# Restaurant Marketing

# RESTAURANT MARKETING

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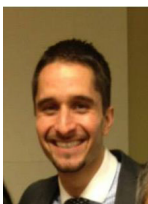
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# HOW TO USE THE BOOK

This book has been divided into many chapters. Chapter gives the motivation for this book and the use of templates. The text is presented in the simplest language. Each paragraph has been arranged under a suitable heading for easy retention of concept. Keywords are the words that academics use to reveal the internal structure of an author's reasoning. Review questions at the end of each chapter ask students to review or explain the concepts. References provides the reader an additional source through which he/she can obtain more information regarding the topic.

## LEARNING OBJECTIVES

See what you are going to cover and what you should already know at the start of each chapter

## ABOUT THIS CHAPTER

An introduction is a beginning of section which states the purpose and goals of the topics which are discussed in the chapter. It also starts the topics in brief.



## REMEMBER

This revitalizes a must read information of the topic.

## KEYWORDS

This section contains some important definitions that are discussed in the chapter. A keyword is an index entry that identifies a specific record or document. It also gives the extra information to the reader and an easy way to remember the word definition.
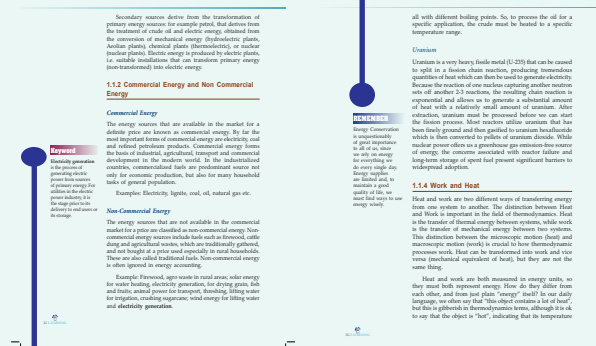
# DID YOU KNOW?

This section equip readers the interesting facts and figures of the topic.

# EXAMPLE

The book cabinets' examples to illustrate specific ideas in each chapter.

# ROLE MODEL

A biography of someone who has/had acquired remarkable success in their respective field as Role Models are important because they give us the ability to imagine our future selves.

# CASE STUDY

This reveals what students need to create and provide an opportunity for the development of key skills such as communication, group working and problem solving.

# MULTIPLE CHOICE QUESTIONS

This is given to the students for progress check at the end of each chapter.

# REVIEW QUESTIONS

This section is to analyze the knowledge and ability of the reader.

# REFERENCES

References refer those books which discuss the topics given in the chapters in almost same manner.

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# PREFACE

Marketing is the delivery of a standard of living to society. Marketing creates and increases the demand for existing and new products and thereby increases the standard of living of the people. It provides knowledge about different varieties of goods and services, of means of publicity and sales promotion to society. Marketing is important because it allows businesses to maintain long-lasting and ever-present relationships with their audience. It is not a one-time fix, it is an ongoing strategy that helps businesses flourish. Some restaurateurs improve their profit margin by leasing their business model and likeness to others, forming a franchise and spreading their name and creating future passive income. Others decide to focus on their flagship restaurant, believing that quality over quantity is more important to drumming up future business. Restaurant marketing creates loyalty, provides data to research, analytics, and allows restaurants to gain a better understanding of their ideal customer profile.

**Organization of the Book**

Comprised of seven chapters, this book is aimed to discover more about marketing fundamentals for restaurants. In this book, students will know how to open, run, market & manage a successful restaurant.

**Chapter 1** is an overview of restaurant management. It lays out on the history of hotel and restaurant management. Duties and responsibilities of hotel and restaurant staff is also given.

**Chapter 2** explores on how restaurants work. A good restaurant team consists of a group of people who help to keep the entire business flowing smoothly.

**Chapter 3** focuses on food and workplace safety. Food safety refers to routines in the preparation, handling and storage of food meant to prevent foodborne illness and injury. From farm to factory to fork, food products may encounter any number of health hazards during their journey through the supply chain.

Safe food handling practices and procedures are thus implemented at every stage of the food production life cycle in order to curb these risks and prevent harm to consumers.

**Chapter 4** highlights on recipes, techniques, & equipment. Cooking is the art of preparing food for ingestion, commonly with the application of heat. Cooking techniques and ingredients vary widely across the world, reflecting unique environments, economics, cultural traditions, and trends. The way that cooking takes place also depends on the skill and type of training of an individual cook.

**Chapter 5** focuses on managing a restaurant staff as the restaurant staff is the most valuable asset for the restaurant business.

**Chapter 6** focuses on professional communications and ethics in restaurant management. Professional communication, encompasses written, oral, visual and digital communication within a workplace context.

**Chapter 7** sheds light on marketing and customer service. Restaurant customer service is the service and care provided by restaurants to diners. This can include everything from the actual dining experience to the long-term relationship building today's restaurants accomplish with loyalty programs and other strategies.

# CHAPTER
# 1

# RESTAURANT MANAGEMENT

*"Great companies are built by people who never stop thinking about ways to improve the business."*

*J. Willard "Bill" Marriott*

## INTRODUCTION

Restaurant management is the profession of managing a restaurant. Associate, bachelor, and graduate degree programs are offered in restaurant management by community colleges, junior colleges, and some universities in the United States. Effective restaurant management involves several challenges, such as public relations, inventory, staff, and customer service. In some instances, a restaurant owner may also serve as the manager.

Either way, a strong manager is an essential component of a successful restaurant—they are usually the person who handles both staff and customer issues. The following information explains the important basics for properly managing a restaurant.

## 1.1 THE HISTORY OF HOTEL AND RESTAURANT MANAGEMENT

Travelers throughout the world have always sought hospitable places to rest and eat. Although modern hotels feature conveniences such as televisions, en-suite showers and minibars, they fulfill the same purpose as ancient inns and boarding houses. The history of hotel and restaurant management goes back many years but has always involved the essential concept of hospitality. The term "hospitality" derives from "hospice," meaning a place of rest for travelers and pilgrims.

### *Inns for Travelers*

From the beginning of the 17th century, enterprising individuals built and developed inns across America to serve the needs of pioneers traveling across the country. These inns initially offered only basic facilities, but then as competition grew, they began providing more extensive services for those prepared to pay more.

### *Modern Hotels*

Modern hotels, built with the sole purpose of providing hotel accommodation, launched in American cities at the end of the 18th century. New York's first hotel, the City Hotel, opened in 1792. At the beginning of the 19th century, America's first five-star hotel, the Tremont House in Boston, began welcoming guests. Single or double rooms, featuring lockable doors, washing bowls and free soap, appealed to wealthy travelers. Many

famous hotels, such as the Waldorf Astoria, opened in the 1920s. Over the course of the 20th century, business organizations and corporations took over ownership and management of most of the large hotels in the country. Hotel management training courses were originally broad based, but have evolved over the years to offer more specialized courses for students who plan to work in one of the many spheres of hospitality management.

## Restaurants

Originally, simple taverns for travelers served a limited range of food and drinks in basic surroundings. In 1670, the first American coffeehouse opened in Boston, and served nonalcoholic drinks to customers. During the 19th century, an increasing number of restaurants opened across the United States in both cities and towns. Restaurateurs welcomed the wide availability of commercially frozen food during the 1950s, and this led to more affordable menus.



**DID YOU KNOW**

The 1970s heralded the opening of fast food franchises, still popular today. The skills of restaurant managers have changed over the years, and most restaurant chains and franchises now run their own training programs.

## Early History of Eating Out

Eating out has a long history. Taverns existed as early as 1700 B.C.E. The record of a public dining place in Ancient Egypt

in 512 B.C.E. shows a limited menu—only one dish was served, consisting of cereal, wild fowl, and onion. Be that as it may, the ancient Egyptians had a fair selection of foods to choose from: peas, lentils, watermelons, artichokes, lettuce, endive, radishes, onions, garlic, leeks, fats (both vegetable and animal), beef, honey, dates, and dairy products, including milk, cheese, and butter.



The ancient Romans were great eaters out. Evidence can be seen even today in Herculaneum, a Roman town near Naples that in A.D. 70 was buried under some 65 feet of mud and lava by the eruption of Mt. Vesuvius. Along its streets were a number of snack bars vending bread, cheese, wine, nuts, dates, figs, and hot foods. The counters were faced with marble fragments. Wine jugs were imbedded in them, kept fresh by the cold stone. Mulled and spiced wines were served, often sweetened with honey. A number of the snack bars were identical or nearly so giving the impression that they were part of a group under single ownership.

Bakeries were nearby, where grain was milled in the courtyard, the mill turned by blindfolded asses. Some bakeries specialized in cakes. One of them had 25 bronze baking pans of various sizes, from about 4 inches to about 1.5 feet in diameter.

After the fall of Rome, eating out usually took place in an inn or tavern, but by 1200 there were cooking houses in London, Paris, and elsewhere in Europe, where cooked food could by purchased but with no seating. Medieval travelers dined at inns, taverns, hostelries, and monasteries.

The first cafe was established in then Constantinople in 1550. It was a coffeehouse, hence the word cafe. The coffeehouse, which appeared in Oxford in 1650 and seven years later in London, was a forerunner of the restaurant today. Coffee at the time was considered a cure-all. As one advertisement in 1657 had it: "... Coffee closes the orifices of the stomach, fortifies the heat within, and helpeth digesting ... is good against eyesores, coughs, or colds... " Lloyd's of London, the international insurance company, was founded in Lloyd's Coffee House. By the eighteenth century, there were about 3,000 coffeehouses in London.

Coffeehouses were also popular in Colonial America. Boston had many of them, as did Virginia and New York. Both the words cafe, meaning a small restaurant and bar, and cafeteria come from the single word cafe, French for coffee.

Tavern-restaurants existed in much of Europe including France and Germany with its winestuben that served delicatessen, sauerkraut, and cheese. In Spain bodegas served tapas. Greek taverns served various foods with olive oil.

In the middle Ages, European monasteries and abbeys first opened their doors to offer hospitality to travelers. Over time, business people took over the management of many of these inns. During the 19th century, the Industrial Revolution heralded the opening of hotels in Europe's major cities. The owners of many of these hotels aimed to attract wealthy travelers by building intricate and ornate buildings. Throughout the 20th century, hotels sprang up across Europe in mountain and resort regions. The European hospitality industry is a growing industry and encourages its managers to develop an international approach to hotel and restaurant management.

**REMEMBER**

In the eighteenth century, with the exception of inns which were primarily for travelers, food away from home could be purchased in places where alcoholic beverages were sold. Such places were equipped to serve simple, inexpensive dishes either cooked on the premises or ordered from a nearby inn or food shop.

## 1.2 CONCEPT OF RESTAURANT

A restaurant is a retail establishment that serves prepared food to customers. Service is generally for eating on premises, though the term has been used to include take-out establishments and food delivery services. The term covers many types of venues and a diversity of styles of cuisine and service. Restaurants are sometimes a feature of a larger complex, typically a hotel, where the dining amenities are provided for the convenience of the residents and, of course, for the hotel with a singular objective to maximize their potential revenue. Such restaurants are often also open to non-residents.



Restaurants range from unpretentious lunching or dining places catering to people working nearby, with simple food and fixed menu served in simple settings at low prices, to expensive establishments serving expensive specialty food and wines in a

formal setting. In the former case, customers usually wear casual clothing. In the latter case, depending on culture and local traditions, customers might wear semi-casual, semi-formal, or even in rare cases formal wear. Typically, customers sit at tables, their orders are taken by a waiter, who brings the food when it is ready, and the customers pay the bill before leaving. In class or porches restaurants there will be a host or hostess or even a maître d'hôtel to welcome customers and to seat them. Other staff's waiting on customers include busboys and sommeliers.



The successful restaurant offers a reasonable return on investment. One restaurant, then two, then perhaps a small chain. To be a winner in today's economy requires considerable experience, planning, financial support, and energy. Luck also plays a part. What kind of restaurant do you want to run? Would you prefer quick service, cafeteria, coffee shop, family, ethnic, casual, or luxury? Most restaurant dreamers—perhaps too many—think of being in the middle of a restaurant with lots of guests; skilled, motivated employees; and great social interaction, food, service, and profits. The kind of restaurant concept you select determines, to a large extent, the kind of talents required. Talent and temperament correlate with restaurant style. Managing a quick-service restaurant is quite different from being the proprietor of a luxury restaurant.

**REMEMBER**

The person who may do well with a Taco Bell franchise could be a failure in a personality-style restaurant. The range of restaurant styles is broad. Each choice makes its own demands and offers its own rewards to the operator.

3G E-LEARNING
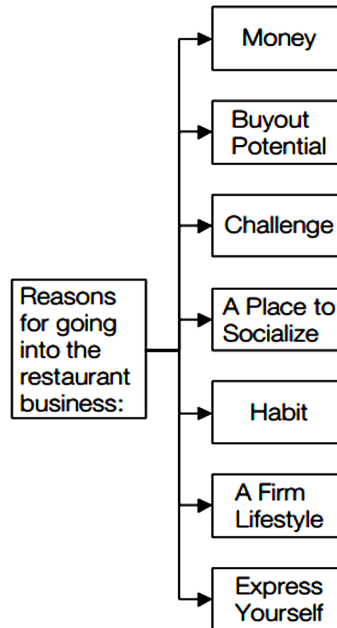
**Figure 1:** Reasons for going into the restaurant business.

Going into the restaurant business is not for the faint of heart. People contemplating opening a restaurant come from diverse backgrounds and bring with them a wealth of experience. However, there is no substitute for experience in the restaurant business—especially in the segment in which you are planning to operate.

So why go into the restaurant business? Here are some reasons others have done so, along with some of the liabilities involved. Figure 1 shows reasons for going into the restaurant business.

