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The theoretical framework of the restaurant industry organization in the world and Ukraine are presented. The main trends in the restaurant industry development have been elicited. The concept of hospitality, the approaches, objectives and tools have been considered. Particular attention has been paid to the peculiarities of interconnection of the tourism organisations and restaurant establishments, interdependence of the type of tour and kind of catering, safety and quality issues in the restaurant industry.

For Bachelor's (first) degree students of speciality 242 "Tourism".

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Introduction

Restaurant industry, being a part of the hospitality system, is presented in all areas, including people's homes, public places and international relations as an integral element of the global tourism sphere. In any country the restaurant industry contributes greatly to meeting social, cultural, economic and entertainment needs. It operates in commercial fields that provide food and beverage, as well as entertainment services for guests or clients.

Studying the restaurant industry promotes critical awareness of the social, cultural, economic and environmental factors that affect the restaurant industry by focusing on restaurant management practices. It fosters creative and entrepreneurial skills, commitment to service and awareness of the global opportunities available in the restaurant industry by developing operational, management and transferrable hospitality skills.

The academic discipline "Organisation of the Restaurant Industry" introduces students to restaurant sectors and environments, issues, management practices and skills as they engage in operational and theoretical restaurant industry frameworks. Students are trained to reflect on different events to become familiar with industry practice. Using the inquiry approach, they examine and evaluate issues and explore the possibilities for a sustainable future for the industry.

During the course, students acquire the following competences: the ability to understand the essence and the types of the establishments of the restaurant industry and peculiarities of their development; the ability to provide restaurant services and catering to the tourists; the ability to organise the restaurant services; the ability to provide quality and safety of the services in the establishments of the restaurant industry.

Each chapter of the textbook has questions for consideration and individual tasks which help to deepen students' knowledge on the subject. There are also seven case studies which provide practical training on the topics discussed. Students may work individually and in teams developing research, decision making and communication skills that can lead them to professional hospitality careers in food and beverage, catering, accommodation, entertainment, resorts, tourist attractions, festivals and events, tourism businesses.

The academic discipline "Organisation of the Restaurant Industry" is a fundamental academic discipline, obligatory according to the curriculum of Bachelor's (first) degree students of speciality 242 "Tourism".

Unit 1

Organisation of the system of service in restaurant establishments

1. The basic notions and definitions of restaurant services

1.1. A general overview of the hospitality industry and restaurant establishments.

1.2. The main definitions of the restaurant industry.

1.3. The main directions and perspectives of development.

1.4. The role of the academic discipline in the process of training specialists of the tourism sphere.

One cannot think well, love well and sleep well
if one has not dined well
Virginia Woolf

1.1. A general overview of the hospitality industry and restaurant establishments

Restaurants play a significant role in our lifestyle, and dining out is a favourite social activity. Everyone needs to eat – so, to enjoy good food and perhaps wine in the company of friends and in pleasant surroundings, is one of life's pleasures. Eating out has become a way of life for families. Today, more meals than ever are being eaten away from home.

Many countries have already absorbed every third meal away from home, which is due to many factors: a significant increase in the number of working women, the growing number of divorces, a significant increase in tourism, increased income. This led to the emergence of new types of catering (fast food restaurants, restaurants offering a variety of cuisines, etc.). At the same time, restaurant activity is one of the riskiest businesses: 50 % of new restaurants fail in the first year of operation, 65 % – over two years, and only one restaurant operates from ten to five years [29].

Sloan D. [28], considering the culinary tastes of the consumers, states that up to 75 percent of the meals eaten away from home are for utilitarian purposes, while the other 25 percent are for pleasure. The distinctions are not clear-cut. Depending on the individual, the quick-service experience may be thrilling or boring. For the child, McDonald's may be full of excitement and

fun. For a sophisticate, McDonald's can be a drag. The family that visits a Burger King or a Wendy's may find the experience as exhilarating as depicted in the TV commercials. For them, the utilitarian restaurant is a fun place, perhaps more pleasurable than an ultra expensive French restaurant. As a general rule, however, pleasure dining increases as service, atmosphere, and quality of food increase. Presumably, pleasure also increases as menu price increases. Many factors intrude on such straight-line correlation.

Having analysed national and foreign literature resources, one can state that other reasons for visiting restaurants are as follows:

- restaurants can exploit economies of scale to provide a level of variety and specialization that is difficult for the home cook to replicate;

- for someone who does enjoy cooking, eating out can be a source of ideas and inspiration for new ingredients, techniques, and presentations to try at home;

- some foods that are fairly inexpensive to buy from a restaurant are expensive or infeasible to produce at home – for example, one might have neither the space nor the budget for a wood-fired pizza oven in the kitchen;

- for someone who earns their living by sitting in front of a screen pushing bits around all day, preparing and eating food helps to feel anchored back in the physical world;

 - to try something creative that one never would have thought to do;

 - to spend quality time with a loved one;

 - to feel the restaurant's own unique atmosphere and ambiance;

 - entertaining or socializing.

1.2 The main definitions of the restaurant industry

The restaurant industry is the industry of professional restaurants, bars, and other food service providers that allow customers to enter, order food, and eat on the premises [2]. This term can be used in a number of different settings and can refer to just about any type of food establishment, from the most expensive restaurants to fast-food locations. These can be stand-alone restaurants located as part of a shopping mall or as a separate place, or restaurants that can be attached to hotels or resorts. The restaurant industry is usually considered as a part of the hospitality industry and employs a number of different types of employees, from chefs and waiters to cooks and bartenders.

Often associated with or used synonymously with *the food service*

industry, the restaurant industry is a professional industry composed of countless locations and employees throughout the world. Almost any location that serves food can be considered as a part of the restaurant industry, though it is typically associated with locations in which a person can sit at a table and eat. For this reason, there is some distinction between the restaurant and food service industries; “food service industry” is often used to indicate any facility that prepares and serves food, without consideration for eating at the location.

Food service is a large industry which deals with the preparation and service of food outside the home. Catering a wedding, establishing a restaurant, and running a cafeteria are all forms of this service. Many people take advantage of the range of options provided by this industry all over the world, ranging from stopping at a franchise to pick up a burger and fries to eating a prescription diet while in the hospital [29].

A great deal of goods and services are the part of food service, such as companies which transport food or are connected with logistics and deliver related products like kitchen or front-of-the-house equipment, tableware, and so forth. Restaurateurs, waiters, bussers (those who clear tables in a restaurant or cafeteria), chefs, and dieticians are only a few examples of people who work in the food service industry, along with people like architects who design places where food is made and served, company representatives who travel the road selling products related to the service and sale of food, and consultants who help people coordinate events at which food will be served.

A restaurant is a business which prepares and serves food and drinks to customers in exchange for money, either paid before the meal, after the meal, or with an open account [29]. Meals are generally served and eaten on premises, but many restaurants also offer take-out and food delivery services. Restaurants vary greatly in appearance and offerings, including a wide variety of the main chef's cuisines and service models. Restaurants may or may not provide leisure activities and entertainment.

Classification characteristics of business entities in the Ukrainian restaurant business are constantly changing, moving closer to international standards.

Marketing activities of the company in the restaurant industry are the same as in any other sphere of service enterprises and the same techniques, methods and systems of management are used. Specificity of the restaurant industry services is reflected primarily in the marketing mix.

Restaurant management performs three main functions that determine the features of this type of activity: manufacturing, service, retail.

The National Standard of Ukraine “Establishments of the Catering Trade. Classification. DSTU 4281:2004” [57], defines the types, classes and place of the restaurant establishments.

Enterprises of the restaurant industry must adhere to the established state standards, sanitary and fire regulations, process documents and other regulations of mandatory requirements for quality of service, security of the employees and customers’ life and health, property, the environment friendly attitude.

Services of the restaurant industry, regardless of the type of enterprise, should:

- meet the intended purpose;
- be accurate and timely;
- be safe and environmentally friendly;
- be ergonomic and comfortable;
- be aesthetic;
- correspond to the service culture;
- be socially adequate;
- be informative.

1.3. The main directions and perspectives of development

Over the past ten years, the restaurant industry has experienced an enormous growth, with tourist destinations witnessing an impressive growth. As a result, the restaurant industry is characterized by an eclectic combination of Asian, European and “fusion” restaurants, with an increasing number of consumers interested in visiting destinations in order to indulge in culinary experiences. In recent years, the diversity and quality of food and beverage products has been noticed. Restaurants are being recognised for using local food products and indigenous foods to create distinctive new flavours and experiences. Besides restaurants, wines, cheeses, fruits, seafood, etc. attract the attention of consumers eager to delve into culinary experiences [28]. Furthermore, the media and various tourism and industry bodies appear to have become increasingly aware of the need to market, develop and promote the restaurant industry as part of the tourism product. While tourism bodies are developing specific strategies to promote gastronomic experiences as part of the tourist experience, media coverage

portraying the quality of destinations' restaurants is also rapidly increasing. As tourists engage in the destination choice process it is proposed that restaurant culture plays a significant role in the development of perceptions and cognitions about a destination, in particular for domestic tourism and short stays. Restaurant meals can contribute to a tourist's experience through connection to the host culture. Similarly, for many tourists, the experiences and subsequent memories associated with restaurants can be an important component of satisfaction assessments of a destination. However, the relative importance is likely to vary depending on the tourist segment, so, it is important to identify consumer segments that are likely to be influenced by restaurant culture in making their destination choice.

1. Gastronomic tourism is an emerging phenomenon that is being developed as a new tourism product due to the fact that over a third of tourist spending is devoted to food. Therefore, the cuisine of the destination is an aspect of utmost importance in the quality of the holiday experience.

One of the most utilized definitions of the gastronomic tourism used in the literature is that proposed by Hall and Sharples [76], according to which "food tourism is an experiential trip to a gastronomic region, for recreational or entertainment purposes, which includes visits to primary and secondary producers of food, gastronomic festivals, food fairs, events, farmers' markets, cooking shows and demonstrations, tastings of quality food products or any tourism activity related to food". In addition, this experiential journey is related to a particular lifestyle that includes experimentation, learning from different cultures, the acquisition of knowledge and understanding of the qualities or attributes related to tourism products, as well as culinary specialities produced in that region through its consumption. Thus, the experience of gastronomic tourism is considered as such, provided that everything mentioned above constitutes the main reason or motivation to travel for visitors to a particular destination or at least one significant reason.

To recap, gastronomic tourism is a local phenomenon of universal scope that is in a clear growth phase [62]; it has a positive impact on the economy, employment and local heritage, as tourists seek to get to know not only the local food but also to know its origin and production processes, making it an expression of cultural tourism; it has great potential for expansion as a main motivation for tourism trips and although this type of tourism is still practised by a minority of tourists, the fact is that it is attracting a very select type of tourist with a high volume of expenditure on very high-quality products, and lastly, the development of gastronomic tourism

contributes to improving the general perception of the destination.

2. There are the tendencies of growth of the quantity of the middle class establishments on Ukrainian market [60], which is provoked by active formation of the middle class in Ukraine. Only in big Ukrainian cities it is economically efficient to open many first-rate establishments. But on the other hand, the number of the middle class establishments with good services and cuisine tends to grow. They propose different cuisines of Europe and Asia which have become quite popular. Dishes of approximately 30 countries are offered by restaurants, including Ukrainian, Russian, Georgian, Armenian, Uzbek, Italian, French, English, Japanese, Chinese and many other cuisines.

The most popular and zero-risk formats of establishments in Ukraine are the following: beer bars, coffee houses, fast foods and street foods, sushi bars, pizza houses and quick & casual. Coffee & cooking format is also developing quickly.

3. One of the latest trends, is serving the food ration with small portions. Currently the image of an expensive restaurant with the minuscule dishes has become our stereotype [60]. Most people going to a fancy restaurant expect to be served traditionally little morsels, and can feel deceived if they are not. In most cases to meet customers' expectations restaurants try to avoid serving anything different. Quite often visitors of restaurants cannot make a choice between several dishes if they want to try different culinary delights. In this case they can be offered some special tasting menu with tiny portions. This will enable the restaurant guests to get familiar with the best restaurant dishes in one visit.

4. Recently, the owners of restaurant businesses pay more attention to the extra service strategy. It seems that technology has completely changed the way of dining out from modern application software for your meal pre-ordering to tablets that let you pay tableside. Getting orders out faster and turning tables quicker can make dining out more pleasant for both restaurant owners and patrons.

5. IT is one of the primary modern trends.

6. The benefits of nanotechnology for the food industry are many and are expected to grow with time. This new, rapidly developing technology impacts every aspect of the food system from cultivation to food production, processing, packaging, transportation, shelf life and bioavailability of nutrients. Commercial applications of nanomaterials will continue to impact the food industry because of their unique and novel properties [69]. Human exposure to nanomaterials, as a result, is increasing and will continue to

increase with time. Therefore, the health impact of nanomaterials in food is of public interest and concern. Public acceptance of food and food-related products containing nanomaterials will depend on their safety. Consequently, a uniform international regulatory framework for nanotechnology in food is necessary.

7. Fashion for a healthy lifestyle has also influenced food culture, defining another tendency in the restaurant business. Healthy food is supposed to be high-quality products that have passed a minimum of processing. The growing interest in healthy and delicious food has caused the appearance of other popular areas of the restaurant business. One of new formats gaining popularity is when customers want to see how and what is being prepared for them [60]. Another one is based on eating slow-cooked tasty and healthy food, upbringing the taste and returning respect for the food. The ingredients are processed to minimum as customers want to enjoy the product taste, instead of numerous spices. Dishes from vegetables and fruits are common in restaurant menus. Vegetables in Europe are now the most popular product. It has stimulated the opening of new soup bars, salad bars, and a number of vegetarian restaurants.

It is worth mentioning how the concept of the restaurant business in Ukraine differs from the European concept. Ukrainian restaurants differ from European considerably, above all, with their attention to the interior. The European restaurateurs give much more attention to the cuisine rather than to the interior. For Ukrainian restaurateurs the interior is of paramount importance. Unfortunately, the places with attractive interior very often offer less quality food. This phenomenon is called “the edible interior” [29].

In general, restaurants are becoming more democratic, more professional and the competition is extremely tough. Under these conditions, the leader on the market is the most competitive company. Restaurant chains enter the competition for their customers' loyalty. Prices often stimulate the competition. A lot of trendy, elegant restaurants have been opened in Ukraine these days, but most of them will not be in operation for a long time. Fashion is changeable and it is worth keeping in mind that tasty food is more important than fashion. No doubt, that the restaurant market in Ukraine definitely has a lot of perspectives and gaining international experience is the first step towards the top class restaurant business combining domestic and international peculiarities.

1.4. The role of the academic discipline in the process of training specialists of the tourism sphere

Today, travellers are more experienced, have more disposable income and more leisure time to travel, and thus tourism allows them to escape the daily routine of their usual environment and immerse themselves in a world of freedom, novelty and beauty. Thus, more and more tourists in the world are looking for concrete learning experiences, and in this endeavour the gastronomic experience, in highly diverse ways, is playing an increasingly prominent part [53].

The contribution of the restaurant sector to a tourist destination's attractiveness cannot be denied, on the contrary, it is one of the crucial factors. Thus, the understanding of the restaurant industry functioning is of paramount importance for the graduates of Tourism & Hospitality departments.

The questions to consider:

1. Explain the role of the restaurants and other food establishments in the modern lifestyle. How does it depend on the people's income level, culture, traditions, economy development etc.?
2. What are the similarities and differences between *the restaurant industry* and *the food service industry* notions?
3. Comment on the perspectives of the gastronomic tourism development in Ukraine.
4. Analyse the influence of IT technologies on the restaurant industry development.
5. Offer your vision of the nanotechnology and molecular gastronomy roles in the current tendencies of the food processing.
6. How has the fashion for the healthy lifestyle influenced the restaurant industry in our country?

2. The history of the restaurant industry development in Ukraine and in the world

- 2.1. *A brief history of the restaurant industry development.*
- 2.2. *The restaurant industry in Ukraine.*
- 2.3. *Development of scientific and practical approaches under the modern*

conditions.

2.1. A brief history of the restaurant industry development

French culinary history. The first restaurant ever was called a “public dining room” and originated in France. Throughout history, France has played a key role in the development of restaurants. A man named Beauvilliers founded the first restaurant ever that actually consisted of patrons sitting at a table and being served individual portions, which they selected from menus, in 1782. It was called the Grand Taverne de Londres. However, this was not the beginning of the restaurant concept [29].

M. Boulanger is thought to be the father of the modern restaurant. He sold soups at his all-night tavern on the Rue Bailleul. He called these soups *restorantes* (restoratives), which is the origin of the word restaurant. Boulanger believed that soup was the cure to all sorts of illnesses. However, he was not content to let his culinary repertoire rest with only a soup kitchen.

By law at the time, only hotels could serve “food” (soup did not fit into this category). In 1767, he challenged the *traiteurs*’ monopoly and created a soup that consisted of sheep’s feet in a white sauce. The *traiteurs* guild filed a law suit against Boulanger, and the case went before the French Parliament. Boulanger won the suit and soon opened his restaurant, *Le Champ d’Oiseau* [29].

In 1782, the Grand Taverne de Londres, a true restaurant, opened on the Rue de Richelieu; three years later, *Aux Trois Freres Provencaux* opened near the Palais-Royal. The French Revolution in 1794 literally caused heads to roll – so much so that the chefs to the former nobility suddenly had no work. Some stayed in France to open restaurants and some went to other parts of Europe; many crossed the Atlantic to America, especially to New Orleans [29].

Birth of restaurants in America. The term “restaurant” came to the United States in 1794 via a French refugee from the guillotine, Jean-Baptiste Gilbert Paypalt. Paypalt set up what must have been the first French restaurant in this country, *Julien’s Restaurateur*, in Boston. There he served truffles, cheese fondues, and soups. The French influence on American cooking began early; both Washington and Jefferson were fond of French cuisine, and several French eating establishments were opened in Boston by Huguenots who fled France in the eighteenth century to escape religious persecution [29].

Delmonico’s, located in New York City, is thought to be the first

restaurant in America. Delmonico's opened its doors in 1827. This claim is disputed by others. The story of Delmonico's and its proprietors exemplifies much about family-operated restaurants in America. Few family restaurants last more than a generation. The Delmonico family was involved in nine restaurants from 1827 to 1923, spanning four generations. Delmonico's continued to prosper with new owners until the financial crash of 1987 forced it to close, and the magnificent old building sat boarded up for most of the 1990s. Delmonico's has since undergone renovations to restore the restaurant to its former brilliance. Restaurants bearing the Delmonico name once stood for what was best in the American French restaurant.

Prior to the American Revolution, places selling food, beverages, and a place to sleep were called ordinaries, taverns, or inns. Rum and beer flowed freely. A favourite drink, called flip, was made from rum, beer, beaten eggs, and spices. Flips were considered both food and a drink. If customers had many flips, they were provided with a place to sleep.

China. In China, food catering establishments which may be described as restaurants were known since the 11th century in Kaifeng, China's capital during the first half of the Song dynasty (960 – 1279). Probably growing out of the tea houses and taverns that catered to travellers, Kaifeng's restaurants blossomed into an industry catering to locals as well as people from other regions of China. Stephen H. West argues that there is a direct correlation between the growth of the restaurant businesses and institutions of theatrical stage drama, gambling and prostitution which served the burgeoning merchant middle class during the Song dynasty. Restaurants catered to different styles of cuisine, price brackets, and religious requirements. Even within a single restaurant much choice was available, and people ordered the entree they wanted from written menus. An account from 1275 writes of Hangzhou, the capital city for the last half of the dynasty [81]:

“The people of Hangzhou are very difficult to please. Hundreds of orders are given on all sides: this person wants something hot, another something cold, a third something tepid (warm), a fourth something chilled; one wants cooked food, another raw, another chooses roast, another grill”.

The restaurants in Hangzhou also catered to many northern Chinese who had fled south from Kaifeng during the Jurchen invasion of the 1120s, while it is also known that many restaurants were run by families formerly from Kaifeng.

Greece and Rome. In Ancient Greece and Ancient Rome, thermopolia (singular thermopolium) were small restaurant-bars that offered food and

drinks to customers. A typical thermopolium had little L-shaped counters, in which large storage vessels were sunk, which could contain either hot or cold food. Their popularity was linked to the lack of kitchens in many dwellings and the ease with which people could purchase prepared foods. Furthermore, eating out was considered a very important aspect of socialising [71].

In Pompeii, 158 thermopolia with a service counter have been identified across the whole town area. They were concentrated along the main axis of the town and the public spaces where they were frequented by the locals.

2.2. The restaurant industry in Ukraine.

Ukrainian cuisine is varied and rich in taste and nutritional value. Its development was influenced by the same factors as the development of material culture: geography and climatic conditions, plant cultivation and animal domestication, technological change, cultural influences, and economic relations with other countries.

Since ancient times Ukrainians have practiced a settled form of life based on farming. Archaeological evidence shows that wheat, barley, and millet were grown in Ukraine 3,000 years ago. Rye was introduced about 2,000 years ago, and then buckwheat was imported from Asia in the 11th century AD. Already at that time cattle, sheep, hogs, and poultry were raised. Beekeeping, hunting, and fishing were practiced. The exceptional fertility of Ukraine's soil and its climate were favourable to the development of agriculture, which had a marked influence on the type of food eaten by Ukrainians [78].

It is evident from the chronicles and other sources that even in Kyivan Rus food was choice, varied, wholesome, and plentiful. There were professional cooks at princely courts and monasteries, and in the homes of wealthy families. Also, in the Cossack period, the officers and well-to-do peasants enjoyed various delicacies. In the 19th and early 20th century the culinary arts reached a high level of development, particularly in the homesteads and in the households of parish priests and the urban intelligentsia [42]. Choice dishes were served primarily during the entertainment of guests. In time the new culinary art spread even to the villages. In general, Ukrainian cuisine does not differ from that of Western Europe, yet it has some distinctive features of its own.

As a result of Ukraine's trade relations with other countries, the cultivation of new plants, particularly from eastern and central Asia (e.g.,

melons and eggplants), was introduced into Ukraine. The potato reached Ukraine from America through Europe in the 17th century, followed by corn, tomatoes, pumpkins, beans, cayenne peppers, cocoa, and other plants. The introduction of these new products greatly enriched the variety of Ukrainian foods [67].

Since ancient times bread has held a special, primary position in the cuisine of the Ukrainian people. Long ago the grain for flour was ground manually between two rounded grindstones; such querns were still in use in some places even in recent times. Then, beginning in the 13th century, water mills and windmills appeared. Today flour milling is highly developed.

Besides ordinary bread Ukrainians bake various ritual breads from special doughs: the braided bread (kalach), Easterbread (paska), bread with a filling (knysh), wedding bread (korovai), sweet bread (babka), and egg bread (bulka). Many kinds of pastries are popular: turnovers, doughnuts, strudel, poppy-seed rolls, sweet buns, tortes, layered coffee cakes, honey cake, rolls, and cookies. Ukrainian bread with its many variations has become quite famous [78].

The favorite dishes made of flour are dumplings (halushky) and filled dumplings (varenyky) with various types of filling: cheese, potato and cheese, cabbage, meat, fish, buckwheat, plum. A quick dish, varenytsi, made of rolled out dough cut into triangles, is also quite popular. Such dishes as halushky, varenyky, and varenytsi are served with fried bacon, fried onions, or sour cream. Noodles, made of egg dough, are also frequently used, served either with soup or separately with cheese. Some very old foods made of flour are kvasha (a sweet dish made of fermented buckwheat or rye flour), lemishka (a thick buckwheat gruel), and salamakha (a thin gruel of buckwheat or rye flour boiled in water) [78].

In the Ukrainian tradition a soup or borsch must be served with dinner. Various soups – made with meat, fish, vegetables, fruit, or milk – are popular, but borsch remains the favourite. It is made of vegetables, among which beets and cabbage are predominant, and meat or fish stock. There is also a meatless (Christmas) soured with beet kvas or some other acidulent. Borsch is served with sour cream and pyrizhky or rye bread. There are many varieties of borsch depending on the locality, the ingredients used, and the season; these include sorrel borsch, spring borsch, cold borsch, and clear borsch (bouillon) [42].

Ukrainian cooking has been influenced by Turkish and Tatar, Russian, Polish, Hungarian, and Romanian-Moldavian cooking. At the same time

Ukrainian foods, particularly borsch, varenyky, and holubtsi, have become popular with Ukraine's neighbours [72].

Korchma is an establishment for drinking alcohol. Initially, kvas, beer and honey were served there. The name had been widely spread in Ukraine, Russia and Belarus before October revolution 1917.

Shynok is a small drinking establishment for 3 – 5 tables. The cuisine was Ukrainian, the owners, as a rule, were Jews.

Traktir (Mongol) is an establishment providing lodgings and food. It initially appeared as a horse exchanging station for coachmen.

Restaurants appeared in 19th century, first in the hotels, later as independent establishments.

Nowadays, the restaurant business is most actively developing in large cities. The rules of development are dictated by the economic situation in the city, traditions and mentality, the methods of market promotion and customer loyalty towards a brand, the will of individual restaurateurs and networks.

Recently, the so-called free or creative spaces have appeared in Ukraine, which are often referred to as “coworkings” or “smart cafes” [69]. They are usually located in the city or office centres. The basic concept is to offer everything for free except time. These establishments operate on an “all inclusive” system (the visitors do not pay for food and drinks – only for the time) and are a new format property, specially tailored for freelancers, IT entrepreneurs and marketers. Coworking is a model of work where employees remain free and independent and use free space for their activities. They can do their business in coworking centres or in creative spaces, renting a workplace for a month, a day or several minutes.

The culture of the street-food is actively developing in Ukraine. On average this market grows by 20 – 30 % each year. In Ukraine the street-food is represented by about 20 large networks and hundreds of small local companies [67].

2.3. Development of scientific and practical approaches under the modern conditions.

The trend towards locally sourced, plant-forward, seasonal, convenient food continues to grow rapidly. The experiments with organic agriculture and aquaculture are growing rapidly. Restaurants try to make healthy food accessible by offering variable pricing depending upon the socio-economic

status of the neighbourhood. Nowadays the notion of the *healthy fast food*, which serves sandwiches, soups, salads, smoothies, and fresh juices, is becoming more and more popular.

The appearance of the next-generation *delivery-only restaurants*, despite some pains with the unit economics and logistics of scaling food production and delivery, gradually grow into profitable, sustainable business.

Another practical approach for the restaurants and foodservice providers, which according to the recent research could save \$1.6 billion in food purchasing costs annually, is to reduce food waste. The largest savings can be realized through the use of waste tracking and analytics technology to identify and address operational inefficiencies in food purchasing and kitchen preparation. One more area of cost savings is implementing smaller plates and removing trays, which encourages consumers to waste less and can reduce an operator's food purchase costs. Using imperfect produce allows for lower input costs since it can substitute for retail-grade, cosmetically perfect food. Innovations to reduce food waste continue to proliferate. In 2016, Spoiler Alert [68] launched a platform to help food businesses create or recover value from otherwise wasted food and unsold inventory by creating and managing food donations and discounted food sales. There is also the trend to convert remaining items into animal feed or process remains within an on-site waste-to-water system.

Foodservice operators, restaurants, and retailers embraced plant-based protein alternatives to meat protein. While these alternatives account for less than one percent of the meat market, startups are launching new products that look, cook, and taste like beef, in hope of winning over omnivores.

Health, environmental sustainability, and convenience continue to present some of the greatest opportunities for growth in the foodservice industry. Operators continue to embrace new menu techniques, technologies, and business models to help reduce food waste, enhance convenience, and improve access. Operators improve convenience and accessibility by exploring new formats and partnering with third party mobile ordering and delivery options. Additionally, operators seek out partnerships with emerging companies that can help them meet consumer demands.

A growing number of startups focused on environmental sustainability, health, and accessibility launched or saw positive growth over the past year. Despite the increase in technologies, services, and business models available to foodservice professionals, however, many startups still have yet to prove their businesses models, relying on venture capital to drive growth.

As funding slows down, a number of alternative dining startups shutter or compromise environmental sustainability for margins.

The questions to consider:

1. Analyse the restaurant history in different countries. Explain differences and similarities.
2. Characterize Eastern and Western traditions of eating out.
3. What are the peculiarities of Ukrainian cuisine?
4. How can you characterise the modern period of the Ukrainian restaurant industry development?
5. What are the modern trends and approaches in the sphere?
6. Can you provide examples of the startups focused on environmental sustainability and health in Kharkiv?

The individual task:

1. Think of the main periods of the Ukrainian economy development and correlate these periods with the growth and fall periods of the restaurant industry (declaration of independence and difficulties of the first years (1991 – 1999); relative stabilization of the economy, emergence of new trends in the industry and the increase of population incomes (2000 – 2008); the crisis (2008 – 2011); gradual overcoming of the crisis and partial reduction of its negative consequences (2011 – 2014); ATO (since 2014 till now). Use the data of the State Statistics Service of Ukraine.
2. Present the analysis of the restaurant industry development in any country of the world to your choice.

3. The legal and normative regulation of the restaurant industry

3.1. The restaurant industry standards.

3.2. National and international jurisdictions outside the local area.

3.1. The restaurant industry standards

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a

technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work [18; 58].

ISO publishes guidelines for the food and drink industry (as well as for other industries) for implementing quality management systems based on:

ISO 9001:2008 Quality Management System.

ISO 14001 Environment Management Systems.

ISO 50001 Energy Management Standard.

ISO 22000:2018 Food Safety Management System.

ISO 9001:2008 standard certifications provide independent, third-party verification that security service delivery processes meet a globally accepted standard for quality management. Quality management experts check regularly the accounts, internal audits, and external audits to certify the processes. ISO certification means doing business with the expectation of being held strictly accountable for aligning the processes with quality management principles and complying with documented quality management standards.

Certification helps a company to improve business operations, boost staff morale and strengthen marketing. Accredited certification to ISO 9001:2008 [58] is a means that any type of organization, large or small, can make operations more efficient and more effective. It is a well proven fundamental tool for reducing waste and enterprise risk while increasing customer confidence and business performance through continual improvement.

The restaurant industry is compelling various initiatives for the sake of the environment in order to build a positive image. Thus, adoption of the internationally recognized ISO 14001 Environment Management Systems [66] provides a valuable management system and standards for an organization looking to implement environmental practices that are becoming more persuasive and more widely accepted.

The ISO 14001 certification [59] makes positive impact on identifying performance indicators and recognizes that there is energy saving and reduction of waste generation or management. It saves costs through energy consumption, raw material input, waste management, environment impact reversal as well as improved public image.

ISO 50001 Energy Management Standard [58] offers a systematic approach and recognized framework to monitor and reduce energy consumption in all types of organization like industrial, hospitality, health care

etc. ISO 50001 Energy Management Standard is having a set of requirements, an establishing energy policy with measurable objectives, taking actions to monitor and reduce energy use, verifying energy saving and improvement planning. It is similar to ISO 14001 that can integrate into the existing quality, safety and environmental system. Implementing an ISO 50001 increases employee awareness of energy issues, encourages behavioural changes to support energy management within the organization.

It helps the restaurants achieve energy performance targets to meet business goals, cut costs and both meet and exceed customer expectations.

The ISO 22000 family of International Standards addresses food safety management. The consequences of unsafe food can be serious and ISO's food safety management standards help organizations identify and control food safety hazards. As many of today's food products repeatedly cross-national boundaries, International Standards are needed to ensure the safety of the global food supply chain.

ISO 22000:2018 [75] sets out the requirements for a food safety management system. It maps out what an organization needs to do to demonstrate its ability to control food safety hazards in order to ensure that food is safe. It can be used by any organization regardless of its size or position in the food chain.

The supplement standard, ISO 15161 [75], is aimed at organizations involved in all aspects of this industry sector, including sourcing, processing and packaging food and drink products. It focuses on customers' needs and expectations to have safe food products. ISO 15161 allows an organization to integrate its quality management system with the implementation of food safety systems such as HACCP (hazard analysis and critical control point).

Application of both ISO 22000:2018 and ISO 15161 is more effective than the application of either of them alone, leading to enhanced customer satisfaction and improved organizational effectiveness.

3.2. National and international jurisdictions outside the local area

At the present time the restaurant industry is one of the most competitive economy sectors in Ukraine showing fast and dynamic development. Under the current economic conditions, the legal regulation of economic activity in the restaurant industry is of particular importance and consists of a combination of legislative and regulatory technical acts that are part of the national legal system.

Government policy in the development of the catering and restaurant industry as an important business activity and a vital part of the tourism industry aims to improve its operation in terms of the laws and acts of Ukraine [18; 58]:

Tourism Act, №. 1282-IV (as amended), dated November 18, 2003;

Consumer Rights Protection Law, №. 1023 (as amended), dated December 5, 1991;

Population Sanitary and Epidemiological Welfare Act, №. 27 (as amended), dated February 24, 1994;

Food Safety and Quality Act, № 771 (as amended), dated December 23, 1997 (does not apply to tobacco and tobacco products and special foodstuffs);

Sanitary Rules and Norms for Use of Food Additives №. 222 as approved by the Order of the MOH dated July 23, 1996 distinguish the following classes of food additives: colorants, preservative agents, acidity regulators, antioxidants, emulsifiers, stabilizing agents, thickeners, modified starch, jellifying agents, glazing agents, dampers, anticaking agents, fillers, flavour and aroma enhancers, aromatics, sweeteners, enzyme preparations, organic solvents, carrier solvents, packaging gas, propellants. Food additives may be used in food manufacture and foodstuffs in circulation after their registration with the MOH. Food additives may be used in Ukraine only if:

a) there is a justified manufacturing necessity for the food additive which cannot be met otherwise;

b) a food additive does not pose a threat to consumer health if used in the amount which may be proved by scientific acts;

c) food additive does not mislead consumers;

Drinking Water and Drinking Water Supply Act, №. 321, dated March 13, 2002;

State Regulation of the Manufacture and Circulation of Ethyl Alcohol, Cognac and Fruit Alcohol and Tobacco Products Act, № 481/95, dated December 19, 1999;

Act on Tobacco Consumption Prevention and Decrease and its Harmful Influence on Public Health, №. 1251, dated December 27, 2010. Business entities may perform their activities in the restaurant industry after the state registration is fulfilled in accordance with the procedure established by the law. In the restaurant industry establishments the retail trade in alcoholic beverages and tobacco products is carried out by the business entities only if appropriate licenses are available [66];

Standardization Act, №. 1315-VII (as amended), dated June 5, 2014;
Protection of Economic Competition Act, №. 2210-III (as amended),
dated January 11, 2001;

Protection against Unfair Competition Act, №. 36, dated June 7, 1996;

Basic Principles of the State Language Policy Act, №. 5029-VI, dated
July 3, 2012 (an advertiser is entitled to determine the language of
advertisements, commercials or any other forms of audio or video advertising
products at its own discretion);

Removal from Circulation, Processing, Utilization, Destruction or
Further Use of Poor or Unsafe Products Act, №. 1393-XIV, dated January 14,
2000. (Pursuant to this law, the product's owner is obliged to remove from
circulation foodstuffs of poor quality or unsafe products, to bring them in line
with legislative requirements, if possible, or to ensure processing, utilization
or destruction of such products according to the procedure established);

Public Procurement Act, №. 9 (as amended), dated April 1, 2010;

Personal Data Protection Act, №. 2297-VI (as amended), dated June 1,
2010;

Protection of Rights to Inventions and Utility Models Act, №. 3687-XII,
dated January 15, 1993;

Protection of Rights to Trademarks for Goods and Services Act, №.
3689-XII dated January 15, 1993;

Protection of Industrial Designs Act, №. 3688-XII, dated January 15,
1993. Ukraine is a member of the World Intellectual Property Organization,
joined the Paris Convention for the Protection of Industrial Property, the
Patent Cooperation Treaty, the TRIPS Agreement and other international
conventions and treaties on the intellectual property. Thus, Ukraine has
committed itself to the protection of the intellectual property, including
inventions, trade secrets (know-how) and other objects in the food industry
from unfair commercial use;

Approval of the Rules of Food Products Retail Trade, order of the
Ministry of Economy, №. 185, dated July 11, 2003;

regulations of the Cabinet of Ministers of Ukraine concerning the
programs of development of this sphere of economic activity. (You have to
remember that all these laws and acts have new wordings and changes and
you should consult the documents with the latest amendments).

The legal framework for the coordination of the functioning of restaurant
enterprises is determined by the Laws of Ukraine, normative and regulatory
acts, state standards in the following aspects:

terms and definitions necessary for mutual understanding and equal perception of the concepts describing the restaurant product and conditions of the product sale;

contractual relations, quality and safety of restaurant services;

classification of the types of restaurant enterprises and peculiarities of their economic activities;

methods of formation, promotion and distribution of the product of the restaurant establishments;

content and form of information about the products offered by the restaurant establishments;

standard forms of documents and the information represented in them.

Legal and normative regulations govern the relationships between the consumer (the client) and the service provider (the restaurant enterprise), coordinate the interests of the consumer, the manufacturer and the society and create favourable conditions for development of the restaurant enterprises.

The opening of the restaurant establishment is co-ordinated with the local authorities, institutions of the state sanitary-epidemiological service in accordance with Ukrainian legislation.

A sign indicating the name, type, kind of a business entity and the working hours should be placed on the facade of the premises.

The working hours of the restaurants in the definite district is established by the entity itself. In cases stipulated by the legislation, it can be changed after consultation with the local authorities. For restaurant establishments that serve consumers at the factories, companies, institutions and other organizations, the working hours is set after consultation with the administration.

The restaurant establishments of all forms of ownership must abide the stated working hours.

Detergents and disinfectants approved by the Ministry of Health of Ukraine should be used in accordance with the instruction in the prescribed manner in all restaurant enterprises.

A certificate of compliance is necessary for all types of technological equipment, tools and utensils subject to mandatory certification. The equipment that is not subject to certification must be made of the materials permitted by the Chief Sanitary Service of Ukraine [36].

Business entities are obliged to have the Rules of Management of the Establishments of the Restaurant Industry, sanitary regulations, a sanitary

journal, personal medical records of the workers and employees, registration instructions on occupational safety and labour protection, reviews and suggestions book. Businesses should also have log books of inspections.

Requirements for the quality of food raw materials, food products and semi-finished products, packing, labelling, transporting, receiving, sales, shelf life or expiry date, methods of laboratory control governed by the legislation of Ukraine [78].

All laws and regulations mentioned above are to some extent part of the certification procedure which is equally important for any restaurant establishment.

Certification of products (services) is the activity concerning conformity of production requirements.

Certification is carried out with the aim of:

creating conditions for establishments to perform efficiently in the domestic market as well as to participate in the international economic, scientific and technical cooperation;

assisting consumers in a competent choice of products (services);

protecting consumers from substandard or defective products (services);

confirming the quality of products (services), declared by the manufacturer;

providing safety control of products (services) for the environment, of consumers' health, life and property;

Certification may be mandatory or voluntary, but in order to ensure stability of the service quality in harmonization of the criteria for the classification of domestic enterprises in hospitality management with the WTO's recommendations and taking into account the existing international practices, the restaurant and hospitality services are subject to mandatory certification [36].

Certification regulations of the restaurant enterprises are based on:

DSTU (State Standard of Ukraine) 2462-94 Certification. Basic concepts. Terms and Definitions;

DSTU 3230-95 Quality Management and Quality Assurance. Terms and Definitions;

DSTU 4281: 2004 Establishments of the Catering Trade. Classification;

DSTU 3498-96 Certification System. Types of Documents. Form and description;

DSTU ISO 9004-2-96 Quality Management and Elements of Quality

System. Part 2: Guidelines for Services;

DSTU 016-97 Government Classification of Goods and Services;

The procedure of mandatory certification presupposes:

applying mandatory certification;

determining the certification scheme;

conducting tests and checks as stipulated by the rules of mandatory certification;

analysing the results and making a decision on the possibility of issuing a certificate of compliance and signing the license agreement;

registration and issuance of a certificate of compliance and the signing of a license agreement.

