luxury hotels. See Figure 1.32.

Full-service properties cater to travelers in search of a wide range of conveniences. They offer larger rooms and well-trained staff, and feature amenities such as swimming pools, room service, fitness centers, or services for business travelers. They commonly also have meeting and banquet rooms available for client use. A variety of foodservice options may be present, including quick, casual, and fine dining. The Hyatt and Westin are examples of full-service properties.

Mid-priced facilities fall somewhere between the full-service and economy sectors. They are designed for travelers who want comfortable, moderately priced accommodations. Also known as tourist-class properties, these facilities provide on-premises food and beverage service and simple decor. The Holiday Inn and the Radisson are examples of mid-priced hotels.

Economy lodging offers clean, low-priced accommodations primarily to traveling salespeople, senior citizens, and families with modest incomes. To maintain low rates, these properties employ small staffs and provide limited amenities. Guest rooms usually have one or two double beds, as well as a bathroom with clean towels and soap. In return for doing without the extras offered at full-service or luxury properties, guests enjoy sanitary, fully furnished accommodations at budget prices. Motel 6 and Travelodge are examples of economy lodging. Figure 1.33 on the following page is an example of a economy lodging room.

All-suite properties offer apartment-style facilities at midmarket prices. They have larger spaces that include a sitting area, often with dining space, and small kitchen or bar area in addition to a bedroom and bath. While all-suite establishments appeal to different people for different reasons, all guests enjoy the at-home atmosphere and the extra space that these properties provide for both work and relaxation. The roominess is often a draw for traveling families, since parents and children can spread out as if they are staying in an apartment instead of a hotel room. Marriott Suites and Comfort Suites are examples of all-suite properties.

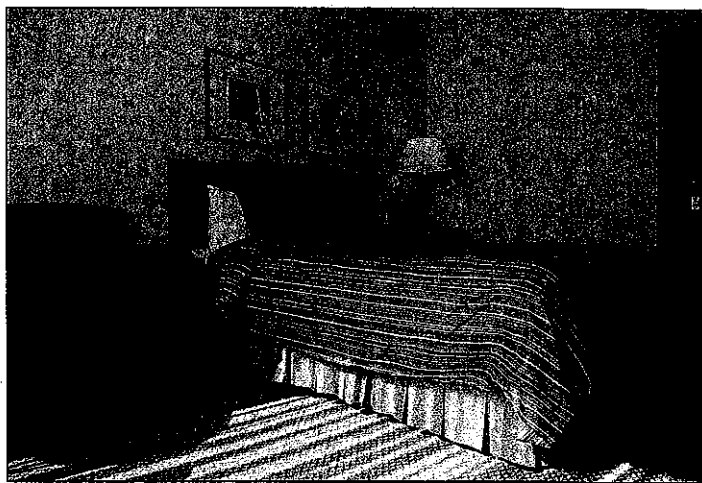


Figure 1.33: Economy lodging rooms are modestly priced with limited amenities.

Resorts feature extensive facilities for vacationers who are looking for recreational activities and entertainment. Appealing to specific types of guests, some resorts provide programs for singles only, families with children, couples only, or senior citizens. Other establishments focus on a particular area of interest, such as golf, tennis, scuba diving, or health. They are often specific to a destination (such as skiing or beaches) with amenities to match such as ski rentals and lifts or scuba diving and boating excursions. Often located in beautiful vacation areas, resorts usually have distinct tourism seasons. While resorts cater primarily to vacationers, many rely on conventions to keep vacancy rates low year-round.

Resorts, however, enjoy only a small part of the business travel market. Club Med and Disney World Resorts are examples of resorts. Figure 1.34 is an example of a resort.

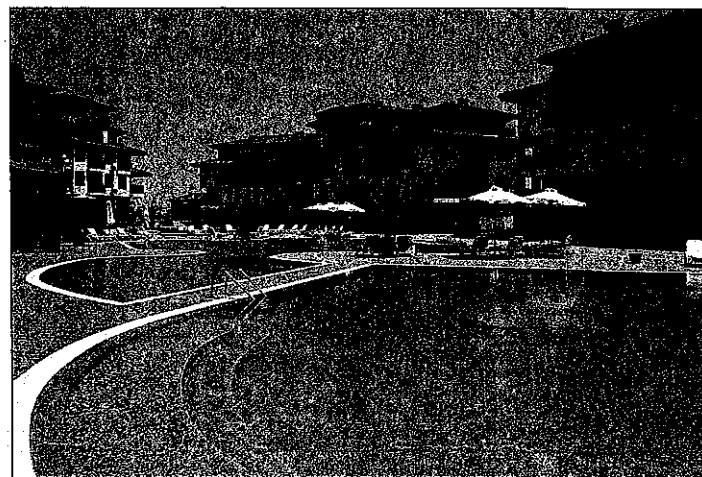


Figure 1.34: Resorts provide vacationers with recreation and relaxation.

Bed and breakfasts cater to guests looking for quaint, quiet accommodations with simple amenities. Bed and breakfasts are usually privately owned homes converted to have several

guest rooms. Often guests may share bathrooms with other guests staying at the bed and breakfast. At bed and breakfasts, guests are served breakfast during a specified time in a small dining room. The operations usually do not serve lunch or dinner, but may offer special hours for tea or cocktails in the afternoon. Bed and breakfasts are different from other lodging properties because the owner usually lives on the property and manages its day-to-day operations. Figure 1.35 shows a bed and breakfast.



Figure 1.35: Bed and breakfasts are small establishments that offer overnight accommodations and breakfast.

The Greening of the Lodging Industry

As consumers across the United States and elsewhere become increasingly drawn to “green” (that is, environmentally sound) business practices and everyday behaviors, hotels, motels, and resorts are joining the trend. A number of green activities are emerging within the lodging industry in response both to customer demand and economic pressures. Many behaviors, such as lowering thermostats and reducing water overuse, are excellent ways of saving money.

Hotels and motels can take a number of steps to become “greener.” Installing low-flow showerheads and toilets can help eliminate water waste. Defrosting frozen items in advance rather than thawing them under running water is another step. Facility-wide recycling programs can cut down on the overall waste stream, which can lower garbage costs. Using tried-and-true cleaning materials, such as baking soda, is both cheaper and less toxic than using more common cleaning chemicals. Creating personalized Web sites for each event to be held at a property, rather than accumulating stacks of paper that will soon be unnecessary, not only conserves resources but can also make a hotel or motel stand out from its competitors. Even landscaping can have a big effect on the amount of energy and water required to keep a property looking and running its best.

Customer response to such innovations has generally been positive, and management interest in “going green” continues to increase. Overall, it is safe to say that upward trends in green practices throughout this important industry—according to the American Hotel and Lodging Association, total lodging industry revenue for 2007 reached \$139.4 billion—will likely continue for years to come.