- *Money*: The restaurant is a potential money factory. According to the National Restaurant Association (NRA) the restaurant industry totals $580 billion in sales. Successful restaurants can be highly profitable. Even in a failing economy the NRA is predicting restaurant-industry sales to advance 2.5 % in 2010 and equal 4 % of the U.S. gross domestic product. Few businesses can generate as much profit for a given investment. A restaurant with a million-dollar sales volume per year can generate $150,000 to $200,000 per year in profit before taxes. But a failing restaurant, one with a large investment and a large payroll, can lose thousands of dollars a month. Most restaurants are neither big winners nor big losers.



- *The potential for a buyout*: The successful restaurant owner is likely to be courted by a buyer. A number of large corporations have bought restaurants, especially small restaurant chains. The operator is often bought out for several million dollars, sometimes with the option of staying on as president of his or her own chain. The older independent owner can choose to sell out and retire.

- *A place to socialize*: The restaurant is a social exchange, satisfying the needs of people with a high need for socialization. Interaction is constant and varied. Personal relationships are a perpetual challenge. For many people there is too much social interplay, which can prove exhausting. On a typical day in America in 2009, more than 130 million individuals will be food service patrons.

- *Love of a changing work environment*: A number of people go into the restaurant business simply because the work environment is always upbeat and constantly changing. A workday or shift is never the same as the last. One day you are a

manager and the next day you could be bartending, hosting, or serving. Are you bored of sitting behind a desk day after day? Then come and join us in the constantly evolving restaurant world.

■ *Challenge*: Few businesses offer more challenge to the competitive person. There is always a new way to serve, new decor, a new dish, someone new to train, and new ways of marketing, promoting, and merchandising.

■ *Habit*: Once someone has learned a particular skill or way of life, habit takes over. Habit, the great conditioner of life, tends to lock the person into a lifestyle. The young person learns to cook, feels comfortable doing so, enjoys the restaurant experience, and remains in the restaurant business without seriously considering other options.

■ *A fun lifestyle*: People who are especially fond of food and drink may feel that the restaurant is "where it is," free for the taking, or at least available at reduced cost. Some are thrilled with food, its preparation, and its service, and it can also be fun to be a continuous part of it.

■ *Too much time on your hands*: A lot of people retire and decide to go into the business because they have too much time on their hands. Why a restaurant? Restaurants provide them with flexibility, social interaction, and fun.

■ *Opportunity to express yourself*: Restaurant owners can be likened to theatrical producers. They write the script, cast the characters, devise the settings, and star in their own show. The show is acclaimed or fails according to the owner's talents and knowledge of the audience, the market at which the performance is aimed.

When restaurant owners were asked by others what helped most "in getting where you are today," the emphasis on steady, hard work came out far ahead of any other factor. Next in line was "getting along with people." Then came the possession of a college degree. Close also was "being at the right place at the right time." Major concerns were low salaries, excessive stress, lack of room for advancement, and lack of long-term job security.

## 1.2.1 Classification of Restaurants

Restaurants can be classified by whether they provide places to sit, whether they are served by wait-staff and the quality of the service, the formal atmosphere, and the price range. Restaurants are generally classified into three groups:

1. Quick Service - Also known as fast-food restaurants. They offer limited menus that are prepared quickly. They usually have driven-thru windows and take-out. They may also be self-service outfits.

2. Mid-scale - They offer full meals at a medium price that customers perceive as "good value." They can be of full service, buffets or limited service with customers ordering at the counter and having their food brought to them or self-service.

3. Upscale - Offer high quality cuisine at a high end price. They offer full service and have a high quality of ambience.



## 1.2.2 Types of Restaurants

Restaurants often specialize in certain types of food or present a certain unifying, and often entertaining, theme.

There are seafood restaurants, vegetarian restaurants or ethnic restaurants. Generally speaking, restaurants selling "local" food are simply called restaurants, while restaurants selling food of foreign origin are called accordingly, for example, a Chinese restaurant and a French restaurant.

**example**

Depending on local customs and the policy of the establishment, restaurants may or may not serve alcoholic beverages. Restaurants are often prohibited from selling alcohol without a meal by alcohol sale laws; such sale is considered to

be activity for bars, which are meant to have more severe restrictions. Some restaurants are licensed to serve alcohol ('fully licensed'), and / or permit customers to 'bring your own' alcohol.



## Cafeterias

A cafeteria is a restaurant serving mostly cooked ready to 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 of food of their own choice. In some establishments, a few items such as steaks may be ordered specially prepared rare, medium and well done from the attendants. The patron waits for those items to be prepared or is given a number and they are brought to the table. Beverages may be filled from self-service dispensers or ordered from the attendants. At the end of the line a cashier rings up the purchases. At some self-service cafeterias, purchases are priced by weight, rather than by individual item.

The trays filled with selected items of food are taken to a table to eat. Institutional cafeterias may have common tables, but upscale cafeterias provide individual tables as in sit-down restaurants. Upscale cafeterias have traditional cutlery and crockery, and some have servers to carry the trays from the line to the patrons' tables, and/ or bus the empty trays and used dishes.

Cafeterias have a wider variety of prepared foods. For example, it may have a variety of roasts (beef, ham, turkey) ready for carving by a server, as well as other cooked entrées, rather than simply an offering of **hamburgers** or fried chicken.

## Fast-Food Restaurants

Fast-food restaurants emphasize speed of service and low cost over all other considerations. A common feature of newer fast food restaurants that distinguishes them from traditional cafeteria is a lack of cutlery or crockery; the customer is expected to eat the food directly from the disposable container it was served in using their fingers.

There are various types of fast-food restaurant:

one collects food from a counter and pays, then sits down and starts eating (as in a self-service restaurant or cafeteria); sub-varieties:

- One collects ready portions
- One serves oneself from containers
- One is served at the counter
- A special procedure is that one first pays at the cash desk, collects a coupon and then goes to the food counter, where one gets the food in exchange for the coupon.
- One orders at the counter; after preparation the food is brought to one's table; paying may be on ordering or after eating.
- A drive-through is a type of fast-food restaurant without seating; diners receive their food in their cars and drive away to eat

Most fast-food restaurants offer take-out: ready-to-eat hot food in disposable packaging for the customer to eat off-site.

## Casual Restaurants

A casual dining restaurant is a restaurant that serves moderately-priced food in a casual atmosphere. Except for buffet style restaurants, casual dining restaurants typically provide table service. Casual dining comprises of a market segment between fast food establishments and fine dining restaurants.

## Fast Casual-Dining Restaurants

A fast casual restaurant is similar to a fast-food restaurant in that it does not offer full table service, but promises a somewhat higher quality of food and atmosphere. Average prices charged are higher than fast-food prices and non-disposable plates and cutlery are usually offered. This category is a growing concept that fills the space between fast food and casual dining.

Counter service accompanied by handmade food (often visible via an open kitchen) is typical. Alcohol may be served. Dishes like steak, which require experience on the part of the cook to get it right, may be offered. The menu is usually limited to an extended over-counter display, and options in the way the food is prepared are emphasized.



Many fast casual-dining restaurants are marketed as health conscious: healthful items may have a larger number of items than normal portion of the menu and high-quality ingredients such as freerange chicken and freshly made salsas may be advertised. Overall, the quality of the food is presented as a much higher class than conventional factory-made fast food. An obvious ethnic theme may or may not be present in the menu.

## Other Restaurants

Most of these establishments can be considered subtypes of fast casual-dining restaurants or casual-dining restaurants.

## Café

Cafés and coffee shops are informal restaurants offering a range of hot meals and made-to-order sandwiches. Cafés offer **table service**. Many cafés are open for breakfast and serve full hot breakfasts. In some areas, cafés offer outdoor seating.

## Coffeehouse

Coffeehouses are casual restaurants without table service that emphasize coffee 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.

### Keyword

**Table Service.** In this type of service, the guests enter the dining area and take seats. The waiter offers them water and menu card. The guests then place their order to the waiter.

## Pub

A pub (short for public house) is a bar that serves simple food fare. Traditionally, pubs were primarily drinking establishments with food in a decidedly secondary position, whereas the modern pub business relies on food as well, to the point where gastropubs are known for their high-quality pub food. A typical pub has a large selection of beers and ales on tap.

## Bistros and Brasserie

A brasserie is a café doubling as a restaurant and serving single dishes and other meals in a relaxed setting. A bistro is a familiar name for a café serving moderately priced simple meals in an unpretentious setting. Especially in Paris, bistros have become increasingly popular with tourists. When used in English, the term bistro usually indicates either a fast casual-dining restaurant with a European-influenced menu or a café with a larger menu of food.



## Family Style

"**Family style restaurants**" are restaurants that have a fixed menu and fixed price, usually with diners seated at a communal table such as on bench seats. More common in the 19th and early 20th century, they can still be found in rural communities, or as theme restaurants, or in vacation lodges. There is no menu to choose from; rather food is brought out in courses, usually with communal serving dishes, like at a family meal. Typical examples can include crabhouses, German-style beer halls, BBQ restaurants, hunting lodges, e tc. Some normal restaurants will mix elements of family style, such as a table salad or bread bowl that is included as part of the meal.

## BYO Restaurant

BYO Restaurant are restaurants and bistros which do not have a liquor license.

## Delicatessens Restaurant

Restaurants offering foods intended for immediate consumption. The main product line is normally luncheon meats and cheeses. They may offer sandwiches, soups, and salads as well. Most foods are precooked prior to delivery. Preparation of food products is generally simple and only involves one or two steps.

*Ethnic Restaurants*

They range from quick-service to upscale. Their menus usually include ethnic dishes and / or authentic ethnic foods. Specialize in a particular multicultural cuisine not specifically accommodated by any other listed categories. Example: Asian Cuisine, Chinese cuisine, Indian Cuisine, American Cuisine etc.

*Destination Restaurants*

A destination restaurant is one that has a strong enough appeal to draw customers from beyond its community. Example: Michelin Guide 3-star restaurant in Europe, which according to the restaurant guides is "worthy of a journey".

## 1.2.3 Challenges of Restaurant Operation

Long working hours are the norm in restaurants. Some people like this; others get burned out. Excessive fatigue can lead to general health problems and susceptibility to viral infections, such as colds and mononucleosis. Many restaurant operators have to work 70 hours or longer per week, too long for many people to operate effectively. Long hours mean a lack of quality time with family, particularly when children are young and of school age. Restaurant owners have little time for thinking—an activity required to make the enterprise grow.

In working for others, managers have little job security. A shift of owners, for example, can mean discharge. Although restaurant owners can work as long as the restaurant is successful, they often put in so many hours that they begin to feel incarcerated. Family life can suffer. The divorce rate is high among restaurant managers for several reasons. Stress comes from both the long hours of work and the many variables presented by the restaurant, some beyond a manager's control.

One big challenge for owners is the possibility of losing their investment and that of other investors, who may be friends or relatives. Too often, a restaurant failure endangers a family's financial security because collateral, such as a home, is also lost. Potential restaurateurs must consider whether their personality, temperament, and abilities fit the restaurant business. They must also factor the economy into the equation. New restaurants are always opening, even in a failing economy. New restaurant owners can count on the fact that, even in a bad economy, people still have to eat, even if they go out less often and spend less when they do.

Consumers are carefully watching how they spend their hard-earned money, and restaurant dining is a part of discretionary income, meaning people will spend first on essentials and then on niceties like dining out. They may trade down and dine at quick-service or casual restaurants instead of using fine-dining restaurants. Even grocery stores are going head to head with restaurants, trying to lure budget-conscious and time-starved consumers away from eateries toward a variety of prepared foods.

One reason family-owned restaurants survive the start-up period is that children and members of the extended family can pitch in when needed and work at low cost. Presumably, also, there is less danger of theft by family members than from employees who are not well known. Chain restaurant owners reduce the risk of start-up by calling on experienced and trusted personnel from existing units in the chain. Even restaurants started by families or chains, however, cannot be certain of a sufficient and sustainable market for success.

Many restaurants fail because of family problems. Too many hours are spent in the restaurant, and so much energy is exerted that there is none left for a balanced family life. These factors often cause dissatisfaction for the spouse and, eventually, divorce. In states such as California, where being married means having communal property, the divorce settlement can divide the couple's assets. If a divorcing spouse has no interest in the restaurant but demands half of the assets, a judgment of the cost can force a sale of the operation.

## Keyword

**Financial security** refers to the peace of mind you feel when you are not worried about your income being enough to cover your expenses.

When a husband and wife operate a restaurant as a team, both must enjoy the business and be highly motivated to make it successful. These traits should be determined before the final decision is made to finance and enter the business.

## What Are the Challenges for Restaurant Owners?

Opening a restaurant is a dream for many people. Independent restaurant owners get to design their own menu, plan the decor and own their own business, all while working in an industry that they love. Unfortunately, the independent restaurant business comes with its fair share of problems and restaurant owners face many challenges.

### Financial

Many new restaurant owners underestimate the start-up capital they will need to open and run a new restaurant. New owners need large sums of capital to cover leasing a building, hiring a new wait and hostess staff, stocking the kitchen and bar areas and buying furniture and decorations. Most new restaurants do not turn a good profit for several months or years after opening. Established restaurant owners can also suffer financially, especially during recessions when they have fewer customers.

## *Planning*

To be successful, a restaurant needs a good location, a theme or style that appeals to a broad range of customers and a solid menu. Restaurants must stand out from the crowd, especially restaurants in urban areas with high competition. Even established restaurant owners must continually review their menu and theme to ensure they are giving customers what they want. If customers do not enjoy the food or the restaurant itself, the owner will start to lose business and good word-of-mouth advertising.



## *Managerial*

A large part of a restaurant's success depends on the wait, hostess and bar staff. The owner must also train the staff well and know how to handle disciplinary problems. Many restaurants have a high staff turnover rate, which can lead to scheduling problems and a stressful work environment.

## Competition

Restaurants in heavily populated suburban areas or major cities face heavy competition, especially small, independent restaurants. A restaurant must know how to market his business, how to bring in new customers and how to develop a repeat clientele. Large, well-known restaurant chains typically have an easier time drawing in customers, and independent restaurant owners have to work hard to develop their own customer base.