In case of *voluntary certification* of the restaurant services the choice of certification schemes may be made by the applicant (restaurant management company).

In case of *mandatory certification* [36] of the restaurant all contracts, certificates, findings of the last inspections, sanitary and epidemiological conditions, fire protection, technical supervision and other areas of work should be checked by organizations within definite jurisdiction and in due course. After checking the documents, dated not later than six months before the date of commencement of certification tests (checks), the commission may proceed to work on the mandatory certification.

During the tests (checks) the commission members complete full or partial inspection of the premises that provide restaurant services. The Chairman of the Commission shall:

check for complaints, claims and follow up actions taken;

verify the staff qualification;

check the instructions, approved in the prescribed manner;

evaluate the delivery service,

carry out the selective testing by sociological (or expert) assessment;

analyse sociological research of consumer protection, consumer complaints and services claims.

The questions to consider:

1. Comment on the main international laws regulating the restaurant industry.

2. Comment on the main national laws regulating the restaurant industry.

3. How does the Ukrainian law match the international jurisdiction in the

sphere of restaurant activity?

4. Describe the reasons for the voluntary certification. Why may the restaurant establishments want to certify their products and services?

5. What are the reasons for the mandatory certification? Describe the procedure of the mandatory certification.

The individual task:

Suppose you have to open a luxury restaurant in the city centre where many foreign tourists are expected to be the visitors. What international standards do you have to comply with? What are the obligatory national regulations to be fulfilled? Is it advisable for the restaurant of this level to pass voluntary certification? What are the reasons?

4. The types and characteristics of restaurants

4.1. Classification of restaurants according to DSTU 4281:2004.

4.2. Classification of restaurants according to main characteristics.

4.3. Regional peculiarities and rationale of the restaurant establishments' placement.

4.1. Classification of restaurants according to DSTU 4281:2004

The main official document and national standard that regulates relations in the restaurant industry in Ukraine is *Establishments of the catering trade. Classification. DSTU 4281:2004* [57], developed by the Ukrainian Academy of Foreign Trade and adopted on July 1, 2004. The document:

defines the area of the standard application;

indicates legal and normative references, main laws and regulations;

provides terms and definitions of the restaurant industry, characteristics of establishments of the catering trade of different types and classes and their classification;

describes general requirements for establishments of the catering trade (the location and adjoining territories (parking, playground for children, etc.), the features of the building, the external and internal design of the restaurant, the minimum area for one place in the restaurant hall, the level and amount of additional premises, the level of equipment facilities, the possibilities for handicapped people to move around in the wheelchairs; furniture, dishes,

cutlery, table linen, amenities;
specifies the service process;
determines the quality of products and their assortment;
assigns requirements for the menu design, the price list and the wine list;
recommends the educational and qualification level of the personnel;
characterises the structural and functional parameters;
defines the level and variety of additional services (the entertainment programme; live music, disco; photo services; gambling slot machines, billiards, darts, bowling, mini golf; taking care of children or pets; automobile service; organisation of the conferences, seminars (availability of the conference hall); clothes cleaning and tailoring repairs; shoes cleaning and repairs; availability of the locker room and safe; medical services; sale of souvenir items, flowers, newspapers and magazines; flowers and gifts assembling and packing; food delivery).

All these aspects are recommended for establishments of the catering trade of different types (restaurant, café, cafeteria, bar, snack bar, buffet, canteen) and classes (luxury, premium, first).

The general classification of the restaurants will be considered in the following chapter.

4.2. Classification of restaurants according to the main characteristics

Various types of restaurant fall into several industry classifications based upon the menu style, the preparation methods, pricing, the country of origin. Additionally, how the food is served to the customer helps to determine the classification.

Historically, the concept of restaurant referred only to places that provided tables where one sat down to have a meal, typically served by a waiter. Following the rise of fast food and take-out restaurants, a retronym for the older “standard” restaurant was created, a sit-down restaurant. Most commonly, “sit-down restaurant” refers to a casual dining restaurant with table service, rather than a fast food restaurant or a diner, where one orders food at a counter. Sit-down restaurants are often further categorized, in North America, as “family-style” or “formal” [29].

In British English, the term “restaurant” almost always means a catering establishment with table service, so the “sit-down” qualification is not usually

necessary. Fast food and takeaway (take-out) outlets with counter service are not normally referred to as restaurants. Outside of North America, the terms “fast casual dining restaurants”, “family style”, and “casual dining” are not used and distinctions between different kinds of restaurants are often not the same. In France, for example, some restaurants are called “bistros” to indicate a level of casualness or trendiness, though some “bistros” are quite formal in the kind of food they serve and clientele they attract. Others are called “brasseries”, a term that indicates hours of service. “Brasseries” may serve food round the clock, whereas “restaurants” usually only serve at set intervals during the day. In Sweden, restaurants of many kinds are called “restauranger”, but restaurants attached to bars or cafes are sometimes called “kök”, literally “kitchens”, and sometimes a bar-restaurant combination is called a “krog”, in English a “tavern” [29].

A retronym is a new term created from an existing word in order to distinguish it from the meaning that has emerged through progress or technological development (e.g., cloth diaper is a retronym necessitated by the fact that diaper now more commonly refers to a disposable diaper; e.g. on acoustic guitar for a guitar).

Despite the broad range of restaurant concepts, most are classified as one of three major restaurant types, including full-service, fast-casual and quick-service [30].

Full-service restaurants. Full-service restaurants encapsulate the old-fashioned idea of going out to eat. These restaurants invite guests to be seated at tables, while servers take their full order and serve food and drink. Full-service restaurants are typically either fine dining establishments or casual eateries, and in addition to kitchen staff, they almost always employ hosts or hostesses, servers and bartenders. Two standard types of full-service operations include fine dining and casual dining restaurants, discussed below

Fine dining. Fine dining restaurants top the ladder when it comes to service and quality. Fine dining restaurants usually gain perceived value with unique and beautiful décor, renowned chefs and special dishes. Listed below are some of the features, challenges and advantages of running a fine dining restaurant.

Prices. Prices for entrées are often \$20 or more.

Service style. Service style for fine dining restaurants is top-notch. Well-trained and experienced servers and sommeliers attend guests, providing excellent knowledge of food and wines.

Atmosphere. The atmosphere in a fine dining establishment is one of the keys to its perceived value. The lights need to soften the mood, the music should reflect the concept yet not overpower the guests' conversations, and the décor should add an elegant and unique perspective. Fine dining establishments strive to create an overall exceptional dining experience for guests.

Challenges. Fine dining restaurants probably face their biggest challenges in poor economic times. People who do not feel that they can afford to eat at upscale restaurants often cut them out of the budget. Fine dining restaurants must constantly maintain an elevated level of service and quality in every aspect, from dinner service to food presentation to restroom cleanliness.

Advantages. One advantage of running a fine dining restaurant is that managers and servers are frequently experienced and committed to making their careers in fine dining establishments. For instance, managers typically require five to seven years of experience as well as immense knowledge of food and wine. Chefs need to be experienced as well, perhaps even requiring a culinary degree. Celebrated chefs will also give a fine dining restaurant the upper-hand when it comes to quality food and artistic presentation [30].

Casual dining. Another type of full service eatery, casual dining restaurants are typically more affordable and often geared toward families. Casual dining restaurants offer full table service but the décor, food and service is usually less remarkable than a fine dining establishment. The list below discusses some particulars of casual dining restaurants.

Price. Casual restaurant entrée prices are usually in the range of \$20 – 30, depending on the geographical area. Rarely, however, will these dishes go over \$40.

Service style. Guests are seated by a host or hostess. Servers help explain menu items and take orders. Service style for casual dining restaurants is usually not as formal as fine dining service. Servers may act more casually around diners, but guests still expect professionalism and service throughout the meal.

Atmosphere. The casual restaurant atmosphere is often family-friendly, with decorations adorning the walls, or themed posters and colorful paint and booths. Like fine dining restaurants, casual eateries can specialize in a certain regional cuisine or a fusion of several dishes. The menu and concept usually determine the atmosphere.

Challenges. Casual dining restaurants may find challenges in keeping

up with competitors. They compete both with fine dining restaurants and fast-casual places, depending on subtleties in menu pricing and atmosphere. Fast-casual restaurants do well to differentiate themselves from their competitors to try and attract customers. They should put their marketing efforts toward promoting the ways in which they are unique, special and better than the competition.

Advantages. Casual dining restaurants have an advantage in that they are often able to attract a wider customer base than fine dining restaurants. Casual restaurants are especially appealing as they are more accessible for families with children [30].

Fast-casual restaurants. Fast-casual is relatively modern terminology for a restaurant that falls between full-service and quick-service. Also called quick-casual and limited-service, these types of restaurants are typically distinguished by service type and food quality. Fast-casual restaurants are often perceived to offer better quality food and a more upscale dining area than quick-service restaurants, but with less expensive menu items than full-service restaurants.

Price. Fast-casual establishments try to settle within the \$12 to \$17 range, and usually specialize a few menu items or combination menu items, such as an overstuffed burrito for \$10 – 12 or a sandwich, side and drink for under \$10.

Service style. Guests will often walk up to a service counter where they will choose menu items from a menu board and place their orders with a cashier. The guests may also choose their food first, perhaps walking along an assembly line for their sandwich or burrito, and then pay when they receive the food. Like quick-service, speed and convenience are important aspects of fast-casual restaurant concepts, although fast-casual restaurants arguably demonstrate better quality food and service than fast-casual restaurants.

Atmosphere. As with any restaurant, the menu items and restaurant culture will likely affect what the restaurant looks like inside. Some are very basic, while others use colours and signs to demonstrate their style and create a low-key ambience. Lighting and music definitely play a role in creating atmosphere.

Challenges. Unlike full-service restaurants, fast-casual restaurants experience a good deal of turnover. Frequent management change can bring a restaurant's success crashing down, since workers do not see the level of commitment more often seen in full-service restaurants. According to studies

during a three-year period, sub shops and fast-casual pizza joints saw some of the most turnover of any other restaurant type.

Advantages. The fast-casual concept as a whole has a lot of strong advantages over other restaurant types. For example, the idea of fast-casual has a lot of wiggle room. It can be a totally organic eatery, or showcase a certain regional fare, or even stick to the classics, all while attracting customers with affordable menu prices. Fast-casual restaurants are extremely versatile. Since many obtain liquor licenses, they attract a large portion of the adult clientele, but still cater to families and students. Many also believe fast-casual restaurants provide more healthful food than what quick-service restaurants have to offer [30].

Quick-service restaurants. Quick-service is the term for restaurants that capitalize on speed of service and convenience. Fast-food restaurants often fall under the umbrella of quick-service restaurants, but not all quick-service places serve fast-food [29]. Quick-service restaurants are characterized by simple décor, inexpensive food items and speedy service.

Price. The least expensive of all, quick-service restaurants usually offer meals for \$6 or less. They often provide “combo” meal choices which can add on extra for sides and drinks, but food items are also available a la carte.

Service style. Service style at quick-service restaurants typically includes a service counter with one or more cashiers working to take orders. Customers order off a menu board hanging on the wall or from the ceiling. It is not unusual to see a drive-thru at a quick-service restaurant.

Atmosphere. In comparison to full-service restaurants, quick-service establishments generally have simpler dining areas with fewer decorations. However, quick-service chains in particular often strive to achieve a very specific, individual “look and feel” in their restaurants. For example, Jamba Juice chains paint their walls and hang posters that comply with a very specific colour palette and theme, and every store is required to play specific music every month.

Challenges. Like fast-casual restaurants, quick-service restaurants experience a good deal of turnover. Frequent ownership and management change coupled with an overwhelmingly young workforce tend increase general turnover rates. Coffee shops, which are popular quick-service restaurant concepts, are a good example. Statistics from a recent three-year study show that coffee shops experience a three-year cumulative ownership turnover rate of 70 percent.

Advantages. Quick-service restaurants often succeed in a big way

because of speed of service and overall consistency. In earlier days when McDonald's was still young, the idea of assembly line food service operations was still new. However, this makes for a recognizable, familiar and consistent line of food wherever the restaurant is located. A McDonald's burger tastes the same in Washington as it does in Kharkiv. This type of familiar atmosphere and food is consistent throughout the continents.

Examples of quick-service restaurants include McDonald's, Taco Bell, Wendy's, Jamba Juice, Burger King, Starbucks.

Most of the following establishments can be considered subtypes of fast casual drinking restaurants or casual dining restaurants.

Buffet and smorgasbord [74] offer patrons a selection of food at a fixed price. Food is served on trays around bars, from which customers with plates serve themselves. The selection can be modest or very extensive, with the more elaborate menus divided into categories such as salad, soup, appetizers, hot entrées, cold entrées, and dessert and fruit. Often the range of cuisine can be eclectic, while other restaurants focus on a specific type, such as home-cooking, Chinese, Indian, or Swedish. The role of the waiter or waitress in this case is relegated to removal of finished plates, and sometimes the ordering and refill of drinks. In Italy, a kind of semi-buffet is featured in either a *tavola calda*, serving hot foods, and a *tavola fredda*, which serves cold food. They can be found in bars and cafes either at meal times or in dedicated sites, sometimes with seating and service at a counter.

Brasserie and bistro. A brasserie in the US has evolved from the original French idea of a type of restaurant serving moderately priced hearty (healthy) meals – French-inspired “comfort foods” – in an unpretentious setting. Bistros in the US usually have more refined decor, fewer tables, finer foods and higher prices. When used in English, the term bistro usually indicates a continental menu.

Restaurant food truck. A food truck is like restaurant on wheels. It has several distinct advantages over a traditional eat-in restaurant. A food truck can go to the customers. It has low overhead, compared to a restaurant, and requires far less staff. However, a food truck is still a business that requires a lot of work and attention- especially in the first couple of years.

Cafés [74] are informal restaurants offering a range of hot meals and made-to-order sandwiches. Coffee shops, while similar to cafés, are not restaurants due to the fact that they primarily serve and derive the majority of their revenue from hot drinks. Many cafés are open for breakfast and serve full hot breakfasts. In some areas, cafés offer outdoor seating.

Coffeehouses (Tea houses) [74] are casual restaurants without table service that emphasize coffee (or tea) and other beverages; typically a limited selection of cold foods such as pastries and perhaps sandwiches are offered as well. Their distinguishing feature is that they allow patrons to relax and socialize on their premises for long periods of time without pressure to leave promptly after eating, and are thus frequently chosen as sites for meetings.

Cafeteria [74] is a restaurant serving ready-cooked food arranged behind a food-serving counter. There is little or no table service. Typically, a patron takes a tray and pushes it along a track in front of the counter. Depending on the establishment, servings may be ordered from attendants, selected as ready-made portions already on plates, or self-serve their own portions. Cafeterias are common in hospitals, corporations and educational institutions. In Italy, it is very common and known as “mensa aziendale”.

In the UK [24], a cafeteria may also offer a large selection of hot food similar to the American fast casual restaurant, and the use of the term “cafeteria” is deprecated in favour of self-service restaurant. Cafeterias have a wider variety of prepared foods. For example, it may have a variety of roasts (e.g. beef, ham, turkey) ready for carving by a server, as well as other cooked entrées rather than simple offerings of hamburgers or fried chicken.

Pubs. Mainly in the UK and other countries influenced by British culture, a pub (short for public house) is a bar that sometimes serves simple food fare. Traditionally, pubs were primarily drinking establishments with food in a secondary position, whereas many modern pubs rely on food as well, to the point where gastropubs are often essentially fine-dining establishments, known for their high-quality pub food and concomitantly high prices. A typical pub has a large selection of beers and ales on tap.

A bar (also known as *a saloon* or *a tavern* or sometimes *a pub* or *club*, referring to the actual establishment, as in a pub bar or club bar etc.) [24] is a retail business establishment that serves alcoholic beverages, such as beer, wine, liquor, cocktails, and other beverages like mineral water and soft drinks and often sell snack foods, like crisps or peanuts, for consumption on premises. Some types of bars, such as pubs, may also serve food from a restaurant menu.

4.3. Regional peculiarities and rationale for restaurant establishments' placement

Restaurant personality, style of service, menu price, and management

play a crucial part in site selection. What is good for one restaurant may not be good for another. The focus is on the potential market. How convenient will it be to the customers' place of residence or work? Chain-restaurant executives ordinarily define site or location criteria carefully based on experience. Selecting a restaurant site or a restaurant city is both a science and an art. Certain areas have too many restaurants. A few are good places to buy or build a restaurant, depending on the area's share of employed persons, working women, income level, population age, and food consumed away from home. Certain towns are losing population, others gaining. While this information is valuable, more important is the amount and intensity of competition already existing, information that can be learned only by on-site study or experience.

According to Walker R. [29], the most obvious location criteria are the following:

Demographics of the area: age, occupation, religion, nationality, race, family size, educational level, average income of individuals and families.

Visibility and accessibility from a major highway.

Number of potential customers passing by the restaurant (potential customers might be only travellers going through a community, drivers, local workers).

Distance from the potential market.

These factors are then weighed against costs: leasehold cost, cost of remodelling an existing building, cost of buying an existing restaurant. Some location factors are critical, and if a site does not meet them, it must be ruled out as the restaurant location.

Some restaurants create their own location. Developers and community officials are often eager to entice a successful restaurant operator into a new shopping centre or an area that has fallen on bad times. Decaying communities offer particularly attractive terms to operators with a proven track record. A successful restaurant can attract hundreds of people and rejuvenate a shopping centre, mall, or other area.

A colourful personality restaurant may be successful in a location relatively poor with respect to surroundings, distance from market, accessibility, and convenience. Some owners consider the usual location factors relatively unimportant because experience proves that people search out for some successful restaurants even if they are located in less desirable locations. Some other restaurateurs are sure that even with the best location, it is difficult to succeed in the restaurant business – therefore, it is important

to go only for the best.

There are some other important criteria to be taken into account:

Proper zoning. If a site is not zoned for a restaurant and it is not likely that it can be rezoned, there is no point in pursuing that site.

Drainage, sewage, utilities. If a site is impossible to use because of the unavailability of certain utilities, or if there is a possibility of being washed out by a flood, or if it has major drainage problems, it must be rejected.

Minimal size. The plot must be of at least the minimal size for a particular restaurant. A freestanding coffee shop ordinarily calls for something like 40,000 square feet. The plot must be big enough, in most cases, to permit adequate parking spaces. A 200-seat restaurant, for example, in some cities calls for at least 75 parking spaces. Other building codes specify at least half as many parking spaces as seats in the restaurant.

Short lease. If a lease is available for less than five years, the site may be undesirable for most restaurant styles.

Excessive traffic speed. Traffic traveling at an excessive speed (more than 35 mph) past a location distracts from a site. Throughway and interstate highways are exceptions when off- and on-ramps are convenient to the site.

Access from a highway or street. This is most important. An easy left turn into the lot may be an important criterion. In one instance, a new traffic light preventing a left turn reduced the volume of sales of a restaurant by half. The site may be all right for a style of restaurant different from one that depends on high traffic flow.

Visibility from both sides of the street. The fact that a site is cut off from view may rule it out as the location for some styles of restaurants.

Market population. Each style of restaurant depends on a certain density of foot or car traffic past the location and/or a minimum residential population within a given radius of the location. Many restaurants call for a resident population of 15,000 to 20,000 within a two-mile radius. Some sites call for 50,000 cars to pass the location each day.

Family income. A high-average-check restaurant normally calls for families of high income within a two- to five-mile radius. A lower-average-check restaurant could well succeed in a lower-income area.

Growth or decline of the area. Is the area getting better or worse economically? Is the population rising or declining? If the trend is worse, the restaurant's life span may be brief.

Competition from comparable restaurants. Is the area already saturated with hamburger restaurants, coffee shops, family restaurants, or dinner

houses?

The restaurant row or cluster concept. The idea is older than the medieval fair. It can be found in the row of snack bars, preserved in Vesuvian ash, in Herculaneum in Italy dating back to the first century A.D. Putting a number of restaurants together may add to the total market because people will come a greater distance to a restaurant row than to separately located restaurants. However, in a restaurant row, only one or two hamburger restaurants may be viable. The usual cluster concept may site 35 or 40 restaurants in a small area, but ordinarily each offers a somewhat different theme, menu, and atmosphere. If the restaurant row is located in a particularly charming area, each restaurant adds to the total ambiance. The whole is greater than the sum of its parts. A restaurant row must be part of or near a large population base.

To avoid overlooking location factors, the major chains develop checklists of information for evaluating a site.

The checklist is most relevant when evaluating a potential building site.

1. Dimensions and total square footage of site.
2. Linear footage of site frontages.
3. Distance and direction from nearest major streets.
4. Average 24-hour traffic on each frontage street.
5. Number of moving traffic lanes past location, widths.
6. On-street parking and parking requirements: stall size, aisle width, number of stalls required.
7. Topography regarding necessary grading, slope characteristics, streams, brooks, ditches, flood conditions.
8. Drainage (public gravity-fed storm system; retention system on-site required).
9. Type of energy available (natural gas, LP gas, electric power).
10. Sanitary sewer availability, underground utilities.
11. Present zoning classification; any restrictions on hours of operation.
12. Character of surrounding area within one mile (office and industrial, tourist attractions, retail areas and shopping centers, motels and hotels, theatres, bowling alleys, schools, colleges, hospitals).
13. Population and income characteristics (number of people within one to several miles, typical occupations, median annual family income, ethnic makeup, housing value ranges, trade area population).
14. Signage (pole-maximum area, height allowed, setback; building-area allowed; remote entrance signs).

15. Construction codes: building, mechanics, plumbing, fire, building regulations covering design for people who are handicapped, other approvals required to obtain building permit.

16. Restaurant competition within one mile of site (fast food, cafeteria style, family restaurants, coffee shops, dinner houses).

The questions to consider:

1. Study carefully *Establishments of the catering trade. Classification. DSTU 4281:2004*. Comment on its features and compare with the current classifications in foreign countries.

2. Briefly describe the kinds and characteristics of restaurants.

3. What kind of restaurant would you be most interested / disinterested to work in? Why?

4. What kind of restaurant would you most like to own? Why?

5. What are the highlights and peculiarities of national restaurants and their menus?

6. Name elements that create “fine dining”, “casual dining”, “quick service restaurants”.

7. What factors help people to decide whether and when to visit a quick-service restaurant? Comment on the nutritional content of the products they serve. What kind of information about the nutritional content of the products they serve should be open to public.

8. What types of job opportunities do the quick-service restaurants advertise? What kind of people do they attract? What aspects can demotivate people? Does age matter in this case?

9. Think of different types of restaurants. How important is the food, rather than service and atmosphere, to the success of family-service or upscale restaurants?

10. In what way do several existing restaurants close to a site affect the desirability of that site for another restaurant?

11. Can a particular site be wrong for one restaurant, but right for another? Explain.

12. The desirability of a given restaurant location changes with time. Give three reasons why this is true.

13. Which kind of restaurant is likely to have the greatest productivity per hour? Which will require the most advertising and promotion and the most dining room space per customer? Which has the greatest likelihood of the highest return on investment?

14. Why may a community give favourable terms to a reputable restaurant operator to start a restaurant in a section of town that is deteriorating?

15. What location criteria would you suggest for a restaurant featuring diet foods?

16. What kind of restaurant location can exist without parking?

The individual task:

1. Suppose you have \$50,000 with which to start a restaurant and no possibility of borrowing additional capital. What kind of restaurant should you consider and how would you go about getting started?

2. Imagine that you are planning a restaurant in a city or the area where you live. Note the interesting demographics of the area. Comment on the possibilities of opening of the definite restaurant type. Analyse competition within the area.

5. The organisational structure of the restaurant

5.1. Importance of Organisation.

5.2. Dining Room Service Organisation.

5.3. Kitchen Organisation.

5.1. Importance of organisation

Organisation is an institution or establishment where the various management functions are performed. James Mooney [13] defines organisation as the form of every human association for attainment of a common purpose.

Organisation structure is defined as the logical arrangement of tasks and the network of relationships and roles among the various positions established to carry out the activities necessary to achieve the predetermined objectives of the business.

The importance of establishing any organisation is described in the following publications [11 – 15]:

1. Benefits in division of work and specialisation: every individual is assigned a part of total work and not the whole task. Due to this division of work into smaller units and assignment of units according to the qualification leads to specialisation. The specialisation automatically comes when an

individual is performing one job repeatedly.

2. Role clarity: the employees are assigned different jobs and the managers clearly define the jobs. The jobs are defined on the written document called job description which clearly spells out what exactly has to be done in every job. This description of job brings clarity in the minds of employees.

3. Clarity in working relationship: it is clearly defined what and how much power and authority is enjoyed by different individuals or managers. Each manager knows very clearly to whom he can give order and from whom he has to receive the order. The superior-subordinate relation is clearly defined in an organisation.

4. Optimum utilization of resources: there are very few chances of duplication of work or overlapping of work because the jobs are assigned to different individuals by clearly defining the job in the job description document. So, there are no chances that the same work is performed by two or more individuals.

5. Coordination and effective administration: the similar and related jobs are grouped under one department which leads to unification of efforts and harmony in work. The organising function establishes relation between different departments keeping in mind the coordination among different departments. By bringing clarity in working relationship administrative efficiency improves.

6. Adoption to change: Whenever the changes take place in the business environment, these changes can be adopted systematically because organising function creates different departments and group related activities under each department. With this, changes can be adopted only in that area which may be affected by these changes and changes can be easily communicated to whole organisation through departments. Organisational structures can be suitably modified according to changes.

7. Expansion and growth: With optimum utilization of resources and proper division of work and departmentation, companies can easily meet the challenges and can expand their activities in a planned manner.

8. Development of personnel: Delegation of authority is an important part of organising. By delegating the routine, the managers can concentrate on the development of new methods and ways of performing job. It gives them time to innovate new technologies and areas for growth of the companies. Delegation not only reduces the work load of managers but it also helps them to use and realise their full potential for more creative work.

5.2. Dining room service organisation.

Restaurants have very specific staffing needs, and their organizational structure must be in line with those needs to function well. The size of the restaurant usually determines the ultimate structure; staffers often take on more than one role in smaller establishments, but restaurants typically have the same basic framework, regardless of their size. The structure is designed to implement a system of responsibility and accountability, with a clear chain of command.

For example, in order to run a successful fast food restaurant, it is necessary to utilize an organizational structure with a clear hierarchy in place. As far as the fast food industry has a notoriously high turnover rate, especially amongst frontline employees, the best way to deal with this effectively is to have employees dedicated to one job in each section of the operation.

The organizational structure of a restaurant can vary somewhat, depending on the needs of a particular location, though the general structure begins with the owner. *A restaurant's owner* [19] has ultimate say in the management and business of a restaurant, and he or she may act as the manager or hire a manager to handle daily tasks. This manager is typically a department manager or head, such as an executive chef or head chef, a head waiter or waitress, or a house manager. These different managers are all part of the organizational structure of a restaurant and have individual chefs, waiters and waitresses, hosts and hostesses, and other staff "under" them.

A restaurant owner is at the top of the organizational structure of a restaurant. He or she is the person who actually owns the restaurant and is ultimately responsible for everything that happens within it, though various types of authority and responsibility are often delegated to other employees. The overall structure of a restaurant can typically be broken down into two major categories, which are the "front-of-house" (dining room) and the back-of-house (kitchen).

In Fig. 5.1. and 5.2., two classical dining room organisations of the upscale restaurants are presented.

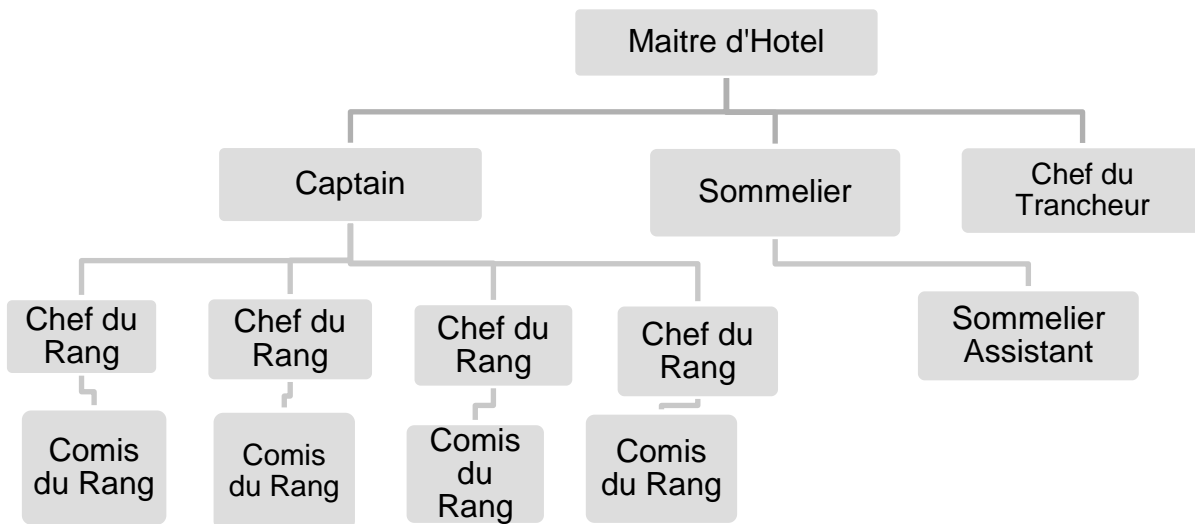


Fig. 5.1. **Classical (French) organisation of the dining room service**

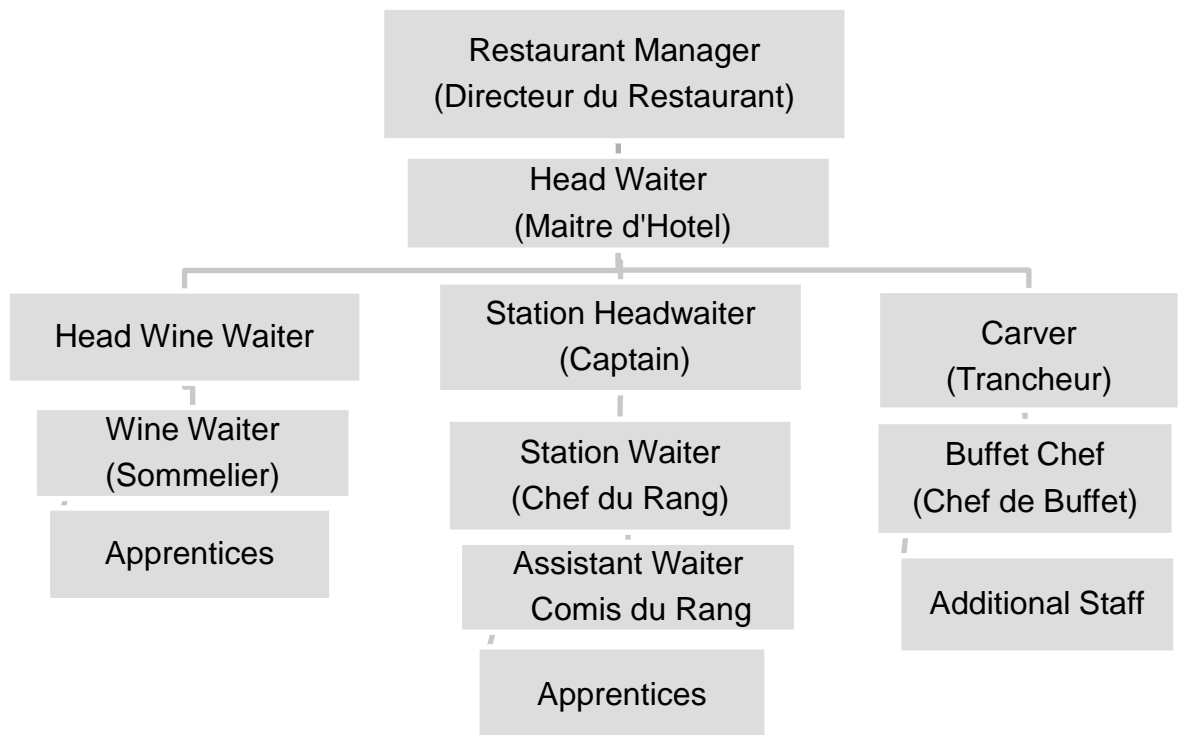


Fig. 5.2. **Classical organization of the dining room**

Typical work activities of a *Restaurant Manager* [19] vary depending on the type of a restaurant but usually include *business activities*:
 taking responsibility for the business performance of the restaurant;
 analysing and planning restaurant sales levels and profitability;
 organizing marketing activities, such as promotional events and

discount schemes;

preparing reports at the end of the shift/week, including staff control, food control and sales;

creating and executing plans for department sales, profit and staff development;

setting budgets and/or agreeing them with senior management;

planning and coordinating menus.

“Front-of-house” activities [19]:

coordinating the entire operation of the restaurant during scheduled shifts;

managing staff and providing them with feedback;

responding to customer complaints;

ensuring that all employees adhere to the company’s uniform standards;

meeting and greeting customers and organizing table reservations;

advising customers on menu and wine choice;

recruiting, training and motivating staff;

organizing and supervising the shifts of kitchen, waiting and cleaning staff.

Housekeeping activities [19]:

maintaining high standards of quality control, hygiene, health and safety;

checking stock levels and ordering supplies;

preparing cash drawers and providing petty cash as required;

helping in any area of the restaurant when circumstances dictate.

Maître d'hôtel, (*maitre d*, *majordomo*, *host/hostess*) takes reservations, organizes seating, greets customers, seats customers, distributes menus. They sometimes operate the cash register. They occasionally take orders and act as a liaison between the kitchen and dining room.

A *head waiter or waitress* can also be utilized to act as a liaison between various servers and managers, and this is most common in large restaurants.

Captain is a food service management position with responsibility for guest service (dining room, banquet, etc.).

Sommelier is a service staff member with extensive knowledge about wine, including its storage and wine-food affinities, who advises guests about wine selection, takes wine orders, and presents and serves selected wines to guests, also called *wine steward*.

Chef du trancheur serves desserts (often from a cart) and other after-dinner items.

Chef du rang is the server/waiter responsible for a specific section in a restaurant and is assisted by his *comis du rang*.

The waiters and waitresses [2] usually answer to the dining room or general manager. They take customer's orders, serve food and beverages, prepare itemized checks, and sometimes accept payments. Waiters and waitresses may perform additional duties, which may include escorting guests to tables, serving customers seated at counters, setting up and clearing tables, or operating a cash register. They also check the identification of patrons to ensure they meet the minimum age requirement for the purchase of alcohol and tobacco products. They must be professional, polite, and reliable, able to learn and describe food proficiently. Wait staff need to be familiar with the menu, how things are prepared, what they taste like, and if special requests are allowed. They need to be informed about specials and special events.

The restaurant cashier is in charge of the register. This would include cash and credit card transactions, tipping out wait staff, and balancing the register at the end of the shift. The cashier may assist the wait staff with various tasks. He/she must be competent with computerized register system and have good cash handling skills, experience in retail sales, and be professional, polite, and reliable.

Bartenders fill drink orders that waiters and waitresses take from customers. They prepare standard mixed drinks and, occasionally, are asked to mix drinks to suit a customer's taste. Bartenders collect payment, operate the cash register, clean up after customers leave, and often serve food to customers seated at the bar. Bartenders also check identification of customers seated at the bar, to ensure they meet the minimum age requirement for the purchase of alcohol and tobacco products. Bartenders are usually responsible for ordering and maintaining an inventory of liquor, mixes, and other bar supplies.

The banquet manager [38] plans and oversees parties, banquets, conventions and other special events hosted or catered by the restaurant. He/she is responsible for soliciting banquet business and ensuring customer satisfaction with all booked events, coordinates and supervises the execution of all banquet functions to ensure the restaurant adheres to client specifications and that the function runs smoothly and efficiently. He/she possesses knowledge of food production and service and is able to perform

all positions in banquet operations to supervise, direct and train banquet personnel.

Human resources manager recruits and hires qualified employees, creates in-house job-training programs, and assists employees with their career needs.

Public relations manager helps the restaurant create and maintain a positive image; publicizes fundraisers, parties, special discounts and other newsworthy events.

Expediter functions as the communications link between and among the various food production areas in the kitchen, coordinates production and assembly so servers can deliver meal orders to dining room patrons in a timely manner.

Food and beverage manager/director oversees management, budget and operation of the foodservice outlet, catering services and kitchen, and maintains liaison with sales department to ensure maximum profitability.

Foodservice director (health care) directs the delivery of professional food services that will be a material factor in producing cost effectiveness, positive financial results, customer satisfaction and a positive public image.

The rest of the organizational structure of a restaurant is made up of servers, dishwashers, and other kitchen employees who typically make up the lowest level of authority within a restaurant.

5.3. Kitchen Organisation

In a restaurant, the kitchen (back-of-house) is where food is prepared by a group of chefs and cooks. The classical kitchen brigade is a system of kitchen organisation established by Auguste Escoffier [69] that was designed for large-volume preparation of extensive and complex menus. Nowadays, upscale, midscale and family-service restaurants utilise this type of organisation because of their size and volume of food preparation.

In Fig. 5.3., the classical organisation of the kitchen is presented.

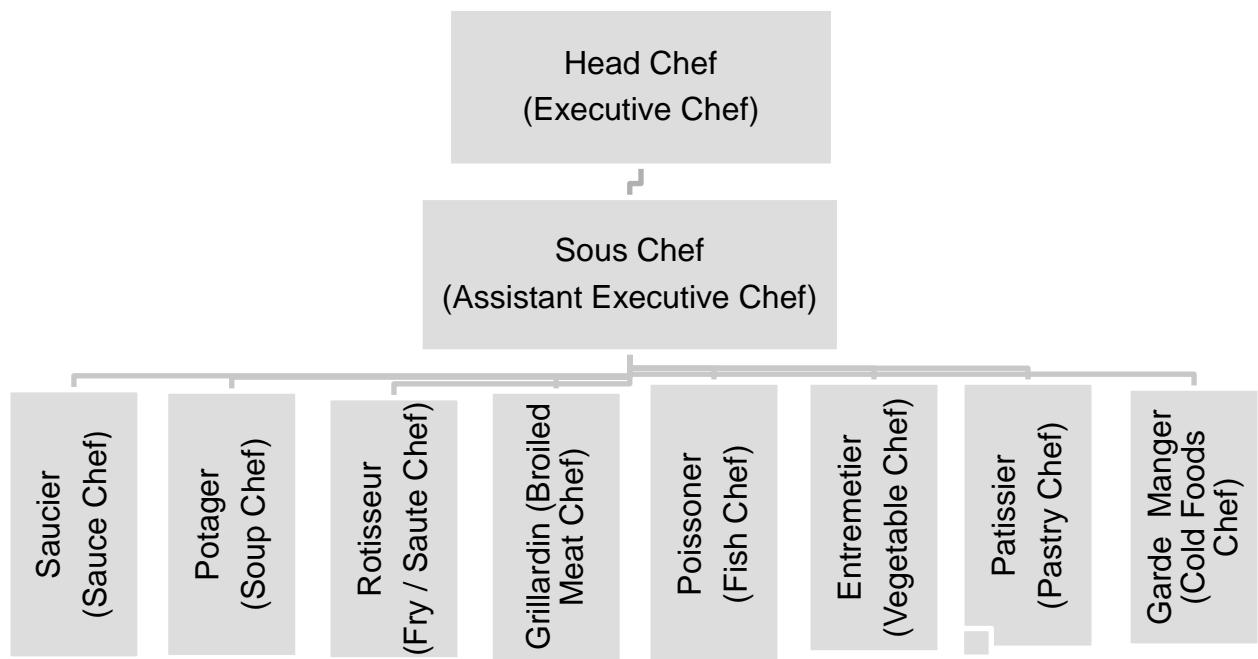


Fig. 5.3. **Classical Organization of the Kitchen**

If the head chef is the owner of a restaurant, then he or she usually hires an operations manager, general manager, or dining room manager to handle the other half of the restaurant. The exact responsibilities of this second manager, who may be the owner in other situations, can vary quite a bit. In general, it is up to him or her to ensure diners at a restaurant are served properly and have an enjoyable experience. Chefs cannot typically deal with issues in the dining room, so servers and other people in the dining room handle such issues.