## 3 E's of Customer Loyalty

Customers go to a restaurant to enjoy themselves, the company of others, great food and exceptional service. It is important to make them feel at ease and comfortable during their dining experience. In order for them to keep coming back, a restaurant must provide the 3 E's of customer loyalty and those area:

Empathy. Empathy. Empathy.

Have the entire house staff put out excellent products, while providing a pleasant atmosphere as if they themselves were the customer. It is the Golden Rule of food and **hospitality**; serve others how you want to be served. Imparting a family-like atmosphere between staff and customers will always bring them back.

3G E-LEARNING

## *Challenges in a Career as a Restaurant Manager*

One of the chief challenges in the restaurant industry is the fact that more diners are beginning to understand how processed foods can lead to a host of health problems. The human body has been slow to adapt to processed food, and this leaves many dining establishments in a precarious position. In order to keep sales high, restaurants need to cater to clients who are demanding fresh food that is prepared with local ingredients. Today, diners have more choices than ever, from bakeries that produce fresh breads without gluten to cafes that rely on freshly harvested produce to make their dishes.



## *Addressing Allergies*

One of the biggest challenges that a person who is interested in a career as a restaurant manager faces has to do with the issue of food allergies. Proper training and education are an essential aspect of making sure that people with allergies have their meals prepared in a proper manner. Knowledge helps to reduce mistakes and ensures that misinformation is addressed at a fundamental level. Restaurant management schools can help address the problem because they provide the training that is essential for staff members while ensuring that management is fully aware of how allergies can be dealt with in a restaurant that provides meals to a variety of different patrons.

## Diet-Specific Restaurants

While enrolled in one of the accredited restaurant management schools, students can gain more information about the features of today's diet-specific restaurants. Because more consumers are becoming aware of the difficulty that is involved with preparing foods that are gluten or peanut free, it is essential for managers to cater to these patrons, and many bakeries have made the move to eliminate gluten from all of their products. The biggest challenge has to do with creating tasty entrees that are prepared in a manner that respects dietary restrictions.



## Increasing Consumer Confidence

If you are considering a career as a restaurant manager, it is imperative to understand what customers are searching for when they are looking to dine out. While most restaurants can accommodate clients with special requests, there is a growing trend in the industry for facilities that cater to people who demand certain diets. The reason behind this has to do with the consumer confidence of customers. As more information becomes available to consumers, many people are searching for establishments that provide outstanding fare that is prepared in a safe, sanitary and healthy manner.

The major role and responsibility of a restaurant manager is to manage the restaurant. He/she needs to ensure efficient and effective operations of the restaurant while taking care of its ethos and reputation. Further, he/she need to maintain the high standards of

food, safety, health and service. A restaurant manager needs to work as an intermediate between the diners and the chefs.

If you are already a restaurant manager in a renowned restaurant and want to establish your name to get success and fame, then you need to focus on two important aspects required in restaurant management industry i.e. work experience and practical experience. Both of them are valuable and play a vital role in boosting your professional career growth. It helps in developing subject specific and transferable skills. Further, you can participate in various contests to prove your capabilities and set an example for future employees. In case you have any specialist in mind, then be close to him and find out how he handles all his management tasks efficiently and hold expertise in his respective domain.

## 1.3 RESPONSIBILITIES OF RESTAURANT STAFF

All types of catering establishments require a variety of staff positions in order to operate effectively and efficiently. Coordination of activities of all outlets is essential to provide the guest with quality service at all times. Teamwork is the watchword in any food and beverage service department. A dedicated and committed team, with able leadership, under ideal working conditions, helps in fulfilling the establishment's ultimate goal of guest satisfaction.



### 1.3.1 Food and Beverage Manager

The food and beverage manager is the head of the food and beverage service department, and is responsible for its administrative and operational work. Food and Beverage Managers direct, plan and control all aspects of food and beverage services. Food

and Beverage Managers require excellent sales and customer service skills, proven human resource management skills, and good communication and leadership skills. Desired knowledge for this position includes knowledge of the products, services, sector, industry and local area, and knowledge of relevant legislation and regulations, as well. Hence it is said that food and beverage manager is a Jack-of-all-trades, as the job covers a wide variety of duties.

In general, food and beverage manager is responsible for:



### Budgeting

The food and beverage manager is responsible for preparing the budget for the department. He should ensure that each outlet in the department achieves the estimated profit margins.

### Compiling New Menus and Wine Lists

In consultation with the chef, and based on the availability of ingredients and prevailing trends, the food and beverage manager should update and if necessary, compile new menus. New and updated wine lists should also be introduced regularly.

### *Quality Control*

The food and beverage manager should ensure quality control in terms of efficiency in all service areas, by ascertaining that the staffs are adequately trained in keeping with the standards of the unit.

### *Manpower Development*

The food and beverage manager is responsible for recruitment, promotions, transfers and dismissals in the department. He should hold regular meetings with section heads, to ensure that both routine as well as projected activities of the department go on as planned. He must also give training, motivate and effectively control staff.

## 1.3.2 Assistant Food and Beverage Manager

The assistant food and beverage manager assists the food and beverage manager in running the department by being more involved in the actual day-to-day operations. This position exists only in large organizations. An assistant food and beverage manager's job includes:

- Assisting section heads during busy periods.
- Taking charge of an outlet, when an outlet manager is on leave.
- Setting duty schedules for all the outlet managers and monitoring their performance.
- Running the department independently in the absence of the food and beverage manager.

### 1.3.3 Restaurant Manager

Restaurant Manager is responsible for directing and supervising all activities pertaining to employee relation, food production, sanitation, guest service and operating profits. The restaurant manager is either the coffee shop manager, bar manager or the specialist restaurant manager. The restaurant manager's job includes:

- Setting and monitoring the standards of service in the outlets.
- Administrative duties such as setting duty charts, granting leave, monitoring staff positions, recommending staff promotions and handling issues relating to discipline.
- Training the staff by conducting a daily briefing in the outlet.
- Playing a vital role in public relations, meeting guests in the outlets and attending to guest complaints, if any.
- Formulating the sales and expenditure budget for the outlet.
- Planning food festivals to increase the revenue and organizing advertisement campaign of the outlet along with the chef and the food and beverage manager.



### 1.3.4 Room Service Manager

The room service manager reports directly to the food and beverage manager and is responsible for the room service outlet. The room service manager checks that the service rendered to the guests conforms to the standards set by the hotel. He also monitors all operational aspects of the outlet such as service, billing, duty charts, leave and absenteeism, in addition to attending to guest complaints regarding food

and service. The room service manager is also in charge of the sales and expenditure budget. The room service is most liable to have problems. The room service manager should ensure coordination among the room service order taker, the captain and the waiter. It is necessary for the room service manager to be present in the outlet during peak hours to interact with other departments of the hotel and to take regular momentums of all the equipment used In the event of the hotel offering valet service and the room service manager takes charge of that service as well.



## 1.3.5 Bar Manager

Bar Manager organizes and controls a bar's operations. A bar manager arranges the purchase and pricing of beverages according to budget; selects, trains and supervises bar staff; maintains records of stock levels and financial transactions; makes sure bar staff follow liquor laws and regulations; and checks on customer satisfaction and preferences.

The bar manager should have good interpersonal skills and good memory. He must be efficient and speedy, must enjoy working with people. He should have good cash-handling skills.

## 1.3.6 Banquet Manager

The banquet manager supervises the banquet operations, sets up break-down service according to the standards established by the hotel. His co-ordinates the banquet service

in conjunction with other departments involved and prepares weekly schedules for the banquet personnel. From the time the bookings are done till the guest settles the bill, the banquet manager is in charge of all aspects of banquet and conference operations. He supervises the work of the banquet sales assistants, who do the banquet bookings and the captains and waiters who perform the food and beverage service activities under his guidance. He is responsible for organizing everything right down to the finest detail. The banquet manager projects the budget of the banquets, and works in close coordination with the chef in preparing menus. He is responsible for making an inventory of all the banquet equipment and maintaining a balance between revenue and expenditure. Banquet managers may also be designated as assistant managers in the food and beverage service department.



## 1.3.7 Other Staff Designations at Various Levels

The following are the various designations with their job specifications in the food and beverage department.

### *Senior Captain or Maitre d' Hotel*

The senior captain has overall responsibility for operations. He prepares the duty charts in consultation with the outlet manager. He oversees the Mise-en-place, cleaning, setting up of the outlet and staffing to ensure that the outlet is always ready for service. The senior captain receives the guests and hands them over to the captain or station holder. He takes orders from guests if the captain is unable to do so. The senior captain should be an able organizer and also be prepared to take over the duties of any member of the staff as and when required.

### Reception Head Waiter

This staff member is responsible for accepting any booking and for keeping the booking diary up-to-date. He / she will reserve tables and allocate these reservations to particular stations. The reception head waiter greets guests on arrival and takes them to the table and seats them.

### Captain / Chef de Rang

This position exists in large restaurants, as well as in the food and beverage service department of all major hotels. The captain is basically a supervisor and is in charge of a particular section. A restaurant may be divided into sections called Sations, each consisting of 4 to 5 tables or 20 to 24 covers. A captain is responsible for the efficient performance of the staff in his station. A captain should possess a sound knowledge of food and beverage, and be able to discuss the menu with the guests. He should be able to take a guest's order and be an efficient salesperson. Specialized service such as gueridon work involves a certain degree of skill, and it is the captain who usually takes the responsibility to do this work.

### Waiters / Commis de Rang / Server

The waiters serve the food and beverage ordered by a guest and is part of a team under a station captain. They should be able to perform the duties of a captain to a certain extent and be a substitute for the captain if he is busy or not on duty. They should; also be knowledgeable about all types of food and beverages, so that they can effectively take an order from a guest, execute the order and serve the correct dish with its appropriate garnish and accompaniment. They should be able to efficiently coordinate with the other staff in the outlet.

### Trainee / Commis De Barraseur

The trainees work closely with the waiters, fetching orders from the kitchen and the bar, and clearing the side station in a restaurant. They serve water and assist the waiter. They are mainly responsible for the miseen-place, and stacking the side board with the necessary equipment for service. The debarrasseur is the 'learner', having just joined the food service staff, and possibly wishing to take up food service as a carreer.

### Room Service Waiters / Chef D'etage

Room service waiters work in the room service outlet, serving food and beverage to guests in their rooms. The order is placed by the guest on telephone, and is recorded

on a Kitchen Order Ticket (K.O.T). It is then passed on to the duty captain. The duty captain in turn places the order in the kitchen or the bar, as the case may be. The room service waiter who has been assigned that order, sets the tray according to the food or beverage ordered, picks up and delivers the order when it is ready.

## Floor Service Staff / Floor Waiter

The floor service staffs are often responsible for an entire floor in an establishment or, depending on the size of the establishment, a number of rooms or suites. Floor service of all meals and breakfast is offered either throughout the day or in a limited time depending on the size of the establishment. The floor service staff would normally work from a floor pantry or from a central kitchen with all food and drink reaching the appropriate floor and the required room by lift and in a heated trolley.



## Lounge staff / Chef de sale

Lounge staff may deal with lounge service as a specific duty only in a first class establishment. The lounge staff is responsible for the service of morning coffee, afternoon teas, aperitifs and liqueurs before and after both lunch and dinner, and any coffee top ups required after meals. They would be responsible for setting up the lounge in the morning and maintaing its cleanliness and presentation throughout the day.

## Buffet Assistant / Buffet Chef / Chef de buffet

The chef de buffet is in charge of the buffet in the room, its presentation, the carving and portioning of food and its service. This staff would normally be a member of the kitchen team. The cashier is responsible for the takings of the food and beverage operation. This may include making up bills from food and drink check or, alternatively, in a cafeteria, for example, charging customers for their selection of items on a tray.

## SUMMARY

- Restaurant management is the profession of managing a restaurant. Associate, bachelor, and graduate degree programs are offered in restaurant management by community colleges, junior colleges, and some universities in the United States.

- The history of hotel and restaurant management goes back many years but has always involved the essential concept of hospitality. The term "hospitality" derives from "hospice," meaning a place of rest for travelers and pilgrims

- A restaurant is a retail establishment that serves prepared food to customers. Service is generally for eating on premises, though the term has been used to include take-out establishments and food delivery services.

- Restaurants can be classified by whether they provide places to sit, whether they are served by wait-staff and the quality of the service, the formal atmosphere, and the price range.

- Restaurants often specialize in certain types of food or present a certain unifying, and often entertaining, theme. For example, there are seafood restaurants, vegetarian restaurants or ethnic restaurants. Generally speaking, restaurants selling "local" food are simply called restaurants, while restaurants selling food of foreign origin are called accordingly, for example, a Chinese restaurant and a French restaurant.

- The chef de buffet is in charge of the buffet in the room, its presentation, the carving and portioning of food and its service. This staff would normally be a member of the kitchen team. The cashier is responsible for the takings of the food and beverage operation.

## MULTIPLE CHOICE QUESTIONS

1.  **Which of the following types of hotels is least likely to offer uniformed guest services?**
    a.  World-class service hotels
    b.  First-class service hotels
    c.  Mid-range service hotels
    d.  Economy/limited service hotels

2.  **Which of the following types of hotels would likely appeal most to pleasure/ leisure travelers?**
    a.  Airport hotels
    b.  Resort hotels
    c.  Residential hotels
    d.  Convention hotels

3.  **Which of the following is NOT usually considered a member of the executive committee of a hotel?**
    a.  Director of Catering
    b.  Rooms Division Manager
    c.  Director of Food and Beverage
    d.  Director of Engineering

4.  **A hotel room with all guest rooms occupied is called**
    a.  Green House
    b.  Full House
    c.  Houseful
    d.  None of these

5.  **In a large full-service hotel, the front office manager reports to the:**
    a.  General Manager.
    b.  Chief engineer.
    c.  Room division manager.
    d.  Security director

# REVIEW QUESTIONS

1. Explain in your own words about the various types of restaurants.
2. What are casual-dining restaurants? Explain a few in detail.
3. What are the duties and responsibilities of the hotel and restaurant staffs?