A *head chef* (executive chef) may create a customized menu and signature dishes based on his area of culinary expertise.

Sous chef (assistant executive chef) acts second-in-command in the kitchen, directing and managing cooks and other kitchen workers, and taking over when the executive chef is absent. In a large establishment, the sous chef may be in charge of food production for one kitchen. In a smaller operation, the sous chef ensures that all food production workers are performing their duties as prescribed by the quality standards established by the executive chef. The sous chef assumes all the duties of the executive chef in the chef's absence [26].

A *kitchen manager* can be hired by a restaurant owner to run the kitchen, though this responsibility can also fall to a head or executive chef, who is responsible for overseeing all food coming out of the kitchen as well as

the organization and preparation of that food. The head chef also cooks food, but is assisted by one or more other chefs and cooks who prepare and plate food.

Saucier (sauce chef) is responsible for all soups and sauces prepared in the kitchen of a foodservice establishment. They prepare stock, thickening agents, soup garnishes, soups and sauces. They are also responsible for maintaining a sanitary kitchen workstation.

Potager (soup chef) is a cook whose specialties are soup, broth, and bouillon. The potager prepares the beef, chicken and fish stocks for soups, sauces and dishes. If a kitchen does not have a prep cook, the soup chef takes on the role. This means washing, peeling, chopping and preparing all the vegetables and components needed for the soup or stock being made for the day.

Rotisseur (fry/sauté chef) is responsible for all fried or sautéed items prepared in the kitchen of a foodservice establishment. Rotisseur portions and prepares food items prior to cooking, such as fish fillets, shrimp or veal. Other duties include preparing batter or breading, plating and garnishing cooked items, and preparing appropriate garnishes for fried or sautéed foods. He/she is responsible for maintaining a sanitary kitchen work station.

Grillardin (broiled meat chef) is responsible for grilled, broiled or roasted items prepared in the kitchen of a foodservice establishment, portions food items prior to cooking, such as steaks or fish fillets. Other duties include carving and portioning roasts, plating and garnishing cooked items, and preparing appropriate garnishes for broiled or roasted foods. Responsible for maintaining a sanitary kitchen work station.

Poissoner (fish chef) is an expert in the preparation of fish dishes, and often responsible for fish butchering as well as creating the appropriate sauces.

Entremetier (vegetable chef) has the role of preparing hot appetisers, frequently in charge of the preparation of soups, vegetables, pastas and starches. In a full brigade system, a *potager* would take out preparing the soups and a *legumier* would prepare the vegetables.

Patissier (pastry chef) is responsible for the pastry shop in a foodservice establishment, prepares pastries, desserts and any other baked goods. He ensures that the products produced in the pastry shop meet the quality standards in conjunction with the executive chef. The pastry chef also can be responsible for decorative centrepieces such as ice carvings, salt-dough sculptures, marzipan figures, pastillage and blown or pulled sugar.

Develops recipes and prepares desserts, including cakes, pies, cookies, sauces, glazes and custards. The pastry team will frequently supervise a separate team in their own kitchen or separate shop in larger operations. This station can be broken down into specific roles including: a *confiseur* prepares candies and petit fours, a *boulangier* prepares unsweetened doughs for breads and rolls, a *glacier* is responsible for preparing cold and frozen desserts, and a *decoreur* prepares show pieces and speciality cakes [26].

Garde manger chef (cold foods chef) is responsible for meats, cheeses, salads and other fresh cold foods. As an entry-level chef, the garde manger is assigned to salad plating and garnishing plates. With experience, he creates cold dishes that are visually attractive and flavourful. As a senior member of the kitchen staff, the garde manger chef maintains food inventories, promotes food safety and supervises other staff members.

Increasingly, however, contemporary kitchens have modified the classical brigade organisation by reducing or combining positions and by modernizing the titles. The modern kitchen brigade organisation is shown in Fig. 5.4.

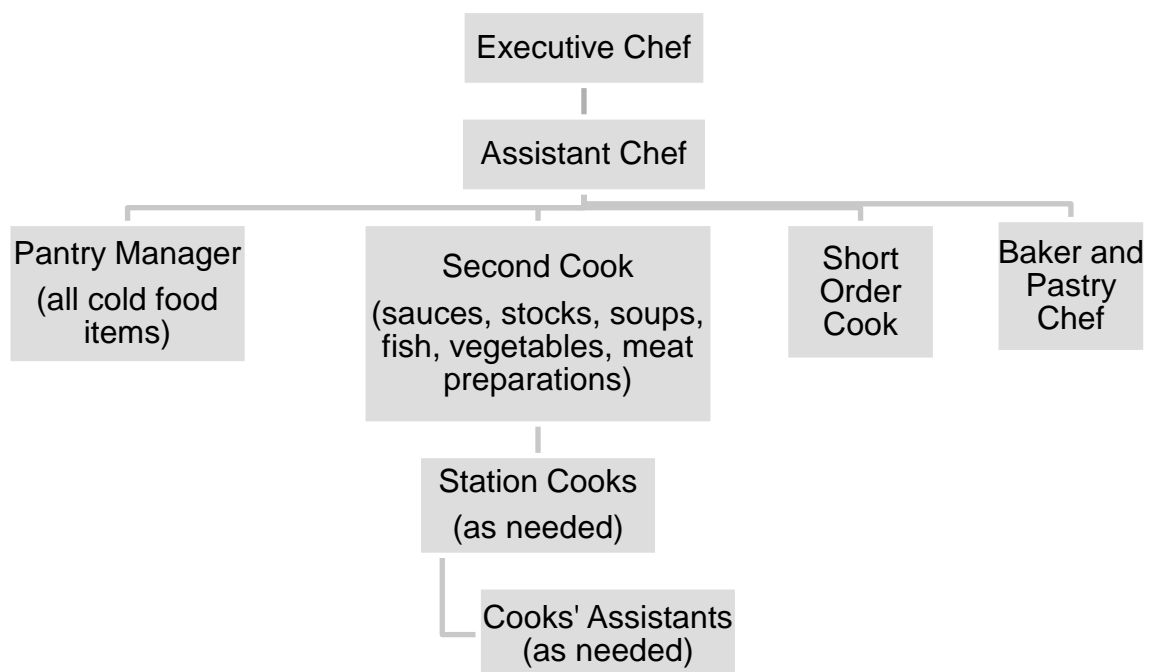


Fig. 5.3. Classical Organization of the Kitchen

The questions to consider:

1. The experienced chefs often desire to become the proprietors of the upscale restaurants. What types and skills would a person experienced as a chef bring to his/her new position as a chef-owner of an upscale restaurant?

2. Describe how an upscale restaurant is organised for food preparation and foodservice activities.

3. Consider the differences in an organisational structure of:

a) fine dining restaurants – casual dining restaurants;

b) fast food restaurants – cafeterias;

c) bars – coffee shops;

d) private owned restaurants – franchises.

4. Two positions are unique to upscale restaurants – the sommelier (wine steward) and the pastry chef (baker). Explain why. Does the tendency change for less expensive restaurants?

5. What do you think the most challenging tasks of a chef du rang (a unit general manager) are?

6. Check out information for Michelin and AAA food guides. What rating factors separate the most highly rated restaurants from others in these rating systems?

7. From your point of view, do marketing tactics used by upscale restaurants change during times of economic downturns to attract guests?

The individual task:

1. On the Internet, find diagrams of organizational structures of restaurants for customers of different income. Analyse the structures.

2. Analyse several restaurants which received the highest ratings from Michelin and AAA food guides. What are the general points and what are the differences? What can you say about the quality standards?

6. The technology of food production in restaurants

6.1. The basic principles of the production technology in the restaurant industry.

6.2. The principles of rational production (specialisation, proportion, continuity, rhythm, automation, flexibility).

6.3. The types and characteristics of production. Terms and conditions of increasing productivity.

After a good dinner one can forgive anybody,
even one's own relatives
Oscar Wilde

6.1. The basic principles of the production technology in the restaurant industry

Food production is the conversion of agricultural product to substances that have particular textural, sensory and nutritional properties using commercially feasible methods. There are two stages of food processing – primary and secondary. *Primary processing* is the conversion of raw materials to food commodities. Milling, cutting, grinding are the examples of primary processing. *Secondary processing* is the conversion of ingredients into edible products – this involves combining foods in a particular way to change properties. Grilling meat, baking bread, combining salads are the examples of secondary processing [1].

Stages of product development. Product development is the process of making new or modified food products. The process of product development involves a complex series of stages, requiring the combined talents of many specialists to make it successful. The aim of product development for a company is to increase sales and remain competitive [25]. The stages of product development are as follows:

1. The ideas for a new product are created and developed.
2. Research is carried out to form a number of recipes and specify the ingredients to be used. Several versions of the product are usually made, using slightly different ingredients or processes, i.e. the products are prototyped in the kitchen. Then a professional chef or food consultant evaluates the products. The ideas are tested on a limited amount of products and a small version of the equipment necessary for production.
3. Sensory evaluation is carried out at many stages of the development process by the professional staff. Trained assessors comment on the appearance, odour, taste and texture of the products to make sure that the product being developed displays the desired sensory characteristics.
4. In case of any discrepancy, the product is modified and upgraded.
5. Consumer testing is carried out to evaluate and identify product suitability or possible defects.
6. Product specification is defined. The exact amount of ingredients and precise methods of production are finalised. The specification is very important as it will be used for the production of each batch of the product to ensure consistency.
7. The product is produced on a large scale. The manufacturing process is sometimes organised in unit operations, such as size reduction,

mixing and cooking. These are controlled to maintain consistent product quality, safeguard staff health, food safety standards and to avoid problems that may stop the production line running. The food products manufacturing includes the following typical unit operations processes: storage (keeping raw materials in good condition); cleaning; sorting/grading (assessing the quality required); size reduction (trimming, slicing, crushing); mixing/combining and cooling.

7. The product is advertised. In a restaurant, a new product/dish may be used as a “lost leader” (for more details see Theme 17).

8. The new product is launched.

Most food which is manufactured goes through a number of common steps. The specific details of each may differ, but the basic principles are the same (Fig. 6.1.):

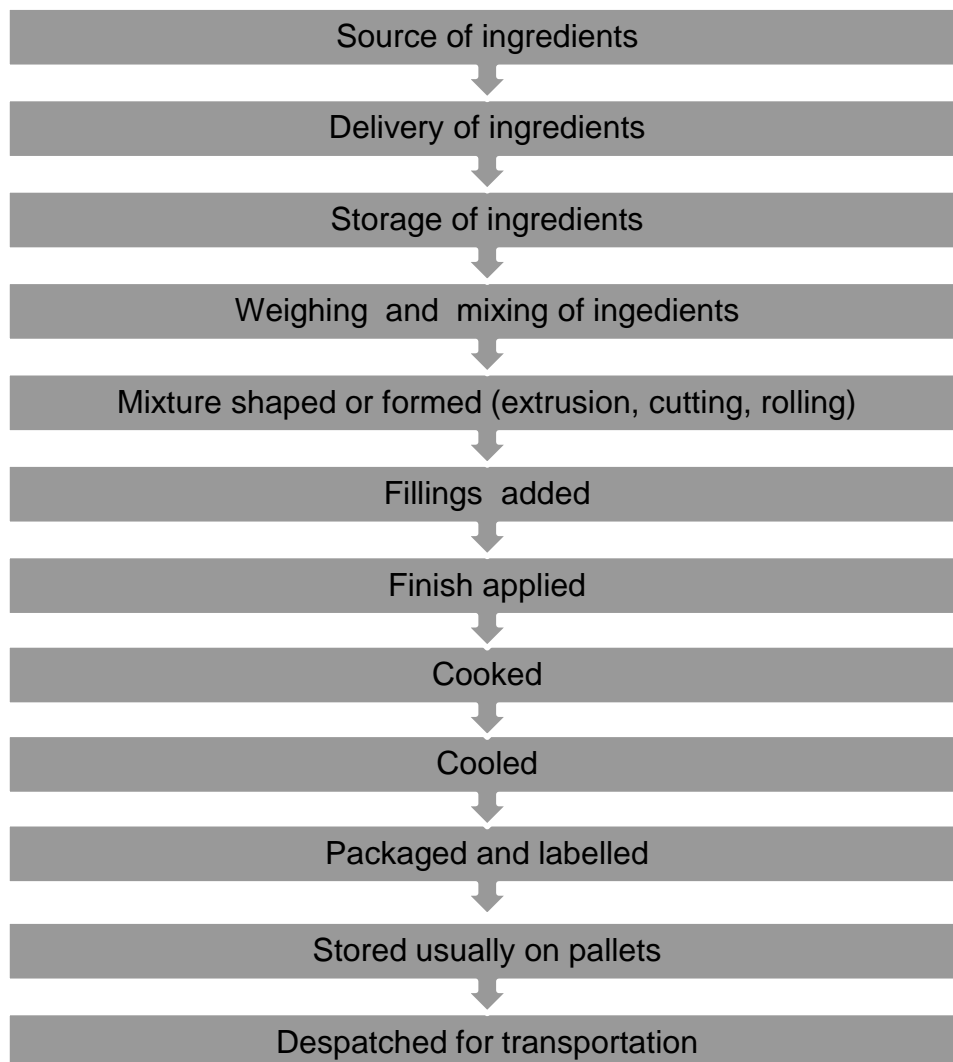


Fig. 6.1. The sequence of unit operations in food processing

6.2. The principles of rational production (specialisation, proportion, continuity, rhythm, automation, flexibility)

The production process must be organized in accordance with certain principles, which allow the most efficient use of the company's assets, human labour and performing the tasks on time. The application of rational organisation principles for the production process determines high efficiency, minimum production costs and the shortest production cycle. Various authors emphasize that these principles include specialisation, proportions, continuity, rhythm, flow, flexibility, automaticity, etc. Production specialisation inside a company depends a lot on the general specialisation of the company. When production is specialised, all products, partial processes and operations are divided into individual structural units and work stations of the company according to their characteristics.

Planning, organizing, and producing food of a consistently high quality is no easy task. The kitchen manager, chef, or cook begins the production process by determining the expected number of guests for the next few days. The same period for the previous year can give a good indication of the expected volume and break down of the number of sales of each menu item. The product mix (a list of what was sold yesterday) will give an indication of what needs to be prepared in order to bring the item back up to its par level – and par levels for Monday, Tuesday, and Wednesday will be different from later in the week. The kitchen manager/chef then gives the food order to the general manager. In some cases, a kitchen manager/chef is authorized to order directly him- or herself. Every morning the chef or kitchen manager determines the amount of each menu item to prepare. The par levels of those menu items in the refrigerators are checked, and a production sheet is completed for each station in the kitchen. When determining production, par levels should be changed according to sales trends. This will help control and minimize waste levels. Waste is a large contributor to food cost; therefore, the kitchen should determine the product levels necessary to make it through only one day [25].

Most of the preparation is done in the early morning and afternoon. The production sheets give the quantity of each menu item to be prepared. Use of prep sheets increases efficiency and productivity by eliminating guesswork. Taking advantage of slower times in which to prepare food allows the line cooks to do the final preparation just prior to and during the meal service.

Kitchen managers make up their own production sheet based on the menu.

The production sheet can be split into sections by station or equipment: mixer, stove, oven, pantry, and so on. The cooking line is the most important part of the kitchen layout. It might consist of a broiler station, window station, fry station, salad station, sauté station, and dessert station, to name just a few of the intricate parts that go into the setup of the back of the house.

The kitchen is set up according to what the guests order more frequently. For example, if guests order more broiled or sautéed items, the size of the broiler and sauté station set up must be larger to cope with the demand [28].

Teamwork, a prerequisite for success in all areas of the hospitality and tourism industry, is especially important in the kitchen. Due to the hectic pace, pressure builds, and unless each member of the team excels, the result will be food that is delayed or not up to standard, or both. Organization and performance standards are necessary, but helping each other with preparing and cooking is what makes for teamwork. Teamwork in the back of the house is like a band playing in tune, each player adding to the harmony.

Production in the kitchen is critical to the success of a restaurant since it relates directly to the recipes on the menu and how much product is on hand to produce the menu. In addition, timing is vital if guests are to get their food quickly. Thus, controlling the production process is a challenge.

Products have a particular shelf life, and if the kitchen overproduces and does not sell the product within its shelf life, it must be thrown away. More important, this practice allows for the freshest product to reach guests on a daily basis. If proper production procedures are followed, a restaurant will not have to cancel anything on the menu. It is essential to check out the cooks and hold them accountable for production levels. If they are not checked out, production will slide, negatively impacting the restaurant and the guests. The use of production sheets is critical in controlling how the cooks use the products. Every recipe has a particular specification to follow [25]. When one deviates from the recipe, the quality goes down, consistency is lost, and food cost goes up. That is why it is important to follow the recipe at all times.

Production starts with mise-en-place (the assembly of ingredients and equipment for the recipe). The backbone for every service in the restaurant is having all the specific ingredients for the recipes prepped ahead of time. Stocks and sauces, garnishes, marinated meats and so on are done weekly. During production, it is important that standards are maintained for quality

and inventory control: the right size, measurement, portion, temperature, and compliance with food safety. Chefs need to work to a time frame and constantly check production for quality and quantity.

6.3. The types and characteristics of production. Terms and conditions of increasing productivity

There are five main types of food production [4]:

Traditional production means that the ingredients are prepared and food is cooked onsite, it is served to customers either heated or chilled. Food products are purchased during the whole food-processing period.

Centralized production means that food is completely prepared at the central kitchen or food factory and is then transported to satellites (receiving kitchens) where it is served to customers. This type of production is characterised by the lower food costs. Labour costs are also lower because of the centralization of food preparation. This food service system takes advantage of economies of scale, so it is most effective when mass food production is required.

Cook-chill production means that food is fully cooked and then is rapidly chilled. It is stored at controlled temperatures to avoid foodborne illness (for up to five days). It is a simple, controlled system of advanced food preparation designed to provide more flexibility in foodservice. While the restaurants may economise on lower food costs based on bulk buying and centralised purchasing, food safety and its nutritional value completely depend on the right temperature level.

Cook-freeze production is similar to cook-chill, except that food is frozen and kept at this temperature until required. The storage of the frozen products may be prolonged, for up to two years. The disadvantage is a possible loss of nutritional value and that the product can be defrosted only once which causes some transportation inconveniences (transportation only in the refrigerators).

Sous vide production means that food is vacuum-sealed in a plastic bag and then cooked at a gentle temperature in a precisely controlled water bath. Compared to other cooking methods, it provides more control and allows for perfect, repeatable results every time. It is easy to learn and takes the stress out of cooking, because food can be held at a perfect level of doneness for a much longer time than usual methods allow.

Running the restaurant demands many expenses. They are:

rent and bills (electric, gas, etc.);
labour costs;
ingredients;
kitchen maintenance;
cutlery replacement;
laundry costs (cleaning table sheets), etc [27].

To increase productivity, it is advisable to keep the following recommendations:

constantly measure waiters' productivity (the number of customers they waited on per hour) with the help of customer invoices, or receipts, that indicate the name of the server and how many customers were served in each party;

on a daily basis, analyse the total number of labour hours used for every customer served. To calculate this, the total cost of a payroll during a day must be divided by the number of customers served at this period. The costs of serving each customer by job description will be clear after breaking down the numbers. The practice can help identify the problems quickly and adjust schedules to reflect a greater return on investments. It will also help to reduce overstaffing on the quiet days;

the kitchen staff must count, weigh and measure leftover food each day to discern which dishes are the most popular. One of the biggest costs for restaurants is food waste. Probably it is necessary to remove some dishes from the menu if they are not popular;

to monitor menu profitability and accuracy, the cost of food per customer should be checked at least once a week. For this, the total food bill for the week is divided by the number of customers served. The number should remain consistent week after week. In case it varies, the appropriate menu adjustments have to be made;

stimulate the side orders and desserts with the help of relaxing music and atmosphere; provide trainings for the wait staff how to offer correctly drinks and desserts [27].

Productivity not only demands constant attention and a great deal of skills and knowledge from all staff members, it is also the matter of general atmosphere and ambience, positive attitude to customers and job responsibilities, ability to invent and innovate, being up-to-date and fresh, transparent and clear in problem-solving, getting comfortable with multitasking and changes. All these factors together will lead the restaurant to success and popularity with the patrons.

The questions to consider:

1. Outline the main elements of food production.
2. What is the primary and secondary food processing?
3. Outline the stages of the product development.
4. How do you understand the principles of rational production?
5. Describe the process of rational labour organisation in the kitchen.
6. What are the indispensable elements of the rational labour management in the restaurant?
7. What is the difference between types of production? How does the type of production in a certain restaurant depend on the type of the restaurant?
8. What are the main restaurant expenses?
9. Why are food and labour believed to be the main expenses in the restaurant industry?
10. How can the restaurant manager / owner improve the restaurant productivity?

Individual task:

Go online, study information about *Sling*, the programme that is positioned as the easiest way to schedule and communicate with employees. Study its advantages and disadvantages. In what way can this programme increase the restaurant productivity? What are the other programmes of this type?

7. Types of menus. Menu planning, pricing, evaluation Nutrients, types of food

7.1. Meals and menu planning.

7.2. Types of menus.

7.3. Methods of menu pricing and evaluation.

7.4. Rational nutrition of tourists.

A recipe has no soul.
You, as the cook, must bring soul to the recipe.
Thomas Keller

7.1. Meals and menu planning

The word “menu” (the bill of fare), as a list of prepared foods, dates

back to eighteenth century and first appeared in France, although the custom of making a list of the courses for a meal is much older. The bill of fare was originally very large and was placed at the end of table for everyone to read. As the time progressed, the menu became smaller in size and a number of copies were made which allowed individuals to read their own copy [29].

The word “menu”, like much of the terminology of cuisine, is French in origin. It ultimately derives from Latin “minutes” something made small; in French it came to be applied to a detailed list or résumé of any kind.

The menu and menu planning are front and centre in the restaurant business. Guests come to restaurants for a pleasurable dining experience, and the menu is the most important ingredient in this experience. One of the most important factors for patrons when deciding on a restaurant is the quality of food.

This challenges operators to provide tastier presentations, offer healthier cuisine, and create new extraordinary flavours to please guests. These and other factors are critical to the menu’s and the restaurant’s success. The many considerations in menu planning attest to the complexities of the restaurant business. Concepts are best developed from the menu. When you really know your menu, you can develop a concept.

There is a set of rules which have to be taken into account while creating menu and which make menu successful in terms of planning. The menu must [29]:

- satisfy guest expectations: reflect the guests’ tastes; reflect the guests’ food preferences; ascertain the guests’ needs;

- attain marketing objectives: locations of items; prices; preparation times; specific food items;

- help to achieve quality objectives: quality standards (flavour, texture, shape, colour, flair, consistency, palatability, visual appeal, temperature, aromatic appeal); nutritional concerns (low-fat, gluten free, high-fibre diets, vegan/vegetarian);

- be accurate: truth in menu is of paramount importance (“butter” means butter not margarine; “fresh” means fresh not “fresh frozen”; “homemade” is not purchased “ready-to-heat” etc.);

- be designed: layout (sequence of the food items: appetizers, soups, entrees, main dishes, desserts – depends on popularity and profitability of the items); placement (photos/pictures of the dishes; artworks; drawings; decorative patterns; spaces; boxes); format (type style and/or lettering; font size; type of paper; colour; cover texture; menu’s size; general image); names

of dishes; description of food items; the use of clip-ons, inserts (daily specials, seasonal or special offers); operation's address; beverage service notice; separate menus for each meal period; separate menus for host/hostess and guests;

be balanced: business balance (balance between food costs, menu prices, popularity of items; financial and marketing considerations); aesthetic balance (colour, texture, flavour of food); nutritional balance;

be clear and descriptive: description of certain items should be made in short, easy-to-read sentences; no description is needed for self-explanatory items e.g. "Low fat milk";

have supplemental information: address, telephone number, days and hours of operation, meals served, reservations and payment policies, history of the restaurant, history/etymology of the restaurant's name, a statement about management's commitment to guests service.

There are a few other tips to consider when designing a menu layout.

It is useful to create a separate menu for desserts. Studies have shown that if desserts are on the main menu, customers are less likely to order an appetizer. In addition, if there is a separate menu, the server can leave it on the tables for customers to browse throughout their meal, and give them time to think about which dessert option they want to try.

Restaurants that have an extensive selection of beverages may also want to make a separate beverage menu so they do not take up too much space. As a rule, popular non-alcoholic beverages such as soft drinks, iced tea, or lemonade are included in the main menu [28].

If there is a large selection of vegetarian, vegan, or gluten-free dishes, it is a good idea to add dedicated sections for those items. Creating a new section makes it easy for customers with alternative diets to find menu items that they can eat.

Attention can be drawn to specific menu items, such as limited-time-only specials or seasonal items, by placing a box or border around them. This helps the specials stand out from other items and draws the customers' eyes to them. For more attention, they can be placed in the middle of the page.

How many pages should the menu include?

The number of pages in the menu depends most on the number of food items. However, when it comes to menus, less is more. If the menu has too many pages, it can be overwhelming for customers.

The most common type of menu has two pages, and it provides plenty of room to list menu items without providing too much information to be

overwhelming. If the restaurant is modern or has a contemporary aesthetic, rather than using multiple pages, it is possible to opt for a larger page or a unique design.

How to describe food.

Writing appetizing menu descriptions can persuade the customers to try something new, provide information for guests with food allergies or alternative diets, and help customers find a dish that appeals to them. Moreover, if the restaurant uses unique names for dishes or serves a lot of ethnic foods, writing menu descriptions can help the customers understand what the dish will be.

Descriptions should be used not only to list the ingredients in the dish, but to describe the taste and texture of the food as well. For example, instead of just listing all of the ingredients in a salad, use adjectives to make it sound more appetizing, like this: “Rachel’s salad contains leafy arugula, crisp romaine lettuce, creamy goat cheese, and candied walnuts, all coated with a light and delicious strawberry vinaigrette” [30].

7.2. Types of menus

There are several types of menus that are recognised all over the world with the slight differences depending on the culture and national traditions. The following classification can be offered on the basis of the literature analysis [2; 11; 16; 29; 33]:

1. Table d'hôte is a menu where multi-course meals with only a few choices are charged at a fixed total price. Such a menu may also be called prix fixe (at the “fixed price”). The terms “set meal” and “set menu” are also used. The cutlery on the table may also be already set for all of the courses.

2. A la carte is a French language borrowed phrase meaning “according to the menu”, and used in reference to a menu of items priced and ordered separately, i.e. the usual operation of restaurants. This is in contrast to a table d'hôte, at which a menu with limited or no choice is served at a fixed price (to order an item from the menu on its own, e.g. a steak without the potatoes and vegetables is steak à la carte).

It is also used to describe a retail pricing model in which goods or services traditionally bundled together are separated out, putatively giving the consumer greater choice at a lower cost. Examples include airline pricing where in-flight drinks or snacks are not complimentary, on-line music purchasing where individual tracks can be bought instead of entire albums or

pay television where individual channels can be ordered rather than a bundle of channels.

3. *Cartes du jour* is a menu listing dishes available on a particular day.

Plat du jour is a French phrase meaning the dish of the day, used to mean a dish that a restaurant is featuring on a particular day – “today’s special”.

Plat du chef is a French phrase meaning a dish cooked by a special recipe of the chef of the restaurant.

Breakfast and brunch breakfast. Fewer people eat breakfast than lunch or dinner, it accounts only for ~ 20 % of the daily restaurant traffic. Commercial and on-site foodservice operations usually offer traditional breakfast items and light and healthful options. Brunch is a mid to late-morning meal. It is a combo of breakfast and lunch type items. It is commonly served on weekend or catered events.

Lunch offers much more complicated dishes than those served at breakfast. However, it must be produced faster than dinner items. The popular trend is lunch-to-go which is cheap and fast. Right packaging, while adding cost, is a secret to a successful lunch-to-go program.

Dinner traditionally includes soups, potato, vegetable, salads, and desserts.

Supper is late and usually light evening meal. Menus are getting shorter, but appetizer section is getting longer. Ethnic cuisines affect supper menus a lot. Desserts are commonly included on menu.

Cultural (ethnic) menus, such as French, Italian, Chinese, Japanese or Indian style.

Specialty – steak, fish, pasta etc.

Children menus.

Medical diets, including low/high fibre, low fat/cholesterol, diabetic, peanut free, non-lactose, low salt/sodium, low-purine, low-calorie, low-protein, bland (non-spicy) and gluten-free meals (in hospitals, at the resorts, recreational institutions).

Religious menus, including kosher, halal and Hindu, Buddhist.

Vegetarian and vegan meals.

Event or occasion menus – wedding, birthday, funeral, national holiday celebration, graduation ceremony.

Static and changing menus. *Static menu* means that the same menu items are offered every day. Customer’s choice of a place to dine is made easier when menu is constant over time or the customer may grow bored

when a constant selection is offered.

Changing or cycle menu is offering different items each day on a weekly, biweekly, or some other basis, after which the cycle is repeated. *Seasonal cycle menus* are common. Used in healthcare institutions and schools that serve the same clientele and should daily offer a variety on the menu items to satisfy their customers.

Kosher menu. Kashrut (also kashruth or kashrus, כַּשְׁרוּת) is a set of Jewish religious dietary laws. Food that may be consumed according to halakha (Jewish law) is termed “kosher” in English (meaning “fit” for consumption).

Among the numerous laws that form part of kashrut are the prohibitions on the consumption of unclean animals (such as pork, shellfish (both mollusca and crustacean – a large group of mainly aquatic arthropods which include crabs, lobsters, shrimps, woodlice) and most insects, with the exception of certain species of kosher locusts and the commandment to slaughter mammals and birds according to a process known as shechita (permissible animals must have cloven hooves as well as chew the cud, and must be slaughtered according to laws in the Torah, with the animal’s death to be as instantaneous as possible. The religious slaughter must also include the removal of the animal’s blood, prohibited fats and veins). The only kosher animals, for all intents and purposes, are cows, sheep and goats, while kosher poultry includes chicken, duck, turkey, geese and pigeon.

Fish can only be eaten if it has fins and scales – such as tuna, herring and salmon.

Meat and dairy must be completely separated, which means they cannot be cooked or eaten together.

Kosher kitchens contain separate sets of utensils and preparation areas to ensure this is followed. It also means that dairy and meat cannot be served on the same table. It also means a person must wait an interval of between one and three hours after eating meat before eating dairy.

There are also laws regarding agricultural produce that might impact on the suitability of food for consumption (fertilizers and minerals usage).

Pareve foods are those that are neither meat nor dairy and thus are considered “neutral”, such as vegetables, grains and fruit.

Alcohol is generally kosher but drinks that derive from the grape, such as wine or port, are subject to strict constraints surrounding their production. Spirits must be made from sugar or grain.

Over the past century, there have developed numerous rabbinical

organizations that certify products, manufacturers, and restaurants as kosher, usually using a symbol (called a hechsher) to indicate their support.

Vegan vs. vegetarian menus. Neither vegans nor vegetarians eat meat. However, while vegetarians tend to consume dairy products and eggs, a vegan avoids all animal products, including eggs and dairy, and often inedible animal-based products, such as leather, wool, and silk. Vegetarianism is usually a diet, while veganism is a lifestyle. Vegetarians often choose their diet based on its reported health benefits or for religious or political reasons. In general, vegans have much stronger political beliefs regarding their diet, with some believing animals should be protected under many of the same laws that humans are (Table 7.1, Annex A).

Table 7.1

Vegan versus vegetarian menus

Vegans	Vegetarians
Do not consume meat, eggs, milk, honey or any food that is derived from animals.	Do not eat meat or fish. Some do consume dairy and some vegetarians consume eggs. <i>Lacto-vegetarian:</i> eating dairy products. <i>Ovo-vegetarian:</i> eating eggs. <i>Pescetarian</i> – a person who supplements a vegetarian diet with fish
Do not use any animal derived products, e.g. fur, leather, wool, etc. Do not condone the use of animal testing.	While vegetarians do not eat meat, most vegetarians do not mind using other animal-derived products, e.g. fur, leather, or wool

Raw foodism (or following a raw food diet) is the dietary practice of eating only uncooked, unprocessed foods (Annex B).

Depending on the exact philosophy or type of lifestyle and results desired, raw food diets may include a selection of fruits, vegetables, nuts, seeds, eggs, fish, meat and dairy products. It may also include simply processed foods such as various types of sprouted seeds, cheese, and fermented foods such as yogurts, kefir, kombucha (a fermented drink sauerkraut made with tea, sugar, bacteria and yeast), but generally not foods that have been pasteurized, homogenized, or produced with the use of synthetic pesticides, chemical fertilizers, industrial solvents or chemical food additives.

Advocates argue that raw or living foods have natural enzymes, which are critical in building proteins and rebuilding the body, and that heating these

foods destroys the natural enzymes and can leave toxic materials behind. However, critics point out that enzymes, as with other proteins consumed in the diet, are denatured and eventually lysed by the digestive process, rendering them non-functional. Heating food above 104 – 120 °Fahrenheit (40 – 49 °C) degrades or destroys these enzymes in food. Cooked foods contain harmful toxins, which can cause chronic disease and other problems. Heating oils and fats can produce trace amounts of trans fats. Raw foods such as fruits and vegetables are high in antioxidants, which raw-foodists believe can help to stifle signs of aging.

Dr. Joel Fuhrman, the author of “Eat to Live” [62], says that uncooked cruciferous vegetables have the most powerful anti-cancer effects of all foods. He also says that most of the phytonutrients function as antioxidants in the body, meaning they neutralize free radicals, rendering them harmless and reducing cancer risk. Raw foodists believe that this property found in alkaline living foods or raw food, which neutralizes free radicals, makes green smoothies a powerful antioxidant drink. Because raw seeds and nuts are vulnerable to mouldiness and rancidity, raw products made from these ingredients should stay refrigerated to maintain optimum nutritional value and flavour, as well as to minimize oxidation caused by the nut and seed oils' becoming rancid. Air-pollution and smoking are extremely harmful to health. They also believe that recycled tap water is harmful, especially fluoridated or chlorinated tap water.

Moreover, raw foods include bacteria and other micro-organisms that affect the immune system and digestion by populating the digestive tract with beneficial gut flora (An example of the rawfood menu is in Annex C).

7.3. Methods of menu pricing and evaluation

There are several pricing approaches in the contemporary restaurant industry [27].

Subjective pricing methods are about intuition, feelings, opinions and knowing the restaurant's guests. These methods fail to relate to profit and costs and are very quick to implement as they are built on the management's assumptions of how much the customer is willing to pay.

The reasonable price method presumes value to the guest. The owner/manager decides what charge is fair and equitable. Despite the lack of scientific basis, this method is often justified because it is formed from the guest's perspective.

The highest price method sets the highest prices the guests are willing to pay. The underlying costs of the products and labour are much less important for the guests than the perceived value of quality and excellence. While using this method, all the contingencies for the food enterprise are taken into account and, thus, is the safest method among subjective pricing methods.

The loss leader method. An unusually low price is set for an item/items to bring the customers in. The method is used to quickly increase the sales, to attract new clients, to make the place more popular.

The intuitive price method is based on guesses, hunches and assumptions. The trial-and-error approach explains this method in the best possible way.

Objective pricing methods take into account the concept of value (the price should be relative to quality), the basic law of supply and demand, the concepts of volume and competition (knowing the competitors' menus, selling prices, guests' preferences), the law of elasticity of demand (elastic: price change creates a large percent in the quantity demanded (prices-sensitive); inelastic: the percent change in the quantity demanded is less than the percent change in price). There are two main methods:

Desired food cost percentage method [27]. The manager determines a reasonable food cost percent (generally the accepted food cost percent is 30 – 35), then divides a menu item's standard food cost by its reasonable food cost percent:

$$\text{Selling price} = \frac{1.50 \text{ \$ item's standard food cost}}{0.33 \text{ desired food cost percent}} = \$4,55.$$

The ingredient mark-up method. The manager finds the cost of every single item, then calculates the portion cost with the formula:

$$\text{Portion cost} = \frac{\text{Purchase cost}}{\text{Portion}}.$$

Thus, if the restaurant buys 100 kg of meat, which cost \$2.50 per kilogram, the purchase cost would be \$250. If a half kilogram of meat is used for a portion of meal, \$250/200 (half kilogram divided by 100) is taken to make a \$0.75 per portion.

Then the cost of each ingredient is added to total each dish:

Meat: \$1.25.

Vegetables: \$1.50.
Condiments: \$0.5
Total: \$3.25.

Divide the food cost by the percentage (which depends on the food enterprise):

$\$3.25 \div 30\% = \9.84 , or
 $\$3.25 \div 35\% = \9.28 .

The last step is to adjust the price for the menu, as \$9.84 or \$9.28 are rather unusual for the restaurant menu. Most customers are more familiar with \$9.95 and \$9.50. The price may be raised up to \$9.95 in both cases as the change of price within the dollar is handled better than outside the dollar because most customers only look at the first digit.

The contribution margin pricing method sets the price of a menu item by adding the desired profit per customer to the average price of the total costs per customer. The name reflects the concept that each customer contributes the same amount of profit and shared portion of expenses to the business. To use this method, the restaurant needs to have predictable costs of food and overhead as well as the number of customers in a given time period.

The contribution margin is determined by first identifying the total non-food costs of operating the restaurant such as rent, utilities, labour, and cleaning supplies over a certain period of time, secondly, determining the total dollar amount of profit the restaurant would like to make. The sum of these two numbers is then divided by the expected number of guests to give the contribution margin.

$$\text{Contribution margin} = \frac{\text{Non-food costs} + \text{Desired profit}}{\text{Number of customers}}.$$

By adding the contribution margin to the food ingredient cost per customer, we can determine the base selling price, i.e. the minimum menu price that covers costs and desired profits.

$$\text{Base selling price} = \text{Contribution margin} + \frac{\text{Food cost}}{\text{Number of customers}}.$$

Calculating drink prices. These can be calculated by several methods:

By the drink pour size. The first step is to decide on the drink pour size. The pour size is the amount the customer receives with his one order. Most

drinks are 1 ounce (approximately 28.35 gr) or 1.5 ounces; in a liter of alcohol there are 33 ounces at maximum. The formula usually used to calculate the drink price is:

$$\text{Drink price} = \frac{\text{Price of a bottle}}{\text{Number of ounces}}.$$

By the drink category. Most bars simplify pricing by setting a rate across a category. There are three main categories: well, call, premium. This method may lead to some irregularities and is mostly used for the drinks which require no preparation.

The “well” (bottom shelf) drinks are the most often used by the bartender and the cheapest in the stock, they are so called “house liquors” and are regularly stocked at the bar. These types of drinks are, as a rule, the best deal for both the bar and the customer.

The “call” drink means you are “calling” the specific brand of liquor (whisky, bourbon, vodka, rum, etc). These drinks are more expensive than the “well” drinks.

Exclusive or top shelf drinks, known as “premium”, are the most expensive. They are usually sold in creative bottles of different shapes, sizes and hues. They are displayed prominently along the top shelves of the bar to attract customers’ attention but they are the least ordered so kept out of the immediate reach.

By percentage. This method is considered to be the most exact and accurate. After the price of alcohol per ounce is defined (the cost of the bottle divided by the number of ounces it contains), the intended percentage is fixed (typically 20 – 25 %) which may vary during events like a “Happy hour”. The formula is:

$$\text{Drink price} = \frac{\text{Price per ounce}}{\text{Percentage}}.$$

It is obligatory that menus be considered regularly to understand which items are most or less popular, what should be improved, added or removed, revise their strong and weak sides.

Menus are usually evaluated with the help of *stars, plow horses, puzzles, dogs methodology* [27]:

stars are items that are popular and profitable;

plow horses are items that are not profitable but popular;

puzzles are items that are profitable but not popular;

dogs are items that are neither profitable nor popular.

1. Managing stars. These items are high in contribution margin and high in popularity and do not need much alterations. The main thing is to place them in a highly visible location on the menu. In addition, it is desirable to reconsider pricing strategy but not to increase the price too much as it may scare away customers. While serving the clients, suggestive selling techniques are proposed.

2. Managing plow horses. These items are low in contribution margin but high in popularity. The strategies proposed are the following:

- carefully test for price increase;
- relocate the item to a lower profile on the menu;
- test for demand;
- shift demand to more desirable items;
- combine with lower cost products;
- consider portion reduction;
- asses the direct labour factor.

3. Managing puzzles. These items are high in contribution margin but low in popularity. The main strategies are:

- shift demand to these items;
- consider price decrease;
- add value to the item.

4. Managing dogs. These items are low in contribution margin and low in popularity. They are first candidates for removal from the menu.

While evaluating any menu, the following questions should be answered:

Is the menu attractive?

Do the colours and other design elements match the restaurant's theme and décor?

Are menu items laid in an attractive and logical way?

Is there too much description? Or not enough? Is the menu easy to understand?

Is attention called to the items managers most want to sell through placement, colour, description, type size, etc.?

Have guests complained about the menu?

Have guests said something good about the menu?

How does the menu look compared to the competitors' menus?

Has the average guest check remained steady or increased?

Is there enough variety in the menu items?

Are menu items priced correctly?

Is there right proportion of high-profit and low-profit items?

Is the type face easy to read and appropriate to the restaurant's theme and decor?

Is paper attractive and stain resistant?

Have the menus been easy to maintain so that guests always receive a clean, attractive copy?

The restaurant manager/owner should always keep in mind that the menu also acts as a sales tool (lists the items the operation is offering for sale), as an advertising tool (communicates the restaurant's food and beverage marketing plans), as a merchandising tool (targets market expectations – product, service, ambience (theme and atmosphere), perceived value), as a marketing tool (strives to meet or exceed the expectations of its target market).

7.4. Rational nutrition of tourists

Rational nutrition has become an acute public health issue in the last two decades after an observation and some research showed that most of the diseases currently affecting humanity, which cause early disability and shorten the thread of life are largely due to an uncontrolled diet. Each food product is a complex mixture of nutrients [10]. Only with a few exceptions, we can find relatively complete foods capable of satisfying to a large extent the requirements that the body needs. A modern human must understand that the proper nutrition is related to the physical and mental development of a child and a young person, the adult's ability to work, the prevention of degenerative chronic diseases with the elderly. While there is a dominating substance in all foods, yet they usually contain many compounds which render them, from a chemical standpoint, very difficult to classify accurately. For example, the principal nutrients in wheat are carbohydrates (starch and sugar), yet wheat contains mineral salts, fat, and protein, the latter being a compound consisting of carbon, hydrogen, oxygen, nitrogen, and sulfur. Wheat would, therefore, be placed in the carbohydrate class, but it would overlap into several other classes. What is true of wheat is true of nearly all other articles of food.

Furthermore, foods do not chemically reproduce themselves when taken into the body, but in the process of metabolism they are converted either into other elements or into other compounds. From this, it will be understood that the articles listed under the following headings are classified

according to the nutritive substance that predominates in them, and are given for the purpose of guiding in the selection of such foods that will supply the various chemical constituents of the body. Because no food has every nutrient, people should eat a variety of foods [26].

The food pyramid helps people select foods that supply all the nutrients they need (Annex D).

Foods that contain the same nutrients belong to a food group.

There are five food groups:

bread and cereal;

vegetable;

fruit;

milk;

meat.

There are three diet theories everyone should know about:

1. low-glycemic index/low-glycemic load. The glycemic index (GI) is a numerical scale used to indicate how fast and how high a particular food can raise our blood glucose (blood sugar) level. A food with a low GI will typically prompt a moderate rise in blood glucose, while a food with a high GI may cause our blood glucose level to increase above the optimal level. Foods high in sugar obviously raise blood sugar levels very quickly, but high starch foods such as breads and white potatoes also increase blood sugar levels though slower. Foods with a higher sugar content, but lots of fiber (such as apples) are not actually as high GI as one would think, because fiber helps to slow down the absorption of sugar.

Keeping one's blood sugar at an even level is desirable. If it is too low you can feel exhausted, if it is too high you can feel wired. Spiking blood sugar levels and forcing the body to produce insulin in this way is the cause of diabetes and also a major cause of obesity. Many diets use this theory.

You may not need to do the diets, but DO research and understand how the glycemic index and glycemic load work. Diets that teach you how to cook with real foods are always preferable.

2. The acid/alkaline diet theory. This theory is based on the fact that our bodies need to have a balanced pH (acid-alkaline) level to avoid disease such as heart disease, diabetes, and even cancer. It has been found that keeping the body slightly alkaline can also result in having clear skin, energy, mental clarity, a slim figure, and more. This can be a bit difficult to do at first, but once you understand how foods work, then they are much easier to work with.

Each food we put in our mouth is either acidic or alkalizing for the body. We know lemons have a lot of acid in them, but when they are eaten the body turns them into an alkalizing food (so lemons are actually alkalizing, not acidic). When one is very unbalanced or sick, to keep the body at a balanced pH, 80 percent of the diet must be alkalizing foods such as green vegetables, and the other 20 percent can be acidic, such as meat. Once the body is healing, the percentage of alkalizing foods can be decreased a bit. The idea is that when a body is too acidic, inflammation and eventually disease can evolve. Alkalizing foods boost the pH back up to heal the body.

Exercising and managing stress can also keep the body more alkaline. Common alkalizing foods are veggies, low sugar fruits, some beans and seeds. Common acidic foods are meats, dairy, grains, sugar, alcohol and junk food.

3. Ayurveda. This diet theory is one of the oldest that we know of, over 5,000 years old in fact. It is commonly referred to as the Science of Life or “life-knowledge”. This theory works alongside nature, keeping in mind the body’s natural response to the changing seasons, feeding it what it craves and can best utilize at all times [69].

For example, if somebody lives in Colorado and it is the dead of winter, it would be recommended to give the body what it needs at that time: namely hearty soups, nuts, warm grains and high-fat and protein-rich foods like fish and meat. No pineapples! The idea is that our bodies need the fat and energy to store for winter and fight the cold weather and diminished supply of food. In the summertime, our bodies need cooling and water-filled foods to fight the heat and stay hydrated (melons, anyone?).

Ayurveda demonstrates how every climate will give us the exact foods we need at just the right time to stay healthy. This can be difficult to follow at times because we have every food available to us at every time, but with practice it is very possible. Ayurveda also believes in keeping a healthy immune system to stay away from sickness. Ayurvedic people are some of the healthiest people and also some of the most down to earth.

The questions to consider:

1. How would you prioritize the considerations in menu planning in the restaurant?
2. Identify the functions and food sources of carbohydrates, proteins and fats. Describe the need for enough fibre in the diet.
3. There is a trade-off between a fully qualified chef and higher costs. How

can a balance be achieved to leave a reasonable return for the owners?

4. To achieve maximum efficiency in the restaurant's kitchen, who should be involved?

5. Discuss how the equipment and menu must harmonize to create a smooth operation.

6. Ask several restaurant owners/managers how they arrived at their menu prices, and compare their answers with the methods suggested above.

7. How seriously should restaurant operators become involved with the nutritional content of foods the chefs serve?

8. Many operations price out all recipes and then check them every six months to see if they are still accurate. Others compare standard recipe costs to the national price index once a year. How often should prices be adjusted?

9. Why is studying the menu necessary?

10. List special problems people may have with certain foods on a menu.

11. List various ethnic menus or foods on a menu that are of ethnic origin.

12. What is the role and purpose of the menu in a foodservice operation?

13. How is a menu used as a marketing tool?

14. How to use a menu as a selling tool?

15. List the common mistakes found on menus.

16. List and explain the points that must be considered when planning a menu.

17. Discuss several reasons why restaurants have specials on their menus. Why should servers suggest specials to their guests?

18. Describe how diet can influence health.

The individual tasks.

1. Search for interesting menus on restaurant Web sites. Consider the techniques used in their preparation, the equipment needed, and the skill level of the chef.

2. Use sample menus to analyse: How many items are in each course? What equipment will be required for each?

Select a few items and determine what you would expect their food-cost percentage to be.

3. Consider the menu's "stars, plow horses, puzzles, dogs". Suggest any changes that might improve the restaurant's profitability.

4. Summarize and draw conclusions on:

a balanced diet: challenges for tour organizers;

the concept of healthy food: national peculiarities.

5. Consider the case study to Theme 7 (p.167).

8. Forms, types and methods of restaurant services

8.1. Types of service.

8.2. Useful tips for food/beverage service.

Delight your guests... Develop your business.

8.1. Types of service

The food and beverage industry is usually defined by the output of the products to satisfy the people's various demands for food and drinks. The main aim is to achieve customer satisfaction. The needs that a customer might be seeking to satisfy are:

physiological – the need for special food items;

economic – the need for good value for the price paid;

social – a friendly atmosphere, a chance to express feelings frankly;

psychological – the need for enhancement of self-esteem;

convenience – the desire for someone else to do the work [30].

These various needs play a major role in deciding on the factors responsible for defining the different type of service methods in the food and beverage service industry.

The service of F&B may be carried out in many ways depending on a number of factors:

the type of establishment;

the type of customer to be served;

the time available for the meal;

the turnover of customer expected;

the type of the menu presented;

the cost of the meal served;

the site of the establishment.

The seating consumption time (Table 8.1), for example, determines the period that the ordinary customer usually spends in the food establishments of different types [27].

Table 8.1

The seating consumption time

Operation	Consumption time (minutes)
Fine dining restaurant	90 – 120
Casual dining restaurant	60 – 120
Fast food restaurant with seating	20 – 40
Popular catering (café, carvery, pub (with food) (names differ for different countries)	45 – 90
Cafeteria (canteen)	15 – 40
Takeaway with seating	15 – 30

Broadly, the service methods used in the restaurant industry can be categorised into five types (Table 8.2).

Table 8.2

The service methods

Service method	Service area	Ordering / selection	Service	Dining / consumption	Clearing
Table service	Customer enters and is seated	From menu	By staff to customer	At laid cover	By staff
Assisted service	Customer enters and is usually seated	From menu, buffet or passed trays	Combination of both staff and customer	Usually at laid cover	By staff
Self-service	Customer enters	Customer selects items onto a tray	Customer carries	Dining area or take away	Various
Single point service	Customer enters	Orders at single point	Customer carries	Dining area or take away	Various
Specialized or in situ service	Where the customer is located	From menu or predetermined	Brought to the customer	Served where the customer is located	By staff / customer clearing

1. Table service is the most deliberate one and is served at a laid cover. In this category, the guest is seated, menu lists are given or displayed for orders, and the orders are taken by the waiter. It includes:

silver service;

English (family) service;

French service;
American / pre-plated service;
Russian (platter) service;
Guéridon service;
snack bar service
banquet service.

Silver service. The table is set for hors d'oeuvres, soup, main courses and sweet dishes in sterling silverware. The food is portioned into silver platters in the kitchen and is placed at the sideboard with burners or on hot plates to keep food warm in the restaurant. Plates are placed before the guests. The waiter then picks the platter from the hot plate and presents the dish to the host for approval. He serves each guest using the service spoon and fork. All food is presented in silver dishes with elaborate dressing [25].

English (family) service is also known as *host service* because the host plays an active role in the service. Food is brought on platters by the waiter and is shown to the host for approval. The waiter then places the platters on the tables, the host either portions the food on the guest plates directly or portions the food and allows the waiter to serve. For replenishment of guest food, the waiter may then take the dishes around for guests to help themselves or be served by the waiter. Sometimes the serving dishes are placed on the table so that guests can pass the food items around the table.

French service is much personalised. Food is brought from the kitchen in dishes and salvers which are placed directly on the table. The plates are kept near the dish and the guests help themselves.

American service is a pre-plated service which means that food is served into the guest's plate in the kitchen itself and brought to the guest. The kitchen predetermines the portion and the accompaniments served with the dish and then balances the entire presentation in terms of nutrition and colour. This type of service is commonly used in a coffee shop where service is required to be fast.

Russian (platter) service is an elaborate service thought to be the foundation of French service except that the food is portioned and carved by the waiter at the guéridon trolley in the restaurant in the full view of the guest. Display and theatrical presentation are a major part of this service. The principle involved is to have whole joints, poultry, game and fish elaborately dressed and garnished, presented to guests and carved and portioned by the waiter.

Guéridon service is a service where a dish comes partially prepared from the kitchen to be completed in the restaurant by the waiter or, when a complete meal is cooked at the tableside in the restaurant. The cooking is done on a

guéridon trolley which is a mobile trolley with a gas cylinder and burners. A waiter plays a prominent part as he is required to fillet, carve, flambé and prepare the food with showmanship. The waiter has to have considerable dexterity and skill.

Snack bar service. The stools are placed along the counter so that guests may eat the food at the counter itself. In better establishments, the covers are laid out on the counter itself. Food is either displayed behind the counter for the guests to choose from or is listed on a menu card or simple black board.

Banquet service involves serving a meal to a group of people who are celebrating, gathering for a special occasion, or honouring special guests. The menu, number of guests, and time of service are predetermined, and the banquet is well organized in advance. Banquet service is offered in hotels, resorts, country clubs, casinos, and restaurants that have conference rooms for holding meetings.

The server generally sets the tables with American settings modified according to the particular menu. Occasionally, French, Russian, or buffet service is used at a banquet, and the table is set accordingly.

The head table is served first, then the rest of the tables. Water and coffee are replenished periodically. If the guests remain seated for entertainment or a speaker after dinner, the tables are cleared and tidy at the completion of the meal. Because the banquet is paid for in advance, the server does not need to present a check or collect payment [29].

2. Assisted service. In this category, either the guest enters the dining area and helps himself to the food from the buffet or he may be served partly at the table by the waiter. The guest collects any extras he needs from the counter. Eating may be done either at the table, in the lounge area/banquet hall or standing.

Buffet service is a self-service where food is placed on tables. The guest takes his plate from the stack at the end of each table or requests the waiter behind the buffet table to serve him. For the sit-down buffet service tables are laid with the crockery and cutlery as in a restaurant. The guest may serve himself at the buffet table and return to eat at the guest table laid out. The waiter may serve a few courses like the appetiser and soup at the table.

3. Self-service. The customer is required to help himself/herself from a counter. Counters can be:

- a straight line counter with the payment point at the end;
- free-flow lines – when customers move at will to random service points;
- an echelon – a series of counters at angles to save space.

Cafeteria service is normally found in industrial canteens, colleges, hospitals or hotel cafeterias. To facilitate quick service, the menu is fixed and

displayed on large boards. The guests may have to buy the coupons in advance, present them to the counter waiter who then serves the desired item.

4. Single point service. The customer orders, pays and receives the food and beverages at a counter: at a take-away; a fast food outlet; a drive through; a kiosk; a food court; a vending machine.

Take-away. The customer orders and is served from a single point, at a counter or a snack stand; the customer consumes off the premises.

Vending. Provision of food service and beverage service by means of automatic retailing.

A food court is a series of autonomous counters where customers may either order and eat or buy from a number of counters and eat in separate eating areas or take away.

A kiosk is a small separated pavilion open on some or all sides. Service is provided at the peak demand or in a specific location (may be open for customers to order or used for dispensing only) [29].

5. Specialized or in-situ service. The food and beverages are taken to where the customer is. It includes: tray service in hospitals, hotels or aircraft (the whole meal or part of it is served on the tray); trolley service (food and beverages are served from the trolley away from the dining area, e.g. for office workers, in hotels, on trains, etc.), home delivery, lounge service (service of a variety of F&B in the lounge area), room service and drive-in.

Room service implies service of the food and beverages in the guest rooms of the hotels. Small orders are served on the trays. Major meals are brought to the rooms on the trolleys. The guest places his order with the room service order taker. There are three types of room service.

Centralized room service – all food orders are processed from the main kitchen and sent to the rooms by a common group of waiters.

Decentralized room service – each floor or a set of floors may have separate pantries to service them. Orders are taken at a central point by the order-takers who in turn convey the order to the respective pantry.

Mobile room service. Some hotels have pantries installed in service elevators. Orders are received by a central point that conveys them to the mobile pantry. The pantry has to just switch on to the floor and give an instant service. For the sake of information, in countries which have shortage of manpower, large hotels install merchandised dispensing units in rooms. The guest inserts the necessary value of coins into the machine and it ejects pre-prepared food and beverages for the guest consumption [34].

8.2. Useful tips for food/beverage service

There are some useful rules which have to be observed by all restaurant workers but, as far as the waiter/server is the main person with whom the customer communicates and interacts, he/she should be particularly aware of these rules [3; 11; 19; 43]:

The golden rule of business is that *the customer is always right*. Never show the guests that you think otherwise. Be understanding and empathetic and take the time to listen to their complaint or suggestion. Never argue with the guest. Problems will inevitably arise in even the best of restaurants – it is how you handle them that will determine if customers return or go elsewhere.

Be a good listener. Take the time to identify what the customer needs by asking questions and concentrating on what the customer is really saying. Listen to his words, the tone of voice, body language, and most importantly, how they feel.

Appreciate *the power of “Yes”*. Always look for ways to help your customers. When they have a request (as long as it is reasonable) tell them that you can do it.

Make customers feel important and appreciated. Treat them as individuals. People value sincerity. Never show impatience.

Don't make excuses if the guest is unhappy about anything. *Always apologize*. It is easy and customers like it. The customer may not always be right, but the customer must always win. Deal with problems immediately and let customers know what you have done.

Always try to *maintain a smiling face*, be friendly, responsive and understanding. It is crucial to remember that usually the customers are there not simply for service or food but for good feelings and emotions.

Speak softly and clearly. Avoid unnecessary movements of hands and facial expressions. Do not use slang or abusive language. Do not speak poorly about others to the guest; avoid discussing management or restaurant rules. Do not interrupt the guest if he speaking to someone.

Never touch the food with hands.

It is *prohibited to run* in a restaurant. Even if your task is urgent, walk at even pace. Do not drag your feet, walk silently.

While serving or taking with the guest, *close contact should be avoided*. Do not get familiar with the guest, even if he treats you like a friend. Remember *your relationship with the guest is professional*.

Never touch the guest's personal belonging without their consent.

Never whistle or murmur in the restaurant, do not chew or munch something, do not smoke and shout, do not fiddle with keys, pens or lighters.

Stand erect. Do not lean on the walls, counters or side stations. Stay balanced on both feet, keep your shoulders straight, keep hands on the sides, behind your back, do not keep hands in pockets, or on the hips, do not cross arms across the chest.

Do not enter the guest area when not in uniform, do not hang around in guest areas.

Do not huddle in groups. Do not hold lengthy conversations in the restaurant.

Always be well groomed. Be aware of the offensive habits you have (biting nails, picking hair, nose, ear, yawning, sneezing/coughing without covering your mouth).

Never eavesdrop.

Do not hint or solicit tips.

The questions to consider:

1. Why do very few restaurants use French service?
2. How are French service and Russian service alike? How do they differ?
3. When is English service used today?
4. Why is American service used in most restaurants today?
5. Why is American service also called plate service?
6. How is a banquet set up prior to the seating of guests?
7. Describe in your own words how the service might differ in a very casual, informal restaurant from the service in a high-end, upscale restaurant.
8. From your experience, give examples of how two types of service are used together.

The individual task:

As a server, you observe children going to the buffet and dipping the serving utensil from one food item into another. In addition, you notice one child picking up food with his hand. Other guests observe the children. The parents of the children appear to be unaware of where their children are and what they are doing. Answer the following questions:

How would you approach the children's parents concerning this problem?

What would you do with the food that was contaminated?

What steps should be taken to avoid an occurrence of this sort of situation

in the future?

9. Types of restaurant services provided to tourists according to the resort and recreational specifications

9.1. Characteristics of the restaurant establishments in hotels.

9.2. Children and elderly people nourishment.

9.3. Recreational and sport camps. Differences and peculiarities.

9.1. Characteristics of the restaurant establishments in hotels

The scheme of catering tourists depends on a variety of factors such as country, tour type, category of the tourists, the correlation between the number of placement rooms at the hotel and places at the restaurant and some other factors. Nowadays the type of catering is indicated by the Latin letters (BB, HB, FB) which can be found in the tour description and in the hotel catalogue [17; 69; 70; 72].

The tourists can be provided with the following types of catering:

BO, OB (only bed) – without catering.

BB (bed and breakfast) – only breakfast (**buffet (smorgasbord)**):

a) **Continental Breakfast** – a light breakfast, consisting of coffee or tea, juice, rolls, butter and jam;

b) **English breakfast** – full breakfast, usually includes fruit juice, scrambled eggs with ham, toast, butter, jam, coffee and tea;

c) **American breakfast** (American bullet) – similar to a continental breakfast + various platters (sausage, meat, cheese) and hot dishes (scrambled eggs, sausages);

HB (half board) where the host provides only breakfast and lunch (buffet), complimentary tea, coffee, water for breakfast.

HB+ (half board plus) – extended half board, breakfast and dinner (buffet). Complimentary alcoholic and non-alcoholic local drinks.

FB (full board) – the host provides all three daily meals.

FB+ (full board plus) – full board, breakfast, lunch, dinner (buffet) and drinks during meals.

AI (all inclusive) – breakfast, lunch, dinner (buffet), alcoholic and non-alcoholic drinks of local production, tea and coffee at the stated time during the day. Additional catering is also provided.

MAI (mini all inclusive) – full board, drinks of local production not only at

meal time but in the limited amount during the day.

UAI (ultra all-inclusive) – meals during the day with a wide selection of food and dishes, including alcoholic beverages of local and foreign production.

Buffet (smorgasbord) is a system of serving meals in which food is placed in a public area where the diners generally serve themselves. Buffet restaurants typically offer all-you-can-eat food for a set price. Buffets usually have some hot dishes, so the term “cold buffet” has been developed to describe formats lacking hot food. *Hot or cold buffets* usually involve dishware and utensils, but a finger buffet is an array of foods that are designed to be small and easily consumed by hand alone, such as cupcakes, slices of pizza, foods on cocktail sticks, etc.

Some resort hotels also provide:

Special menus (vegetarian, Muslim, kosher, fruit, vegan, etc.)

Children or/and baby menu.

In the hotels, Food & Beverage outlets are divided into the following categories:

1. Restaurants of various types are presented in the hotels [6].

All day dining restaurants (coffee shops, cafes) are usually big in size with many covers (seats), compared to other restaurants in the same hotel. The working hours of these restaurants last from early morning to late night, as they operate for breakfast in the morning to lunch in the afternoon to dinner in the evening.

Fine dining restaurants, characterized by elaborate and exclusive menu with special emphasis on the very high quality food, fresh ingredients and natural flavours or on the type of cuisine served, or both, usually operate from dinner to late in the evening.

Speciality restaurants, usually with emphasis on national or regional type of cuisine, may operate from 11.00 in the morning until late at night.

2. Lounges can be found in different hotels. Their main purpose is to offer food and drinks in comfortable and cosy seating in relaxed surroundings. There are many kinds of lounges ranging from a *lounge in a lobby*, a *cocktail lounge* and a *cigar lounge* to an *executive lounge* and a *club lounge* on special floors.

3. Bars are the places where drinks are served. There are usually the small snacks menus too. the service is fast and quick. there are various kinds of bars ranging from *formal bars* to *club bars*, *pubs*, *pool bars*, *wine bars*, *cocktail bars*, *beach bar* to *juice bars* and many more.

4. Discotheques/nightclubs are places where music and entertainment are more important than food and drinks. The service is very fast and the number of guests is large. Security always plays an important role during these events. Music and entertainment can range from DJ to live bands playing.

5. Room service / in-room dining [49] is a hotel service enabling guests to choose menu items for delivery to their hotel room for consumption there, served by staff. Room service is organized as a subdivision within the Food & Beverage Department of high-end hotel and resort properties. It is uncommon for room service to be offered in hotels that are not high-end, or in motels. A similar room service may be provided for guests on-board cruise ships. Room service may be provided on a 24-hour basis or be late night service.

Due to the convenience of room service and the minibar, prices charged to the patron are much higher than in the hotel's restaurant.

6. Meeting and conference rooms together with ballrooms come under the Banquets & Conference section. They are a great source of Revenue in Food & Beverage Department, usually in corporate and city hotels. MICE (Meetings, Incentives, and Conferences & Exhibitions) can alone bring much revenue in some hotels in comparison to other outlets in hotel.

7. Ballrooms are large ceremony rooms that are primarily used for different events, celebrations and weddings. The staff is usually more physically demanding and creatively oriented in this section and is more often part time than full time. Extra staff for Food & Beverage services during large events is usually hired.

8. A delicatessen or deli is a place where guests can buy fresh produce ranging from freshly baked bread, cold meat, fresh salads, cakes, homemade ice creams and light and healthy drinks.

9. Others: there are many other Food & Beverage outlets ranging from *fast food outlets* to *food courts* to *snack bars* to *food kiosks* which usually stand-alone or are situated in a shopping centre.

9.2. Children and elderly people nourishment

Intensive development of the tourism industry in Ukraine justifies special importance of the properly organized nourishment and food preparation for certain groups of tourists, namely for children and elderly people as far as they are the most sensitive groups. Along with the compliance of the sanitary and hygiene conditions, safety and security

demands with the state standards and norms, rational, balanced, adequate nutrition creates conditions for optimal physical and mental development, maintains high performance, increases the body's ability to resist the effects of adverse environmental factors, ensures the processes of vital activity.

A child's organism has much more intensive metabolism than the adult's body, it is explained by the necessity of the cell construction during their growth. Besides, children are very active and lose heat 3 times more than adults. Thus, it is natural that their food needs differ considerably from those of other categories of people.

The norms for nutrients and energy per day for children of the school age are presented in Table 9.

Table 9

The daily intake of basic nutrients for children

Age	Proteins, gr		Fats, gr	Carbohydrates, gr	Calories, kcal
	Total	Animal			
7 – 10	80	48	80	324	2400
11 – 13	96	58	96	382	2860
14 – 17	106	64	106	422	3150

The nutrition regime is also extremely important for children's development. Schoolchildren are recommended to have four meals per day at definite time.

For children and teenagers, who have intensive physical activity (including participants of tourist trips), the daily protein portion should be increased to 116 – 120 g at the age of 10 – 13 years and up to 132 – 140 g at the age of 14 – 17 years. The total amount of calories increases to 3,700 – 4,000 kcal [5].

For elderly people the preventive and rehabilitative role of tourism is very important. Physical limitations significantly reduce their life opportunities, cause depression, stress, loss of faith. Sport and tourism create an opportunity to establish independent and diverse contacts that help to become more confident and effective in life, it provides rehabilitation opportunities, increases vitality. Various types of recreational centres, sanatoriums and spa enterprises pay significant attention to health care and rehabilitation therapy along with the sufficient therapeutic and preventive nutrition. Besides, medical nutrition is an essential element of complex therapy. It is usually prescribed in combination with other therapies

(pharmacological, physiotherapeutic procedures, etc.). In general, the daily amount of calories for elderly men should be 2300 – 2100 kcal, and for women around 2000 – 1900 kcal [5].

Medical nutrition can be in the form of an elemental diet or as a part of a dietary system. The elemental diet means the development of an individual diet for each patient with a specific enumeration of the indicators of each element of the daily diet. The dietary system involves the appointment of the necessary diet from the already approved diets (there are 15 medical diets specially developed by the scientists for certain diseases, groups of people, physiological needs).

Any diet is characterized by the following elements: energy value and chemical composition (a certain amount of proteins, fats, carbohydrates, vitamins, and minerals), physical properties of dishes (volume, mass, texture, temperature), a list of permitted and recommended products, peculiarities of food preparation, diet (number of meals, mealtime, distribution of daily ration between individual meals).

Rational nutrition should be based on the people's physiological needs. Therefore, every diet must meet the following requirements [20]:

- to vary in energy value in accordance with the energy consumption of the person of a certain age;

- to provide the body's need for basic substances;

- to satisfy the tastes of the person within the limits permitted by the diet.

Unvaried food quickly becomes boring and insufficiently stimulates the activity of the digestive organs;

- to ensure the proper culinary food processing with the perseverance of the food taste and valuable properties of the original food products;

- to follow the principle of regular nutrition. Therapeutic nutrition should be quite dynamic. The need for dynamism is dictated by the fact that any therapeutic diet is restrictive and, therefore, one-sided and incomplete.

A healthy diet provides the ingredients to build and repair bones and tissues, and keep the complex workings of the human body functioning optimally. It also provides the mental and physical energy necessary for daily life – work, recreation, relationships and time with family. It is clear that a healthy diet also protects from infectious illnesses and chronic diseases and together with active tourism helps older people age with a minimum of illnesses, pain and disability.

9.3. Recreational and sport camps. Differences and peculiarities

It is only natural that the scheme of catering during the extreme sports, hiking, skiing, mountain climbing, and other types of active tourism depends on whether the tour is self-organised or planned by the tour agency.

As a rule, some schools and colleges, universities and governmental organisations, let alone private enterprises, offer professional and well-equipped sport camps with professional facilities.

Many sports and recreational programs and camps also promote healthy food choices in order to help tourists of all ages reach peak performance on the field. They offer specialized food choices, meal plans, and recipe ideas in order to help those who attend maintain a healthy lifestyle even after leaving. Sports help individuals stay healthy not just by promoting exercise, but by also promoting healthy eating habits in order to keep the body well-maintained and ready for sports.

These camps are specifically created to help individuals of all ages, genders, and skill levels participate in high-quality sports and sport tourism under the guidance of experienced instructors [5].

Children and teenagers benefit in lots of ways at the sport and recreational camps. At the junior level, they learn to challenge themselves while growing in confidence and independence, having fun and making new friends along the way. They get to engage in a healthy and active lifestyle that promotes team building, problem solving and leadership while enhancing their social skills, personal growth and self-esteem.

The recreational camps' primary service role is the provision of residential recreation experiences for a variety of groups. The service provision includes the supply of accommodation, catering, sport and recreation facilities and equipment and facilitated programs and activities.

Usually the food is served buffet-style so the campers can choose exactly what they want and how much they want. Tourists and athletes believe in healthy and nutritious food with lots of fruits and vegetables.

The camps' organisers have to be very conscious of food allergies and dietary restrictions, some culinary teams create the gluten-free camp menu. Many meals nowadays also include a selection of vegetarian options.

In our country, the tradition of self-organised hiking tours and camping trips is still very strong. The amount and variety of food cooked during this type of trips depends on the personal choices and personal ability of the tourists to cook from fresh or precooked products or food concentrates.

The questions to consider:

1. Give a classification of the Food & Beverage schemes provided by the hotels, resort establishments and spa centres.
2. What does the number and level of restaurant establishments in hotels depend on?
3. What are the features of the elderly people nutrition?
4. Comment on the most popular diets. When and where are the medical diets used, for what purposes?
5. Describe the nutrition programmes for children and teenagers engaged in different sports and tourism activities.
6. What are the peculiarities of food provided at the health resorts, sanatoriums, and recreational establishments?
7. Describe the rules of food storage during the camping trips of various types in different seasons.
7. What are the rules of cooking in camping sites? What kind of appliances and cookware can be used?
8. Describe the fire safety regulations and security rules of food preparation on the open fire during the camping trips.

The individual task:

1. Consider special nourishment and diets for tourists of different types and energy expenditures (active and passive rest / going in for active sports / sanatorium food / catering in camps): children; students; young people; middle-aged people; older people; special categories of people. Work out a three-day menu for a chosen category of tourists and present your results in class.
2. It is obvious that different types of active tourism define the choice of products and type of food cooked. Consider the difference of food necessary for tourists during mounting climbing (winter/summer seasons), travels in hot climate, rafting, skiing, camping trips and other extreme kinds of tourism.

10. Contemporary methods of catering in tourism

10.1. Trends in the catering industry.

10.2. Organisation of banquets. Servicing the participants of the conferences, presentations, meetings, festivals, exhibitions, competitions etc.

10.3. National traditions of cuisines in the countries of the world.

A meal isn't just a meal,
it's an opportunity to make connections.

10.1. Trends in the catering industry

Catering is the business of providing food service at a remote site or a site like a hotel, a public house (pub), or other location. Catering is becoming a fast evolving business today. The scope of the service expands and unlike before it is not only limited to food preparation, presentation and staffing. Catering is provided to people having a preference for high quality food services for any types of occasions, festivals, parties, informal get-togethers, and corporate or other functions.

The earliest account of a major service being catered in the United States is a 1778 ball in Philadelphia catered by Caesar Cranshell to celebrate the departure of the British General William Howe. Catering business began to form around 1820, centring in Philadelphia [29].

The industry began to professionalize under the reigns of Robert Bogle who is recognized as “the originator of catering”. By 1840, a second generation of Philadelphia black caterers formed, who began to combine their catering businesses with restaurants they owned.

Common usage of the word “caterer” came about in the 1880s at which point local directories began listing numerous caterers. White businessmen eventually moved into the industry and by the 1930s, the black businesses had virtually disappeared.

In the 1930s, the Soviet Union, creating simpler menus, began developing state public-catering establishments as part of its collectivization policies. A rationing system was implemented during World War II, and people became used to public catering. By the 1960s, home-made food was overtaken by eating in public-catering establishments.

Mobile catering is the business of selling prepared food from some sort of vehicle. It is a feature of urban culture in many countries. Mobile

catering can be performed using food trucks, trailers, carts and food stands. Many types of foods may be prepared. Mobile catering is also used to provide food to people during times of emergency.

A food cart is a motorless trailer that can be hauled by automobile, bicycle, or hand to the point of sale, often a public sidewalk or park. Carts typically have an onboard heating and/or refrigeration system to keep the food ready for consumption

Wedding catering. A wedding caterer provides food to the wedding party. The wedding caterer can be hired independently or can be part of a package designed by the venue.

Wedding catering makes a huge impact on that special day. From the special guests to the bride and groom, it is important that everyone eats (and celebrates) well. Decorations, dinner, dessert and what to drink along are just part of the planning.

Corporate/business catering. From small office meetings and trainings to large regional events, the ability to have great food delivered on site saves time and money allowing the participants to focus on the event itself and on business matters. Continental breakfasts, box lunches and buffets are all popular for corporate catering [38].

Social event catering. From birthday and retirement parties to big backyard BBQs, social events cover a wide range of events (and food). Appetizers, bartenders and balloons are just some of what might be seen catered at events like these. Seasonal, sporting, major public events also fall into this category. Where you will find lots of people, you will always find catered food. Planning for these events takes a professional to make sure that there is the right menu choices for the audience. Here one will find all the crowd favourites from hot dogs and hamburgers to chili cheese fries and ice cream.

Industrial catering service generally involves serving food to larger groups of people such as in airlines, schools, hospitals and other institutions. Most industrial caterers enter into agreement for semi-annual or annual contracts. These agreements provide a long-term and stable catering business. Actual serving of food may not be required to industrial caterers because serving is usually done locally.

In fact, there is a wide range of catering services, also including:

standing receptions and banquets in offices, at meetings, receptions, conferences, etc.;

picnics;

events held aboard yachts and river ships;
assistance from the cook in your home kitchen;
lunches for employees;
door to door delivery.

When planning a catered event, the order is priced according to the chosen menu. There is an additional service charge for an indoor or outdoor banquet. An additional service charge applies to a standing reception (seated vs. standing reception) [70].

The additional service charge for a buffet dinner. The additional payment includes:

- waiters in uniform;
- linens;
- tableware;
- banquet tables, chairs, table slip covers, chair bow sashes.

Transportation services (priced individually depending on the duration and format of the event) and rent of the glassware are usually paid separately.

10.2. Organisation of banquets. Servicing the participants of the conferences, presentations, meetings, festivals, exhibitions, competitions, etc.

The banquets are associated with lavish festive dinners with main courses, desserts, beverages of various types. Generally they are divided into formal, semiformal and informal and depend on the kind of event being served. Independently of the type of the banquet, they are characterized by uniform décor, including round dinner tables topped with utensils and drinkware for each guest. Planning, organizing, and running a banquet requires coordination among many departments and staff members.

In a broad sense, two main types of banquet service are singled out – standing banquet and seated banquet [69].

Standing banquets are organised for the events where communication and discussions are important so that participants can move around with the plates. It gets people moving around and talking and it is usually lower cost. Another reason might be the tough schedule of the event when people do not have much time for lunch or dinner. The type of food is less elaborate and is presented by cheese, fruits, canapés, pancakes, etc. A passed-items buffet is a variant of the standing buffet. Instead of food on buffet tables, servers walk

around the room with food and beverages on trays.

Seated banquets are more elaborate and may range from rather ordinary to quite extravagant. The tables are set and the guests either choose the places themselves or seats are assigned. The waiters serve all parts of the meals and beverages. Russian or French services are traditional for seated banquets. Décor and table setting are a very important part of the banquet service as they set the mood and ambiance of the event.

Buffet tables and food stations are decorated to make the food look appetizing, table linen such as tablecloths, napkins, and table skirting also add to the ambiance of the room. Napkin folds should match the theme of the function. In fact, each element of the room décor should match the theme and function of the event.

Many banquets, both business and social, require audio-visual equipment. It is important to select the proper equipment – larger rooms require more powerful sound and visual systems. Lighting is important as well – too much light can be harsh, too little lighting hinders sight.

Many conferences, presentations, meetings, festivals, exhibitions and other events have a food and beverage component, in fact, many large events are built around a specific meal. Often it is one of the largest expenses for events. Therefore, it has to be thought through because good food helps socialising and networking. It is an ancient idea that sharing a meal leads to shared conversation, shared ideas, shared fellowship and connections.

When organizing a meeting, the length of time, time of day and number of people attending the meeting should be assessed to calculate the amount of food needed. Water must be available throughout the entire meeting. It may be served plain or with the addition of fresh cut fruits, vegetables or fragrant herbs for additional flavour (some ingredients that may be added to water include: sliced citrus, fresh mint with cucumber, peeled ginger, cinnamon and lemon, or cut berries). If alcoholic beverages are offered, alcohol-free alternatives should always be provided. Good alternatives to alcoholic beverages include 100 % fruit juices and smoothies; water flavoured with fruit or vegetables; and tea, coffee and infusions [39].

The professionals recommend being creative in organising this type of events and put more effort to create the necessary atmosphere. For example, a make-your-own salad line with creative toppings instead of a traditional salad display; a variety of healthy options (fresh fruit and vegetables, seafood, unsweetened yogurt and eggs, lean meats, poultry without skin, fish, tofu) – it is a trend at the moment; serving utensils such as chopsticks may encourage

people to eat more slowly and less.

The main thing for the organisers to remember is that the food should be carefully customized to benefit the social event and unique needs of this event.

10.3. National traditions of cuisines in the countries of the world.

The students have to study this sub-theme individually (see the individual task) and present their results in the class.

The questions to consider:

1. What is catering? What are its features?
2. What types of mobile catering do you know? When and where can it be used?
2. Describe the wedding catering, its types and features.
3. What does industrial catering mean?
4. Analyse different types of banquets. Comment on the social events where the banquet service is the most reasonable.
5. Propose the type of service for an international conference or symposium. What does the choice of food and service depend on?

The individual task:

1. Imagine that you are planning to provide meals for a group of tourists from Jordan (the United Arab Emirates, England, India, Israel, Japan, Azerbaijan, Georgia, Taiwan, Morocco, Canada, Mexico, or any other country of the world). You must also acquaint them with the peculiarities of the national Ukrainian cuisine. What features of the cuisine of the country of your choice and what behavioural patterns must be considered in the preparation of the Ukrainian cuisine menu? What specific meals and drinks are advisable to offer to this group of tourists?
2. Consider case study to theme 10 (p.167).

11. Types of catering in tourism. Catering on board, on trains, etc.

11.1. Railway catering.

11.2. Airline catering.

11.3. Cruise catering.

11.1. Railway catering

Catering of railway passengers is organised at the railway stations and on trains. There are different types of restaurant establishments at the railway stations: restaurants, lounges, cafes, bars, cafeterias, canteens, food kiosks, snack bars. Their accessibility helps passengers not only eat on the spot but take something away on the train as well.