## Answer to Multiple Choice Questions

1. (d)        2. (b)        3. (a)        4. (d)        5. (c)

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# HOW RESTAURANTS WORK

*"I love new restaurants; I love trying out new foods."*

*Monica Seles*

## INTRODUCTION

A good restaurant team consists of a group of people who help to keep the entire business flowing smoothly. The restaurant owner typically hires a restaurant manager who will oversee the general business aspect of the restaurant such as keeping the restaurant's finances in order, hiring new employees, ordering restaurant supplies and food, and also making sure the business operation is in good working order with the customers as well as with other restaurant distributors. A marketing consultant may also be hired to assure that the business is getting

adequate advertising as well as the proper public relations for the area in which the establishment resides. Depending on the size of the restaurant, several cooks can be hired. There is typically a head chef who plans the meals and directs the cooking staff, a line cook who prepares the food, and someone who makes sure the food gets to the waitress so she can serve the patrons.

A waiter shows patrons to an available table where they will read over a menu and make a food choice. A waitress then comes to the table and takes the orders from the patrons. The order is then sent to the kitchen where the cook prepares the food made to order for the patron. Food is served by the waitress and the patron enjoys the meal. Some restaurants are themed and offer only certain kinds of foods.

Whether a restaurant has a band or live music, they still provide entertainment by creating a scene of social activity that can be anything from small talk amongst patrons to casual get-togethers with family and friends. Some restaurants have game areas where patrons can play games and win prizes while waiting for their food. Movies displayed on a large screen can also play in the background of many restaurants so that patrons can enjoy watching their favorite show while eating their meal.

Typically, restaurants serve everything from breakfast, lunch and dinner to various other food and menu items. Some of the most popular foods that are served at restaurants are tacos, pizza, hamburgers and chicken, making American, Mexican and Italian the most popular restaurant types.

## 2.1 FRONT OF HOUSE VS. BACK OF HOUSE

In order for a successful restaurant to flourish, there are many parts that must work together to create a positive experience and end result for the consumer. Understanding the differences between front of house and back of house functions will significantly help your restaurant flow more effortlessly and increase efficiency.

Being knowledgeable about the parts of a restaurant, the breakdown between front of house and back of house, along with the specific role of its employees is an important concept to grasp when working in the **hospitality** industry.

## 2.1.1 Front of House

The front of the house, also called the FOH, refers to all actions and areas that a customer will be exposed to during their stay at a restaurant, such as the lobby and dining area. Your front of house space is the perfect place to **use decor to set the theme of your restaurant**. Employees who work in the front of the house should have excellent hygiene and adopt a professional, welcoming demeanor at all times.

The term "front of house" refers to any place that customers can go within a restaurant. This includes the dining room, bar, patio, and restrooms.

Managing the front of the house involves almost everything that might affect the customer experience. Problems with any part of the front of house (FOH) can hurt a restaurant's business. Understanding how the front of the house operates is critical to the overall success of any restaurant.

**Keyword**

**Hospitality** is the relationship between a guest and a host, where in the host receives the guest with some amount of goodwill, including the reception and entertainment of guests, visitors, or strangers.

The front of the house designates all of the areas in a restaurant where customers can go. It is distinct from the back of the house, which includes the kitchen, stockrooms, and offices, and is only open to employees.

While the back of house is important, the FOH is where your customers directly experience your establishment. That means that every aspect of the front of house should be geared toward a good customer experience.

## How Managing the Front of House Works

Running the restaurant front of house includes managing several different areas of the business:

- Customer service
- Hiring, training, and managing staff
- Designing and stocking the dining room and bar
- Planning menus, promotions, and other events

Ultimately, though, all of these come back to **customer service**, which is key to any restaurant's success. Every manager should train their FOH staff to excel at customer service. Empowering staff to handle problems confidently as they arise—such as a customer who has had too much to drink—keeps everyone safe and happy. When the inevitable complaint occurs, be sure that your staff knows how to handle it calmly and respectfully.

When it comes to your dining room layout and your menu plans, again, all of it revolves around customer service. It's important to view every front-of-house decision from the customer's perspective.

There are countless ways you can show your customers how much you appreciate their business. And it doesn't have to cost you a lot of money, or any money in some cases. For example, personal attention, especially by the owner or manager, can go a long way in making customers feel special.

## Hiring for the Front of the House

There are many different jobs within a restaurant, and every single one, from the owner to the dishwasher, is essential to making a restaurant run smoothly. Many think working in a restaurant is easy, but waiting tables, tending bar, hosting, and even properly bussing tables requires special skill sets with which not everyone is equipped. Restaurant personnel who work the dining room and bar need to be friendly, organized, and quick on their feet. Experience is a plus, but the right person can learn quickly with on-the-job training.

## Stocking the Front of the House

The front of the house is the only area customers see, so it should consistently reflect the theme or concept of your restaurant. It should be designed efficiently, balancing ambiance with seating capacity.

Certain pieces of FOH equipment are also important in running an efficient restaurant. A well-stocked wait station will have everything servers and hosts need to provide excellent service. While the seating you choose can maximize the layout of the dining room, it's also important to consider restrooms and waiting areas. There are also technical issues to consider, such as installing a point of sale (POS) system to track sales.

## Promoting Your Restaurant

There are many types of promotions and marketing strategies

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**Keyword**

**Customer service** is the act of supporting and advocating for customers in their discovery, use, optimization, and troubleshooting of a product or service.

**REMEMBER**

Training your staff to welcome guests with good eye contact and friendly body language can help customers feel at ease right when they enter your restaurant.

Menu planning is a great strategy for promoting your restaurant. You can keep the menu interesting by featuring specials such as a steak and seafood night, dishes made with fresh seasonal produce, or a new low carbohydrate section.

you can use to bring in customers and keep your front of the house busy all year long. Restaurant promotions, whether run daily, weekly, or monthly, are great ways to show customer appreciation and bring in extra business at the same time. Promotions can range from a nightly happy hour to an annual customer appreciation day with drink and dinner specials.

From keeping customer service central to your mission to hiring the right people, to buying the right equipment, a well-organized front of the house will help lay the foundation for a successful restaurant.

## 2.1.2 Common Locations in the Front of House

These front of house locations are where all the interaction with your guests will occur. Keeping these areas clean and orderly should be a top priority. Any staff member who enters front of house locations should be on their best behavior because they are representing your establishment.



### *Entry*

Your customers will form a first impression of your business as soon as they walk in the door. In order to make it a good one, the entryway should capture the theme and feel of your restaurant and create a natural flow leading to other areas. Don't forget about the outdoor appearance as well! Keep the area outside your door clean and swept.

## *Waiting Area*

During the busiest times of day, customers might crowd into your waiting area. If they are made to wait too long before being acknowledged or are forced outside because of limited space, it can create a negative experience.



In order to alleviate this, waiting areas should be as comfortable as possible. The addition of **chairs and benches** gives your guests a place to rest while they wait. Placing extra stacks of menus within reach helps to entertain them and also gives them a head start on their menu decisions. When your customers already know what they want to order before they sit down, it increases your turnover rate.

## *Hostess Station*

The hostess station should be visible as soon as your guests enter the waiting area. It's important to acknowledge and greet customers as soon as possible, and a host or hostess should be on duty at all times so that no one is made to wait. Make sure to place your hostess podium in a location with a good view of the waiting area and entry.

## *Restrooms*

Most guests who eat out at restaurants will use the restroom at one point during their visit, especially if they have children, which is why it's crucial not to overlook this small area. The state of your restrooms can have a big impact on guest experience. Modern fixtures and tile can improve the look of the room, but the most important

factor is making sure the area is clean and well stocked. Assigning periodic restroom checks throughout the shift will ensure that the paper products and soap are stocked and that all messes are cleaned up quickly. A thorough cleaning can be performed at the end of the shift.

## Bar

If your restaurant plans to serve alcohol, make sure your bar is as inviting as your main dining area. It should feel welcoming and serve as an alternative location for guests to enjoy their meals. Providing entertainment in the form of big screen TVs ensures that guests stay longer and order more drinks. Because guests can easily see the liquor bottles and cocktail mixes behind your bar, make sure to keep them clean and use liquor pourers to prevent fruit flies. The whole area behind the bar should be organized so you can serve guests quickly.
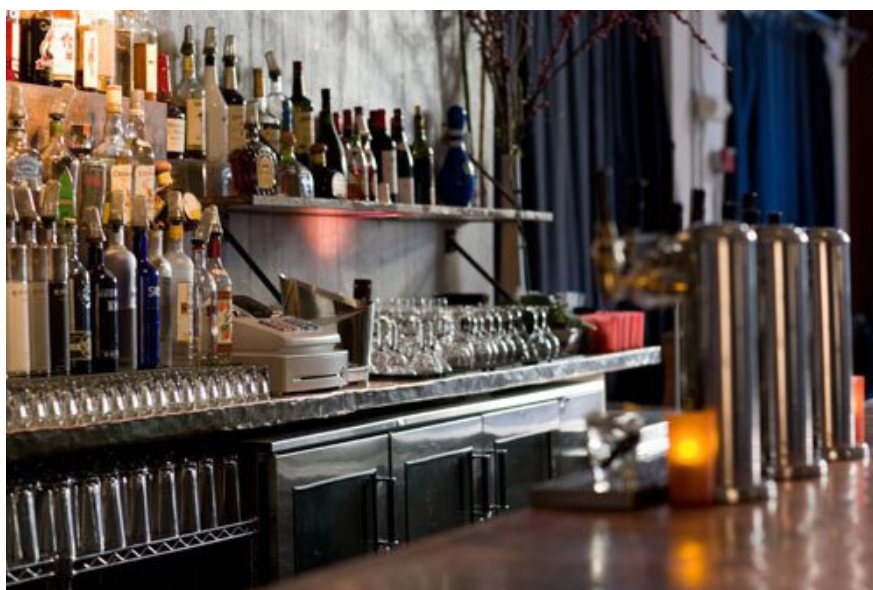


## Dining Room

The dining room is the heart of front of house operations. It's the area where your guests will spend most of their time and also where many front of house employees will work during their shifts. Dining rooms can be laid out and organized in a variety of ways to **suit your restaurant's concept**, but there should be a natural flow from room to room. Servers should be able to maneuver freely, and customers should be able to access their seats with enough space to feel comfortable.

## *Outdoor Seating*

Adding outdoor seating to your restaurant increases your capacity and dining revenue. Dining al fresco is especially popular in the summer months, when many guests look for restaurants with decks or patios. You can take advantage of this by making your outdoor dining area as welcoming as your dining room. Decorate with outdoor furniture and lighting and provide umbrellas or canopies so your guests are protected from the hot sun. Patio heaters can **turn your outdoor dining area into a year-round space**.



# 2.1.3 Front of House Positions

Creating repeat customers by providing an unforgettable dining experience is the main goal for front of the house employees. They act as liaisons between guests and the kitchen, and have many job titles and functions.

- **General Manager** - The general manager, or GM, oversees the entire restaurant staff, including the front and back of house, but they spend a lot of time in the dining room. The restaurant owner relies on the GM to be their eyes and ears and ensure that operations are running smoothly.

- **Front of House Manager** - The FOH manager reports to the GM and oversees all employees who work in the front of house. They are responsible for interviewing and hiring new staff members, making schedules, and handling customer complaints. At the end of the shift, they count the drawer and record the day's earnings.

- **Headwaiter/Captain** – The headwaiter leads the wait staff, host staff, and bussers in providing the best customer service possible. In addition to serving their own tables, they act as a supervisor and report to the front of house manager.

- **Sommelier** – Commonly found in fine dining settings, Sommeliers are wine specialists who are knowledgeable in all aspects of wine. They assist with creating the wine list and help with food pairings, as well as educating the server staff so they can better serve guests.

- **Bartender** – The bartender is responsible for making all drink orders taken from servers or directly from guests. They pour beer and wine, create mixed drinks, and serve other beverages like soft drinks. Their additional duties may include serving food to their guests at the bar and prepping bar garnishes like lemon slices before the shift.



- **Server** – Servers should be personable and accommodating because they have the most interaction with guests. Using their knowledge of the menu, they take customer orders, answer questions, and make suggestions. They interact with kitchen staff, prepare checks, and collect payment.

- **Host/Hostess** – The host or hostess is stationed near the entryway and greets customers as they enter and leave. They also take reservations, answer phones, show customers to their seats, and provide menus to guests.

- **Food Runner** – Food runners provide a valuable service by making sure hot food is served to guests immediately. They wait at the kitchen window and deliver orders under the guidance of the expeditor. Because they interact with guests, they should have menu knowledge and be willing to meet requests for additional items, like silverware, extra napkins, or drink refills.

- **Bar-Back** – Bar-backs act as an assistant to the **bartender,** with their most important task being keeping the ice filled. They make sure clean glasses, napkins, and garnishes are stocked and might even help to make drinks in a pinch.

- **Busser** – Bussers prepare tables for new customers by clearing away dirty dishes and wiping the tabletop surface clean. Because they spend a lot of time in the dining room, they should wear clean aprons and adopt a professional attitude. They often assist servers by filling water glasses, serving bread, or helping with minor requests.

## 2.1.4 Back of the House

The back of the house, also known as the BOH, encompasses all the behind-the-scenes areas that customers will not see.

This acts as the central command center in a restaurant because it's where the food is prepared, cooked, and plated before making its way to the customer's table.

All back-of-house staff should wear clean uniforms and aprons while on the job. The back of house also serves as a place for employees and managers to do administrative work.

**Keyword**

**Bartender** is a person who formulates and serves alcoholic or soft drink beverages behind the bar, usually in a licensed establishment.

## 2.1.5 Common Locations Found in the Back of the House

These back of house locations are where the most food contact occurs. Any staff member who enters these locations should be trained on food safety and sanitation.