The last trends in this sphere is the increasing number of the fast food restaurants which help better satisfy the passengers' needs. Working hours of these establishments are regulated by the activity of the railway station and often propose set-meals, set menus and business lunches. At the railway station restaurants, the pre-ordered and pre-paid lunches for the transit travellers and passengers with children are also organised.

During *InnoTrans 2018: World's leading transport trade fair* [77], which took place on 18 – 21 September in Berlin, more than 3,000 exhibitors from 60 countries presented the latest rail industry innovations and train catering scored very high on the agenda. International Rail Catering Group (IRCG) admitted there that catering and customer services on trains and in lounges are already helping railway operators to attract millions of new passengers who would otherwise be using road or air travel [79].

During the travel the catering is organised in restaurant coaches (BrE), (dining-cars (diners) (AmE), pantry cars (India). These are railway carriages equipped as restaurants where passengers can have their meals. The key factors for rail service are punctuality, freshness, cleanliness, speed, cost efficiency, value for money that can immediately make or break the passenger's overall experience. Depending on the type of the train or car (conventional, luxury), travel duration and country (the availability and quality of food served on board trains varies wildly between operators across the world) passengers are offered:

glorious catering with fully a-la carte menu (orders are transmitted to the dining car);

continental menu;

trolley service (packed and cooked food);

lunch boxes.

There are special tourist trains with 400 – 450 passengers completed

by two or three restaurant coaches. During these special or long distance journeys, the quality of the food and service comes to the fore. These are trains to music and arts festivals, sport events and competitions, film and tv festivals, private train charters & carriage hire for weddings and other family or company events, business conferences, etc. Private rail cars are available in Australia, Brazil, Canada, Austria, Germany and Switzerland, Georgia, Spain, the UK and – in significant numbers – the USA, as well as in certain other countries. Any kind of catering can be provided (such as Pullman dining, finger buffets and cream teas) along with a licensed bar ensuring that party arrives at the destination in comfort and pleasure.

A few examples of the premium class service are presented by the *Eurostar*, *Deutsche Bahn*, *Great Western Railway*, *Indian Railways*.

Eurostar. Its culinary team is fortified by two Michelin-starred chefs, who create seasonal menus combining British and French cuisines for the Business Premier passengers.

The meals are also meant to cater to an array of dietary requirements, including gluten and dairy-free, as well as vegan and vegetarian. Eurostar is the first transport provider to receive a Sustainable Restaurant Association (SRA) accreditation as a Two-Star Sustainability Champion for its commitment to sourcing local and sustainably produced ingredients and for pursuing a socially and environmentally responsible approach.

Deutsche Bahn. ICE trains of this company present one of the most varied on-board menus in Europe. On board, more than 250 catering services as part of a campaign called “Taste and discover Germany” are offered for the sophisticated tourists and travellers. A new campaign launched by the operator consists in presentation of the signature dishes by the food bloggers including seasonal, vegan and vegetarian dishes [77].

Great Western Railway (GWR) has also scaled up its fine dining services over the past few years. Its professional chefs are keen on using locally-sourced products cooked on board. Besides, they are trying to take the travelers back to the luxurious train travel; with plush seats, crisp white tablecloths and silver service from the friendly team worldwide known as Pullman dining.

Indian Railways. In 2017, an annual audit report by India’s Comptroller and Auditor General (CAG) found evidence that basic cleanliness and hygiene levels were being breached on 80 trains and at 74 stations managed by Indian Railways, branding its food “unsuitable for human consumption”.

At the same time, Indian Ministry of Railways has taken several

important initiatives to promote tourism. These include introduction of new tourist train services on popular tourist circuits in different regions of the country to offer fully packaged rail travel itinerary inclusive of travel, accommodation, on board catering and conducted sightseeing tours at the destinations.

“Palace on Wheels”, “Deccan Odyssey”, “Golden Chariot”, “Royal Rajasthan on Wheels” and “Maharajas’ Express” offer seating arranged in groups of two and four near the window. Chefs in the attached pantry prepare gourmet continental and Indian specialties with emphasis on the cuisine of Rajasthan. In these trains, the rates per person per night in high season vary between US \$ 520 – 770, Super Deluxe reaches the price of US \$ 1600 per suite per night.

11.2. Airline catering

There are definite fare types according to which the type of catering and food variety is chosen.

Economy class, also called coach class, standard class, (colloquial: “cattle class”), is the lowest travel class of seating in air travel, rail travel, and sometimes cruise or maritime travel. Historically, this travel class has been called tourist class on ocean liners and third class, or even fourth class, on railways.

Business class is a travel class available on many commercial airlines and rail lines, known for brand names which vary with airline or rail company. In the airline industry, it was originally intended as an intermediate level of service between economy class and first class, but many airlines now offer business class as the highest level of service, having eliminated first class seating. Business class is distinguished from other travel classes by the quality of seating, food, drinks, ground service and other amenities.

First class is a travel class on some airliners intended to be more luxurious than business class, premium economy. On a passenger jetliner, first class usually refers to a limited number (rarely more than 20) of seats or cabins toward the front of the aircraft which have more space, comfort, service, and privacy. In general, first class is the highest class offered, although some airlines have introduced new classes above this. Propeller airliners often had first class in the rear, away from the noise of the rotating propeller.

In aviation, the following booking codes are commonly used (although

airlines now set their own fare basis codes, there are some patterns that have evolved over the years and may still be in use, IATA, for example):

F: first class.

J: business class.

Y: economy class.

W: premium economy. This is a more recent addition to airline classes, intended as a mix of economy and business class features. The letter W is often used for this level.

E as the second letter. This often indicated that the fare was an “excursion fare”. These fares typically had a minimum and maximum stay requirement to encourage the use by the holiday market and not business travellers.

Numerals in the later parts of a fare basis often indicate the maximum stay the fare rules will allow at a destination. Thus, a YE45 is an economy excursion fare with a maximum stay of 45 days. Similar patterns could be YE3M indicating a 3 month maximum.

H or L (other than as the first letter) – high or low season.

OW – one way fare only.

RT – return fare.

W or X (other than as the first letter). These two letters are commonly used in European airfares to state if a fare is valid on a weekday (X) or restricted to weekends (W).

Two-letter country codes. Fare basis codes often end with the two-letter country code. This will be the case where an airline has an international fare in both directions. For example, a fare from the United Kingdom to Australia may be YE3MGB, and YE3MAU from Australia to the United Kingdom. This allows the fare to have similar rules, but may have some variations in change fees or to comply with local trade restrictions.

CH – child fare (if used, will always be the last two characters).

IN – infant fare (if used, will always be the last two characters).

An airline meal or in-flight meal is a meal served to passengers on board a commercial airliner. These meals are prepared by airline catering services. These meals vary widely in quality and quantity across different airline companies and classes of travel. They range from a simple beverage in short-haul economy class to a seven-course gourmet meal in long-haul first class. When ticket prices were regulated in the American domestic market, food was the primary means airlines differentiated themselves.

The type of food varies depending upon the airline company and class

of travel. Meals may be served on one tray or in multiple courses with no tray and with a tablecloth, metal cutlery, and glassware (generally in first and business classes).

Different menus are offered. The airline dinner typically includes meat (most commonly chicken or beef) or fish, a salad or vegetable, a small bread roll, and a dessert. Caterers usually produce alternative meals for passengers with restrictive diets. These must usually be ordered in advance, sometimes when buying the ticket. Some of the more common examples include: cultural diets, such as French, Italian, Chinese, Japanese or Indian style. Infant and baby meals. Some airlines also offer children's meals, containing foods that children will enjoy such as baked beans, mini-hamburgers and hot dogs [77].

Medical diets, including low/high fiber, low fat/cholesterol, diabetic, peanut free, non-lactose, low salt/sodium, low-purine, low-calorie, low-protein, bland (non-spicy) and gluten-free meals.

Religious diets, including kosher, halal, and Hindu, Buddhist and Jain vegetarian (sometimes termed Asian vegetarian) meals.

Vegetarian and vegan meals. Some airlines do not offer a specific meal for vegetarians; instead, they are given a vegan meal.

For several Islamic airlines (e.g. Emirates, Etihad Airways, Gulf Air, Iran Air, Qatar Airways, Saudia, Pakistan International Airlines, and Malaysia Airlines) in accordance with Islamic customs, all classes and dishes on the plane are served a Muslim meal with Halal certification – without pork and alcohol. While Emirates, Etihad, and Qatar are still providing bottles of wine to non-Muslim passengers, the cabin crew does not deliver alcoholic beverages lest to violate Islamic customs, unless those non-Muslim passengers request it. Because Iran and Saudi Arabia are applying strict Sharia regulations, all Iran Air and Saudia airplanes do not deliver pork and alcoholic substances; moreover, all airlines flying to and from Iran or Saudi Arabia are prohibited from using pork and alcohol [55].

In the case of El Al, all meals are kosher-certified by Rabbis. Even destinations outside Israel, sky chefs must be supervised by rabbis to make kosher meals and load their planes.

Cost. Food on board a flight is usually free on full-service European and Asian airlines and on almost all long-distance flights, while they might cost extra on low-cost airlines or flights. Quality may also fluctuate due to shifts in the economics of the airline industry, with private jet passengers receiving the equivalent of five-star food service.

On long-haul international flights in first class and business class, most

Asian and European airlines serve gourmet meals, while legacy carriers based in the US tend to serve multicourse meals including a cocktail snack, appetizer, soup, salad, entrée (chicken, beef, fish, or pasta), cheeses with fruit, and ice cream. Some long-haul flights in first and business class offer such delicacies as caviar, champagne, and sorbet (intermezzo).

Preparation. Meals must generally be frozen and heated on the ground before take-off, rather than prepared fresh. Guillaume de Syon, a history professor at Albright College who wrote about the history of airline meals, said that the higher altitudes alter the taste of the food and the function of the taste buds; according to de Syon the food may taste “dry and flavourless” as a result of the pressurization and passengers, feeling thirsty due to pressurization, many drink alcohol when they ought to drink water. Tests have shown that the perception of saltiness and sweetness drops 30 % at high altitudes. The low humidity in airline cabins also dries out the nose which decreases olfactory sensors which are essential for tasting flavor in dishes.

Food safety is paramount in the airline catering industry. For this catering firms and airlines have worked together to provide a set of industry guidelines specific to the needs of airline catering. The World Food Safety Guidelines for Airline Catering is offered free of charge by the International Flight Service Association.

11.3. Cruise liner catering

Organisation of catering on water transport depends on the sea voyage duration, type and kind of the ship and travel (passenger or tourist). Small river and sea ships usually have buffets or cafes for 8 – 12 people selling drinks and snacks.

Cruise catering is one of the most luxurious as the main reason for cruising is relaxation and people have no worries where to go, how to get there, what and where to eat. As a rule, cruise liners have several restaurants (for 48 – 200 people, these are very large, banquet-style restaurants, with a dress code enforced at dinner, and where the passengers are likely to share a table with other passengers), buffets, bars near the pool, etc. They are stuffed with furniture that is firmly fixed in the floor to prevent sliding and wobbling. The heavier tableware and glassware is used to serve the voyagers and avoid accidents [55].

Food charges (breakfast, lunch, dinner) are bundled into cruise fare and are normally fixed with a little choice. During the dinner the tourists are

proposed to choose one menu for the next day out of two or three offered by the restaurant. The printed menus are put on each table and the voyager ticks his choice. The administrator summarises information on menus and passes it to the chef who plans the kitchen work for the following day and tries to design menus that surpass the expectations of an increasingly sophisticated international clientele. Additionally, a variety of dishes is offered during the whole period of travel. Many ships also have specialty restaurants, smaller venues with more tables for two. These cruise restaurants will be themed: steakhouse, French bistro, Italian trattoria or Japanese sushi restaurant. More casual alternative dining areas might be outdoor grills and BBQ spots, pizzerias, hot dog stands or bakeries. Some ships have exclusive dining venues, only accessible to passengers in suites or spa cabins.

Cruise ship restaurants pretty much always have vegetarian options; low-salt, low-carb, gluten-free and vegan food is either available and noted or can be prepared with advance notice. Kosher food must be pre-ordered before your cruise and is typically pre-made off the ship and frozen for use during the cruise. In general, if the passenger has a strict diet or a severe allergy, it's best to alert the cruise liner in advance, either through the travel agent or a cruise liner's special needs department [55].

Alcoholic beverage sales is the single biggest source of on-board revenue on many cruise ships. Modern liners are designed to have numerous beverage outlets conveniently available, highly visible and opened at the times when passengers are most likely to utilize them.

Food items are stored in the stock and prepared on board during the journey. Product and ingredients inventory and delivery require many persons working on ships and on the shore with the precise assignment of tasks and responsibilities at-sea and at-port times.

The questions to consider:

1. Analyse the current issues of catering on different types of transport.
 2. Comment on peculiarities of catering during the flight. Give examples of the menus' peculiar features of different airlines.
 3. Describe the order of catering organisation after the airplane takes off.
 4. Comment on the food quality control on different types of transport.
 5. Describe the types of restaurant establishments at the railway stations.
 6. Analyse the features of food delivery to the trains and cruise liners.
- Safety and quality issues.
7. Compare catering on conventional and tourist trains.

8. Compare catering on conventional and cruise ships.

The individual task:

Consider the possibility of a gastro tour in Ukraine. Will it be a mono-product tour or a multi-products tour? What regions/cities/towns/villages would you propose to visit? What kinds of transport would you choose? Are there perspectives for the gastronomic tourism development in Ukraine? Can it be a train gastro tour?

Unit 2

Organisation of functioning of the restaurant industry establishments

12. Personnel management in the restaurant

12.1. *Staff organisation of F&B departments.*

12.2. *Inter- and intradepartmental coordination.*

12.3. *The importance of rational organisation of work.*

You can train skills but you
can't train personalities
Peter Schutz, Porsche

12.1. Staff organisation of F&B departments

The people that company employs embody the “face” of the restaurant. They affect everything in a restaurant from the guest experience and profit to co-workers and quality of product. Personnel systems include the following:

hiring and recruitment:

onboarding (the period of adaptation of a new employee);

training, coaching and employee retention;

employee motivation;

discipline and termination.

Hiring and recruitment. Interviewing is one of the most important skills any restaurant operator can have because it directly impacts their ability to determine who to bring on to their team.

It is necessary to learn to identify and stop common interviewing mistakes that lead to poor hiring decisions and more employee problems.

Using the interview rating form to systematically check the merits of the prospective employees might help in this process.

Onboarding. Communicating personnel policies, work rules, expectations, benefit plans, and overall organizational philosophy to employees is vitally important to any business. In a restaurant, which leans on well-trained and informed employees to provide service that distinguishes your house from the place down the street, providing this information in a quick, understandable format is especially important. The most effective time to establish ground rules and convey expectations to your employees is the moment they are hired. Why? Because that is when they are the most receptive to change and learning [55].

One of the most critical steps in the onboarding process is the orientation. This is your opportunity to familiarize the new employee with your restaurant's culture, mission, traditions and organizational structure. It is also the time to be sure all the hiring paperwork is in order and a chance to review job description, training schedule, expectations, company policies and procedures.

Training, coaching and employee retention. Job descriptions are a benchmark with which expectations are communicated to the employees and their performance, both good and bad, is evaluated. They also play a key role in the hiring process as it accurately describes to an applicant the details of a position before they are hired so they have an accurate picture of what the job entails and what they need to do to be a successful employee in the restaurant.

In order for the restaurant to have realistic expectations for creating a consistent guest experience, the staff first must be provided with the unique tasks, responsibilities and results expected from each job position. Next, the restaurant must provide the necessary training to help the employees to excel.

Training manuals provide the basis for consistent results so that high-quality dining experiences are created regardless of who is on the floor or in the kitchen.

Having a complete and thorough restaurant training manual for every position is critical to ensure consistent training when people are hired and for correct, consistent execution in the restaurant.

Using restaurant employee training manual templates is the fast and easy way to save manager's hours and hours of researching, organizing and writing your own training manuals from scratch [22; 45; 54; 55].

Staff motivation. Customers come to the restaurant just as much for the service that is provided as the food that is prepared. If the employees are not motivated to perform during work, the customers will see this and monthly sales will shrink. The motivational tools to encourage the servers to perform at their maximum should be used on the regular basis.

Daily competitions for the restaurant employees for a prize or name recognition on a company board is a good practice. Different bonuses can be invented depending on the restaurant's specifics, size, incomes.

Monthly sales goals give restaurant workers a fair chance to win a prize or acknowledgement even if there is a low period. For instance, you could offer a 500 hrn bonus to whomever sells 20,000 hrn worth of food at the end of the month.

Acknowledgement. A bulletin board that shows the "Employee of the month" or some other accomplishment of wait staff acknowledges the accomplishments of workers and motivates employees to make the board.

Training. Thorough trainings the restaurant gives the wait staff a sense of purpose. If the restaurant's training method is lackadaisical and does not provide detailed instruction to new or existing employees, workers are less motivated to complete the job as necessary. It is recommended to use multiple people to train new wait staff, if possible.

Longevity bonus. Bonuses and prizes award longevity at the restaurant. For example, it is possible to offer cash incentives for employees who stay with the company for six months, one year and every six months after that. This incentive will motivate employees while reducing the turnover rate.

Compliments to the restaurant employees when they do a good job or reach a certain sales goal for the night are also effective tools for motivation.

Team building exercises foster team work and encourage motivation among the restaurant employees. For example, if the employees are invited to a rock climbing gym and they have to work together to reach the top, their motivation to help one another will build relationships that hopefully carry over to the restaurant.

Work on the level. It is highly recommended for management to occasionally perform the same tasks as the servers at the restaurant to show that they are not "above" them or the job. When your employees see that management work just as hard as they do, they are more likely to stay productive.

Meals. Some restaurants provide meals for their staff as they understand that fed employees are happy employees. Good food lifts their

mood and motivation during the shift.

Break area with some games and a place to relax may help the employees to spend downtime between tables. If they have an area to unwind, they are more likely to stay motivated when it comes time to work. Maintaining motivation is critical not only for employee retention, but also for providing the best possible dining experience.

Encourage involvement. Solicit ideas for improvements or brainstorm together on how to solve problems. Workers who feel vital to the restaurant's success stay engaged and their first-hand experience could provide the manager with fresh insight. For example, if the company's beverage development director is looking for new adult beverages to add to the cocktail menu he may encourage bartenders to develop and submit their signature drinks. The winning cocktail can be featured on the next drink menu.

Share responsibility. A "we're in this together" attitude promotes mutual responsibility. If every action from cleaning the bathroom to cooking the food is valued as contributing to an ultimate goal, workers feel their efforts have purpose.

Be clear and fair. Inconsistency and favouritism can kill employee morale. Treat workers equally, and do things as promised so they know what is expected. The industry is ever changing, which means that the rules cannot, even great restaurants suffer if the rules are arbitrary and ineffective.

Offer support. From childcare duties to class schedules, workers often have a full plate outside of the restaurant. Consideration for those responsibilities can inspire employees to do some extra work. It is important to understand as an owner and a manager that most of the employees are not as passionate as you might be about the industry. It is therefore important to create a culture where employees know you are there for them, that you care, and that you are approachable and supportive.

Have some fun. Organize a special event to break up monotony. A challenge to sell the most of a particular item or a community night with percentage of profits donated to charity can rejuvenate a sluggish staff. There can be server and back-of-house incentives and contests.

Discipline and termination. Disciplinary action is a process designed to identify, correct and document employee performance problems that have had or have the potential to create a disruption to the proper functioning of the restaurant or its employees at any level [54].

For any corrective action there should be clear and direct communication between the manager and the employee. This communication

should normally include a meeting with the manager and employee to discuss the nature of the problem behaviour and its negative impact on the restaurant and/or other employees. During the meeting, the manager should make it clear to the employee that there are specific performance/behaviour expectations and standards that the employee has failed to meet. It should be clearly communicated that the employee needs to work on correcting the problem behaviour within a specified period to avoid more serious actions.

Employee corrective action notice / corrective action is a process designed to identify, correct and document employee performance problems that have had or have the potential to create a disruption to the proper functioning of the restaurant or its employees at any level.

The corrective action plan process normally involves the following steps:

- verbal warning;
- written warning;
- suspension;
- discharge.

Corrective action steps should be documented by the employee corrective action notice for all employees and should be applied consistently to all employees.

The problem situations and the corrective action that the employee needs to make to resolve the problem can be, if appropriate, communicated to employee in writing.

Employee termination. Termination of an employee can be more stressful for the owner/manager than it is for the employee. The single biggest mistake employers make in this area is not terminating poor performers earlier. Continuing to employ poor performers not only hurts the restaurant, it may increase the chance of being sued by the employee when the employee is eventually terminated. It is never a good idea to try to make the employee's situation so miserable that the employee resigns.

It is essential to have a section in the restaurant employee manual that defines the types of behaviour that will not be tolerated. The manual will lay out the discipline policy, often including warnings leading up to termination. Managers should know that firing an irresponsible or unproductive employee is just as important as hiring great employees. Poor performers will only drag the business down.

12.2. Inter- and intradepartmental coordination

Intradepartmental interactions occur within the same department – the kitchen or among the employees of the front-of-the-house, such as a conversation between a chef and a sous chef or between the bartender and a waiter. Interdepartmental interactions occur between members of different departments, such as a conversation between a chef and a marketing manager. Effective management of interdepartmental communication can solve many common problems [26].

In big restaurants, most employees have few conversations outside of their own sphere. Departments may have communication problems, rivalries or even hostilities with one another. One way to resolve problems in the company's operations is to balance the interdepartmental and intradepartmental communications.

One way to build stronger connections across the company is to make all decisions in two phases. In the first phase, issues are discussed only at the intradepartmental level. At the second phase, they are discussed at the interdepartmental level. For example, the kitchen staff might hold a discussion about a proposed new product and conclude that customers would want it to have a certain feature. Having discussed the product within the team, they can then communicate their conclusions more easily to other employees.

In general, in restaurants intra- and interdepartmental interactions are rather strong in prospect of accomplishing works. Positive mutual aid and harmonisation can be found in between the intra departmental staffs, as they are willing to lend a helping hand during busy operation hours and favourably exchange their ideas and views with each other.

Food production is coordinated within the kitchen department for the preparation of various food and beverage items for the orders. The kitchen also coordinates with food and beverage service department regarding the functions, outdoor caterings, and promotional activities.

The housekeeping department cooperates regarding the cleanliness of the outlets, different F&B sections and regarding the regular supply of staff uniforms and soil linens. The coordination of housekeeping department with the restaurants and banquet halls is mainly concerned with the provision of linen and uniforms. The linen room supervisor, under the supervision of the executive housekeeper, needs to have sufficient stock of clean napery to meet the demands of the F&B department's restaurant and banquet function.

The restaurant manager should ensure that the time set for the exchange of linen is respected; that linen is not lost or misused; and that intimation of the forthcoming banquet function is conveyed to the housekeeping department well in advance. Beside extra/special linen, housekeeping may also have to arrange for flower decorations for the banquet.

Coordination between two departments becomes particularly necessary in the case of room service, so that friction does not arise over matters such as waiters not collecting trays from guestrooms or room service staff leaving soiled trays in the corridors or causing extra work through careless spills on the carpet. In many hotels, housekeeping department also looks after pest control in restaurants, kitchens, and store attached to them. Special cleaning of these areas call for coordination with the housekeeping department. Restaurant staff require clean uniforms on a daily basis, for which they need to communicate with the housekeeping department.

Communication between the food and beverage department and the front office is also essential. Some of this communication is conveyed by relaying messages and providing accurate information on transfers, which are forms used to communicate a charge to a guest's account. Communication activities also include reporting predicted house counts, an estimate of the number of guests expected to register based on previous occupancy activities, and processing requests for payouts, forms used to indicate the amounts of money paid out of the cashier's drawer on behalf of a guest or an employee of the hotel. These vital services help an overworked food and beverage manager, restaurant manager, or banquet captain meet the demands of the public. Incoming messages for the food and beverage manager and executive chef from vendors and other industry representatives are important to the business operation of the food and beverage department. If the switchboard operator is given instructions on screening callers (such as times when the executive chef cannot be disturbed because of a busy workload or staff meetings, or vendors in whom the chef is not interested), the important messages will receive top priority.

The supervisors in the food and beverage department rely on the predicted house count prepared by the front office manager to schedule employees and predict sales. For example, the restaurant supervisor working the breakfast shift will want to know how many guests will be in the hotel so he or she can determine how many servers to schedule for breakfast service. Timely and accurate preparation of this communication tool assists in staffing control and sales predictions [26].

Authorized members of the food and beverage department will occasionally ask the front office for cash, in the form of a payout, to purchase last-minute items for a banquet, the lounge, or the restaurant or to take advantage of other unplanned opportunities to promote hospitality. Specific guidelines concerning cash limits, turnaround time, prior approval, authorized signatures are the responsibilities of the general manager and front office manager. These guidelines help to maintain control of payouts. The banquet department, which often combines the functions of a marketing and sales department and a food and beverage department, requires the front office to relay information to guests about scheduled events and bill payment.

12.3. The importance of rational organisation of work

To organize the work of any food establishment in the most effective and rational way, it is highly recommended for the management to work out written job descriptions and specifications for all staff positions. Job descriptions are essential for selection and training of staff and for setting performance standards. Job specifications identify the qualifications and skills needed to perform the job. Job instructions provide the step-by-step details needed for training. Performance standards identify the outcome of the work. The job description is the basis for identifying the employee qualifications needed to perform the job. These qualifications form the job specifications – or, more accurately, the person specifications. The kind of person recruited and what is taught in training are based on task and job analysis. Selecting the right person for each job – based on its analysis – is critical for successful job performance [15].

The restaurant employee handbook is a set of employee policies, procedures and practices in writing so that every one of the staff knows the tasks, rules, obligations, responsibilities and expectations.

A sound employee handbook can prove beneficial in a number of ways, including improving employee morale, avoiding litigation, and increasing consistent application of workplace policies and discipline. From an employee perspective, the employee handbook provides guidance, sets expectations, and provides information regarding policies and procedures that apply to the workplace.

The employee handbook can also free up managers' time from answering repetitive questions regarding these procedures.

This is a list of issues to be covered in the restaurant handbook: non-

discrimination; age requirements; orientation period; training; evaluations; schedules; overtime; standards of conduct; drug and alcohol policy; employee use of social media websites; cellular phone policy; kickback policy (kickback is a sum of money that is paid to someone illegally); harassment (aggressive pressure or intimidation); absences; tardiness (lateness); resignations; payment procedures; tip reporting; benefits; vacations; holiday; worker compensation; employee meals; employee safety; management/employee relations; sanitation; dress code; accidents and emergency situations; alcoholic serving policy; propriety and confidential information; solicitation (the act of asking someone for money, help, support, or an opinion) [55].

The benefits of having the employee handbook are that it:

clearly establishes workplace compliance guidelines, policies and procedures;

helps in avoiding litigation over unfair labour practices, wrongful termination or sexual harassment;

establishes expectations of both employees and management;

covers a wide variety of issues including tip reporting, fraternization, substance abuse, safety, behaviour, dress code, attendance, etc.;

outlines various employee benefits such as vacation, holidays, sick leave, meals and other benefits;

includes employee acknowledgement signature page.

It is advisable that a competent attorney, familiar with the employment law in the country, reviews the restaurant handbook before adopting its contents and distributing it to the employees.

The questions to consider:

1. How long before opening is it necessary to employ a chef? servers? a hostess? In what way would you choose the best candidate?

2. Describe the ideal server, the ideal hostess, the ideal cook. How do they deliver on the experience you intend to provide to your guests?

3. Will you employ undocumented aliens in your restaurant? Give your reasons for your decision.

4. In checking employee references, how can you improve your chances of getting valid information on the applicant's past performance?

5. Why is it important to use psychological tests in selecting employees?

6. Many people have a drug or alcohol problem. Would you hire such people? How would you avoid hiring such people?

7. How will you prepare for interviewing a chef? What questions will you ask?

8. What elements will you include in the job description for a food server? a line cook?

9. What is the value of training a person for working more than one job?

10. Suppose you want to employ only women for your dining room and bar service. Will you be violating the equal employment opportunity laws?

11. Describe the inter- and intradepartmental coordination.

12. What does the rational organisation of work mean?

13. Have a group discussion and decide the best course of action to handle the following situations:

a. The chef has made a mistake on your order.

b. You have taken the order, and the guest states that you did not get the order correct.

c. You present the check to your table of guests, and they ask you to divide the check for them because they want to pay separately.

d. You are an above-average server and think that the policy of sharing tips equally with fellow workers is unfair.

e. You have come down with a bad cold the night before you have to go to work.

The individual task:

Handling harassment. While you are working as a server, your supervisor, who makes remarks with sexual overtones, approaches you. You feel uncomfortable about these remarks. The state in which you are working has strong sexual harassment laws, and you are aware of them. You want to curtail this situation before it leads to something you do not want to happen.

Answer the following questions:

What are your rights?

What steps can you take to make sure your supervisor understands your feelings and that allow you to continue your job in that establishment?

13. Skills and abilities of the restaurant staff. Requirements to the professional level of the restaurant employees

13.1. Job opportunities in the restaurant industry.

13.2. The importance of networking.

13.3. Principles of the norms of time formation.

Never Eat Alone
Keith Ferrazzi

13.1. Job opportunities in the restaurant industry

Some human resources managers believe that approximately one-third of adult population have been involved in the restaurant or hospitality industry at some period of their working careers. In some countries, the restaurant industry is the largest private-sector employer.

Besides those jobs described in 5.2. *Dining room service organisation* and 5.3. *Kitchen organisation*, there are more people involved in the restaurant than those that are visible. From the chef to cleaner, the restaurant industry would be nothing without these people. In one way or another, every restaurant is organized so that these restaurant functions are performed [55]:

- human resources management and supervision;
- food and beverage purchasing;
- receiving, storing, and issuing;
- food preparation;
- foodservice;
- food cleaning; dish and utensil washing;
- housekeeping;
- marketing/sales;
- promotion, advertising, and public relations;
- accounting and auditing;
- bar service.

All of the functions can be performed by one person, as in a one-person pizza parlour, or thousands of people can be involved, as in a large restaurant chain.

Inside the restaurant, an individual can be promoted from a front office trainee to a manager and further to a general manager in a matter of months, depending on the quality of work, education received, dedication and

motivation.

Whatever the job position is, it is important for the applicant to understand: what the job is about; what the hours are; what qualifications are needed; how to apply; what kind of training is provided; what career promotion is possible; features of the job (wages, benefits, etc.).

It should be noted that there are many job opportunities for minors in the restaurant industry. In many countries, a positive approach to improving the industry's reputation as a youth employer is promoted. It helps raise awareness and promote important issues related to young workers in the restaurant industry, the cornerstone of rewarding career and employment opportunities. In Ukraine, the minors can start working at the age of 16, at 15 with the parents' permission. There are restrictions on the type of work performed, working hours, night and unsocial hours. Employing minors presents much responsibility for the employer.

There are countless opportunities in food industry and besides those traditional professions mentioned above, there are a few new jobs opportunities in the food industry [70]:

A food stylist is a person who helps the chef to create a stylish looking dish with the aesthetic appeal for commercial purposes. This specialist is also responsible for presenting food for menu photo shoots, web site and Instagram photo sessions. There the food is supposed to look as good as it tastes or even better.

A holistic health coach is a person responsible for making menus healthier or presenting an additional healthy menu to the existing ones. This specialist consults health aware people especially those who practice yoga, meditation and other wellness programmes.

A vegan chef. There are more and more restaurants that are completely based on the ideas of rawfoodism, vegetarianism, veganism and a specialist of this kind is indispensable for creation of a balanced diet.

A molecular gastronomist is a specialist who can create carrot caviar or beer ice cream, pine-apple foam, balsamic vinegar pearls or olive oil powder.

For chefs who want to take their cooking to the next level – or even to another dimension – it is molecular gastronomy that can make for an exciting and unique career choice.

Molecular gastronomy – also called “modernist” cuisine or “avant-garde” cooking uses chemistry and physics to examine and experiment with the texture and taste of food.

A restaurant designer. Food industry is very competitive and success of

a new restaurant depends, to a great extent, on the whole idea and concept implemented in the design, lights, materials, decors, crafted menu. The same is true about restaurant rebranding or reorientation.

A *restaurant publicist* is a profession for a person who likes communicating, comparing, discussing and writing. To compare the services, predict the trends, create a positive image, make the clientele loyal – these are just a few responsibilities of the restaurant publicist.

13.2. The importance of networking

Business networking is one of the best ways to share information about your company or business, to expand and deepen knowledge and to build long-lasting professional and personal relationships in life where everybody gets value and everybody wins.

On top of providing tremendous career advancement, working in restaurants offers great networking opportunities. This is especially true of those who work in front-of-the-house positions – like hosts, servers, bussers, and bartenders – as these tend to be very engaging jobs. In these roles, the employees get to meet all types of people from different backgrounds. These individuals can turn into work connections, unearthing new opportunities.

Networking is usually free; it needs only time and commitment. For the restaurant, it may result in the following benefits:

- the increased number of client leads and guests; wider recognition and brand awareness;

- more opportunities, partnerships, business or asset sales;

- more connections in all spheres connected with the restaurant business (suppliers, producers, marketers, magazine owners, journalists, etc.);

- getting solid advice from the right person – someone that actually knows about what you need to know and is not just giving you their opinion on something that they have no or very little experience in;

- positive influence. People, who surround you, influence who you are and what you do, so it is vital to be with positive, uplifting people that help you to grow and thrive as a business owner;

- increased confidence and self-awareness. Networking provides you with a great opportunity to present yourself and your business, to crystallise your strong points and advantages, to learn how to communicate and understand people. All this results in the increased confidence. This is really important for a business owner, because your business growth is very dependent on

talking to people and making connections;
making use of fresh ideas which you can implement in your business;
possibility to help others – sharing your success stories may help others to grow, you may also employ somebody or offer advice.

13.3. The principles of the norms of time formation

Improved scheduling of employees and planning of their tasks can help significantly in cost control. Industry consultants have indicated that potential savings of 10 to 20 per cent of labour costs can be expected through employee scheduling. This could represent savings of 3 to 6 per cent of sales. The first step in establishing employee schedules is to determine a productivity standard for measuring future performance.

Various attempts have been made to come up with industry-wide standards for use in the hospitality industry. But it is unacceptable to apply industry standards to a hotel or restaurant without consideration of the specific characteristics of the operation. Industry standards are averages for the industry and must be used for general guidance only. They do not take into account the age of equipment, the complexity of a menu, or the ability of the staff.

A technique known as Methods Time Management (MTM) [51] is useful in this regard. Manual work is split up into basic movements, each of which is timed. Times are expressed in Time Movement Units; one TMU equals one-millionth of an hour. When calculating time needed to make a dish, the degree of convenience is important, because there is generally an inverse relationship between the degree of convenience and the amount of labour involved.

The MTM system can analyse only manual operations and does not measure time spent in processing operations such as boiling or frying. To compensate for this, a contingency factor must be worked in, depending on the proportion of manual time to processing time. Assuming a ratio of 40 per cent manual time to 60 per cent processing time, the contingency factor would be 1.5 (60 divided by 40). The manual time to prepare the dish would be multiplied by this factor. Standard times can be established for each item on the menu. When combined with sales forecasts, a standard is produced for scheduling purposes. When timing tasks, certain considerations are important:

Try to select employees whose work speed is in the middle range.

People will work faster when being observed and timed.

Take unscheduled events, such as equipment breakdown, into account.

The most practical method of developing productivity standards is to keep operating statistics over a period of time, noting those periods when service and quality were at a level that produced guest satisfaction with the fewest number of employees.

Standards would be set for each department, in a restaurant, for each meal period. In a hotel housekeeping department, the standard might be the number of rooms cleaned per employee hour, which equals the number of rooms cleaned divided by the number of hours worked by room attendants. By analysing a test period of at least a week when there are no unusual operating conditions, standard figures can be produced.

To be useful, standards must be easy to use and implement. Managers must be able to rely on them repeatedly. They must be accurate enough to compensate for different employees and changing circumstances. They also must be a true representation of the task.

Forecasting is part science, part art [55]. It is also a key to the successful control of labour costs. Employees are scheduled by applying standards to a forecast of customers, guests, or covers.

A forecast then can be developed for each market segment. The existing number of occupied rooms is taken as a base. Added or subtracted to this is a forecast of rooms based on the growth, stability, or decline of each segment, the competitors' edge or lack thereof in the marketplace, and the availability of resources to exploit any advantage.

Similar techniques would be appropriate for forecasting restaurant demand. A 10-day forecast, starting on a Friday, also has advantages. It allows the forecaster to estimate customer counts for employee scheduling during a full pay period. It also allows a preliminary full weekend forecast. This is particularly important because so many hospitality businesses have weekend business that is totally different from what is experienced during the week. It is desirable to update the forecast halfway through, taking into account any new information such as the cancellation of a convention or a prediction of snow.

Once a standard has been set using one of the methods outlined above, we have a figure for determining how many staff hours are required for varying levels of forecasted business. A staffing guide shows how these hours should be scheduled to provide the required level of service with a minimum of unproductive labour.

A staffing guide is usually prepared for the average level of business expected. Forecasted sales can be plotted for each half hour of operation, and then the appropriate number of staff hours per half hour can be scheduled. The most productive arrangement is probably a staggered schedule. In such a schedule, people come in to work at different times depending on the flow of business. While two servers may operate a station during peak meal times, one may come in early to open the station while the other may stay late to close up.

Too often a system is set up but insufficient concern is given to maintaining it. Over a period of time, small deviations from standards grow into major cost problems.

The key in evaluating the system is to compare actual performance with the standards, to report any significant deviation in a timely manner, and to take steps to correct any discrepancies.

Several principles can be identified that, when put into practice, will result in more productive employee scheduling [19].

Schedule split shifts. A split shift means scheduling employees for two time periods during the day with time off in between periods. For example, employees may work lunch service, be off for a few hours, then return to provide service at dinner. This concept is feasible where employees live close to the operation. It does, however, make for a very long day for the employee. It would also encounter strong opposition if the employees were unionized.

Schedule irregularly. The idea of irregular scheduling is that an employee should be called in to work at the time that business warrants, rather than starting at the same time each day. For example, if guests check out later on weekends than during the week, it makes sense to bring in housekeepers later on these days.

Use part-time personnel. It is unproductive to staff for peak periods using full-time employees. Full-time personnel can provide a steady, well-trained core of employees to meet average business conditions, while part-time workers can be used to supplement that core during peak periods.

Use a staffing guide. As noted above, a staffing guide links forecasted business and productivity standards to determine the number of employees needed at each hour of the day. Its use is critical to establishing control of labour cost.

The questions to consider:

1. What job in the food industry would you chose, if you could choose any profession?
2. Is a restaurant that performs task and job analysis and writes job descriptions and specifications likely to be more successful than one that does not? Why?
3. Why is networking necessary? Give advice on the effective networking techniques. Why food helps to network?
4. What are the main principles of time formation in the restaurant industry?
5. Why is scheduling important?
6. What are the advantages and disadvantages of using the part-time personnel?

The individual task:

What is the best plan of action to implement for the following situation: A new employee has just begun to work at the restaurant. She is from another country and speaks with an accent. She needs to be accepted onto the team. What can you, as a peer server, do to help her overcome any anxiety she may have?

14. Evaluation of competition strategies and price planning of restaurants according to the market changes

- 14.1. Operations, budgeting, and control.*
- 14.2. Restaurant operations.*
- 14.3. Control and controllable expenses.*
- 14.4. Labour costs and guest check control.*
- 14.5. Productivity analysis and cost control.*

14.1. Operations, budgeting, and control

Restaurant operations encompass everything the restaurant does to serve the guests. Generally, operations system resources are grouped into several specific areas of operations that include [25]:

- kitchen systems;
- dining room systems;

- bar systems;
- catering-banquet-delivery;
- facilities maintenance.