### *Kitchen*

The kitchen is usually the largest part of any back of house and can be divided into smaller sections, such as areas for food storage, food preparation, cooking lines, holding areas, and dish washing and sanitation areas. Your **kitchen layout** is a big factor in the efficiency of your staff. Make sure to choose a layout that has good flow and will help you meet your kitchen goals.

## Employee Area

Break rooms and employee bathrooms give employees somewhere to place their belongings, take breaks while on shifts, and look over work schedules and notes from managers. Providing a space for your staff to take their shift meal prevents them from sitting and eating in the dining room, which can be unsightly for your guests.

## Office

Managers should have a small area in which they can do administrative work that is away from the hustle and bustle of the kitchen or dining room.

## 2.1.6 Back of House Positions

Roles for employees in the back of house usually have a strict hierarchy in which each person has a specific job to fill and chain of command to follow.



- **Kitchen Manager** - The kitchen manager is responsible for managing the back of house staff which includes interviewing and hiring new employees, ensuring food safety procedures are being met, and assisting the kitchen when they are busy.
- **Executive Chef/Head Chef** - The head chef is the most senior member of the kitchen staff. They supervise the kitchen staff, create menus and specials, order food, determine cost, and take care of administrative tasks.

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■    **Sous Chef** - The sous chef is second in command, reporting directly to the head chef. They are responsible for supervising the kitchen staff, creating schedules, and training. When the head chef is away, the sous chef assumes leadership.



■    **Line Cook** - Line cooks work at different stations along the kitchen line and can be divided up by cooking type or food type, such as fry cook, grill cook, salad cook, or pastry chef.

■    **Expeditor** - The expeditor is in charge of organizing orders by table so everyone sitting at a particular table is served at the same time. They work on the server side of the window and should be very familiar with menu.

■    **Dishwasher** - Dishwashers are responsible for operating all dishwashing equipment. They clean dishes, flatware, and glasses in a timely manner so that the turnover rate in the dining room is maintained. They are also responsible for cleaning pots, pans, and cooking utensils for the kitchen staff.

## 2.1.7 Improving Communication between the BOH and FOH

All businesses can benefit from improved communication between staff members. Because the role of front of house and back of house employees is so different, it can sometimes lead to misunderstandings that affect the quality of your guests' dining experience. In order to provide the best service possible for your guests, you can adopt some of these practices to encourage better communication and teamwork between your front of house and back of house teams.



### *Add Prep Work to the Servers' List of Side Work*

Requiring your servers to cut bar garnishes or salad bar ingredients gets them in the kitchen and makes them more invested in the cooking process. Assigning minor kitchen tasks to your servers frees up the kitchen staff to handle more involved prep work. It also provides more contact opportunities between servers and cooks. Camaraderie forms when you're chopping vegetables side by side.

### *Offer a Staff Meal*

Providing a staff meal is not only a morale-booster for your employees as a whole, it also brings both sides of the house together. Kitchen staff can prepare the meal and the wait staff can serve the drinks. Bonding over food sets the tone for the entire shift. It also provides an opportunity for servers to taste your menu options so they can make suggestions for their guests.

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### *Use an Expeditor*

Sometimes the food window can become a chaotic place. Employing an expeditor helps to eliminate communication breakdown between servers and cooks. Servers come to the expeditor with requests or order changes and the expeditor passes the info to the kitchen staff. When the cooks have questions about an order or need to let a server know that a certain item is sold out, the expeditor acts as the middleman. Designating one person as a liaison prevents disagreements and ensures that all requests are heard and understood.

## 2.1.8 Common Terminology from the Front and Back of House

Restaurant employees use some common terms to communicate with each other. Making sure the members of your staff know what these words mean will lead to more effective interactions and teamwork.

- *86* - When the kitchen runs out of ingredients to make a specific dish and can no longer serve it, the dish is considered "86". It's important for kitchen staff to make the server staff aware of 86 items as soon as possible.

- *In the Weeds* - When the kitchen staff is extremely busy and are having a hard time keeping up with orders, they are considered to be "in the weeds". Servers can also end up "in the weeds" if they can't keep up with their tables.

- *On the Fly* - When something has to be cooked last minute, it is needed "on the fly." Servers may need to order something "on the fly" if the first dish was not acceptable or if they made a mistake on their first order. No matter the reason, any items requested on the fly should be made immediately to keep guests happy.

- *Sections* - Restaurant dining rooms are divided into sections, and each section is maintained by an assigned server. The host or hostess has to be very familiar with each server's section so they don't seat too many tables in one section at once. Staggering the tables will help the servers and cooks keep up with orders.

- *Turnover* - Turnover is the rate at which a table is filled during a shift. **High turnover is desired** because it means that wait times are short and guests are being seated and served quickly.

- *Upselling* - When servers make suggestions to guests in order to increase the cost of the bill, it is considered "upselling." It's a good opportunity to increase profits especially when it comes to alcoholic beverages.

- *Behind* – While navigating around the kitchen it is considered good manners to say "behind" if you are passing behind another employee. This is to alert them of your presence and prevent accidents.

- *Window* – The window is the heated shelf where cooks place completed dishes for servers to pick up and serve to guests. Food that is left to sit in the window too long becomes dried out and unappetizing, which makes it imperative for cooks to get all dishes in an order out at the same time.

- *Sidework* – Servers are assigned specific tasks, or sidework, to be performed at the beginning or end of their shift. Sidework can include filling salt and pepper shakers, cleaning restrooms, or polishing and wrapping silverware.

Now you have an understanding of the differences between the front of house and back of house in a restaurant. Just as the physical locations within your business are different, the employees who work within those spaces perform very different roles. By keeping in mind the important functions of each space and training your staff to work together as a team, no matter if they work in the front or back, you'll have the foundation for a successful business.

## 2.2 POINT-OF-SALE SYSTEM

Point of sale (POS), a critical piece of a **point of purchase**, refers to the place where a customer executes the payment for goods or services and where sales taxes may become payable. It can be in a physical store, where POS terminals and systems are used to process card payments or a virtual sales point such as a computer or mobile electronic device.

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Points of sale (POSs) are an important focus for marketers because consumers tend to make purchasing decisions on high-margin products or services at these strategic locations. Traditionally, businesses set up POSs near store exits to increase the rate of impulse purchases as customers leave. However, varying POS locations can give retailers more opportunities to micro-market specific product categories and influence consumers at earlier points in the sales funnel.

*Department stores often have POSs for individual product groups, such as appliances, electronics, and apparel. The designated staff can actively promote products and guide consumers through purchase decisions rather than simply processing transactions. Similarly, the format of a POS can affect profit or buying behavior, as this gives consumers flexible options for making a purchase.*

*Amazon's concept convenience store, Amazon Go, which deploys technologies that let shoppers come in, grab items, and walk out without going through a register, could revolutionize POS systems. Besides increasing convenience, this could enable POSs, loyalty, and payments to be rolled into a single customer-centric experience.*

## 2.2.1 Key Components of a POS System

Modern POS systems consist of hardware and software components. The software is what registers, processes and stores transaction details, but there are crucial differences in how it is stored and used between different POS software systems.

### *Software*

All modern POS systems have a frontend interface for the point of sale and a backend (sometimes called 'backoffice' or 'dashboard') side for behind-the-scenes analytics and management functions. The staff processing the transactions use the frontend interface, normally on a touchscreen monitor or tablet screen. The backend is accessed separately in a browser or application window either on the same device or separate computer or mobile device.

Regardless of your type of POS software, those two will be connected and synced, but there are two following ways that data can be stored:

- On-site
  - Software is installed 'locally' on your own server, i.e. on a computer based on the premises of your store.
  - Requires you purchase one or more software licences.
  - You'll need to maintain and manually update this kind of software.
  - As all the software is based in your closed computer network, it does not require the internet.
- Cloud-based
  - System is hosted online, i.e. data are stored on your POS provider's internet servers, enabling you to access it from any computer browser.
  - Also called software-as-a-service (SaaS), this system is automatically maintained and updated by your POS provider, although it is always recommended you're using the latest version of the POS app.

For a while, on-site POS software has been the norm for computerized POS systems, but it is now more common to use cloud-based or hybrid systems relying on both the internet and local hosting. On-site POS software tends to be expensive to set up, often requiring professional assistance and maintenance. Cloud-based systems tend to be cheaper (usually paid as a fixed monthly cost) and with more options to integrate with other software programs.

Finally, POS applications can differ hugely in terms of what features and layout they have. Each business sector has their own needs that specialized POS applications accommodate for. For instance, restaurants need a table layout to attach orders to and may want a self-service menu interface so diners can order at their tables before being served. Specialized restaurant POS apps can offer this and many more restaurant functions as part of the same package.

## *Hardware*

Businesses will have different needs when it comes to point of sale hardware. Let's look at some of the most important hardware components.

- **Interface/device where you register transaction details:** Could for example be a cash register with buttons, touchscreen PC monitor or mobile device with a POS app.
- **Cash drawer:** Used to store the daily takings and cash float along with cheques, vouchers, receipts and slips relevant to accounting.

- ■ **Receipt printer:** Used to print receipts for customers or end-of-day reports for cashing up.

- ■ **Barcode scanner:** Typically used in retail environments with many different products. Commonly linked with the POS system's stock level counts so it automatically updates product counts according to items sold.

- ■ **Card machine:** Used to process payments made by debit or credit cards or mobile wallets via NFC. Traditional card machines require software installation (if not included) and SIM card or landline cable, while app-based card readers use WiFi or network data from a connected mobile device.

- ■ **Network devices:** Whether you're relying on a cloud-based or on-premise system, you're likely to need a network setup for an internet connection or to link up your computer system on the premises. This could be e.g. a router, modem or hub connecting several local computers.

## 2.2.2 What Is a Restaurant POS System?

A restaurant POS system is a fancy name for the system that accepts debit or credit card payments. Your POS is, in other words, where your customers pay for your services. It can be at the counter, at the table, or even online. Modern POS systems track payments, receipts, inventory, customer and sales data, and can even help you manage your employees.



Otherwise known as the point of purchase, the cash register was traditionally located near the exit so customers could pay on their way out. As restaurants, and moreover

the idea of dining, have changed, the concept of the point of sale has changed with it, allowing for more freedom and flexibility in terms of where customers can pay – and where restaurants can receive their money.

In most restaurants nowadays, POS systems are the central processing unit for pretty much all information going into and out of the business. Every financial transaction is recorded at the point of sale, and your POS system can connect that information with your inventory, cross-reference it with your menu items, and produce detailed financial reports cut up in just about any way you can imagine.



### 2.2.3 How Do You Use a POS System in a Restaurant?

You can use a POS system for a variety of functions beyond taking your customer's money. POS systems can be used for:

- Fast ordering
- Data security
- Inventory management
- Financial reporting
- Menu optimization
- Staff scheduling and control

And so much more. To take full advantage of your POS system, you should integrate it with as many operations as you can, including your inventory management platform, your staff management solutions, and your financial management system. Integrations are really where POS systems shine the brightest, and where they can do the most for your business.

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## 2.2.4 How Does a Restaurant POS System Help Your Business?

POS systems can help streamline your restaurant's operations, and unify your restaurants front of house and back of house tasks in one easy-to-use system. POS systems can help with reservations, front of house and back of house communication, food preparation, waste and theft reduction, menu optimization, and performance reporting.

### Reservations and Seating in Your POS System

Taking reservations is one of the trickier parts of the customer experience: plans change, accidents happen, and sometimes your 6pm party of four is actually a party of seven.

In the old days, restaurants would keep a paper book with reservations alongside a laminated floor plan to manage seating. By the end of your average Friday night, the book would be scribbled over and rewritten, and the floor plan would be so smudged with felt marker you could barely make out what was a name and what was a table.

Modern POS systems can integrate your reservations from phone and online bookings, enabling you to swap tables, names, and times with ease. This takes the burden off your serving and waiting staff when reservations cancel or change.

You'll be able to make universal changes on one tablet or computer, so everyone can stay in the loop as to who's sitting at a high top, what family is sharing the mozzarella sticks, and who no-showed their anniversary dinner.

### Front of House and Back of House Communication through a POS System

Every restaurant needs a system to take orders for the kitchen and bar, and share those orders with chefs, servers, and bussers. Traditionally, front of house and back of house restaurant ops run very differently,

given the nature of their jobs. Because of that, it's easy for breakdowns in communications to occur, as the workflows have different things happening at different times.

POS systems can help simplify this process – having waiters writing down orders, walking them to the kitchen, and answering questions from the chef leaves a lot of room for error and miscommunication.

Serves and waiters can enter orders directly into your POS system with notes and comments, so chefs can receive them the moment the order is placed. Some restaurants have tablets or other devices to allow staff to input orders as they wait on customers, while others give customers the tablets to let them order themselves.

## POS Systems and Food Preparation

Calculating food costs is one of the best ways you can keep tabs on your restaurant's health, but have you ever tried doing it by hand? Luckily for you, we left that behind with rotary phones and floppy disks.

Most POS systems are designed to track your inventory, as well as ingredients used for each menu item. So when your server types in "1 burger with no cheese, double pickles" your inventory will reflect those changes.

To stay on top of your food costs, you need accurate data that POS systems can provide, so nothing can slip through the cracks. If you're not making enough money on an expensive menu item, you'll be able to see it through real-time reports from your POS.

Additionally, many POS systems integrate with your inventory management system so you can streamline the process even further – that means when that double pickle burger empties your last jar of Vlasic, you can schedule an order immediately. In addition, data collected by your POS will help you evaluate discrepancies between your recipes, orders, and actual inventory, so you can identify areas of waste, theft, or where you can just get a little more efficient.

## Minimizing Food Waste and Theft

You've probably heard the saying: "What gets measured, gets managed," and that couldn't be truer for the restaurant business. A POS system, integrated with a restaurant inventory management platform, can allow you to track food costs *and* food waste throughout the normal course of business.