The only method for improving consistency is to have proven systems in place to ensure product, service and ambiance meet – and, hopefully, exceed – the guests’ expectations. Each system includes forms, checklists, implementation instructions and additional resources that can be tailored to unique restaurant needs.

Operations systems also include forms, procedures and implementation resources for:

- inventory control;
- purchasing and receiving;
- recipe control;
- portion and waste control;
- prep and production;
- service and settlement and numerous other system categories.

These systems have been assembled to help independent restaurant operators improve consistency and achieve predictable results.

14.2. Restaurant operations

Restaurant POS (point of sale) system may be as simple as a single computer stand-alone unit operated by a cashier or as complex as a multiple-computer system that links the host station, dining room(s), bar, kitchen, and office. Typically, restaurants have a terminal and printer in the dining room operated by the servers, a terminal and printer in the bar for the bartenders, and monitors or printers in the kitchen for the kitchen staff. POS systems in large, fine-dining establishments have multiple server stations, a host station, and an office computer for management. With POS systems, servers act as cashiers and complete the entire transaction for their guests [19].

Restaurant POS systems are set up so that servers can create and store open checks, add a bar tab to the food order, communicate orders to the kitchen and bar, know immediately if a food item is sold out, send “fire” orders to the kitchen to start the next course, or signal a need for a utensil that has been dropped on the floor.

With the POS system, guest checks can be totalled and tax added for the server. The system may be able to split a check between guests or split it evenly by the number of guests in the party. Guests’ credit cards can be swiped for Internet-based credit card authorization. Gift cards can also be

generated on the POS system. There could be a recipe lookup feature for the bartenders, and the system may be able to change pricing automatically for happy hour.

Establishments with a receptionist's desk can have a monitor with reservation and seating software to enable the manager or host to take reservations, manage seating, and keep tables full. Larger restaurants may also use a device for paging guests when a table is ready. Because of the efficiency of computers, servers can save time at the beginning of the meal when the orders are taken and submitted to the kitchen and at the end of the meal when the check is presented. Guests can reap the benefits of efficiency at the beginning and end of their dining experience, while enjoying their meal at a leisurely pace.

A handheld order terminal is a small, portable, wireless POS system used by servers to take orders from guests at their tables. Because of its size, the handheld order terminal fits in a holster or case attached to the server's belt for immediate accessibility. The handheld order terminal either replaces the stationary server terminal or is fully integrated with it so that both can be used interchangeably in the dining room. The handheld order terminal is connected by radio transmission to the kitchen and bar. By use of a touch screen, a server can quickly send orders from the guest's table to the bar and kitchen, check on orders, or receive immediate feedback on the item availability. The system can prompt the server for cooking temperatures and salad dressing choices and list items for suggestive selling. It can display photographs and access recipes of menu items so that the server can look up ingredients in foods. It can even access and update the accounts of frequent diners [19].

Handhelds are built to withstand spills, high heat, and accidental bumps. The handheld order terminal can be upgraded to include a compact magnetic credit card reader and receipt printer so that guests can pay at the table. Servers can handle all forms of payment, including cash, check, credit card, gift card, guest account, and even room charge. Servers can hand the device to guests so that they can swipe their own cards at the end of the meal, and servers can get authorization and print a receipt without leaving the table. Split check, split item, and split payment can all be handled with the handheld unit.

Another version of the handheld order terminal is the write-on handheld order terminal, which works like a pencil and pad. Servers jot down an order by handwriting an abbreviation with a stylus, which quickly brings up the

correct menu selection. Usually entering a couple of letters brings up all possible items from the menu, and the server can quickly tap on the appropriate item.

Taking orders using a POS system. In restaurants with server terminals, the server takes a guest's order at the table on a pad of paper. Having taken the complete order, the server proceeds to a server terminal. Each server is given a code number, authorizing card, or fingerprint identity to activate the server terminals in the dining room. The server then enters the code or card or places an index finger on the finger pad to sign into the system. The server selects the table number and the number of guests to open an account for the party of guests. The system also automatically records the date and time of the order.

If a handheld terminal is issued to a server, an account is opened by the server at the guest's table without having to write the order first using pencil and paper. The server then enters the order on the touch screen monitor by touching the screen prompts. As food and beverage items are entered, they are shown on the display for verification. Each entry asks for quantity, description, accompaniments, and preparation instructions.

The server may easily add to the guest's order at the same terminal or a different terminal in the same system. This is possible because the order remains open for each table and can be updated at any time. As each additional menu item is selected, it is added to the guest's total order.

Getting Orders to and from the Bar and Kitchen. Restaurant POS systems have monitors or printers in the bar, kitchen, special prep areas, and manager's office, depending on the system. As the server enters the guest's order at the server terminal or on the handheld terminal in the dining room, the information is immediately transmitted to the appropriate remote order monitor or printer. Food and beverage orders are filled by the chef and bartender without delay.

A restaurant with only a single kitchen may have a computer function identifying cold food items in blue ink and hot food items in red ink on the same paper from the kitchen printer. In a restaurant with a multiunit kitchen, one printer can be placed at the hot foods production station and another in the cold foods section.

The POS system may be programmed to split the order and send each specific menu item to the appropriate kitchen printer.

A drink runner brings drinks from the bar, and an expeditor assembles and brings orders to the dining tables for the servers. This assistance helps

facilitate efficient service and reduces kitchen traffic. In a restaurant without a drink runner or expeditor, the server is notified that the order is ready to be served [25].

Completing each transaction. Some restaurants have a cashier's station and a cashier to settle the guest's account. In other restaurants, the use of server terminals has eliminated the need for a cashier.

Each server can act as a cashier by using the terminal to authorize credit cards and by carrying enough money to make change for cash transactions.

When the guests have finished their meals, the server goes to the computer and totals all items ordered, automatically processing taxes and tips (if this is policy). The computer can even accommodate split checks, split items, and split payments if requested by the guest.

The itemized guest check is printed and presented to the guest for payment. Payment types include cash, check, credit card, gift card, guest accounts, and even room charge for hotel guests. If the guest pays in cash, the server takes the cash and the guest check to the terminal and indicates on the screen that the transaction is by cash. The computer can calculate the change for the server. The appropriate amount of change from the server's change pocket is taken back to the table and presented with the receipt. The server holds on to the cash payment and a copy of the paid guest check until the end of his or her shift. Payment by personal check is handled like cash, except identification must be provided. In many cases, personal checks are no longer accepted at restaurants. If the guest pays with a credit card, the server takes the credit card to the server terminal, swipes the card through the magnetic card reader, and waits for authorization. When authorization is given, a credit card guest check with lines or tip and total is printed. The server brings the credit card guest check, plus the credit card and a pen, back to the table to be signed by the guest. When settlement is complete with any form of payment, the guest's account is closed [25].

Closing at the End of the Day. If the restaurant has a cashier's station, the cashier keeps all receipts of settlements and balances them at the end of the day. If the restaurant has a POS system, the server keeps the cash, checks, and credit slips collected as payment during the shift. As the server enters each order into the computer, the amount of the item is automatically and immediately charged to that server's account.

Advantages of a POS system. Restaurants are using POS systems because they offer many advantages to the serving staff. The use of a POS

system can [19; 25; 32]:

save steps in placing orders. The average server walks miles a day on the job. Most of the walking is done taking orders to and picking up orders from the kitchen and bar. With a restaurant computer, the order is sent electronically, which cuts down on the number of steps the servers must take to the bar and kitchen;

speed up service to the guest. Placing orders electronically hastens the flow of information to the bartender and chef. Orders can be filled quickly, which speeds up service to the guest, increases the number of guests who can be served, and pleases them with prompt service. Reducing the time that it takes to serve guests at the beginning and end of the meal means tables are turned over quickly;

increase server productivity. Because servers spend less time walking back and forth and handling guest checks, they have more time to spend with their guests. They have time to make suggestions about the menu, answer questions, and serve correctly;

ensure accurate food and beverage preparation. With a POS system, servers send the bar and kitchen staff clear, legible, timed orders. There is no confusion over unusual abbreviations or illegible handwritten orders. The chef and bartender know which server ordered the food or drinks, the time the order was taken, for which table the food was ordered, the number of guests at the table, and exactly how the food or drinks are to be prepared;

prevent confusion. A hectic, fast-paced atmosphere is not always desirable in an elegant restaurant. Establishments with POS systems have less server traffic to the service bar and kitchen. A quieter, more relaxed mood can be maintained in the restaurant;

prevent pricing errors on guest checks. Restaurant computers automatically price menu items and drinks. The computer does all of the computations on the guest check, thereby eliminating errors in pricing, addition, tax calculation, discounts, and totals;

produce itemized guest checks at server stations. The restaurant computer automatically produces clear, accurate, concise, itemized guest checks at the end of the meal. This feature eliminates the time-consuming delay as guests wait for servers to settle guest checks;

generate management reports. Advanced POS systems provide management with many kinds of management reports, as well as keep track of tips for tax purposes;

Advantages and disadvantages of handheld order terminals. The

advantages of a computer POS system mentioned previously apply to handheld order terminals as well. In addition, the use of a handheld unit can:

- save more time at the beginning and end of service. The server does not have to wait in line behind other servers to place or complete an order on a traditional POS server terminal. The server can use the extra time to better serve the guests;

- servers can print checks immediately, process credit cards, and speed up the payment process at the table for expeditious check settlement. Quicker turnover of tables increases the opportunity for tips;

- provide on-the-spot information. Knowing ingredients, accompaniments, wine lists, or sold-out items facilitates suggestive selling. When menu items are unavailable, the guest can be informed and make another selection immediately without having to be disappointed. After a table has been cleared, the server can communicate available table status to the host station in a timely manner;

- minimize errors in the order entry. The order goes to the kitchen and bar immediately without having to be re-entered at the server terminal, where there might be the potential for error;

- ensure extra security for guests' credit cards. The guests can feel secure in the fact that their credit cards never leave their sight. The cards are processed with the handheld magnetic card reader at the guests' tables.

14.3. Control and controllable expenses

Proven accounting processes are an essential building block toward achieving profitability. Timely financial reporting, paying bills on time, and knowing where you stand financially require accounting practices that are efficient and accurate. Operators who adopt good accounting practices are more profitable than those that did not.

Some of the more common accounting best practices include:

- daily recording of sales and receipts;

- detailed cost-recording of purchase invoices;

- weekly food and labour cost reporting;

- counting and computing inventory on a weekly or monthly basis;

- tracking key inventory item usage on a daily or weekly basis;

- designating key persons for accounting-oriented tasks;

- using a POS system for tracking time and attendance;

- having a financial profit & loss statement at least monthly.

Integrated restaurant accounting software. With the exception of large, multi-unit chains with their own in-house staff of accountants, most restaurateurs use a computer program to do their number counting. Some of the most popular financial packages on the market include Microsoft Dynamics GP (formerly Microsoft Great Plains), QuickBooks and Peachtree.

A fully-integrated restaurant accounting software system is composed of a point-of-sale (POS) system, a middleware system (software that acts as a bridge between an operating system or database and applications) and a financial software package. The easiest way to import numbers into accounting programs is through the middleware system.

Middleware systems play the middleman between restaurant POS systems and financial management software by pulling sales and inventory data from your POS system, processing the figures and importing the appropriate information into financial software. Middleware systems are capable of managing inventory control, theoretical costing and store-level financial reporting.

Benefits of the restaurant accounting software. There are many hidden costs associated with running a restaurant that basic profit and loss statements cannot detect. Restaurant accounting software can help bring these to light.

Restaurant middleware systems can identify all of the data from the POS system that is required to produce a detailed financial report. The middleware system will separate sales data by categories and labour data by department. It should also provide food and beverage inventories and daily fixed expenses to produce a weekly estimate of the restaurant's net profit.

It is critical for restaurants to invest in restaurant-specific middleware and POS systems that are equipped with software support and training.

Three of the most popular restaurant-specific middleware systems include MenuLink, Eatec and Restaurant Magic. All three systems are capable of integrating with most brands of POS systems and restaurant accounting software programs. Each brand offers customizable components and upgrades, but standard capabilities include inventory statements, profit and loss statements, sales analysis and sales forecasting.

Certain models allow for on-demand, Internet-based reports. Most interface directly with supply chains such as Sysco to enable supply chain management in areas such as ordering, invoicing and costing. Other upgrades include modules for catering and retail merchandising.

14.4. Labour costs and guest check control

In most full-service restaurants, the largest variable is labour costs. Depending on the type of restaurant and the degree of service provided, labour costs may range from approximately 16 percent of sales in a quick-service restaurant to 24 percent in a casual operation and up to about 30 percent in an upscale restaurant. Projecting payroll costs requires the preparation of staffing schedules and establishing wage rates. Staffing patterns may vary during different periods of the year, with changes occurring seasonally or when there are other sales variations. These changes are identified and categorized on a schedule form used to project any single week's payroll activities and to compare them with guest count/sales projections. Restaurant operators should make a budget at the beginning of the month, and break it down to a daily dollar amount, then to hours in the kitchen. Hosts and servers are likely to be at minimum wage, so it is the kitchen where it is important to keep control with an hourly wage.

A labour pro-forma is a schedule without names: 3 prep cooks; 2 cooks; 1 pantry; 1 dishwasher \times 7 hours \times average wage \times cost per shift.

Software programs can give a cost of labour, but it can be counted. A rule of thumb is 9.2 percent for front-of-the-house labour costs as a percentage of sales and 13 percent for back-of-the-house costs. Front-of-the-house staff planning goes like this: If there are 25 tables and 4 table sections, then $4 \times 6 = 24$, so 6 servers are needed to cover the tables every day. If the restaurant is open seven days a week and each server works a four-day workweek, it is easy to calculate how many total shifts/week, or how many servers, are needed to cover every shift. The math looks like this:

$7 \text{ days/week} \times 6 \text{ servers/day} = 42 \text{ servers/week,}$
or $42 \text{ shifts} \div 4 \text{ shifts/week} = 10.5 \text{ shifts/week.}$

It is impossible to hire half a person, but one person can be hired part time, so 5 shifts/week is acceptable. The tables have to be filled, otherwise, the servers will be standing around. If not all 25 tables are used, then the staffing level should be downsized accordingly.

In the bar, depending on the volume of business, one bartender is at lunch and one or two at night. It is a good idea to cross-train a couple of servers to assist in the bar if necessary and to cover days off. The host desk also needs to be covered for each shift. Calculating for lunch and dinner seven days a week and including days off, that can mean three or four people. In all areas, certified trainers will help new servers and other workers

get up to speed. These trainers receive additional compensation for their efforts. Training definitely helps reduce labour turnover.

More often, some standardizing can accommodate expected variations, and three or four standard weeks can be established and used as a basis for shorter calculations. The more accurate the breakdown, the more precise the result.

Labour management systems help the restaurant to create working schedules for better and more efficient work force forecasting, and give the managers better opportunity to analyse the performance of employees, and to control clock-in/clock-out hours. Traditionally, employee turnover rate in the accommodations and restaurant industry is rather high [22].

Therefore, some of the POS systems provide labour screening, which offers restaurateurs the opportunities to keep track of employee status such as: employee records, tax information, employee benefits, and recruitment tools. This offers restaurateurs control over the online new position applicants, to better hire the right employee and to train them effectively.

Payroll and related costs fall into two categories: variable (percentage ratio to payroll) and fixed (dollar amount per employee on the payroll). Variable items include those mandated by law: social security, unemployment insurance, workers' compensation insurance, and state disability insurance. The fixed items usually refer to employee benefits and include health insurance (an amount per employee per month), union welfare insurance (also an amount per employee per month), life insurance, and other employee benefits. Employee meals can be treated as payroll costs or as part of food cost and wages. It is more common to find employee meals treated as food cost for a restaurant operation. Operators need to establish a value for employee meals, but they are treated as a non-taxable benefit [29].

It is also important to control guest checks. Without check control, a server can give food and beverages away or sell them and keep the income. Numbered guest checks are issued to servers. Each check must be accounted for and at least a spot check of the additions and correct prices made. If guest checks are not strictly accounted for, servers face a great temptation. The server may bring in his or her own checks, present them to the guest, and pocket the payment. Guest checks can be altered and substitutions made if the checks are not numbered. To avoid such temptations, most restaurants require that the server sign for checks as received and return those not used at the end of the shift. For tight control, every guest check is audited, addition is checked, and every check is

accounted for by number. Every food item is recorded on a guest check, even a cup of coffee. Some operators control restaurant income by having servers act as their own cashiers. They bring their own banknotes for change; they do not operate from a cash register but out of their own pockets; they deposit their income in a night box at the bank. If, indeed, no food is issued from the kitchen to anyone without the duplicate check, the checks provide an adequate record of sales. Much more responsibility is placed on the server. This system does not require a cashier, but the servers must be able to add and subtract and perform the same functions as the cashier [19].

Labour, food, and other percentage ratios should be computed daily. The smaller restaurant is likely to employ a part-time person in his or her home who does the restaurant accounting on a day-by-day basis. An accounting firm is employed to prepare monthly statements and help with income taxes. Chain operations ordinarily do most of the accounting and operating analysis at the home office. Record keeping at the unit level is minimal.

14.5. Productivity analysis and cost control

Various measures of productivity have been developed: meals produced per employee per day, meals produced per employee per hour, guests served per waitperson per shift, labour costs per meal based on sales. Probably the simplest employee productivity measure is sales generated per employee per year (divide the number of full-time equivalent employees into the gross sales for the year). An easy and meaningful measure is to divide the number of employees into income per hour. When labour costs get out of line, the manager can analyse costs per shift or even productivity per hour to pinpoint the problem. Without knowing what each expense item should be as a ratio of gross sales, the manager is at a distinct disadvantage. Manager should know, for example, that utilities ordinarily do not run more than 4 percent of sales in most restaurants, that the cost of beverages for a dinner house ordinarily should not exceed 25 percent of sales and could be much less, and that occupancy cost should not exceed 8 percent of gross sales in most cases. Ratio analysis must be in terms of what is appropriate for a particular style of restaurant: coffee shop, fast-food place, or dinner house. Moreover, the ratios must be appropriate for the region [25].

Some restaurant operators consider the number of times a seat turns over in an hour the most critical number in the entire operation. This number roughly indicates volume of sales and is also an index of efficiency for the

entire operation. What should seat turnover be per hour? This figure varies with the style of operation and what the operator is trying to accomplish. Restaurants featuring bar sales may wish to slow down seat turnover, making it possible for the patron to indulge in several drinks rather than none or a few. At the other end of the spectrum, the restaurant where people line up to wait for lunch is concerned with as rapid a turnover as possible. Some restaurants have set a turnover rate as high as seven in an hour; others have one turn over every two hours. The rapid turnover style of restaurant generally has a low check average, which produces high sales volume.

The questions to consider:

1. Describe a simple restaurant POS system. Describe a more complex restaurant POS system. What types of establishments might use simple or complex systems?
2. What are handheld order terminals, and for what type of service situations might they be used?
3. What are the advantages of a POS system?
4. Why would a manager decide to spend the money for a handheld order system?
5. What are the advantages of a computer seating management program?
6. Describe the food control system.
7. How are the restaurant labour costs controlled?

The individual task: Consider the case study to Theme 14 (p.168).

15. Safety in the restaurant industry

15.1. Sanitation and safety laws and norms.

15.2. Food production and sanitation.

15.3. Food protection as a system.

15.1. Sanitation and safety laws and norms

The legal and organizational framework of operation of the regulatory approval system in the sphere of business activity is set forth in the Law of Ukraine “On the Regulatory Approval System in the Sphere of Business Activity” dated 3 November 2016 No. 1726-VIII. The exhaustive list of permits

is set forth in the Law of Ukraine “On the List of Permits in the Sphere of Business Activity”” which, in particular includes [58; 68; 79]:

- a report of the state sanitary and epidemiologic expert examination;
- a report of the state veterinary and sanitary expert examination (expert opinion);
- veterinary and phytosanitary documents;
- a permit for transactions in the sphere of waste management;
- a permit for the special water use;
- an operation permit for facility operators;
- a permit for the special use of water bio-resources in fishery water objects.

A report of the state sanitary and epidemiologic expert examination. The state sanitary and epidemiologic expert examination of food safety means professional activity exercised by the authorities, institutions and establishments in order to prevent, reduce or eliminate possible harmful influence of foodstuffs on human health consisting of the evaluation of risks, determination of respective sanitary measures and/or technical regulations for the production and/or launch into circulation of foodstuffs and inspections whether the samples of foodstuffs, processing aids or materials for food production and circulation provided by the manufacturer or the supplier, or the new technology or technologic equipment, comply with such measures and regulations (extensive control). The following is subject to the state sanitary and epidemiologic expert examination [23]:

- new foodstuffs;
- special dietary foodstuffs, dietary supplements, food supplement flavours and processing aids for purposes of their approval for registration and use in Ukraine;
- processing and circulation aids launched into circulation;
- designs of facilities (objects) for food manufacture and circulation;
- quality and safety systems in facilities (objects) for food manufacture and circulation;
- technologies that have not been previously used in Ukraine;
- foodstuffs that are imported to Ukraine for the first time and for which the supplier has no valid report of the state sanitary and epidemiologic expert examination or a manufacturer’s declaration issued for such supplier;
- imported foodstuffs (if there is no data on safety for human health, the list and content of which is determined by the Chief Sanitary Officer of Ukraine).

The state sanitary and epidemiologic expert examination is carried out

pursuant to the procedure as approved by the Order of the MOH №. 247 dated October 9, 2000 within 30 or 90 (for new foodstuffs) calendar days after provision of all required documents to the authorized expert examination establishment.

The veterinary and sanitary expert examination is governed by:

the Law of Ukraine “On the Veterinary Medicine” №. 2775-III, dated November 15, 2001;

the Law of Ukraine “On Quality and Safety of Food Products and Food Raw Materials” №. 771/97-VR, dated December 23, 1997;

provisions on the state laboratory of the veterinary and sanitary expert examination on the market as approved by the Order of the State Veterinary Medicine Department at the Ministry of Agrarian Policy of Ukraine №. 16, dated April 15, 2002;

rules of the veterinary and sanitary expert examination of milk and dairy products and sale requirements as approved by the Order of the State Veterinary Medicine Department at the Ministry of Agrarian Policy of Ukraine №. 49, dated April 20, 2004;

rules of the pre-slaughter veterinary examination of animals as well as the veterinary and sanitary expert examination of meat and meat products as approved by the Order of the State Veterinary Medicine Department at the Ministry of Agrarian Policy of Ukraine №. 28, dated June 7, 2002 and other regulatory legal acts [23].

15.2. Food production and sanitation

The following suggestions can help restaurant staff prevent food contamination in restaurants in which they work [19; 52; 61]:

wear effective hair caps or bands to prevent hair from getting in the food or on food preparation surfaces;

make sure your uniform, apron, hands, forearms, and fingernails are clean to avoid the transfer of harmful bacteria to the food and utensils;

wash your hands after every chance of contamination, including before starting work and after using the restroom, handling money, or handling soiled utensils and equipment. Also wash your hands after coughing, sneezing, using a handkerchief or disposable tissue, using tobacco, eating, or drinking. Use proper cough etiquette. Keep your hands away from your hair, scalp, and face;

clean your hands and exposed portions of arms with a cleaning

compound in a lavatory primarily designated for hand washing. Hands should be washed by vigorously rubbing together the surfaces of your lathered hands and arms for at least 20 seconds and thoroughly rinsing with clean water. Pay particular attention to areas beneath the fingernails and between the fingers. Rinse hands thoroughly under running water. Turn the faucet off using single-use paper towels. Dry your hands with paper towels or a warm-air hand dryer. Never use aprons or wiping cloths to dry hands;

do not work if you have an open wound, a cold, the flu, or any other communicable or infectious disease. Notify your supervisor so he or she can find a replacement. Cover any boil or infected wound with a dry, tight-fitting, sanitary bandage;

do not work if you have or have been exposed to viruses, hepatitis A, Escherichia coli, Salmonella typhi, until you have medical documentation that you are free of such an illness. Handle clean dishes by the rims, glasses by their bases, and silver by the handles to avoid contamination of food or lip-contact surfaces;

store tableware in a clean, dry place at least six inches above the floor and protected from flies, dust, splashes, and other contaminants;

wipe tables and counters with a cloth that has been stored in a sanitizing solution. Do not use wiping cloths for any other purpose. Use a second cloth from separate sanitizing solution to wipe chairs;

bring a clean utensil to replace one that has fallen on the floor;

keep dirty dishes completely separate from foods to be served to prevent contamination;

clear one course completely, removing it on a tray, before you bring the next course on another tray;

be aware that cold foods should be held at temperatures below 5 °C, and hot foods should be held at temperatures above 60 °C. Foods should be stirred on a regular basis during holding;

never mix new food with old food;

notify guests that clean plates are to be used each time they return to self-serve areas such as buffets and salad bars. A polite way to do this would be to collect soiled dishes and, at the same time, encourage guests to take another clean plate for refills.

15.3. Food protection as a system

Food safety, or safe handling of food, is an important public health priority. Every employee in a restaurant is responsible for using proper food handling procedures, maintaining safe and sanitary food and eating conditions for guests.

Improper food and utensil handling can lead to contamination and foodborne illnesses. Foodborne illnesses are carried or transmitted to people from unsafe food. Each year, millions of people become infected by foodborne pathogens in food they eat, resulting in thousands of cases of foodborne illness and death.

Every state adopts and implements sanitation rules and regulations as its legislature requires. It provides requirements for safeguarding food and ensures that unadulterated and honestly presented food is offered to the consumer (guest).

The Hazard Analysis Critical Control Point (HACCP) is part of the Food Code. It is a food safety system that can be used to prevent outbreaks of foodborne illnesses through safe food handling. It covers identification of foods and procedures that are most likely to cause foodborne illnesses, builds in procedures that reduce risks of foodborne outbreaks, and establishes monitoring procedures to ensure food safety [29].

Through HACCP, countries hope to achieve uniform and effective standards of food safety for foodservice, retail stores, institutions, schools, and other retail-level establishments nationwide.

Equally important as knowing good serving techniques and carrying out the duties of the job is using safe and sanitary work routines to protect your guests, co-workers, and yourself from accidents and foodborne illnesses. Being prepared for a quick response in any emergency, such as a fire, severe weather, or an electrical blackout, and knowing what to do for an injury or illness is important to ensure that everything within reason is done for the health and safety of you, your co-workers, and guests.

Safety: Preventing accidents. Accidents are unpredictable, but careful attention to preventing accidents and preparation for quick response to accidents that do happen is important in the restaurant business. Every employee should be mindful of a safe environment.

Have a well-stocked first-aid kit, including protective gloves, in case of an accident. Know the proper procedure for handling or working with cleaning substances. Report to management any safety hazards you see so that they

can be corrected immediately.

Use the following suggestions to make your restaurant a safer place to work or visit: wear slip-resistant shoes with low heels; pass other workers on the right in the aisles between tables; look before pushing open a door so you do not bump into someone on the other side; keep work and serving areas clean and orderly; keep exits clear and unlocked during operating hours for emergency evacuation; let parents place and secure their child in a high chair or booster seat. The safety of the child is the responsibility of the parent.

If kitchen floors are slippery, inform management. Managers may have to improve floor-cleaning procedures and/or add mats to slippery areas. Causes of slippery floors in the kitchen include spills, water on the floor from leaking pipes, slow drains, dishwashers, ice machines, or faulty walk-in freezer door seals, as well as unsafe employee work habits.

Carefully follow manufacturers' instructions for preparing sanitizing solutions or wiping tables. Never mix cleaning materials. Workers have to be provided with the proper procedures for handling and working with chemical substances. Refer to the directions on how cleaning products are to be used and what steps need to be taken if the product is accidentally inhaled, ingested, or gets on skin or in eyes [79].

The most frequent guest mishaps in restaurants are slips and falls. The temperature of hot beverages should be regulated in the kitchen so that beverages are hot but never scalding. To prevent guests from burning their mouths, alert the guest that you are about to pour a hot beverage. Pour hot beverage refills only when guests request them or agree to a refill. If guests are seated close together, shield the guest with a clean, folded towel or napkin as you pour. Be sure the cup is on a table or tray when you pour a hot beverage into it; never pour a hot beverage while the guest is holding the cup.

Stack dishes on trays so that they are well balanced. When picking up food in the kitchen, place full glasses in the centre of the tray, and make sure handles and spouts are well within the edge of the tray. Soup bowls and coffee cups should be placed directly on the tray so they do not spill on the saucers. When clearing tables, never stack glasses one inside the other. Stack dishes only to a reasonable height to avoid the hazardous juggling act that so often results in breakage and injury.

Never pick up several glasses in one hand by inserting your fingers into the glasses. If you do break a glass, use a broom and dustpan or a damp paper towel or cloth, not your bare hands, to pick up the pieces.

If you do cut yourself or if anyone in the restaurant is injured or ill,

exposing others to blood or other body fluids, the body fluid spills must be handled with a procedure called universal precautions. Universal precautions reflect a standard by which all blood (and other body fluid) is treated as if potentially infected with HIV (human immunodeficiency virus) or HBV (hepatitis B virus). HIV and HBV are diseases that are communicable and difficult to treat or untreatable. Universal Precautions are guidelines that detail the cleaning up of potentially dangerous body fluids while wearing personal protective equipment (PPE), such as gloves and other protective clothing, and decontaminating surfaces and disposing of stained rags to ensure a zero risk of infection [75].

The questions to consider:

1. Who is responsible for preventing accidents in a restaurant?
2. What is the safe way to pick up broken glass?
3. What does the term Universal Precautions refer to?
4. Why is washing your hands important for restaurant service?
5. When should you wash your hands while on the job?
6. List the sanitation responsibilities that involve personal grooming or hygiene.
7. List all of the things you should do in the first 15 minutes after a guest suddenly sustains an injury or suffers a serious illness.
8. How would you handle a situation where a guest bled from an injury sustained from a fall?
9. How would you handle a choking incident in a restaurant?
10. What can you, as a restaurant owner, do to avoid food poisoning in your operation?
11. If you are manager of a restaurant, what are your daily food protection and sanitation responsibilities?
12. Have a group discussion about ways to improve safety in a restaurant for the server, and then for the guest.
13. What are the different kinds of fire extinguishers and how to determine which fires to use them on?

The individual task:

1. Study the sanitation laws of your city, county, and state as they apply to serving. Then, discuss the laws relating to communicable and infectious diseases in the class.
2. Write a one-page paper on foodborne illness discussing the number

of people who become ill or die each year, the economic cost to society, and the procedures in place in restaurants to prevent an outbreak.

3. Consider the case study to Theme 15 (p. 168)

16. Organisation of supply in the restaurant industry establishments

16.1. Effective supply of the raw food.

16.2. Supply of the convenience food.

6.3. Supply of furniture, equipment, cutlery, crockery and accessories.

16.1. Effective supply of the raw food

How much of the food will be prepared on the premises? How much will be purchased ready for heating? How many of the menu items will be prepared from mixes, soup bases, and other convenience food items? These are only a few questions the restaurateurs have to solve on the daily basis.

Some restaurants prepare everything possible from fresh ingredients. Others prepare everything possible from convenience items and have a definite policy of cutting preparation time to the minimum. Most restaurants make some items and buy others. Chain operations often produce some foods in a central kitchen or food factory, and then have them delivered for final preparation at the various unit restaurants. Even upscale restaurants sometimes purchase most of their desserts and pastries.

An effective food supply system must rely on the standards for each food item used (product specification); a system that minimizes effort and losses and maximizes control of theft; the amount of each item that should be on hand (par stocks and reorder points); appointment of the person responsible for the buying and keeping the food-purchasing system in motion; appointment of the person responsible for the receiving, storage, and issuing of items [50].

As a rule, restaurants create partnerships with a select few suppliers that allows getting more loyalty and spending less time ordering and receiving multiple times, with some deliveries coming at awkward times.

Restaurateurs are letting the menu drive business, and many change menus and prices four times a year. Maintaining a close relationship with suppliers helps with advance warnings of pending price increases and lack of availability. Good suppliers are now more like consultants who are interested

in the restaurant's long-term success. They help purchase the best product for the menu application.

The current trend among the restaurateurs is reduction in the number of suppliers and a move to collaborating with them. This increases information on markets and aids in forecasting future supply availability and price movements. This is one strategy to beat the market; however, it is still crucial to define market prices accurately. One of the best ways to accomplish this is to negotiate a long-term contract (annual, at a fixed cost, with downside protection if feasible). Suppliers for some perishable items may be invited to bid on a range of items for a week or a month. This process allows the restaurateur to control the process.

Written standards for food (food specifications) are set, preferably in writing, before a restaurant opens. The amounts to purchase are based on a forecast of sales. Here, previous experience with a similar kind of restaurant is most valuable.

Supplying is considered as a subsystem within the total restaurant system, which, once installed can be set in motion, repeating itself. Several steps put a supply system together:

1. Based on the menu, determine the food standard(s) required to serve the market. Will vegetables be canned, fresh, or frozen? What cut and grade of meat is appropriate for each meat item on the menu? Will fish be fresh or frozen, or some of both?

2. Develop product specifications – detailed descriptions of what is wanted based on consultation and best information available – and place responsibility for product consistency and quality on the supplier.

3. Gather product availability information and select supplier(s) based on reliability of service, price, and honesty. Obtain samples of the food and test them in order to select the best.

4. Have alternate suppliers in mind for comparison.

5. Select person(s) to order and receive supplies, and give him/her (them) authority to reject delivery of individual items. Make sure that the person ordering is different from the person receiving and that management authorizes or places each order, even for meat and other perishables.

6. Set up storage spaces for maximum utilization.

7. Establish the amount needed to be stocked (par stock) for each item.

8. Set up an inventory control system.

9. Decide on optimal delivery size to reduce cost of delivery and handling.

10. Check all deliveries for quality and quantity or weight.

11. Tie inventory control and cost control systems together [48].

A purchasing cycle can be set up that rolls along efficiently, a system that repeats itself day after day with minimal demands on the operator. Even though under constant review, each part of the cycle is changed slowly, only as customers and menu change and as new products and purveyors are considered. Product specifications need only be reviewed, not reset, each time food is ordered. Par stock and reorder points are relatively fixed and change only as sales volume changes appreciably or as the menu changes. Major suppliers are changed infrequently. Receiving, issuing, and recording are carried out systematically, and the information becomes the basic data for the cost control system.

In the usual restaurant, the manager, in consultation with the chef and other key people, decides on product specification, selects suppliers, and has a rough figure in mind for par stock and reorder point. It is recommended that one person, and one person only, who has a clear understanding of food cost control and of the restaurant market, should set up and operate the food-purchasing system. That person is usually the manager.

The savvy restaurant operator will call vendors frequently, even daily, because prices vary considerably. Fresh vegetables, meat, and fish are good examples of items on which it is advisable to get frequent price quotations, especially in a high-volume restaurant.

Buying meat. Meat is the most costly food item in most restaurants that is why it has to be chosen very carefully. Principal factors in meat buying are the cut of the meat (what part of the animal), the grade of the meat (its fat content, tenderness, and cost), and the style (its form: carcass, wholesale cut, or ready-to-serve portion). Restaurant guests, through the menu and price, mostly determine the best kind of meat to buy.

Buying fresh fruits and vegetables. Many operators, especially those with higher-priced menus, feature fresh fruits and vegetables. If these are really fresh and cooked minimally, they taste better than frozen or canned fruit. The cost of purchase and preparation is also higher. Often visiting the wholesale market early in the day or buying from a small farmer who specializes in certain fruits or vegetables can decrease the price. Many operators, including a few chain operators, feature fresh berries, fruits and vegetables year round. Restaurants with lower-priced menus are likely to feature fruit that is in season. When buying fruit and vegetables, select freshly picked, mature items and use them as quickly as possible because they

immediately start losing vitamins and sugars. Some fruits, such as avocados and bananas, are picked early and ripened later. Other fruits, such as pineapple, do not ripen after they are picked. Fresh produce may be delivered every other day.

Fruits and vegetables should be handled as little as possible to avoid spoiling. Besides, it is important to distinguish between blemishes that affect only appearance and those that affect eating quality, maturity of items, vegetables and fruits that are overripe or show decay. If possible, it is better to buy off sizes, usually the costless.

Most operators are unable to visit wholesale markets personally and rely on distributors for delivery. In this case, specifications should include grade, size, count, container size, and degree of ripeness.

16.2. Supply of the convenience food

The amount of the stock of the convenience and canned foods depends on the size of the pantry or storeroom and an inventory, which is carried out on the regular basis. The reorder is made only when the supply is down to a specified amount to cover the operation from one delivery date to another. Management may wish never to have more than one case of a certain wine on hand and will order only when down to the last two bottles. A fast-moving item may require 10 cases as par stock.

In a restaurant where several items are pre-prepared and stored, purchasing can be based on the par stock of pre-prepared items, not on raw food in the refrigerator or freezer, where inventory control is tighter. The operator with a fixed menu has an advantage in buying. It simplifies the pre-preparation of some menu items and the order from the supplier.

Nowadays, freezing and convenience food techniques have advanced significantly. Guests expect better quality foods, and innovative food processors have responded. For example, frozen chicken rotisserie is a good, consistent quality product that can go on the grill. It is more expensive, but it will reduce labour costs and better control waste.

Vegetables can now be harvested and, within two hours, blanched, frozen, and ready for the cook to prepare for service. In this way, they are often more consistent than market price. Salads and greens, for example, can fluctuate considerably in price depending on the season. Besides, if there is a lot of moisture on the raw product, its shelf life is short. The main thing is to

know what is available, when it is available, and at what price. Therefore, planning a menu should begin by consulting with a supplier.

The temptation is to buy a large quantity when a price reduction is available – which may be fine for liquor, where little is affected by storage – but this requires extra handling space and time for most items. Some storerooms have been seen to hold as much as a year's supply of canned fruit merely because a salesperson convinced the food buyer that the fruit was a good buy or that the buyer would receive a prize or gift certificate for the purchase.

Although many restaurants do not spell out in detail a specification for each food item purchased, the specification is usually well outlined. Canned vegetables used in a made-up dish does not need to be of high grade. Canned beef may be satisfactory for sliced sandwiches. Canned apples for use in apple pie need not be of the same quality as those to be presented fresh where appearance is important.

Canned vegetables, for example, vary considerably within a grade because of different growing conditions experienced in one part of the country as compared with another. Most large foodservice operations conduct the so-called “can-cutting tests” annually, after the fruit and vegetable crops have been harvested and canned. The operator wants not only to know the unit cost but to compare the colour, texture, taste, and uniformity of products.

The Law of Ukraine “On Quality and Safety of Food Products and Food Raw Materials” regulates the quality of the canned fruits and vegetables.

16.3. Supply of furniture, equipment, cutlery, crockery and accessories

Besides the food deliveries, any restaurant depends on the timely supply of the furniture, equipment, cutlery, crockery and various accessories. The same procedures are used for buying other supplies – paper goods, cleaning materials, napkins and covers, and so on. The suppliers are contacted, credit is established, and the goods are received and stored.

Nevertheless, there are a few tips to observe.

It is not wise for the restaurants to buy “limited edition stock” even if it is a premium brand. Anything that says “limited edition” is just that, limited. After a few months or years, the knives go blunt and the spoons look scratched but

it will not be possible to get the same set. The restaurant will have to replace the entire cutlery or crockery.

The stainless steel is the easiest to maintain and clean. The commonest grade most restaurants use is 18/10 simply meaning 18 parts of nickel and 10 parts of chromium. Since stainless steel is stain and scratch resistant, it is very durable and easy to clean in a dishwasher.

Everything in the restaurant should be comfortable for the guests – armchairs and sofas to sit in, cutlery and crockery to eat with, glassware to drink from. Therefore, it is advisable to try their comfort and convenience. After all, it is the question of the restaurant's reputation.

It is a good idea to have special, colourful and light furniture and dishware (tables, high chairs, plates) for children. This is a great way to impress the customers by showing that the restaurant cares for their kids too.

Everything about a restaurant business may seem chaotic at the start but by making the right choices and using good restaurant software, it will become easy to manage. When restaurant's data is listed and stored in one place, it will help solve the problems easily.