You'll be able to compare inventory received from your suppliers, as well as invoices, with actual usage and ordering to find any discrepancies and areas for improvement. By tracking your inventory in tandem with sales, you can gain valuable insight into where your operations can be improved.

After all, food waste doesn't just hurt the environment, it's one of the biggest reasons restaurants fail. Small, individual costs from food waste can add up very quickly, siphoning away money needlessly.

Whether it's because your portions are too large or your prep cooks aren't using ingredients effectively, food waste is an unnecessary expense that can get out of hand just as easily it can be managed.

On another note, employee theft is an unfortunate reality for many restaurants. Since things are so hectic in the kitchen, it can sometimes be hard to tell when someone's skimming off the top. A few bites here and an extra steak there can add up to serious losses over time, especially when you consider the profit margins of most restaurants. Paring POS data with inventory management data can help you nail down thieves before they can rob you blind.

## Menu Optimization

If you can't tell by now, a POS system can seriously improve your inventory management game. One of the most powerful ways it can do that is by giving you data to optimize your menu. Traditionally, you'd have to keep an eye on how much people are eating, and alter prices incrementally to optimize your prices, menu options, and serving sizes.

With a POS system, you can whittle down weeks' worth of work into a few minutes. You'll be able to see preferred dishes, identify weak spots in your menu, and cross-reference it with sales data and food costs. You'll remove all the guesswork and adjust pricing and menu order on the fly, making menu setting less of an experiment and more of a science.

In addition, by pairing sales information with inventory and food waste costs, you'll be able to see what menu items aren't worth the money, and which recipes can be altered without rocking the boat.

## Staff and Restaurant Performance Reporting

Your POS system can help you track key employee metrics like sales per employee, average tips, attendance, and more. You can also track things like the number of customers served, table turnover, and number of new customers seated on any temporal basis.

Comparing employee and restaurant-related statistics weekly, monthly, and annually through your POS can help you stay on top of your restaurant's financial health, manage staff performance, and take action to improve performance

**DID YOU KNOW ?**

A POS system, integrated with your inventory management platform, is crucial to running a restaurant in 2020.

across the board. Getting this data is critical to being able to manage your front of house and back of house employees, arming you with relevant, timely, and accurate reporting data to make decisions about staffing and more.

In addition, your POS system will allow you to make your restaurant more efficient in every area. For example, if you know your average time to seating is over 20 minutes, your average time to serving is over an hour, and your average customer visit is an hour and a half, you can deduce that you need some serious efficiency changes.

Without a POS system, you'd have to keep tabs on this yourself, recording this data by hand or having your managers keep an eye out. Through a POS system, you can manage all of this instantly, and adjust your plans, seating, and staffing in a fraction of the time.

## 2.2.5 How to Pick a POS System

There are many different POS systems, with tons of features, add-ons, and integrations – but not all are equal. To find the one that works best for your restaurant, focus on the essential criteria. Ask yourself these questions:

- Does it accept credit and debit transactions in my location?
- Can it integrate with my other software?
- Does it have the reporting metrics I need?

Integrations and reporting are clear differentiators for your POS system. Part of what makes them so powerful is that the data can be used across your restaurant's operations to power up your decision making. POS systems that can integrate with inventory management platforms, for example, can take out the guesswork in inventory management, menu optimization, and so much more. You'll have all the data at your fingertips for calculating food costs, adjusting menu prices, and addressing food waste.

## 2.2.6 Different Points of Sale

The hardware and software that's best depend on your business needs. You may, for example, not need a cash drawer if the majority of sales are through card. Or maybe you need a portable system that works in a marketplace as well as inside. Let's look at some examples of different points of sale.

### Small Café Using Simple Cloud-Based POS

A small café could choose to accept cards via a cloud-based POS application on an iPad connected to a Bluetooth-connected compact card reader. If taking cash, a cash

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drawer is important for maximum security. It is now the norm for POS apps to send receipts via email or text, so in theory, a budget POS setup could exclude a receipt printer. However, it is still a requirement in some countries to provide a paper receipt when asked for it, so you may not be able to do without it.



With the cloud-based POS, the business owner can check sales from home in the POS back office account and send a daily Excel report to the accountant. The person cashing up in the cafe just needs to clock out on the iPad, check discrepancies between registered transactions and actual cash and card takings, organize banking and any other important end-of-day activities.

### Retailer Using Locally Hosted POS

A shop might choose an on-site POS system if their internet is not reliable or they prefer having all data stored on their premises only. The equipment is usually non-portable, installation requires professional help, and the software usually needs an IT person to physically come and perform them on-site. All of these costs add up, hence why it is mainly large retailers with the resources who are still opting for on-site POS.

Retailers also have certain functionality that should be incorporated in the POS system, spanning from an inventory library to keep track of stock levels to hardware tools like a scale on the counter (for food priced according to weight), barcode scanner and a device for taking off alarm tags of liquor bottles or clothes. The most complex checkout system is usually a supermarket till point, due the variety and volumes of products sold. The more specialized the products sold, the more specialized the point of sale can be.

## *Restaurant chain using hybrid POS*

Food and drink sectors like restaurants require a different set of features in the POS software than retailers. For one, it might need a way to send food orders to the kitchen in real time (perhaps through a connected kitchen printer), tipping options and a booking system for taking table reservations.



If the restaurant has primarily chosen a cloud-based POS system but their internet is not 100% reliable, they can connect an on-site server enabling the software to function when the internet is down and sync the data in the cloud when the internet is back up and running. This allows restaurant chains to benefit from a cloud-hosted system where all sales data across the locations can be monitored in real time from any internet browser, while also relying on local hosting as a backup.

Alternatively, some cloud POS software offers an offline mode that keeps the POS functioning during no connectivity, then syncs all the new data with the backend when the local system is back online.

### 2.2.7 Advantages of a Restaurant POS

- A POS system allows enhanced communications between the kitchen and waiting staff, which improves the service that is offered to customers.
- It can reduce bookkeeping/accounting time.
- POS systems make creating profit and loss statements and tracking sales taxes easier, helping to better manage the financial side of the business.
- Another major feature of many POS systems is the ability to track inventory and assess which menu choices are most popular among customers; this helps to improve profits and reduce waste.
- Taking credit card and debit card payments is straight forward and it's more convenient for customers.
- A POS system can provide additional security by reducing employee theft or 'friendly fraud,' where staff gives discounts to friends and family.

### 2.2.8 Disadvantages of a Restaurant POS

The disadvantages include:

- If the point-of-sale system is Internet-based, there is no access to it if your Internet connection goes off-line.
- There are ongoing costs associated with software-based POS systems.
- Software upgrades can be expensive.
- You will also have to pay ongoing fees if you're subscribing, however, you need to consider the overall savings the POS system can offer your business.
- As with all forms of payment systems that are accessible by the public, there are some security risks.

## 2.3 RESTAURANT MANAGER DUTIES: HIRING A MANAGER

Contrary to what their title implies, restaurant owners spend a lot of time away from their business.

This kind of structure, known as absentee business, requires managing a restaurant even when the owner is unavailable.

That's where a restaurant manager becomes important. But once you have your hiring process set up, finding the **right restaurant general manager** only takes a matter of time.

## 2.3.1 What is a Restaurant Manager?

A restaurant manager makes sure all of your operations at your restaurant run smoothly; therefore, restaurant manager duties range from equipment delivery to hospitality to training new **servers on dining etiquette**. Restaurant managers are critical to a business' success.

## 2.3.2 Restaurant Manager Duties and Responsibilities

Depending on what you're looking for, general managers could do everything from making sure day-to-day operations run according to plan to counting income and tracking expenses. Below are a list of responsibilities that your restaurant manager usually handles:

- Managing the restaurant staff
- Training new employees
- Staff scheduling
- Creating protocols
- Ordering food for the kitchen staff
- Checking in with customers and handling any complaints
- Promoting and marketing the restaurant
- Managing the budget
- Ensuring that the restaurant is up to health and safety standards

**Determining the manager's responsibilities** can help you find the right candidate and also help you decide which tasks you'll carry out as owner. You should also have an **employee handbook** in place for your restaurant manager and employees. This will make sure that everything remains consistent in the work environment.

Regardless of how much responsibility you give to your manager, you are still the ultimate decision-maker of your business. That requires you to trust someone who will work in your absence. Sometimes, as with business owners living out of town, this option may not even be available to you — you simply have to give daily control to someone else.

### 2.3.3 Restaurant Manager Skills

You will be putting a lot of trust into your restaurant manager, so it is important that they have a strong skill set in order to effectively manage your restaurant. Below are some key skills that great restaurant managers should possess:

- **Time management**
- Excellent interpersonal skills
- Communication skills
- Teamwork skills
- Problem-solving skills
- Organizational skills

### 2.3.4 How much do Restaurant Managers Make?

The average restaurant manager salary is about $49,000. Of course, a lot of factors come in to play when it comes to salary. These factors consist of location, size of the restaurant, experience of the applicant, and how many restaurants they will be managing. It is important to find someone who is a perfect fit for your restaurant and determine a salary based on what their duties will be.

**Keyword**

**Time management** is the process of planning and exercising conscious control of time spent on specific activities, especially to increase effectiveness, efficiency, and productivity.

## 2.3.5 How to Find a Restaurant Manager

With the Internet, local news sources, personal connections, and headhunters, finding candidates is a snap. Below are three great options for finding a restaurant manager.

1. **Job search engines. Monster** or **Indeed** are some of the easiest ways to get applications, typically through the form of an email resume. Sometimes, this can result in a large amount of applicants that aren't necessarily a great fit for the position.

2. **Personal connections and recommendations.** These are also great ways to get candidates. These techniques don't result in long lines, but they're better for finding quality and trustworthy applicants.

3. **Headhunters.** These are one of the most effective and fast-working recruitment tools available. If you have a large restaurant and are planning on opening multiple locations, this might be a great option for you. These firms can actually conduct the early stages of the interview process for you, giving you the time to focus on other urgent tasks until the agency believes they've found someone you should hire. Then you interview the candidate and make your decision. It may cost extra, but your recruitment firm will filter out any unworthy applicants and only give you the best of the best, saving you time as you make the final decision.



## 2.3.6 Conducting the Interview

The most critical moment in the hiring process, **an interview** is your chance to learn everything you want to know about your candidates. It's also their opportunity to learn everything about you and your business. Below are some tips for interviewing a restaurant manager:

- ■ Create a positive environment
- ■ Offer coffee or water
- ■ Welcome the applicant with a smile and an invitation to sit
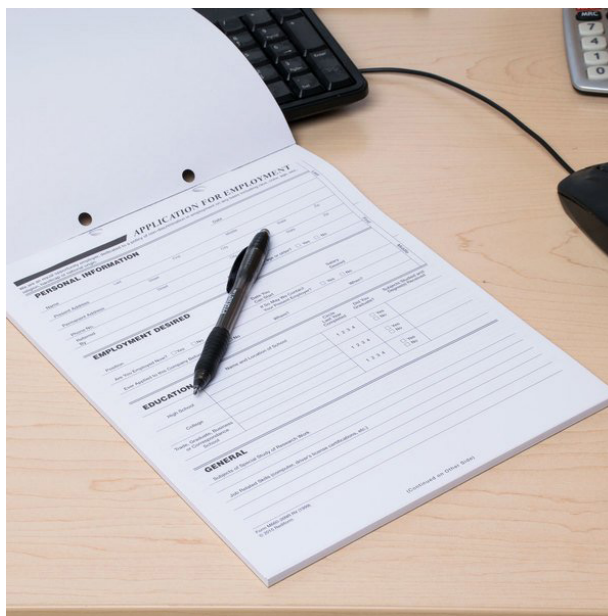


If an interview goes south, don't be afraid to end it at the next opportunity. While it's not courteous to stop people mid-sentence, you can at least wrap things up with a quick "thank you" before showing them the door.

If the interview is going well, share that with the applicant at the end of the interview. Telling applicants that you're interested and that they'll hear more when you've made a decision are both great ways to ease them out of an interview and calm their nerves. It also establishes a positive rapport as the interview winds to a close, creating a more professional and encouraging feel.

## *Consider Your Restaurant's Growth Path*

It's important to consider how your business may change from the time you hire your general manager. If you expect to have another location by the end of year four, then you can decide whether you want a manager with multi-unit experience, or if you want to hire individual managers for all your locations and have them report to you. In addition, looking at expected growth can also give you an idea of how much you can offer to your manager and employees in terms of raises, particularly those who stick with you for long periods of time.

## 2.3.7 Hiring the Right Applicant

With all of your interviews completed, selecting your new manager will likely be a difficult decision. Ideally, a combination of a willingness to adapt to changing conditions, previous experience, personality, negotiable salary requirements, and other factors will lead you to the perfect candidate.

Striking a balance of those ideas will give your business a multi-faceted second-in-command who will be able to keep things under control without you constantly looking over his shoulder. Great managers should be firm when they need to be firm, understanding when they need to be understanding, and — above all else — fair to their employees. With a manager like that on your side, you can rest assured that you have hired the right candidate for the job.

# CASE STUDY

## REAL-TIME OFFERS AT POINT OF SALE

When a large retailer was looking to aggressively expand their targeted offers and increase revenue, they turned to Pinpoint Systems for a solution to better interact with their customers at the point of sale. Today's shoppers expect more value than ever from both the places they shop and the products they purchase. For retailers to stay competitive, they must keep up with customer expectations and solidify customer loyalty. Essentially, retailers must remember the tried and true marketing mantra of delivering the right offer via the right channels, at the right time. In order to do this, offers must arrive at the best possible time during the buy cycle to encourage upsell and brand loyalty, and for many retailers that opportunity is greatest at the point of sale.

## The Challenge

Our client needed to increase revenue per customer at the point of sale. They wanted to expand basket size and move customers around the store to stimulate repeat business. They were also challenged with how to best reach these customers in a targeted and timely manner while they had their attention at the point of purchase.The current system included member information and was able to provide limited predetermined offers at the point of sale, with simple criteria and rules, but did not address member profiles, transaction history or basket analysis. They also had limited strategies for communicating with non-members or unidentified customers.

Our client was additionally challenged by the following business issues:

- Basket Expansion
  - To stimulate purchases in additional lines in same category based on current purchase
- Up-sell
  - Promotes offers for next spend tier based on current basket spend
- Bounce-back
  - Addresses return trip/incremental trips
- Cross-shop
  - Targets purchases across a related, high-affinity category
- Location-Based
  - Offers for specific registers, stores or locations based on competition, weather or other geo-specific triggers

## The Solution

To align with the client's marketing challenges, Pinpoint Systems created the Best Offer at Point of Sale solution: a nimble environment with real-time reporting on offer performance to allow marketers to quickly react and modify eligibility and decision rules. As part of the decisioning process for the tool, the system is able to leverage member profiles, transaction history and any models associated with the member database by interacting with the data warehouse to pull the data into the operational data and associate the basket back to them.

The solution, anchored by IBM/Unica Interact* software as the core decision engine, was implemented in order to facilitate integration at additional customer touch points to deliver repeatable, relevant and timely targeted interactions in real-time. Pinpoint Systems' consultants added the infrastructure to help support inbound marketing forms and automatically process learnings on offer redemptions to improve relevance and targeting via the decision framework and logic.

The open technical architecture provides rapid integration to point of sale systems across multiple channels (store, web, mobile, etc.). The basket analysis combined with transaction history and demographic data allows for customizable "best offers" for individual customers. Offers are printed on receipts in real-time at the point of sale in the store or presented in digital formats (online/email) at the time of order confirmation. There is also included a matching logic to help create offers for non-member customers.

With more than 1000 activities around the targeted offers, our client needed a formal process to manage the exponential activity and to make decisions on the best offers for their audience segments in real-time. Because classic reporting was cumbersome for daily operations, the Pinpoint Systems' consultants created a dashboard to analyze relative offer performance and to easily identify which offers to keep and which to discard.

## The Results

The client came to Pinpoint Systems with an aggressive business plan and our consultants were able to meet and exceed that plan within the first three months of the project. Significant revenue based on the solution was realized within one month of implementation and the client's initial investment was recouped within that same time.

The solution is currently in place at thousands of retail stores and processes 350 check-out transactions per second. The system is fast and efficient with over 1,000 active offers and approximately 10 million highly targeted offers per week. Where previously basket analysis was non-existent, the response rates based on the new basket analysis capabilities are 2x-3x.

Best Offer at Point of Sale improves the shopper experience through repeatable, relevant and timely targeted interactions. It also improves our client's wallet share while driving more customers to its stores, both online and offline.

## SUMMARY

- A good restaurant team consists of a group of people who help to keep the entire business flowing smoothly. The restaurant owner typically hires a restaurant manager who will oversee the general business aspect of the restaurant such as keeping the restaurant's finances in order, hiring new employees, ordering restaurant supplies and food, and also making sure the business operation is in good working order with the customers as well as with other restaurant distributors.

- A waiter shows patrons to an available table where they will read over a menu and make a food choice. A waitress then comes to the table and takes the orders from the patrons. The order is then sent to the kitchen where the cook prepares the food made to order for the patron.

- The front of the house designates all of the areas in a restaurant where customers can go. It is distinct from the back of the house, which includes the kitchen, stockrooms, and offices, and is only open to employees.

- The dining room is the heart of front of house operations. It's the area where your guests will spend most of their time and also where many front of house employees will work during their shifts.

- The back of the house, also known as the BOH, encompasses all the behind-the-scenes areas that customers will not see. This acts as the central command center in a restaurant because it's where the food is prepared, cooked, and plated before making its way to the customer's table. All back-of-house staff should wear clean uniforms and aprons while on the job. The back of house also serves as a place for employees and managers to do administrative work.

- The kitchen is usually the largest part of any back of house and can be divided into smaller sections, such as areas for food storage, food preparation, cooking lines, holding areas, and dish washing and sanitation areas.

- Point of sale (POS), a critical piece of a point of purchase, refers to the place where a customer executes the payment for goods or services and where sales taxes may become payable. It can be in a physical store, where POS terminals and systems are used to process card payments or a virtual sales point such as a computer or mobile electronic device.

- A restaurant POS system is a fancy name for the system that accepts debit or credit card payments. Your POS is, in other words, where your customers pay for your services. It can be at the counter, at the table, or even online. Modern POS systems track payments, receipts, inventory, customer and sales data, and can even help you manage your employees.

## MULTIPLE CHOICE QUESTIONS

1. **The front of the house refers to what part of the restaurant?**
   a. The Kitchen
   b. The Parking Lot
   c. The Dining Area
   d. The Front Part of the Restaurant

2. **Which is NOT a position found in the front of the house?**
   a. Host or Hostesses
   b. Server
   c. Bartender
   d. Valet

3. **Which front of the house staff member greets guest, keeps track of tables, and handles reservations?**
   a. Valet
   b. Server
   c. Host or Hostesses
   d. Restaurant Manager

4. **Which front of the house staff member takes the guest's drink and food orders and serves guest's food?**
   a. Hosts or Hostesses
   b. Valet
   c. Server
   d. Busboy

5. **Which front of the house staff member greets the guests and parks the guests cars?**
   a. Valet
   b. Servers
   c. Host or Hostesses
   d. Manager

6. **Which style of restaurant uses white table cloths?**
   a. Quick Service
   b. Quick Casual
   c. Fine Dining
   d. Family Dining

7.  **A retail point of sale system typically includes a cash register. And a cash register includes:**
    a.  computer, monitor, cash drawer, receipt printer
    b.  customer display and a barcode scanner
    c.  debit/credit card reader
    d.  All of above

8.  **How should the front of the house staff TYPICALLY be dressed?**
    a.  They can wear whatever they want to work
    b.  An enforced professional look, usually all black or black and white
    c.  Revealing clothing
    d.  Open toe shoes such as sandals and flip flops

9.  **A commonly overlooked POS security feature is:**
    a.  Disclosing security code
    b.  limiting access to certain features to specific employees.
    c.  Punching price manually
    d.  All of above

10. **In a small hotel, the restaurant manager is likely to report to the:**
    a.  head cook
    b.  hotel general manager
    c.  food and beverage manager
    d.  resident manager

## REVIEW QUESTIONS

1. What is a front of the house position?
2. Distinguish between FOH and BOH.
3. Explain the point of sale (POS). What are the key components of POS System?
4. What is a restaurant POS System? How do you use a POS system in a restaurant?
5. What is a restaurant manager? Describe the restaurant manager duties and responsibilities.

## Answer to Multiple Choice Questions

| | | | | |
|---|---|---|---|---|
| 1. (c) | 2. (c) | 3. (c) | 4. (c) | 5. (a) |
| 6. (c) | 7. (d) | 8. (b) | 9. (b) | 10. (c) |

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# CHAPTER
# 3

# FOOD AND WORKPLACE SAFETY

*Many countries have food safety systems from farm to table. Everybody involved in the food supply is required to follow standard food safety procedures. You would think that everyone involved with food would not want people to get sick from it.*

\----*Marion Nestle*

## INTRODUCTION

Food safety refers to routines in the preparation, handling and storage of food meant to prevent foodborne illness and injury.

From farm to factory to fork, food products may encounter any number of health hazards during their journey through the supply chain. Safe food handling practices and procedures are thus implemented at every stage of the food production life cycle in order to curb these risks and prevent harm to consumers.

## LEARNING OBJECTIVES

After studying this chapter, you will be able to:

1. Describe the concept of food quality and food safety

2. Understand essential safety regulations in the kitchen

3. Discuss on restaurant staff training to improve efficiency

4. Explain the term restaurant safety

5. Deal with food-borne illnesses

Food products are among the most-traded commodities in the world. As markets become increasingly globalized with each passing year, and as the world's population continues to grow, the global food supply chain will only continue to increase in scale and complexity. Precisely because of these megatrends influencing the mass production and distribution of food, food safety compliance has never been more important.

Every country has different regulatory bodies that preside over the definition and enforcement of domestic food safety standards. In order to sell or manufacture food products in any given country, domestic and international businesses alike are subject to the food safety legislation and enforcement measures of that nation.

A **work environment** free from injuries and accidents attracts employees. Employees are more satisfied and productive in such an environment. A safe work environment is essential for both employees and employers alike. It is the right of all employees to have safety in the workplace. It is not possible to measure the effects of human casualties. They can have grave consequences for employees and their families and friends as well. This is why workplace safety and health measures are necessary. They are essential for the well-being of employers and employees alike. The feeling of assurance that one has, knowing that he will return safely from work, is more significant than anything else.

The safest workplaces tend to be those where safety is an integral part of the organizational culture, and not just a checklist of safety standards. In a restaurant with a strong workplace safety culture, even a dishwasher or a prep cook would feel empowered to tell management that the non-slip floor surface outside the walk-in cooler is worn and needs replacing, for example. The focus on safety as a primary goal in every step of a workplace process creates a culture where everyone is invested in safety, which leads to fewer accidents and a safer workplace.

More than 11 million Americans are employed in the restaurant business, and despite the best efforts of government agencies and restaurant management, tens of thousands of restaurant employees are injured on the job every year. According to the Connecticut Department of Public Health, more than one-third of all occupational-related burns reported each year are attributed to the restaurant industry, as are a significant portion of the slips, falls and laceration-related injuries. Many of these injuries could be prevented if comprehensive workplace safety regulations were implemented and followed by all.

Regular training in safety practices, especially during new employee orientations, is a factor in minimizing injuries at all workplaces, including restaurants. Training employees in the safe operation of equipment -- such as slicers, fryers, grills and ovens -- is critical, as the majority of restaurant accidents occur in the kitchen. Hold regular training on other safety issues, such as prevention of workplace harassment or violence.

## 3.1 FOOD QUALITY AND FOOD SAFETY

Food is a major determinant of health, **nutritional status** and productivity of the population. It is, therefore, essential that the food we consume is wholesome and safe. Unsafe food can lead to a large number of food-borne diseases. You may have seen reports in the newspapers about health problems caused by contaminated or adulterated foods.

**Keyword**

**Work environment** refers to the elements that comprise the setting in which employees work and impact workers.

Food-borne illness can not only result in mortality but can damage trade and tourism, lead to loss of earnings, unemployment and litigation and thus can impede economic growth, and therefore food safety and quality have gained worldwide significance.

## 3.1.1 Significance

Food safety and quality are important for any kitchen, but are critical in large scale food production and processing, and also where food is freshly prepared and served. In the past, many foods were processed at restaurant. Advancement in technology and processing, larger per capita incomes and better purchasing power as well as increased consumer demand have led to a variety of products of processed foods, food for health / functional foods being manufactured. Safety of such foods needs to be assessed.

Quality of food stuff, raw as well as processed is of public health concern and must be addressed. In the past decade, safety challenges faced globally as well as in India have changed significantly and issues related to food quality and food safety have gained tremendous importance. A number of factors are responsible for this:

■   With fast changing lifestyles and eating habits, more people are eating outside their homes at restaurant. In commercial settings, foods are prepared in bulk handled by many persons, thus there are more chances of food getting contaminated. Further, food items are prepared many hours in advance, and may spoil if not stored appropriately.

- There are many processed and packaged foods. Safety of these foods is important.

- Spices and condiments, oilseeds were processed in former times and purity of these were not a concern. In today's world, prepackaged individual spices, condiments, spice powders and mixes are in demand, especially in cities and metros. Quality of even raw food stuff besides processed foods is of public health concern and must be addressed.

- Logistics governing transport of bulk food is complex and there is a long gap between processing and consumption. Thus risk assessment and safety management during mass production and mass distribution is critical.

- Microbial adaptations, antibiotic resistance, altered human susceptibility and international traveling have all contributed to increasing incidence of food-borne microbial diseases. Nearly half of all known food-borne pathogens have been discovered during the past 25-30 years. There are still many food borne illnesses of unknown etiology. This is an issue of global public health concern and there is a need to detect, identify and recognize emerging pathogens and establish active surveillance networks, nationally and internationally. Pollution in atmosphere, soil and water, including use of pesticides in agriculture, bring their share of contaminants. Also use of additives such as preservatives, colorants, flavoring agents and other substances such as stabilizers makes the analysis of food for various components—both nutrients and contaminants—imperative.

**Keyword**

**Food Safety** refers to handling, preparing and storing food in a way to best reduce the risk individuals becoming sick from foodborne illnesses.

Owing to the factors, there is a growing concern for safe, wholesome and nutritious foods in a highly dynamic food business environment, which in turn has greatly expanded the scope and has increased career opportunities in this sector. Before learning about the various career options in this field, it will be worthwhile for us to understand the basic concepts regarding food quality, food safety, risk assessment, food standards and quality management systems.

## 3.1.2 Basic Concepts

Food safety means assurance that food will not cause any harm to the consumers. An understanding of **food safety** is improved by defining two other concepts - toxicity and hazard.

Toxicity is the capacity of a substance to produce harm or injury of any kind under any conditions. Hazard is the relative probability that harm or injury will result when substance is not used in a prescribed manner and quantity. Hazards can be physical, chemical and biological causing harmful / adverse effects on the health of consumers.



Physical hazard is any physical material not normally found in food, which causes illness or injury and includes wood, stones, parts of pests, hair etc.

Chemical hazards are chemicals or deleterious substances which may be intentionally or un-intentionally added to foods. This category of hazards includes pesticides, chemical residues, toxic metals, polychlorinated biphenyls, preservatives, food colors and other additives.

Biological hazards are living organisms and include microbiological organisms. Those micro-organisms which are associated with food and cause diseases are termed food-borne pathogens. There are two types of food-borne diseases from microbial pathogens—infections and poisoning.

Food infection /food poisoning results from ingestion of live pathogenic organisms which multiply in the body and cause disease. Salmonella is a classic example. This organism exists in the intestinal tract of animals. Raw milk and eggs are also sources.