The questions to consider:

1. Describe the organisation of supply in the restaurant industry establishments. How does it depend on the size and type of the restaurant?
2. Describe the features of the raw food supply.
3. Describe the features of the convenience food supply.
4. Explain the system of the food reorder.
5. Who should be in charge of food purchasing?
6. How is the food-purchasing system related to the food and beverage cost-control system?

17. Marketing and advertising activities

- 17.1. Marketing in the restaurant business.
- 17.2. Marketing planning and strategy.
- 17.3. Marketing mix – the four Ps.
- 17.4. Advertising and public relations.

But what makes my job so great is there's no one answer that's right for every restaurant.

David Rockwell

17.1. Marketing in the restaurant business

Marketing can be defined as everything you do to attract customers to your business. For restaurants, it encompasses a broad spectrum of activities beyond simple advertising or discounting.

In the USA, restaurants spend approximately 2 – 4% of every sales dollar earned to attract new and repeat guests. For restaurants doing \$1,000,000 in annual sales can mean as much as \$40,000 in marketing expense. Without good marketing systems, many of those hard-earned dollars are wasted on ineffective advertising or discount practices that only attract the coupon clippers [22].

Vast array of marketing resources include systems for:
planning and tracking;
customer retention;
public relations;
menu;
internet;
marketing and marketing promotions.

These proven systems have been assembled to help independent restaurant operators maximize their marketing dollars through proper planning, measurement and execution of promotions and activities that get results.

In the restaurant business, the customer relationship management system allows them to mainly focus on customer activities for maintaining a profitable customer loyalty in the long run. With the help of the customer relationship management systems, contact information (e.g., email, mailing address, cell phone numbers, etc.) of the restaurant customers can be kept and promotional campaigns can be sent to customers by using this contact information. Another important feature of this system is that this system provides a record which contains useful information such as name and previous meal preferences. As a result, costumers can be greeted by the servers with their names, and help them with their meal preferences.

17.2. Marketing planning and strategy

Every marketing plan must have realistic goals for guest satisfaction, market share, sales, and costs while leaving a reasonable profit margin. It is hard to calculate a restaurant's market share, yet we need to have a good

idea of the market size and opportunities before investing our time and resources. To determine the fair market share (the average number of guests who would, if all other things were equal, eat at any of the competing restaurants), we must divide the number of potential guests by the number of competing restaurants.

Restaurant sales goals are the most important thing. Everything depends on sales, as all the costs are deducted from the sales to leave a profit. For start-up restaurants, sales goals are set, as realistically as possible, based on anticipated guest counts and average guest checks.

Other goals are set for each of the key operating areas: cleanliness, productivity; quality, service, guest satisfaction, key ratios, and price. We all realize that it is critical not only to set goals but also to develop strategies regarding how the goals will be met. For each goal there may be several strategies. For example, to improve guest satisfaction the following strategies can be used:

1. Managers explain to all staff members the service levels expected of them.

2. Training: managers and supervisors hold 5 – 10-minute training sessions prior to each shift.

3. Managers and supervisors observe the service levels given by serving staff and later bring to the attention of the staff member any examples of service improvements needed.

Another marketing technique is SWOT analysis, which stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses focus on internal factors and can, over time, be controlled by management. Opportunities and threats are external factors. Obviously, strengths and opportunities are issues that affect a company in a positive way, while weaknesses and threats have a negative impact. Marketing strategy will also position the restaurant in relation to competition regarding price, the food and service offered, atmosphere, and convenience. The marketing strategy needs to conform to the circumstances of the restaurant. For example, a specific market entry strategy is appropriate for a new restaurant concept entering an existing market. We would need to find a competitive advantage based on the four Ps: price, product, place, and promotion. In taking over an existing restaurant, the goal could be market share. Any one or a combination of tactics could do this. For example, price reduction and heavy local advertising might achieve the strategy's goal. Marketing strategy is the way the restaurateur accomplishes the goals set for

the restaurant. One of the goals could be to increase the number of guests by 10 percent; this would be achieved by means of targeted flyers of the restaurant menu featuring certain dishes. The flyer could be distributed in selected postal ZIP codes. The strategy is the game plan for attaining determined goals. The key ingredient in any marketing initiative is the marketing plan, which helps focus the marketing and direct it toward the target market. The marketing plan analyses the marketplace, the competition, and the strengths and weaknesses of the existing or proposed restaurant [6].

The marketing planning calendar provides a method for scheduling annual marketing promotions, organized by the month. Tasks and due dates can be assigned to designated personnel, making it easy to keep up with the progress of upcoming promotions.

The restaurant marketing promotion tracking system gives operators a method to track the cost and response rate of individual marketing promotions. With it, the areas that give the best responses can be defined.

Customer database is an Excel spreadsheet designed to easily record the customer's names, addresses, email, birthdays and more. It also includes a simple form that can be printed to give the customers so they can fill in the information the restaurant needs.

17.3. Marketing mix – the four Ps

Every marketing plan must have realistic goals for sales and costs while leaving a reasonable profit margin. Marketing plans are based on the four Ps, known as the cornerstone of marketing: place (location), product, price, and promotion.

Place/location. The place or location of a restaurant is one of the most crucial factors in a restaurant's success. Good visibility, easy access, convenience, and parking are the ingredients of a location's success. Visibility is necessary so that, as people approach the restaurant, they are able to easily identify it. Often a prominently placed sign catches potential customers' attention; directions, if necessary, can be featured on the sign. Restaurants are found in freestanding buildings on a lot with parking spaces, in city blocks with no parking, in shopping malls, in office buildings, and in airports, train stations, and bus depots [6].

A restaurant grouping, sometimes known as a restaurant row, is quite common. The approaches may attract people because of the wide choice of restaurants available. If two French restaurants are already on the block, it

would be unwise to compete by opening another. Most restaurants have little or no problem with Fridays, Saturdays, and Sundays. The big problem is how to fill up on Monday through Thursday and for both lunch and dinner. This feat requires a magician who provides good location, conjures up an exciting atmosphere, and serves great food well.

Product. The product of restaurants is experiential; the complete package of food, beverages, service, atmosphere, and convenience goes into satisfying the guests' needs and wants and making for a memorable experience, one that guests will want to repeat. The main ingredient is excellent food. People will always seek out a restaurant offering excellent food, especially when good service, value, and ambiance accompany it. Once the target market is selected, it is important to offer the total package in accordance with the wishes of the guests in this market. Menu items should reflect the selections of guests within this group. In other words, if a restaurant is trying to attract a college crowd, it needs menu items popular with this group. Food service and atmosphere are largely intangible. The purchase of a restaurant product is not like the purchase of an automobile, which can be inspected and driven prior to purchase. With restaurants, guests pay for the total dining experience rather than just the food. Restaurant product can be described as having three product levels: the core product, the formal product, and the augmented product.

The core product is the function part of the product server for the customer. Thus, a gourmet restaurant offers a relaxing and memorable evening. *The formal product* is the tangible part of the product. This includes the physical aspects of the restaurant and its decor. In addition, a certain level of service is also expected. When guests choose a family restaurant, they anticipate a level of service appropriate for the type of restaurant. *The augmented product* includes the other services, such as automatic acceptance of certain credit cards, valet parking, and table reservation service [29].

Product analysis covers the quality, pricing, and service of the product offered. How will the product (menu, atmosphere, location, convenience, price) differ from the competition? Will it include signature menu items – those that are unusual in some way or that convey the stamp of uniqueness that customers will remember and associate with the restaurant? Will the decor and atmosphere be discernibly different from the competition? Is the service superior in some way, faster or more concerned, more professional or more elaborate? Is the value greater for the price than the competition's? Is the

location more convenient, parking easier or more spacious?

Atmospherics restaurateurs are placing greater emphasis on atmospherics, the design used to create a special atmosphere. Years ago, the majority of restaurants were quite plain. Today, they are built with the intent to have an atmospheric impact on guests.

The most noticeable atmospherics are found in theme restaurants. The theme employs colour, sound, lighting, decor, texture, and visual preparation to create special effects for patrons. Care should be taken when creating theme restaurants, because the life of the theme may be only a few years. The atmosphere must be appropriate for the target market.

Product development innovative menu items are added to maintain or boost sales. By keeping consumer interest stimulated, restaurants may increase market share and profit. The new items replace those with which the public has become bored.

Most of the large chain restaurants test their new product in selected markets. If the new product is accepted, it is launched system wide.

Product positioning. Restaurant guests generally have a perception or image of the restaurant, its food, service, atmosphere, convenience, prices, and how it differs from other restaurants in the area. Positioning conveys to the guest the best face or image of the restaurant, what people like most about it, or how it stands out from the competition. If value is the best feature of the restaurant, it should be emphasized in the positioning statement and reinforced in advertising. Restaurant owners usually want their restaurant to be different in one or more ways, to call attention to the food or ambiance [26].

Restaurants, like all businesses, go through a product life cycle from introduction to decline.

Price is the only revenue-generating variable in the marketing mix. Price is affected by the other mix variables; for instance, if a restaurant has a costly location, then the prices charged are likely to be higher – unless the volume is very high. Price is also an important consideration in the selection of a restaurant. Today, restaurant guests want value and will patronize those restaurants that they perceive offer good value. In restaurant marketing, several factors affect price:

- the relationship between demand and supply;
- the shrinking guest loyalty;
- the sales mix;
- the competitions' prices;

- the overhead costs;
- the psychological aspects of price setting;
- the need for profit.

The objective of a pricing policy is to find a balance between guests' perceptions of value and a reasonable contribution to profit. Different strategies may be employed according to the objectives of the restaurant. For example, if an increase in market share is the objective, an extremely aggressive pricing policy would likely bring improved results, all other aspects being equal [26].

Cost-based pricing. Many industry practitioners advocate a cost-based pricing strategy (for more details about menu pricing see Theme 7).

Price and quality. There is a direct correlation between price and quality. If high-quality ingredients are used, an appropriate price is charged.

Promotion is the activity by which restaurateurs seek to persuade customers to become not only first-time buyers but also repeat customers. Promotion, which includes communication, seeks to inform and persuade customers. A promotional campaign may have the following goals:

- to increase consumer awareness of the restaurant;
- to improve consumer perceptions of the restaurant;
- to entice first-time buyers to try the restaurant;
- to gain a higher percentage of repeat guests;
- to create brand loyalty (regular guests);
- to increase the average check;
- to increase sales at a particular meal or time of day;
- to introduce new menu items.

Promotions are conducted to increase sales in several ways:

- to increase guest awareness of the restaurant or a particular menu item. Advertising in conventional and social media often does this;

- to introduce new menu items;

- to increase customer traffic, perhaps by advertising a menu special to act as a bring-them-in or a better deal than the competition;

- to increase existing guests' spending by building check average. This is often accomplished by personal selling and promotions;

- to increase demand during slow periods that are unproductive (breakfast and early-bird dinners for seniors that fill restaurant seats in the early evening – seats that would otherwise be empty) [26].

Promotional programs take a variety of forms. When the economy weakens, some restaurants reduce their prices by finding innovative ways to

promote their restaurants, like substituting a three-course, fixed menu dinner. The art of downscaling is to create exciting food from lower-cost ingredients. Of the many promotional ideas for restaurants, some work and some do not. The degree of success varies and often depends on the relevance and value of the promotion as perceived by the target market. A plan would be to ask the town's movers and shakers to come up with a list of foods that they would like to see on the menu. The owners can then select their menu from the list.

Marketing promotions. Many restaurant advertising campaigns are mathematical successes and marketing failures. Restaurant advertising may reach its intended mass audience with enough frequency and still not increase sales of the product or service. The emphasis should not be on reach or frequency, but the credentials of the medium and the quality of the placement.

The Birthday Club can help you to create a loyalty program using your customer database

The Anniversary Promotions – the customers will feel appreciated that you recognized that your restaurant is one of the places they would want to go on their anniversary. The additional customers will generate repeat business and build your database for future mailings.

These mailers are easy to tweak so you can use it several times a year and your customers will love it every time.

This step-by-step program is easy to implement and takes the guesswork out of marketing your restaurant.

The additional customers will generate repeat business and build your database for future promotions.

Another idea would be to have a soft opening, meaning to open without a big announcement and spend a month working out the finer details. Then have a grand opening, with media in attendance, and enjoy rave reviews. Some restaurants have a camera handy to take photos of guests and then send them along with a thank-you-for-your-patronage note or on some social media with the permission of the guests. There are a few other promotional tricks which can be applied regularly:

- if the restaurant is in an area where there are likely to be guests from other countries, have menus available in the relevant languages;

- create promotions around the many occasion days of the year. (Example: Accountants' Day);

- create a dinner club to fill the slow nights. Focus around a theme and inform potential guests of the club night by mailings;

encourage guests to leave their business cards for a prize drawing. This creates a mailing list;

on quiet nights, say a Monday or Tuesday, announce to the restaurant and the media that one table's bill will be on the house, and that every Monday or Tuesday you plan to "comp" one table. The restaurant will likely fill up on those otherwise quiet nights;

give people something to tell their friends about or something to take home as a remembrance of their visit to your restaurant;

offer special birthday promotions;

arrange a cook-off with a prize for the best pie (or whatever). Inform the local media and ask them to be the judges. That should ensure plenty of free coverage;

place the photos and promotions on your social media pages, communicate with your patrons regularly, support and stimulate conversations and discussions [30].

17.4. Advertising and public relations

Public relations (PR) is the practice of managing the spread of information between an individual or an organization (such as a business, a government agency, or a nonprofit organization) and the public. Public relations may include an organization or individual gaining exposure to their audiences using topics of public interest and news items that do not require direct payment. This differentiates it from advertising as a form of marketing communications. The aim of public relations is to inform the public, prospective customers, investors, partners, employees, and other stakeholders and ultimately persuade them to maintain a certain view about the organization, its leadership, products, or of political decisions.

Restaurant public relations generates news coverage, and news coverage builds credibility. The objective of restaurant public relations is to tell your story through third-party outlets, primarily the media. People believe what they read in newspapers and magazines, what they hear on the radio and what they see on television. People are sceptical of what they see in a restaurant advertisement.

Restaurant public relations is not intrusive, restaurant advertising is. In one of Aesop's fables, the sun and the wind disagreed about who was the stronger of the two. They saw a man walking down the road, so they decided to settle the dispute by seeing who could make him take off his coat. The

wind took its turn first. The harder the wind blew, the more closely the man wrapped his coat around him. The sun then began to shine, and it was not long before the man felt the sun's warmth and removed his coat [71].

Like the wind in Aesop's fable, restaurant advertising is often perceived as an imposition. The harder the sell, the harder the wind blows and the harder the prospect resists the sales message. Restaurant public relations is like the sun. It leads to action and produces results subtly by presenting its message through an objective third party to the media.

When determining whether to spend your marketing budget on restaurant public relations or restaurant advertising, weigh the importance of credibility, cost-effectiveness and a positive corporate image. Though the restaurant public relations campaign may not be as expansive, the figures show that in the eyes and minds of consumers, what they see and read in the media has more of an impact and is more viable than what they see and read in advertisements. The restaurant advertising is paid for, restaurant public relations is prayed for. High-volume restaurants, chain restaurants and leading supplier companies looking for cost-effective marketing should first consider restaurant public relations as a tool. Effective restaurant public relations can create record sales for your company and often for less than the cost of a single newspaper ad or billboard.

Social media is now a mainstream and restaurants, like any business, need to recognize that people, and sometimes even their employees, are talking about them online.

All restaurant companies, including small independent operations, would be wise to have established guidelines for what is appropriate and what is not appropriate communication for their employees on social media websites. It is advisable to have a "Policy Regarding the Use of Social Media by Employees" as a guide to create the company's own policies and guidelines for all employees [26].

The benefits of having a guideline are that it:

- provides guidelines for establishing your own social media policy;
- discusses and details examples of inappropriate social media use for employees at work and when they are off duty;
- addresses the use of the company equipment and facilities by employees' for non-work-related activities.

Comment cards. It is estimated that only 1 in 20 people will complain when they have a problem in a restaurant. The problem for the operator is that many of these people simply do not come back. Finding out why some

customers love the restaurant and why others do not is at the foundation of making the right changes and improvements that create more loyal customers who not only come in more often but also tell their friends and spread the word about the establishment. To make it easy for customers to tell what they like and do not like about the restaurant is using a simple comment card available at the table, counter, by the door and online. There are several different forms that can be used in this system and they can do double duty by helping build the customer database.

The questions to consider:

1. Describe restaurant marketing.
2. What is the difference between marketing and sales?
3. Discuss marketing philosophy in the restaurant business.
4. Give examples of how marketing solves customer problems.
5. If you had your restaurant project, which will be your principal target market?
6. What is market positioning?
7. In what way does market assessment aid in the marketing process?
8. Some restaurant owners question the necessity of developing marketing plans. What is your response?
9. Develop an outline for your restaurant's marketing and a business plan.
10. What are the differentiating characteristics of your restaurant (product, atmospherics/décor; service; place/location; price)?
11. How will you advertise your restaurant? What percentage of total sales will be allocated to advertising?
12. Discuss which restaurant promotions are the most effective.
13. How will you determine your restaurant's pricing policy?
14. Discuss how the four Ps of marketing will be utilized in your restaurant.
15. Explain the difference between advertising and public relations.

The individual task:

1. For the restaurant you have analysed previously, create a promotion / ad / event / program / activity / PR event, etc. to attract tourists of a definite kind (business conference and seminar participants, older people, youth, pupils, yoga addicts, etc.).

How can this campaign change the restaurant's strategy? Take into

account:

- the target market;
- the peculiarities of the restaurant;
- its specialisation;
- the general image;
- the cost and perspective profit.

2. Consider some popular social networks. Which of them is the most suitable for a restaurant as a contemporary advertising tool?

18. The quality of the restaurant services

18.1. The quality of services.

18.2. The quality of food.

18.1. The quality of services

The Service Quality Model or SERVQUAL was developed and implemented by the American marketing gurus Valarie Zeithaml, A. Parasuraman and Leonard Berry in 1988 [70]. It is a method to capture and measure the service quality experienced by customers. Initially this model was used exclusively for telecommunications and banking industries. Later on, it was applied to other service industries, including the restaurant industry as well. The SERVQUAL instrument is made up of 22 statements for evaluating consumer perceptions and expectations regarding the quality of a service. Respondents are asked to rate their level of agreement or disagreement with the given statements on a 7-point Likert scale. Customers' perceptions are based on the actual service they receive, while customers' expectations are based on past experiences and information received. The statements represent the elements of service quality. Despite some criticism, the model is still useful for wholesome understanding of the service quality of a certain restaurant. Originally, this model had ten dimensions:

competence – the possession of the required skills and knowledge to perform the service. For example, there may be competence in the knowledge and skill of contact personnel, knowledge and skill of operational support personnel and research capabilities of the organization;

courtesy – the consideration for the customer's property and a clean and neat appearance of contact personnel, manifesting politeness, respect, and friendliness;

credibility which includes factors such as trustworthiness, belief and honesty. It involves having the customer's best interests at prime position. It may be influenced by company name, company reputation and the personal characteristics of the contact personnel;

security which enables the customer to feel free from danger, risk or doubt including physical safety, financial security and confidentiality;

access – approachability and ease of contact. For example, convenient office operation hours and locations;

communication which means both informing customers in a language they are able to understand and also listening to customers. A company may need to adjust its language for the varying needs of its customers. Information might include for example, explanation of the service and its cost, the relationship between services and costs and assurances as to the way any problems are effectively managed;

knowing the customer which means making an effort to understand the customer's individual needs, providing individualized attention, recognizing the customer when they arrive and so on. This in turn helps to delight the customers by rising above their expectations;

tangibles – the physical evidence of the service, for instance, the appearance of the physical facilities, tools and equipment used to provide the service; the appearance of personnel and communication materials and the presence of other customers in the service facility;

reliability – the ability to perform the promised service in a dependable and accurate manner, e.g. the service is performed correctly, the accounting is correct, records are up to date and schedules are kept;

responsiveness – the readiness and willingness of employees to help customers by providing prompt timely services, for example, mailing a transaction slip immediately or setting up appointments quickly [70].

One of the purposes of the SERVQUAL instrument is to ascertain the level of service quality based on the above key dimensions and to identify where gaps in service exist and to what extent. The gaps are generally defined as:

the positioning gap – the manager's perception of customers' expectations and the importance customers attach to the quality dimensions;

the specification gap which is concerned with the difference between what management believes the customer wants and what he/she expects the restaurant to provide;

the delivery gap – the difference between the service provided by the

employees of the business and the specifications set by the management;
the communication gap which exists when the promises communicated by the business to the customers do not match the customers' expectations of those external promises;

the perception gap – difference between the customers' internal perception and expectation of the services.

These dimensions can be treated in a simplified form of five characteristics, namely – reliability, assurance, tangibles, empathy and responsiveness (RATER), where:

reliability is the ability to perform the promised service dependably and accurately;

assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence;

tangibles is the appearance of physical facilities, equipment, personnel and communication materials;

empathy is the provision of caring, individualized attention to customers;

responsiveness is the willingness to help customers and to provide prompt service [70].

Businesses use this instrument (i.e. the questionnaire) to measure potential service quality problems and the model of service quality to help diagnose possible causes of the problem. The model of service quality is built on the expectancy-confirmation paradigm which suggests that consumers perceive quality in terms of their perceptions of how well a given service delivery meets their expectations of that delivery.

With growing competition, the customers are becoming increasingly sensitive to service elements and the overall quality of service offered by an organization. In the restaurant industry, the service quality includes such important attributes, as price, food quality (food taste and nutrition properties), value for money, service, location, brand name, and image. The elements indicated help the restaurant increase customers' loyalty and keep existing patrons. The ability to satisfy the customers' expectations, and even exceed them, is the road to success.

Service providers have the ability to satisfy or dissatisfy customers. Customers usually start evaluating their dining experience at a restaurant as soon as they interact with the service staff of the restaurant (for more details on staff training and coaching see Theme 12.1), other customers consuming in the organization.

Competitive service organizations will try to adopt various recovery

systems to help achieve zero defects and reduce failures to enhance positive service encounter.

18.2. The quality of food

The key regulatory legal act governing the activity in the food industry is the Law of Ukraine “On Quality and Safety of Food Products and Food Raw Materials” [79]. This law governs relations between public authorities, manufacturers (suppliers) and consumers of foodstuffs and determines the legal procedure for ensuring the safety and quality of foodstuffs produced, circulated, imported and exported.

In a new wording of the law (which entered into force on September 20, 2015) new single categories of foodstuffs were introduced including:

- foodstuffs for special medical purposes;
- foodstuffs for weight control;
- traditional foodstuffs.

Changes in the current legislation under the new Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine on Foodstuffs” [23] concern such issues as:

1. Food labelling, including GMO content in products.
2. Requirements for the use of permanent procedures based on the HACCP principle.
3. Ensuring traceability.
4. New rules for obtaining an operation permit (to manufacture and /or store foodstuffs) and a list of classes of market operators exempt from obtaining operation permits.
5. State registration of facilities used by market operators in the production and/or circulation of foodstuffs.
6. Approval of facilities of the market operators contemplating to export foodstuffs as well as requirements for facilities producing foodstuffs to import (transfer) them to the customs territory of Ukraine.
7. State registration of single categories of foodstuffs, such as:
 - new foodstuffs;
 - food supplements;
 - flavours;
 - enzymes;
 - support materials for production and materials contacting with foodstuffs first put into circulation and / or first used in Ukraine;

drinking water to be classified as “natural mineral water”.

8. Requirements to food production and circulation.

9. General hygienic requirements for handling foodstuffs.

10. Specifics of importing (transferring) foodstuffs to Ukraine and exporting (transferring) them from Ukraine.

11. State control principles and procedure (including a market operator’s rights during state control carried out by an authorized body).

12. Liability of market operators for food safety legislation violations.

An important novelty of the Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine on Foodstuffs” [23] obliges market operators to provide for traceability and provide information to the authorized body at the latter’s request. In particular, market operators should be able to establish other operators in accordance with the “step back” (who provided the product) and “step forward” (who the product was supplied to) principles. Market operators should apply systems and procedures to ensure the availability of such data to the authorized body if required. The data should be stored for 6 months upon expiry of the last sale date marked on the labelling. Violation of the traceability requirements entails fines for business entities.

Hygienic requirements.

The new Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Foodstuffs" [23] provides that market operators should adhere to the general hygienic requirements when handling foodstuffs:

to market operators involved in primary production;

to facilities;

to buildings where the foodstuffs are being processed or reworked;

to movable and / or temporary facilities;

to the transportation mode;

to the equipment and inventory;

to food wastes disposal;

to water supply;

to the hygiene of the staff in the food production zone;

to foodstuffs themselves;

to food packaging, including original packaging;

to heat processing.

The special legislation of Ukraine on single categories of foodstuffs, in particular, the Laws of Ukraine “On Milk and Dairy Products”, “On Infant Food”, “On Fish, other Live Water Resources and Foodstuffs therefrom”, etc. comply with the provisions of the Law of Ukraine “On Quality and Safety of

Food Products and Food Raw Materials” [23].

High quality food starts with agriculture. As the modern trends demand direct farm-to-consumer connections, the restaurateurs opt to underline the high quality of the fresh ingredients. Some scientists believe that we are entering the era of young, educated farmers who are bringing more farms closer to where people live, reducing expense and environmental impact.

The questions to consider:

1. Explain the statement “The quality of food served must fit the clientele of the restaurant”.
2. How does the service quality correspond to the customers’ satisfaction and loyalty?
3. Explain the elements of the SERVQUAL model.
4. In what way does the RATER model differ from the SERVQUAL model?
5. Analyse the Law of Ukraine “On Quality and Safety of Food Products and Food Raw Materials”.
6. What are the new amendments to the Law? How do they influence the quality of food served in the restaurants?
7. What does the term “traceability” mean? In what way does it influence the quality of food?

The individual task:

In the local area find a restaurant for analysis. Get permission from the restaurant manager to interview him/her, as well as some front-of-the house and back-of-the-house employees, and to utilize the establishment to observe the SERVQUAL concepts.

Using the SERVQUAL concepts, create a list of questions to ask the manager and employees and create a checklist of tangibles and intangibles to detect in order to discover the key dimensions.

Conduct your interviews and observations, summarize your findings, and then present your findings to the manager and the class.

After determining the key dimensions above, see if you can determine where the gaps in the service exist. For the restaurant management, propose steps to improve the service quality.

19. Functional organisation of the restaurants premises

19.1. Organisation of the premises for guests and customers.

19.2. Kitchen equipment and kitchen organisation.

19.3. Service premises.

The secret of a successful restaurant is sharp knives.

George Orwell

19.1. Organisation of the premises for guests and customers

In a restaurant, there is much to be done prior to serving guests. Thus, the waiters are the first to check the area of the restaurant in which they will work and the tables they will serve, holding some of these tables for reservations. They also have to attend to sidework. Sidework, also called *mise-en-place*, is a term designating all of the duties the restaurant workers perform other than those directly related to serving the guests, in order to ensure service and be as smooth as possible. *Mise-en-place* includes the opening duties, such as preparing the dining room and studying the menu, as well as closing duties, leaving the work area in proper order upon completion of the shift [59].

In the kitchen, *mise-en-place* refers to the chef's process of preparing ingredients and setting them in an ordered arrangement for eventual inclusion in a given recipe. The selection, preparation and arrangement of ingredients before the cooking phase allows a chef to quickly access the right ingredient at the right moment when the heat is on.

The French term *mis-en-scene* mainly refers to the general environment and ambiance of the restaurant – its attractiveness, presentability and respectability, pleasantness, comfortability and convenience, safety and hygiene. The word also indicates the team's level of preparedness for different types of presentations (theatrical, musical, etc.) if they are presupposed by the restaurant programme. *Mis-en-scene* usually includes setting (scenery, construction, scene design), costumes and make up, lightning and illumination (their quality, direction, colour), physical performance (gestures, expressions, and actions). All these elements are used, as a rule, during special events such as Christmas and New Year celebrations, Halloween, Easter, weddings and birthday parties, etc.

Laying the tables is the art which is specially taught and which depends

on many factors such as the restaurant type, type of service, kind of the event or occasion (see Theme 4. The types and characteristics of restaurants. Theme 8.1. Types of service.). Nevertheless, there are several rules that have to be observed in any restaurant [19].

The first opening duty is to check if the general area is presentable and ready to set up for service. There must be enough tables to accommodate the reservations and the average expected number of persons without reservations.

If tablecloths are used, the appropriate size is to be selected and spread on the table so that all four corners hang evenly and the edges of the tablecloth are just touching the seats of the chairs. Often, a pad or second tablecloth, called a silencer, is placed beneath the top cloth. The silencer gives the table a better appearance and softens the clanking noise of the service ware.

A professional way of placing the cloth on the table is to place the centre fold on the centre of the table and open the cloth to cover the table top. This method assures a quick, well-centered placement of the cloth. It may be used to replace soiled cloths while guests are present, if done so in a controlled manner that is not distracting to guests.

When condiments, candles, and flowers are on the table and the soiled cloth must be changed, the items are moved to one half of the tablecloth. The soiled cloth is gathered up, exposing one half of the table or silencer, and then the centre items are placed on the table or silencer, enclosing the crumbs so they do not fall on the seats or floor, remove the rest of the soiled cloth completely [19].

After the tablecloths or placemats are arranged properly, the covers are set up. A cover consists of china, silverware, napkins, and glassware at each place setting. The amount of service ware and the arrangement depend on the type of service and the meal to be served. The general rules of laying the table are:

- carry supplies of chinaware, glassware, silverware, and napkins to the table on clean trays. Handle china by the edges, glassware by the bases or stems, and silverware by the handles as you set up the covers;

- set aside any service ware that is soiled, and return it to the kitchen;

- discard any chipped or cracked glassware or china;

- check to see that all centrepieces are fresh and clean and that candles are replaced or lights are in working order;

- menus designed to stand vertically are placed uniformly on all tables.

Folding the napkins. The fold of a cloth napkin placed in a cover is important to the style of the dining room. Not only does it add beauty in a third dimension, but it establishes a subtle finished quality to the table settings. Customarily, the simple folds are informal, tasteful, and quick to make. Sometimes a pocket for silverware is created in the napkin using a simple fold. Occasionally, a more formal feeling is desired and can be created with a complex fold. For instance, you might use a pleated fan fold, tucked into the water glass at a banquet, or a water lily fold in the centre of the cover for a Victorian theme. There are dozens of different folds and variations that are used for various occasions (see YouTube tutorials for more information).

Preparing the sidestand. A sidestand is a storage and service unit, sometimes with a computer terminal, located close to serving areas. A well-stocked sidestand eliminates the need for servers to make frequent trips to the kitchen for supplies or to place orders. One of the main opening duties is to stock the sidestand nearest the station with serviceware, garnishes, beverages, and supplies. The items kept in stock at the sidestand vary among restaurants. Typical sidestand supplies include:

- coffee warmers with fresh coffee;

- water pitchers, jugs, or carafes;

- clean, folded napkins;

- sponges and towels;

- order pads, guest checks, and extra pencils and pens;

- condiments, additives used to give flavour and relish to food, such as salt, pepper, steak sauce, ketchup, mustard, and horseradish in clean, filled containers;

- decorative garnishes and foods that complement the meal, such as lemon wedges, coffee cream, and jelly or preserves, according to the menu of the day;

- clean placemats, children's placemats, menus, bibs, and favours;

- silver and supplies for special food items, such as lemon squeezers, straws, iced tea spoons, and seafood forks;

- clean dinner menus and specialty menus, such as dessert and wine menus;

- china, silver, and glasses to set up covers [19].

As far as the sidestand is in plain view of the guests, it must be clean, neat, and presentable at all times. During the course of service, low inventories of supplies should be constantly replaced.

Following are a few rules which have to be observed while serving the

guests:

- food in silver is served from the left;
- platters are served to the plate from the left;
- plated foods are served from the right;
- all beverages are served from the right;
- everything is cleared from the right.

19.2. Kitchen equipment and kitchen organisation

Kitchen planning involves the allocation of space within the kitchen based on equipment needs, spatial relationships within the kitchen, and the need to keep traffic flows within the kitchen to a minimum. In the kitchen, food is received and processed (prepared) before cooking, and cooked food is moved to a serving station.

An overall objective of layout planning is to minimize the number of steps waitstaff and kitchen personnel must take. In quick-service restaurants, equipment is placed so that servers take only a few steps. The same principle applies in fine dining restaurants, even though a particular dish may pass through five hands before being picked up by waitstaff [59].

Full-service restaurants are usually laid out so that the kitchen flow is from the receiving area to the cold and dry storage spaces to the pre-prep area, where bulk ingredients are measured and cans opened, to the prep area, where vegetables are washed and peeled and fish, meat, and poultry is cut. The flow continues to the cooking area, where soups and stocks are prepared and other cooking takes place. The last station is where final prep takes place (food is finished, plated, and readied for pickup by staff). Baking and pantry areas (desserts and sandwiches) may be set off by themselves. If feasible, dishwashing and pots and pans are best kept off to one side, out of the traffic flow. The restaurant configuration and limitations often require special layout and design. Ventilation and necessary airflow and building codes may pose special problems [29].

Fig. 19.1 illustrates the flow of a kitchen.

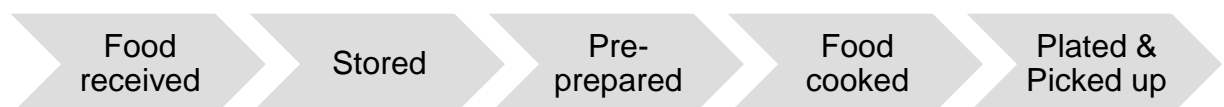


Fig. 19.1. The Kitchen flow

Arriving at the best layout for complicated kitchens is a highly sophisticated skill and art. A typical kitchen layout includes the movement of food from delivery through the various workstations and on to the guest. There are *circular designs, square designs and rectangular designs*. The preferred kitchen plan is rectangular in shape, providing the shortest paths when not all stations within the kitchen are contacted.

The kitchen efficiency is at maximum when work is arranged in centres in a typical restaurant. The food moves from storage and preparation areas to the centre of the kitchen, where the food is cooked. From the cooking area, the food goes to the service area and from there into the dining room. System elements are interdependent; cooking is dependent on meat preparation, meat preparation on refrigeration, refrigeration on receiving.

To increase the kitchen efficiency the following tactics are suggested:

- use purveyors that have a wide base of supply (so that fewer deliveries are needed);

- use conveyors to take food to service areas;

- place in the dining room service stations with silver, beverages, soups, and other items to reduce back-and-forth traffic to the kitchen;

- use automatic conveyors to take racks from the dining room through the dishwasher and then back to the dining room [29].

Open kitchens (also called exhibition kitchens) have their own equipment and are growing in popularity. By taking down the walls that separate chefs from diners, restaurants are creating more interactive and upbeat atmospheres.

According to Roland Passot, chef/owner of highly regarded La Folie in San Francisco and Proprietarie and Chief Culinary Officer of the Bay Area's Left Bank restaurants, "The benefits of having an open kitchen are that it brings energy to the dining room, creates a show for the customer – like watching a performance, and it gives the customer a sense of being on the "inside" – similar to a reality TV show" [29; p. 254].

Sometimes an open design focuses on highlighting the kitchen; other times it could highlight a piece of equipment. A steakhouse focuses on the cooking of meat, an Italian restaurant on pizza. These focal points are highlighted by lighting the dining room slightly less than the kitchen. Standard kitchen equipment, such as refrigerators, is placed in other parts of the kitchen that are not visible. Standard food preparation is not usually featured.

The open kitchen is reserved for what is glamorous: bright, shiny ladles, stainless steel and copper utensils – perhaps a stainless-steel counter where food is picked up by staff. A hole in the counter can be used for dropping garbage into a container. A few exhibition kitchens cook by induction coils.

Some open kitchens use under-the-counter refrigeration units to conserve space and expedite work. The area set aside for open kitchens costs about 25 percent more than in a standard kitchen. There are also some drawbacks of having an open kitchen. The noise level of a completely open kitchen must be reduced with washable acoustic tile in the ceiling. The dining room and banquet rooms must feature a carpet, upholstered chairs, and washable window drapes, plus acoustic ceilings. A few visually open kitchens are enclosed in glass, which eliminates the noise problem. The fact that chefs and cooks are completely exposed to guests means that every word and every gesture is visible. Cooks and chefs must be able to control themselves under pressure. Guests may also feel that since they can see the chefs and/or cooks, it is all right to talk to them.

The standard equipment needed in restaurant kitchens can be divided according **to the purpose or categories of kitchen equipment** [19]:

- receiving and storing food: cold storage reach-in units; cold storage walk-in units;

- fabricating and preparing food: breading machines; cutters and slicers; mixers; can openers; knife sharpeners; peelers;

- preparing and processing food: broilers; cheese melters; ovens; convection ovens; microwave ovens; hot dog cooking equipment; revolving tray ovens; hot plate steamers; steam-jacketed kettles; display cooking equipment; mobile mini-kitchens; steam boilers; egg cookers; tilting fry pans; frying equipment; proof cabinets; ventilators; griddles and grills; ranges; waffle bakers;

- assembling, holding, and serving food: beverage equipment; dispensing equipment; dish-dispensing equipment; mobile buffet and banquet equipment; coffee brewers; shake and soft-serve equipment; coffee ranges; hot serving equipment; toasters; cold serving equipment; infrared warmers;

- cleaning up and sanitizing the kitchen and kitchenware: cleaning and sanitizing; dishwashing equipment; glass washers; compactors; disposers; water-heating equipment.

19.3. Service premises

When organising service premises, the nature of the food operations and the food safety outcomes, which are intended by the standards, are taken into account. Meeting the outcomes of the standards for food safety practices is the main priority. Service premises are divided into receiving, storage and staff premises, administrative offices.

Receiving facilities. Ordinary times for all deliveries are usually between 8 and 11 a.m. and 2 and 4 p.m. For those restaurants only open for dinner, receiving hours of 8 a.m. to 3 p.m. allows for items delivered to be prepared for that evening's dinner. It is critically important that a copy of the order be available for the receiver (to ensure that no item was forgotten) and to check that the quality and quantity was accurate per the order. Even more important is to have a member of management to check and sign for all deliveries. All items should be checked for quantity, size, weight, number and quality. Some restaurants also verify price before signing [14].

Some useful industry tips for receiving are:

Keep the receiving area clean and tidy.

Check for product freshness: use your eyes, nose, and, yes, mouth if necessary.

Maintain an accurate weighing scale for easy checking of the weight of items. Remember to take the packaging off and weigh the raw product.

Check all the items you want to; don't be hurried by the delivery person.

Check the temperature of items to be sure that frozen items are still frozen and items that should be chilled are chilled.

Once the delivery is received, it must be dated, labelled, and stored in the proper place.

Storage facilities. Part of the food production system is to store food and other supplies so that they fit into the overall system. This means storage arranged for easy receiving, easy issuing, and easy inventory control. In the dry-goods storeroom, canned, packed, and bulk dry foods are stored according to usage. The most-used foods are stored closest to the door, the least-used foods in the less accessible corners and shelves.

Storage facilities must be adequate for the storage of items that are likely to be the source of contamination of food, including chemicals, clothing and personal belongings. Storage facilities must be located where there is no likelihood of stored items contaminating food or food contact surfaces.

Once a system of storage has been arranged and the items are stored according to usage, a form can be made up listing the items in the sequence in which they are stored. The spreadsheet is then used in taking a physical

inventory. As foods are received, they are stored at the backs of shelves, the older items moved forward to be used first. This rotational system helps ensure that items are not allowed to become too old [14].

The rotation of goods has no relation to any system of costing foods or other merchandise. In costing an inventory, the last-in, first-out (LIFO) system costs the item at the price paid for the merchandise purchased last. The first-in, first-out (FIFO) system uses the price actually paid for the item. During a period of inflation, the two costs could be quite different. Whichever method is selected, it must be used consistently [21].

Convenience foods usually come in a form that makes it possible for them to be stored in a minimal amount of space. Other items are received in a form that should be processed immediately to reduce the amount of storage needed. Lettuce is a good example. Crated lettuce can be uncrated, trimmed, cored, and placed core side up under ice in less space. Many operators buy only salad greens that have already been washed and cut. Both time and space are saved, but the quality may be lower than if the greens were prepared on the premises. To ensure freshness, a frequent turnover is essential.

In order to maximize the shelf life of a product, it is important to store all items at the correct temperature. A guide to storage temperatures: dry storage: 10 – 15 °C; produce: +3...+4 °C; meat & poultry: -1...+3 °C; dairy: 0...+3°C; seafood: 0...+4 F°C; frozen foods: -10...-15 °C [25].

Managers should be present at delivery times and see that everything is properly stored. Depending on the size and operation of the restaurant, the storage area and walk-ins may be open to the prep cooks; in most restaurants they are of necessity. In order to safeguard against theft, most smart restaurateurs treat their kitchen staff right by paying them a good salary, feeding them, and providing a good working environment. They also take inventory twice a month and calculate their food-cost percentage.

To help facilitate the ordering and inventory taking, a perpetual inventory method can be used. In this system, a record of the inventory level of an item and a column for withdrawals and total remaining is kept on a clipboard.

Administrative and office premises include offices of the director, managerial personnel and accounting.

Staff premises include dressing rooms, toilets and shower rooms for staff, women's personal hygiene rooms, wardrobes, service canteens and

buffets. In the laundry room there are compartments for clean and dirty laundry.

Employee dining facilities. Employee dining facilities are often adjacent to the main kitchen. Meals are usually available to all restaurant staff, not just those working in the kitchen. Given the breadth of diversity in where people work at a restaurant and the times of day they work, food and beverages for employees typically must be made available over long time spans.

Food transport vehicles. Vehicles used to transport food must be designed and constructed to protect food if there is a likelihood of food being contaminated during transport. Parts of vehicles used to transport food must be designed and constructed so that they are able to be effectively cleaned. Food contact surfaces in parts of vehicles used to transport food must be designed and constructed to be effectively cleaned and, if necessary, sanitised [25].

The questions to consider:

1. Define the station, the sidestand, the sidework, and the silencer.
2. List the general opening duties for restaurant staff.
3. List all of the closing duties you can think of or that must be done in the restaurant.
4. Recommend a procedure for keeping the sidestand replenished on a routine basis.
5. Compare the job of a salesperson in a retail store with the job of a waiter/server. In what ways are their jobs alike? In what ways do they differ?
6. Why should a waiter/server be familiar with the methods of food preparation and preparation times?
7. Why may preparation times vary from one restaurant to another?
8. Before equipment selection takes place, what factors must be evaluated? Use at least three examples of different equipment.
9. What are the advantages of microwave ovens? Why are they not used more widely in restaurant kitchens?
10. Why are low-temperature dishwashing machines growing in popularity?
11. Kitchens are generally becoming smaller in relation to dining areas. Why?
12. What are two advantages of reach-in refrigerators and under-shelf refrigerators over the bigger walk-in boxes?
13. Explain the statement "The menu determines the kitchen

equipment”.

The practical tasks:

1. With clean, starched, and pressed napkins, practice the napkin folds. Research more complex napkin folds and folds to hold silverware, and demonstrate them to the class.

2. In class, practice laying the table and table service for different restaurant types and different occasions.

20. Architecture and design in the restaurant industry

20.1. Congruity of all the elements of the restaurant.

20.2. Contemporary trends and fashion.

20.1. Congruity of all the elements of the restaurant

It is obvious that in today’s competitive restaurant business it is not enough to simply offer good food or a pleasant atmosphere to customers. Today, customers are highly sophisticated and their evaluation of the overall dining experience encompasses not just the explicit visual cues of the services or the overall ambience (such as the colour, music, scent, layout and design lighting, temperature, colour of the wall, colour of the floor, music, theme, comfort level, and the uniqueness of the interior layout and design), but also the service staff’s interaction with customers. Moreover, customer evaluations have become more meticulous in that the matching of specific attributes also accounts for their overall dining satisfaction. The congruity of all elements means the matching of the atmosphere and the type of food sold, of the exterior design of the restaurant with the interior décor or theme, the correspondence of the menu, crockery and cutlery with the restaurant concept and name. All these elements together enhance individuals’ pleasure and satisfaction.

What is the purpose of a particular restaurant? Is it there to provide food for nutritional purposes or for pleasure? Who are the target markets, the customers? Children, teenagers, young married couples, families, businesspeople, retirees, low-income people, high-income people, the adventurous, the sophisticated – anyone who is hungry could be the target market. All these factors will influence the choice of the restaurant type, services provided, design, style, menu filling, staff recruitment, opening hours,

etc. and, as a result, present special value to customers [29].

Many things are taken into account while choosing the restaurant concept and location (see Theme 4) but it is only natural that the design of both the back and the front of the house needs to correlate with the theme of the restaurant. The design and the volume of business are reflected in each area: the exterior, the entrance and holding area, the bar or beverage area, the dining area (including the table arrangements), the kitchen, receiving (including access for deliveries) and storage, and even trash areas.

The atmosphere of a restaurant must fit the location. Even though it may be part of a chain, the exact restaurant can be different from the other units. The ethnic background of a community, its income level, and number of children per family are important. McDonald's, Burger King, and Wendy's are moving away from having a standard design for all locations. If the neighbourhood is affluent and the demographics indicate an older population, the restaurant is likely to be broken up with more partitions, suggesting gracious dining rather than the fast-food look favoured by younger populations [25].

The restaurant needs to be well designed that can give an aura to the customers. A restaurant with sculptures and handcrafted decors can make a good impression on the customers who dine. One should not neglect the space. Space is a major issue in the restaurant design because it costs money yet it is vital to maintaining a balance between the overcrowded restaurant and the more spacious restaurant with too high an average check.

One of the most important elements in a restaurant is its lighting. With the wrong lighting, the restaurant's entire design will suffer; with the right lighting, the entire restaurant design could flourish. Lighting has rarely been as crucial to the restaurant design as it is today.

Colour needs to be selected in tandem with lighting because the two need to be in harmony. Colour and light interact with one another to create a mood. Darker colours tend to "come out" and make a room look smaller, although they may also give a feeling of greater intimacy. Lighter colours tend to recede and make a room appear larger. Pastel colours help guests relax more than do primary colours do. Quick-service restaurants use bold colours (and hard seats) combined with bright lights to ensure that guests move on after about 20 minutes [26].

Many restaurants use colour as a mark of recognition, whether it is on the actual building or on awnings. These may have the psychological effect of attracting people to the restaurant. The layout of the dining area, especially

the tables and seats, the traffic lanes, and service areas, requires careful consideration. Designers can do this on computers. Will the tables have cloths? If so, what colour? Or will there be a wooden, tile, or other hard surface? Will there be cloth or paper napkins? Will the seats be wooden, upholstered in fabric, or vinylized? Will there be a hardwood floor, tile, or carpet? These and many other questions need answers that will conform to the overall theme of the restaurant.

The best location for a restaurant depends on the kind of restaurant and the clientele to which it appeals. The location has to be convenient and accessible for the potential clientele, the target market of the restaurant. Thus, the restaurant appealing to the professional for lunch usually must be relatively close to where professionals work. For some groups, the only food service in which they are interested is one within the building. For others, it is anywhere but within the immediate area, providing they can be back in their offices within an allotted lunch period.

The automobile traveller favours roadside restaurants, especially those on superhighways. Locations within a community (rather than on the edge of town) and on a major highway are plus factors. Brand-name restaurants such as McDonald's, Olive Garden, and Outback Steakhouse appeal to the stranger in the community looking for a known standard of quality and price. The traveller knows the menu prices and is fairly certain of the food quality and sanitation standards in a McDonald's, whether it is located in Massachusetts or Kharkiv.

It is important that the style of the menu reflects the brand name and concept and appeals to the customers. There are many specific design elements that help to style the menu, such as font, images, colours. These elements, along with the menu's layout and design, reflect the restaurant's personality and character and help persuade customers to buy specific high-value items. Besides, the colours of the menu should not only match the restaurant's brand but also complement each other. The choice of colours is very important because they can affect the guests' appetites. For example, bright colours like red, yellow, and orange can increase the customers' appetites and make them excited for food. On the other hand, though, colours like blue and purple can make the customers less hungry. The inclusion of art adds to a restaurant's sense of place and authenticity [29].

To make the restaurant stand out, the uniform style is indispensable; it is everything when it comes to impressing customers. The style of uniform largely depends on the message, which the restaurant's style and owner

would like to convey. For example, if the restaurant is going to attract high-end customers, having the staff wear a T-shirt will not work. Uniform's cut, design of the fabric, material and colours support the message as well as other elements of branding. For example, many people associate blue and green with caring and calm environments, which is why these colours are commonly seen in hospitals and assisted living homes. In contrast, red lends itself well to fun or invigorating settings. For a professional establishment, the primary colours will be black, navy, or midnight blue, paired with secondary colours of white or beige. Using these colours is not just good for looking professional, but they are also easy to accessorize and keep clean. That way, the staff will not have any problems choosing shoes and other accessories that complement the restaurant's uniform. For the casual dinings purple and green are usually safe options. In any case, staff has to look amazing. With today's open kitchen concepts, the back-of-house team should also wear a suitable uniform.

Another point to consider is the tableware. Cutlery and crockery are not just a necessity; it speaks volumes about the restaurant – its class, fashion, concept, mission statement. Being made with copper or chrome elements, in rustic or nostalgia style, of glass or enamel, tableware is a key to the design and branding of a venue. The style of tableware not only influences the guest but also the chefs, as it gives them the tools to present food in-keeping with the style of the restaurant. There are plenty of options to choose from, whether the restaurant has a vintage appeal or is contemporary and vibrant, the main thing is that it matches the ethos of the space. It needs to be in sync with the dinnerware and furniture as well [19].

It is crucial that background music matches the environment in order to enhance restaurant's brand positioning. Congruency of scent and music lead to a customer's full satisfaction with a consumption experience.

A restaurant that is set to make a grand entry into the world of foodies needs to be ready with everything. From irresistible cuisine to the impeccable interiors, there is nothing that has to be neglected.

20.2. Current trends and fashion

Like the world of Haute Couture fashion changes from year to year, the restaurant industry is also influenced by fashion and new business practices.

The most astonishing trend is the increasing number of *food courts*. They are becoming the mainstream, walkable mini-communities, which are not simply the dining option for shoppers but are sometimes the sit-down restaurants that serve high-quality food.

As the diners are becoming busier than ever, the fast food services are expected to be even speedier than before. Convenience and speed, along with high-quality food and service, is another astonishing trend, which is closely connected with yet more surprising trend – “*ghost*” restaurants – delivery-only establishments saving money on rent without any customer seating areas.

On the other hand, restaurants are opening up their own gardens, brewing their own beer on site, or creating house made items. This trend is called hyper-local sourcing – food is sourced from the local farmer’s market, locally sourced meats and seafood in addition to ordering from larger food suppliers. Even smaller urban restaurants are supporting this trend nowadays for their food supplies, especially for seasonal menus.

In the result of the above mentioned trends, the chefs and owners are getting more and more involved in the design process. This process, which is becoming more and more popular, is known as the *chef-driven fast-casual concept* with the idea “Don’t focus on the template; find your differentiator”. It does not only help the customers satisfy their food demands, but also realize their entire vision of decent dining experience.

The new leaders of food are driven by a new set of corporate values: social conscience, health and wellness, enhanced nutrition and life hacking.

The health-conscious trend continues. Consumers are more and more aware of what they are putting in their bodies, and will continue to demand transparency (calorie counts, no GMOs, no antibiotics, no added hormones, and no harmful chemicals or pesticides in food) from restaurants [72].

No-waste methods allow supporting nature-friendly trends so popular nowadays. Chefs try to use an entire fruit or vegetable, including things like stems or leaves that are less commonly eaten, for a side dish or garnish. Organisation of a successful waste management minimizes wastes and helps utilize the existing ones in the best possible way [72].

Prohibition of the use of the disposable coffee cups and disposable tableware are setting new directions of the environmentally friendly production which means gradual refusal of all plastic wrappings, bottles and boxes in the food industry.

The questions to consider:

1. Comment on the statement “Behind every restaurant there is a concept”.
2. How are the restaurant image and concept related?
3. What is the relationship between the logo and the restaurant concept?
4. Suppose your name is Joe Smith. Would you have any legal problem naming your restaurant Smith’s?
5. Most college and university students majoring in hotel and restaurant management are not interested in fast-food restaurants. Why not? What distinct advantages do such restaurants have? What disadvantages?
6. List factors that together help formulate a restaurant concept.
7. What colours would you suggest for a high-style Italian restaurant?
8. What kind of cutlery would you use for a luxury, white-tablecloth restaurant?
9. Why or why not would you use upholstered soft seating in a quick-service restaurant?
10. Comment on the environmental issues connected with the food industry and utilization of wastes.
11. Are Ukrainian trends in the restaurant industry similar to those discussed in the chapter?

The individual task.

1. Go online and look for three chain and three independent restaurant concepts that appeal to you. Share your findings with your class.
2. Go online and compare the recent designs of McDonald’s restaurants. What are the new designs supposed to mean? How do they differ from the less recent ones?
3. Consider the case study to Theme 20 (p.171).

Case studies

Case study 1 (Theme 7). The types of menus. Menu planning, pricing, evaluation. Nutrients, types of food.

Task 1. Analyse the menu of a restaurant (café, bar, cafeteria) taking into account the menu layout, pricing strategy, general design, menu balance (nutrition balance, business balance, aesthetic balance). What are the

advantages and disadvantages of this type of menu? What are the steps to be undertaken by the restaurant's owner to correct and improve the menu?

The methodical guidelines for the assignment:

1. Check the balance between the pricing strategy of the restaurant and its concept. Take into account financial and marketing considerations.

2. Check if the menu includes additional information such as restaurant's address, e-mail, telephone number, days and hours of operation, reservations and payment policies, the history of the restaurant, the statement about management's commitment to the guest service. Consider how much this information influences the guests' impressions.

3. Solve the task taking into account the guest's and the restaurant owner's points of view.

Case study 2 (Theme 10). Contemporary methods of catering in tourism.

Increasing sales and revenue in institutional catering

Centre Piece is a managed services company that provides foodservice for a Liberal Arts College of 1,200 students that operates year-round. The university maintains a student dining room, faculty dining room, three retail facilities (grill, café, sandwich outlets), and catering activities. The outlets are extremely busy during standard meal times, but are empty in between. You cannot send the large staff home between meals, so you are paying them to do nothing. There is only one central kitchen where foodservice staff is able to handle production, and it is staffed from 6:00 a.m. through midnight because there are meal offerings from 7:00 to 9:30 a.m., 11:30 a.m. to 1:30 p.m., 5:30 to 7:00 p.m. and 10:00 to 11:30 p.m.

Determine the methods to get people to use the outlets (grill, café, sandwich outlets) between meals to increase sales and revenue.

Establish approaches for all peaks and troughs.

Identify other uses for venues for all peaks and troughs.

Develop unique F&B offerings to encourage people to frequent during slow time periods.

Case study 3 (Theme 13). Skills and abilities of the restaurant staff. Requirements to the professional level of the restaurant employees.

You have to terminate the employment of one of the restaurant employees. How much will the following questions influence your decision?

1. Is this a higher-risk termination?

2. Is the employee physically or mentally disabled? If so, have you attempted to accommodate that disability?
3. Does the employee have a pending worker's complaint?
4. Has the employee reported the company for illegal activities?
5. Has the employee filed any claims or testified against the company?
6. Is the employee in a protected category based on the employee's age (40 and over), pregnancy, sex/gender, race, national origin/ancestry, colour, religion, or sexual orientation?

Case study 4 (Theme 15). Safety in the restaurant industry.

The emergency procedure

There is a severe weather warning in effect, and sirens are on in the city where your restaurant is located. You, as a server, are responsible for six tables, and you are the one whom guests would look to for questions and answers. The guests have heard the sirens. You have information about the severe weather. Answer the following questions:

How do you go about informing the guests about the severe weather?

Explain the emergency plans for various forms of severe weather.

List the steps you can take to keep guests calm in severe weather situations.

Case study 5 (Theme 17). Marketing and advertising activities

A December 2018 issue of the *Restaurant News*, Ukraine's news leader of the foodservice industry monthly publication, presented an article entitled, "Consumers dining out even less", by Stephan Kyrylenko. This article and several others like it have presented the information that the turbulent economic crisis connected with imposing of the martial law in ten regions of Ukraine in November – December 2018 is forcing patrons to reduce their restaurant dining and spending in all sectors ranging from luxury through the casual sectors.

You are the management of the chain of "Fusion Realm Restaurants". Define your roles and positions (Chief Executive Officer, Chef, Chief Accountant, Personnel Manager, etc.).

Write the agenda. Hold the meeting. Analyse and discuss the situation. Come up with your solutions.

1. What marketing ideas do you have for the chain in this turbulent economy where consumers are cutting back on restaurant spending?

2. What methods can the "Fusion Realm Restaurants" use to drive

traffic in this turbulent economy with special offers that will not be expected in the long term or that do not hinder profit in the long run?

3. What methods of cost cutting can the restaurants pursue without reducing quality or service? Think of each branch of the restaurant (supply, purchasing, warehousing, housekeeping, etc.). How can the general profitability improve with the more efficient work of each department?

4. What are your opinions of differentiating (expanding into new areas of food service, such as tourist catering or provision of catering on different types of transport)?

Write the following up report (from the point of view of your position) to the owner of the chain "Fusion Realm Restaurants", with the recommendations and propositions as to the profit and customer retention.

Case Study 6 (Theme 14. Evaluation of competition strategies and price planning of restaurants according to the market changes.

The disappearing liquor

You are the general manager of a trendy pub restaurant in an upscale part of a large metropolitan area. You have local musicians that perform regularly. You have a great staff that gets along well and enjoys working together. The strong customer volume includes regular locals and new guests. The customers enjoy their interaction with the staff and bartenders and thus will often buy them a drink. When the staff gets off work before closing they will often become customers with the establishment. This increases the positive interaction between staff and customers. Sales are good and all costs are in line except the bar cost, which is one or two percent high. You are not too worried about it because your strong sales give you a good profit and the owners are happy.

On a tip from an employee, you learn that a lead bartender is stealing alcohol from the storeroom. You set up a hidden video surveillance camera. After a few nights, you catch the bartender on tape taking products from the liquor storeroom and going out the back door.

Lead bartenders are given keys to the storeroom, as the bar often runs out of products during busy nights when management is busy with other operational issues. Inventory is taken weekly.

You do not know what to do. The lead bartender is very popular with your customers and the rest of the crew. Firing her would prove to be unpopular and could hurt sales, customer volume and morale, but ignoring the problem would open the door to other employees taking products. Since

you were tipped off, you know that at least some of the employees know what is going on.

Should you dismiss the lead bartender? Why or why not?

What are the ethics of setting up a hidden surveillance camera?

Is the cycle for inventory a problem? Why or why not?

Determine a method to solve the problem by tightening the policies and procedures for purchasing and storage of beverages.

Identify several alternatives you have to solving the problem.

Select the best solution.

Determine how you would implement the solution.

Case Study 7 (Theme 20). Architecture and design in the restaurant industry.

Identification of the atmosphere, mood and the interior design of a restaurant

Identify the concept of “intangibles” regarding the atmosphere, mood and the interior design of a restaurant you have chosen for your analysis. Put these concepts in writing. In particular, identify how the following concepts would be seen and what they look like. Make recommendations regarding what they should look like so that there is an overall consistent image for the restaurant and it aligns with the meal experience, concept and menu.

The atmosphere and mood: the intangible “feel” inside a restaurant; the décor and interior design; the table and seating arrangements; the service accompaniments; the dress and attitude of the staff; the tempo of the service; the age, the dress, the gender of other customers; the sound levels, the music; the temperature; overall the cleanliness.

The interior design. The overall design: the size and shape of the room, the furniture, lighting, the colour scheme, air conditioning/heating. Is there a sense of coherence? What are these variables and how should they be exhibited at the restaurant?

Would customers linger in this restaurant? If so, how do the design and atmosphere encourage them to do so?

Questions for self-assessment

Module 1

Organisation of the system of service in restaurant establishments

1. Discuss the foundation and history of the restaurant industry.
2. Discuss your future career options for working in the hospitality industry.
3. Describe the food service industry.
4. Identify the different types of food service establishments.
5. Describe the processes of restaurant management.
6. Describe the front of the house, the back of the house and the office functions used in different restaurant settings.
7. List the competitive forces shaping the restaurant business in the hospitality industry and other international markets.
8. Describe the role of human relations management in the restaurant business.
9. Discuss the institutional food service and possible career opportunities for hospitality graduates.
10. Identify the types of restaurants available to travellers.
11. Discuss the economics of the restaurant business.
12. Explain the importance of the restaurant industry in tourism.
13. Describe the catering factors affecting travel and tourism.
14. Describe the noneconomic effects of restaurant business in tourism.
15. Describe international feeder markets in the restaurant industry and other regional and international travel destinations.
16. Discuss the theory of the quality service as the foundation for all hospitality offerings.
17. Describe how a service transaction should be managed and explain why quality service is a sustainable competitive advantage in the restaurant industry.
18. Define the hospitality and tourism entrepreneurship, employment and franchising opportunities.
19. Discuss the economic challenges facing the restaurant industry and how tourism development can help meet these challenges.
20. Describe the global dimensions of the restaurant industry and its connection with tourism.
21. Apply the principles of menu planning and design.
22. Utilize appropriate procedures for event management.
23. Apply the principles of the quantity food production in a catering setting to include purchasing, preparing, holding and serving food.
24. Utilize effective cost control and cash management procedures when implementing a catering event.

25. Demonstrate appropriate supervisory and human resource management skills throughout all catering events.
26. Apply the principles of service management to include the dining room setup and proper service techniques.
27. Identify the equipment used in a bar.
28. Discuss wines, spirits and beers to include how they are made, and major brands of each type.
29. Discuss the typical drinks made from wines, spirits and beers.
30. Identify the differences and similarities between commercial and non-commercial food service operations.

Module 2

Organisation of functioning of the restaurant industry establishments

1. Describe the steps required to implement a resource control system.
2. Discuss the development of food and beverage standards and the control systems necessary to implement and monitor those standards.
3. Describe the importance and function of an operating budget as a planning and control tool.
4. Describe the role of the menu as the foundation for control in a food service operation.
5. Describe the control systems necessary to monitor the purchasing, receiving, storing, issuing, production and service functions in a food service operation.
6. Describe the interpretation of the cost control and financial data and corrective actions necessary to manage an effective food service operation.
7. Describe the revenue control and theft prevention procedures.
8. Discuss the labour cost control procedures.
9. Describe the human resource management issues that are involved in operating a restaurant.
10. Identify the customer service and guest relations policies that must be in place for successful operation of a restaurant.
11. Discuss the role of marketing in the success of a food service operation.
12. Recognize and demonstrate quality service to guests.
13. Identify the importance of trends in food and beverage operations.
14. Discuss the management process as it relates to food and beverage

operational activities.

15. Present, discuss and analyse marketing and sales tools available to food and beverage operations.

16. Practice sound nutrition principles in planning food production and service to meet the wants/needs of today's guests.

17. Develop and implement a sanitation and safety program as it pertains to guests, employees, equipment and facilities.

18. Identify the various operational techniques that meet the psychological needs of guests.

19. Effectively manage the purchasing, production, and service of food and beverage.

20. Describe the basic accounting techniques as they apply to food and beverage operations.

21. Identify the effects of the equipment layout and design on the operational efficiency and profitability.

22. Demonstrate the knowledge of the sanitation and health codes, rules.

23. Describe the guest service required by special situations.

24. Process the guest checks using iPads and the touch-screen technology.

25. Research and create a menu based on the type of restaurant operation.

26. Research and develop standardized recipes for use in the restaurant daily operation.

27. Calculate the food cost of the menu items.

28. Calculate the menu prices.

29. Calculate the ingredient amounts needed to increase or decrease the recipe yields.

30. Outline career opportunities within an industry related to food service.

31. Investigate the basic concepts of entrepreneurship in the food service industry.

32. Research and design the kitchen and dining area for an acceptable flow of traffic.

33. Research and calculate costs related to the restaurant equipment

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Content

Unit 1. Organisation of the system of service in restaurant establishments

1. The basic notions and definitions of restaurant services

- 1.1. A general overview of the hospitality industry and restaurant establishments.
- 1.2. The main definitions of the restaurant industry.
- 1.3. The main directions and perspectives of development.
- 1.4. The role of the academic discipline in the process of training specialists of the tourism sphere.

2. The history of the restaurant industry development in Ukraine and in the world

- 2.1. A brief history of the restaurant industry development.
- 2.2. The restaurant industry in Ukraine.
- 2.3. Development of scientific and practical approaches under the modern conditions.

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3. The legal and normative regulation of the restaurant industry

- 3.1. The restaurant industry standards. (about general international rules)
 - 3.2. National and international jurisdictions outside the local area.
-

4. The types and characteristics of restaurants

- 4.1. Classification of restaurants according to DSTU 4281:2004.
- 4.2. Classification of restaurants according to main characteristics.
- 4.3. Regional peculiarities and rationale of the restaurant establishments' placement.

5. The organisational structure of the restaurant

- 5.1. Importance of Organisation.
- 5.2. Dining Room Service Organisation.
- 5.3. Kitchen Organisation.

6. The technology of food production in restaurants

- 6.1. The basic principles of the production technology in the restaurant industry.
- 6.2. The principles of rational production (specialisation, proportion, continuity, rhythm, automation, flexibility).
- 6.3. The types and characteristics of production. Terms and conditions of increasing productivity.

7. Types of menus. Menu planning, pricing, evaluation Nutrients, types of food.

- 7.1. Meals and menu planning.
- 7.2. Types of menus.
- 7.3. Methods of menu pricing and evaluation.
- 7.4. Rational nutrition of tourists.

8. Forms, types and methods of restaurant services

- 8.1. Types of service.
- 8.2. Useful tips for food / beverage service.

9. Types of restaurant services provided to tourists according to the resort and recreational specifications

- 9.1. Characteristics of the restaurant establishments in hotels.
- 9.2. Children and elderly people nourishment.
- 9.3. Recreational and sport camps. Differences and peculiarities.

10. Contemporary methods of catering in tourism

10.1. Trends in the catering industry.

10.2. Organisation of banquets. Servicing the participants of the conferences, presentations, meetings, festivals, exhibitions, competitions etc.

10.3. National traditions of cuisines in the countries of the world.

11. Types of catering in tourism. Catering on board, on trains, etc.

11.1. Railway catering.

11.2. Airline catering.

11.3. Cruise catering.

Unit 2. Organisation of functioning of the restaurant industry establishments

12. Personnel management in the restaurant

12.1. Staff organisation of F&B departments.

12.2. Inter- and intradepartmental coordination.

12.3. The importance of rational organisation of work.

13. Skills and abilities of the restaurant staff. Requirements to the professional level of the restaurant employees

13.1. Job opportunities in the restaurant industry.

13.2. The importance of networking.

13.3. Principles of the norms of time formation.

14. Evaluation of competition strategies and price planning of restaurants according to the market changes

14.1. Operations, budgeting, and control.

14.2. Restaurant operations.

14.3. Control and controllable expenses.

14.4. Labour costs and guest check control.

14.5. Productivity analysis and cost control.

15. Safety in the restaurant industry

15.1. Sanitation and safety laws and norms.

15.2. Food production and sanitation.

15.3. Food protection as a system.

16. Organisation of supply in the restaurant industry establishments

- 16.1. Effective supply of the raw food.
- 16.2. Supply of the convenience food.
- 6.3. Supply of furniture, equipment, cutlery, crockery and accessories.

17. Marketing and advertising activities

- 17.1. Marketing in the restaurant business.
- 17.2. Marketing planning and strategy.
- 17.3. Marketing mix – the four Ps.
- 17.4. Advertising and public relations.

18. The quality of the restaurant services

- 18.1. The quality of services.
- 18.2. The quality of food.

19. Functional organisation of the restaurants premises

- 19.1. Organisation of the premises for guests and customers.
- 19.2. Kitchen equipment and kitchen organisation.
- 19.3. Service premises.

20. Architecture and design in the restaurant industry

- 20.1. Congruity of all the elements of the restaurant.
- 20.2. Current trends and fashion.

Case study 1

Case study 2

Case study 3

Case study 4

Case study 5

Case study 6

Case study 7

References and bibliography

Main

Supplementary

Information resources

Annexes

Annexes

Annex A

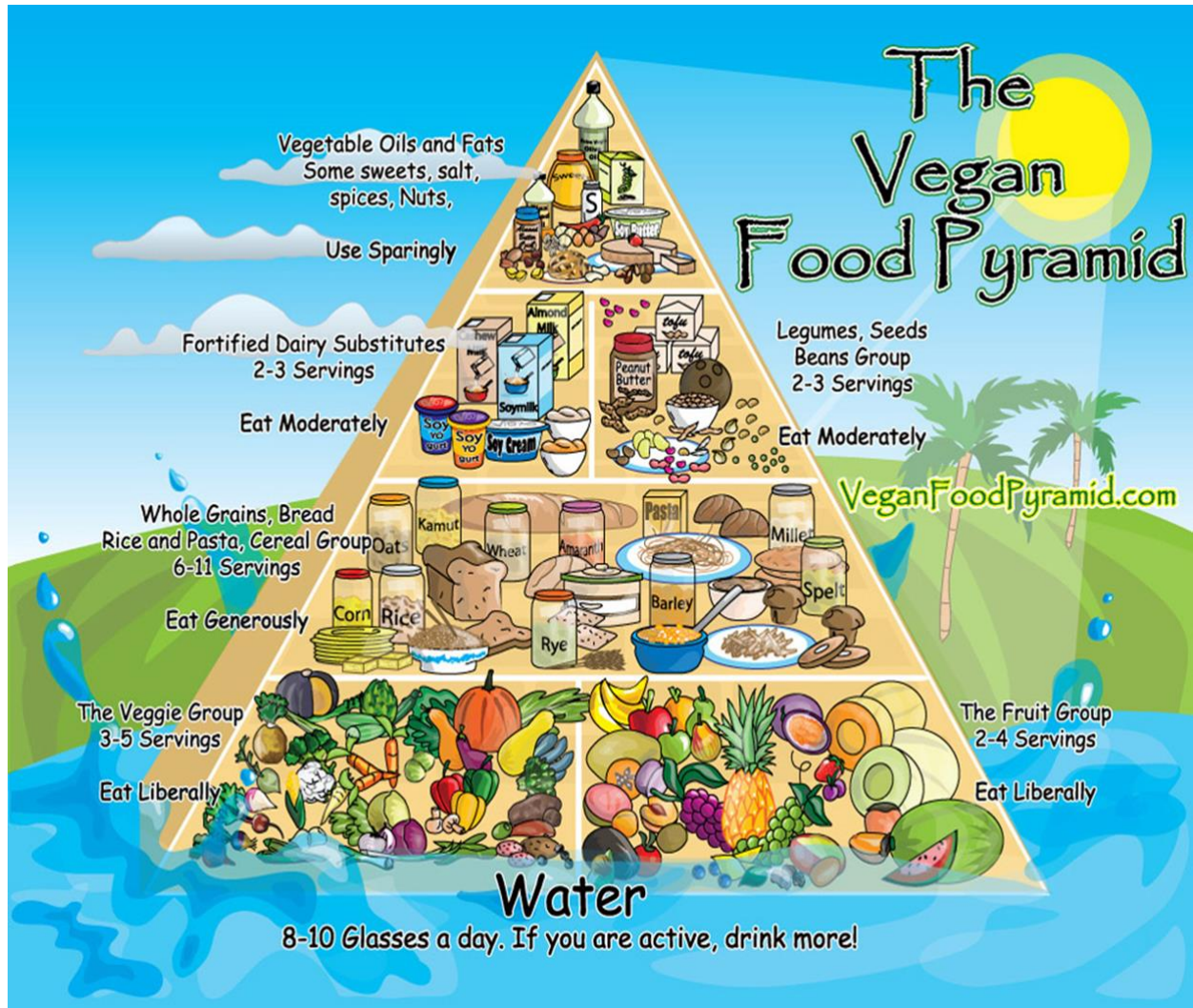


Fig. The vegan food pyramid

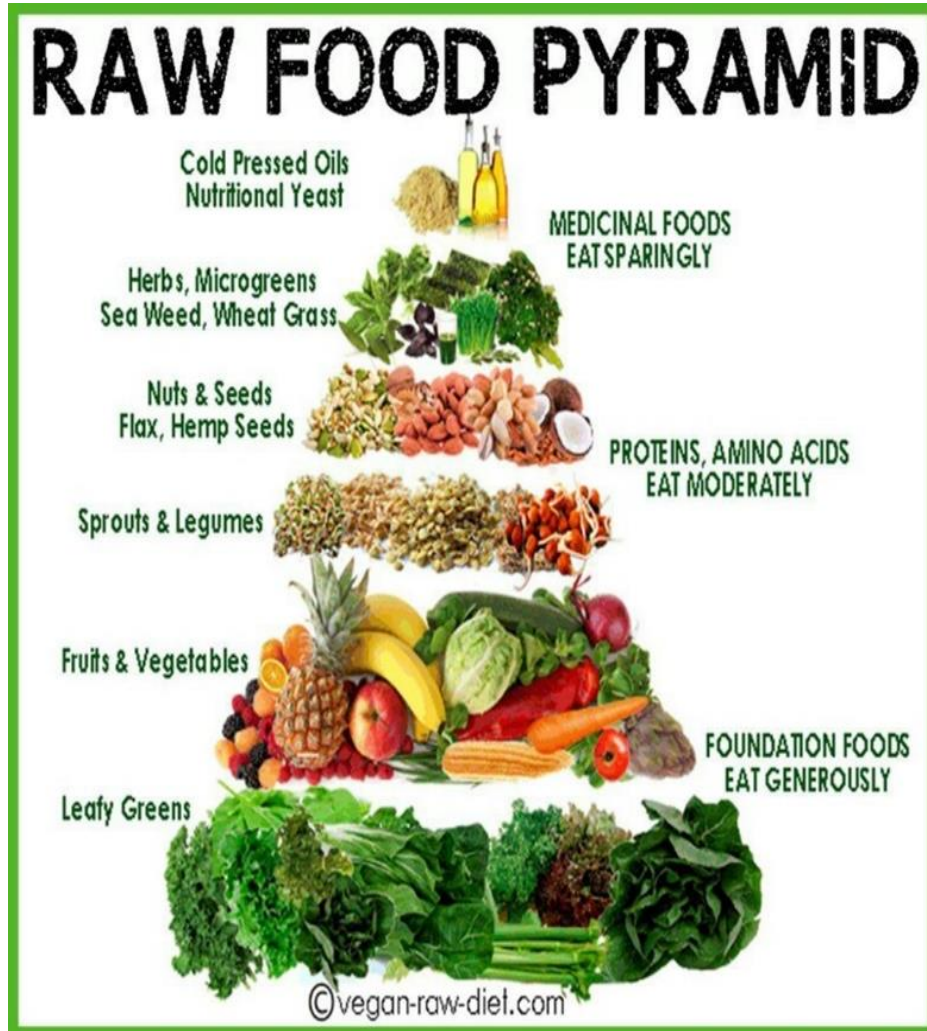


Fig. The raw food pyramid



Fig. A raw food menu page

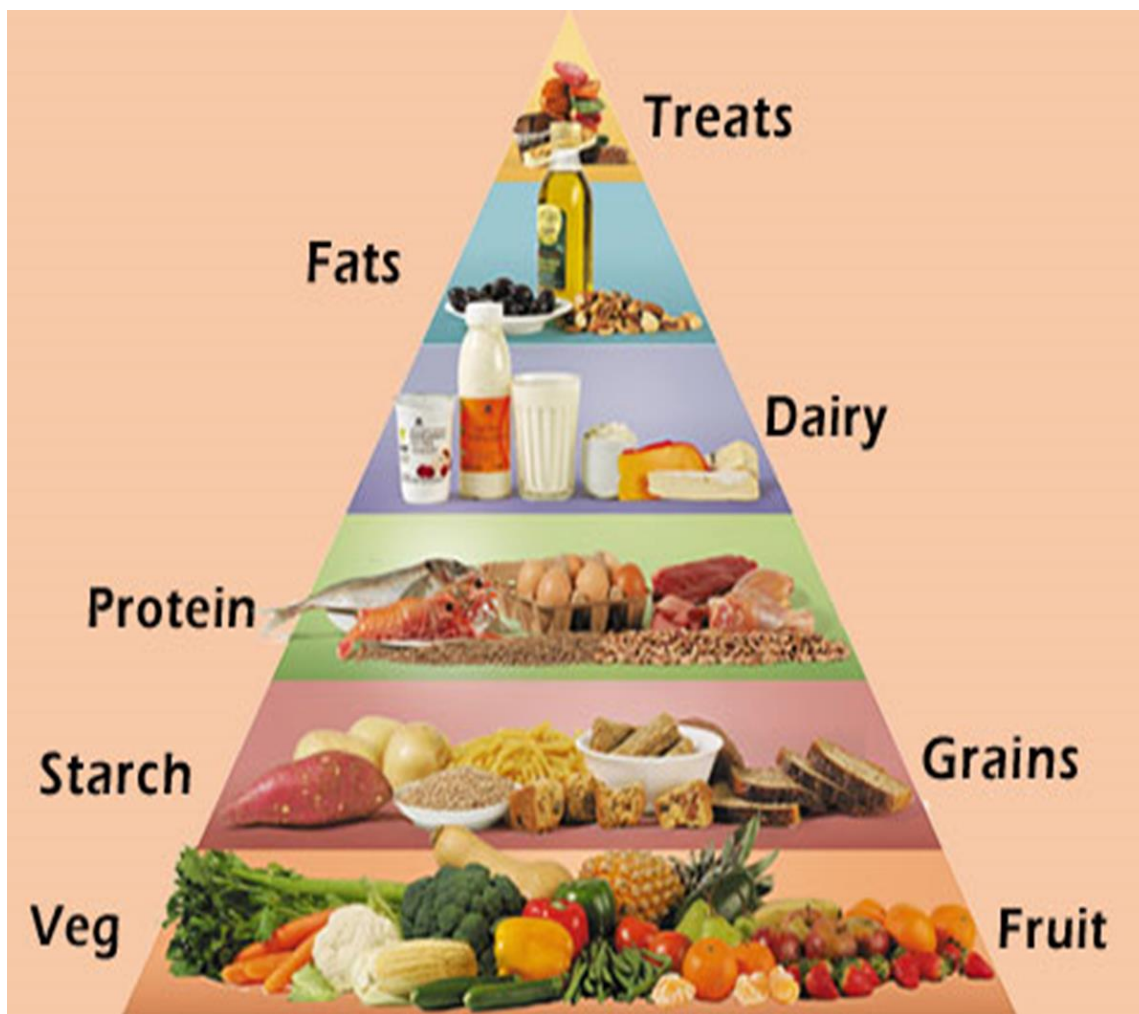


Fig. The food pyramid

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ОРГАНІЗАЦІЯ

РЕСТОРАННОГО ГОСПОДАРСТВА

Навчальний посібник
(англ. мовою)

Самостійне електронне текстове мережеве видання

Відповідальний за видання *О. А. Сущенко*
Відповідальний редактор *М. М. Оленич*

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Представлено теоретичні основи організації ресторанного господарства у світі та Україні. Виявлено основні тенденції розвитку ресторанного господарства. Розглянуто концепцію гостинності, підходи, цілі та інструменти. Особливу увагу приділено особливостям взаємозв'язку туристичних організацій та ресторанних закладів, взаємозалежності типу туру та виду харчування, питанням безпеки та якості в ресторанному господарстві.

Для студентів бакалаврського (першого) рівня спеціальності 242 "Туризм".

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