Heat destroys Salmonella, however, inadequate cooking allows some organisms to survive. Often Salmonella is spread through cross-contamination. This could happen when a cook cuts raw meat/poultry on a chopping board and without cleaning uses it for another food which does not involve any cooking, such as salad. Food may become infected by Salmonella if an infected food handler does not wash hands with soap after using bathroom and before touching food. Salmonella can reproduce very quickly and double their number every 20 minutes. The symptoms of Salmonella infection include diarrhea, fever and abdominal cramps.

**Food intoxication**: Some bacteria produce harmful toxins which are present in food even if pathogen has been killed. Organisms produce toxins when the food has not been hot enough or cold enough. Toxins in food cannot be detected by smell, appearance or taste. Hence foods which smell and appear good are not necessarily safe. One example of such an organism is Staphylococcus aureus. Such organisms exist in air, dust, water. They are also present in the nasal passage, throat and on skin, hair of 50 per cent of healthy individuals. People who carry this organism, contaminate food if they touch these places on body while food handling. Diarrhea is also one of the symptoms of this contamination.

Parasites can also cause infestation, e.g., worm infestation by tape worm in pork. In addition to this, food can be infested by pests and insects

## Keyword

**Food intoxication** refers to the consumption of toxic chemicals liberated or produced by bacterial growth in food.

Among the various hazards, biological hazards are an important cause of food-borne illnesses. In spite of all the efforts in the area of food safety, microbial food-borne pathogens are still a serious concern and new pathogens continue to emerge.

Factors that are important in the emergence of pathogens include human host, animal hosts and their interactions with humans, the **pathogen** itself, and the environment including how food is produced, processed, handled and stored. For example, changes in host susceptibility due to malnutrition, age and other conditions can allow for the emergence of new infections in vulnerable populations. Genetic exchange or mutations in the organisms can create new strains with the potential to cause disease.

Exposure to new pathogens through changes in eating habits, climate, mass production, food processing and increased globalization of the food supply can allow pathogens to emerge in new populations or new geographic areas.

Examples are Norovirus, Rotavirus, hepatitis E contributing to about 70 per cent of cases. New pathogens will continue to evolve and there is a need to develop methods to isolate them, control them and detect their presence in foods.

### Food Quality

The term food quality refers to attributes that influence a product's value to consumers. This includes both negative attributes such as spoilage, contamination, adulteration, food safety hazards as well as positive attributes such as color, flavor, and texture.

It is therefore a holistic concept integrating factors such as nutritional traits, sensorial properties (color, texture, shape, appearance, taste, flavor, and odor), social considerations, safety.

Safety is a preliminary attribute and precursor of quality. In order to ensure that foods are safe and of good quality, across the world various governments and international bodies have laid down food standards that manufacturers/suppliers are expected to adhere to.

**Keyword**

**Pathogen** is defined as an organism causing disease to its host, with the severity of the disease symptoms referred to as virulence

Thus, all food service providers (those involved at all stages of pre-preparation and preparation/processing, packaging and service) should adhere to good manufacturing practices and ensure food safety. Salient points to be borne in mind are:

1. Quality of raw materials and water
2. Cleanliness – of the premises, personnel, equipment, food preparation and storage and serving areas
3. Storage of food at appropriate temperature
4. Food hygiene
5. Good service practices.



**REMEMBER**

The temperature danger zone is probably the most important concept in food safety. It is between 4°C (40°F) and 60°C (140°F), which is the temperature zone in which food-borne bacteria multiplies rapidly.

## *Food Standards*

Effective food standards and control systems are required to integrate quality into every aspect of food production and service, to ensure the supply of hygienic, wholesome food as well as to facilitate trade within and between nations. There are four levels of standards which are well coordinated.

- Company Standards: These are prepared by a Company for its own use. Normally, they are copies of National Standards.
- National Standards: These are issued by the national standards body.
- Regional Standards: Regional groups with similar geographical, climate, etc. have legislation standardization bodies.
- International Standards: The International Organization for Standardization (ISO) and Codex Alimentarius Commission (CAC) publish international standards.

## 3.2 ESSENTIAL SAFETY REGULATIONS IN THE KITCHEN

Kitchen safety awareness is crucial during food preparation and cooking, as well as during clean-up and daily living. Understanding the hazards present in the kitchen can help you avoid causing an accident or subjecting your family to a bout of food poisoning.

## 3.2.1 Be Aware of Kitchen Safety Hazards

In order to stay safe in the kitchen, it is important to understand the dangers present in this area of your restaurant. From sharp knives to hot stoves, reading up on kitchen hazards can help you change your habits and protect your family.

## Knife Safety

Using a knife appropriately can help prevent serious injuries. To keep yourself from sustaining a knife related wound or laceration:

- Always handle knives with caution.
- When picking up a knife, make sure you are not holding anything else or are distracted.
- Keep your knives sharpened so you do not need to strain while chopping, slicing, or dicing.
- When chopping round objects, cut one side to make it flat and then lay the flat side down on your chopping block. This way, you can stabilize whatever item you are chopping.
- Grasp the knife handle firmly and lay your other hand on top of the knife to prevent any blade contact.



## Using Appropriate Cooking Tools

To keep hot items from slipping or spilling, use the right cooking utensils. Be sure to:

- Use tongs to handle large, firm products. When handling hot items, grasp them firmly and be mindful of oil or water splashing.
- Use tools with hand grips if you have difficulty with firmly grasping your cooking tools.
- When using tools that have sharp edges for the first time, go slowly until you get the hang of it. Graters, zesters and mandolins all have the potential to slice or cut your fingers or hands if you are not paying attention, or misuse them.
- Keep utensils clean to prevent food contamination. When hand drying or putting sharp utensils away, watch where you place your hands.

*Handling Hot Dishes*

Hot dishes can not only pose a risk to you, but others around you. To stay safe:

- Do not leave stovetop dishes unattended while the burner is on. Use oven mitts when removing a hot lid from a stovetop dish. Consider turning the pot handles inward or angled back so you do not accidentally bump them.

- When boiling water, never overfill your pot to prevent the water from overflowing. When dumping boiling water from the pot, be sure that you have a clear walking path to the sink and children, pets, and other individuals are not nearby. Use an oven mitt if the pot handle is hot and pour water slowly into the sink to prevent splashing.

- When removing a dish hot from the oven, be sure that no one who could be injured is nearby and if so, warn them that the oven will be opened. Use two oven-safe mitts that fit you properly to remove the hot dish. Ensure that you have a good grip on the hot dish prior to lifting it up. Hold the hot dish away from your body when walking with it and place on a heat-safe surface right away.

*Knowing How to Handle Kitchen Fires*

While kitchen fires do not impact everyone, it is important to be prepared in case one occurs. To handle grease, microwave, stove, and electrical fires:

- Use a pot pan or pour baking soda over the flames to smother grease fires. Water will not work and should not be used.

- For microwave, stove, or oven fires, shut the door and turn the appliance off. If it is safe, unplug the appliance and if the fire continues for several minutes, call the fire department.

- With electrical fires, do not use water to extinguish them. It's best to use a fire extinguisher. Keep a small one in your kitchen if possible.

- In general, always watch food that's on the stove, avoid wearing loose clothing that could catch fire, and double check that you've turned appliances off when you are done using them.

## 3.2.2 Practice Proper Food Safety

In addition to the hazards from heat and sharp objects, the kitchen also presents safety concerns surrounding food preparation. Improper food preparation can lead to food poisoning like **salmonella**. Keep these tips in mind to prepare food safely for yourself.

## How to Cook Safely with Oils

Many people use oils when cooking meat, poultry, and veggies. To prevent injury:

- Heat oil slowly to avoid splashing, which can lead to minor burns.
- When putting your food into the pot or pan, do so slowly so the oil does not splash.
- Watch food that's on the stove or in the oven to prevent burning. If you smell something burning, turn the heat off and wait a few minutes before checking the food in case a small fire has started.
- Before cleaning your pot or pan, let them cool completely and remember to use pot holders to prevent your hands from getting burned.
- When using an air fryer, always keep a watchful eye without leaving the room, use dry hands when operating it, do not leave anything around, on, or near the appliance while it is on. Never wash the electrical parts of the air fryer when you are ready to clean it to prevent shock, injury, and machine damage.



## Shop Smart

Food safety actually starts before you even get to the kitchen. At the grocery store, keep these tips in mind:

- Do not buy any food that is past the expiration date.
- Shop for your perishable foods last.

**Keyword**

**Salmonella** is most common among children. People with compromised immune systems, such as older adults, babies and people with AIDS, are more likely to have severe cases.

- Do not buy meat in a torn or leaking package.
- When buying meat, place it in an extra bag before putting it in your cart.
- Do not buy dented or damaged cans.

### Store Your Food Properly

How you store your food is also an important part of kitchen safety. Keep these tips in mind:

- Refrigerate food within one to two hours, depending on room temperature.
- Keep your refrigerator temperature below 40 degrees Fahrenheit and the freezer below zero.
- Wrap meat securely so it will not leak on other food and store it on a bottom shelf so it does not drip on other foods.
- Use canned foods before the expiration dates. For home-canned food, the National Center for Home Food Preservation recommends using items within one year.

### Wash Your Hands before Preparing Food

Always wash your hands well with soap and water before you begin preparing a meal. Over the course of the day, your hands come in contact with a variety of bacteria and viruses that can cause illness. Thoroughly washing your hands reduces your risk of spreading these diseases.

### Thaw Meat Safely

The freezer is a great way to preserve meat until you're ready to use it, but it's essential that you use the proper procedures to thaw meat safely. Otherwise, you put your family at risk for food poisoning.

### Don't Cross-Contaminate Food

Meat, fish, and poultry are more susceptible to certain food-borne pathogens, so it's important to keep these foods separate from vegetables and other items. Specifically, the USDA recommends the following guidelines:

- Use separate, clean cutting boards for each type of food. Be sure to use plastic cutting boards that you can sanitize in the dishwasher and that are in good condition.
- Sanitize other food surfaces after cutting up meat or fish. Use a weak bleach solution on countertops.
- Wash your hands thoroughly after cutting meat.
- Never return cooked food to the same plate you used for raw food.

### Cook Foods Thoroughly

Although a chicken breast or other dish may appear "done," it is not always safe to eat. Testing the internal temperature of the item is a better way to check whether it's safe to consume. To use a food thermometer, insert the sharp end into the thickest portion of the meat without touching the bottom of the pan or the bones. Wait for the thermometer to give you a reading.

The USDA recommends specific temperatures for different types of meat:

- 145 degrees for lamb, beef steaks, veal, and roasts
- 160 degrees for egg dishes, pork, and hamburgers
- 165 degrees for poultry and combination dishes

### Use Care When Transporting Food

If you have to take food from one place to another, using coolers and thermoses will help keep foods at safe temperatures. Using a cooler properly is important. Fill a cooler or ice chest with ice or ice packs to maintain a cold environment. Pack food tightly, and as soon as you arrive at your destination, place it in a refrigerator or on ice. This is important for uncooked as well as cooked meats.

## 3.2.3 Small Kitchen Appliance Safety

Small kitchen appliances are convenient and are typically easy to clean. To ensure your safety while using small kitchen appliances make sure you always unplug the appliance when you are done using it, make sure the cord is unobstructed, and read the manual prior to using.

### Using a Pressure Cooker Properly

When using a pressure cooker, do not overfill it. Be sure to release the pressure prior to lifting the lid and do not cook large frozen meats as they may not cook through completely.

### Crock Pots and Slow Cooker Safety

When using a Crock Pot or slow cooker, it is best to invest in a newer version that is designed with food safety in mind. The newer versions heat the food evenly and warm the food once cooked, making it safer to consume. Always use your Crock Pot or slow cooker on a heat safe, flat surface without other items nearby. Clean your Crock Pot or slow cooker thoroughly once it has cooled down.

### Staying Safe While Using Your Coffee Maker

When using your coffee maker, be sure to not overfill the water and to take caution when pouring your coffee. Do so by holding the heat safe handle and pouring the coffee into a cup that is on a flat surface away from children, or pets that could knock it over. If you accidentally burn yourself, run the injured area under some cool water and head to your doctor or urgent care for further assessment. Deep clean your coffee maker once a month by using equal parts vinegar and water and brewing. Rinse thoroughly.

### Understanding Toaster Oven Safety

When using a toaster oven, always place the appliance on a heat safe, flat surface. Take caution when removing hot items from the toaster oven and use oven mitts to remove food safely. Always unplug the toaster oven when not in use to decrease the risk of fire.

## 3.2.4 Use Good Cleaning Practices

Having a clean kitchen is an essential part of having a safe kitchen. This means using proper procedures to sanitize surfaces and take care of spills.

### Sanitize Surfaces

Wash all your countertops and tables with hot soapy water immediately before and after use. If you are cutting up meat or using eggs, sterilize the surfaces with a weak solution of bleach and water.

### Don't Forget the Sink

The kitchen sink can be a dangerous place when it comes to food-borne pathogens. Rinsing chicken breasts, scraping dirty dishes and other tasks can deposit bacteria on this surface. When you rinse vegetables, wash dishes, or drain pasta, you can inadvertently contaminate "clean" foods and surfaces with the dirty sink water. Regularly use a cleanser with bleach to kill harmful germs.

### Clean Utensils Well

Your cooking and prep utensils also need to be thoroughly cleaned. Immediately wash knives in hot, soapy water and dry thoroughly. Do not use wooden utensils for meat dishes, since it can harm these items to go in the dishwasher. When in doubt, soak utensils in bleach water solution to rid them of pathogens.

### Use Paper Towels for Hands

Although they are not a "green" choice, paper towels are safer for drying your hands and cleaning up spills. Dish towels can easily become contaminated with germs. When that happens, it's too easy to spread those germs to other surfaces.

### Wash Dishcloths and Sponges Regularly

Germs can live in damp sponges and dishcloths, so it's important to clean or replace these items on a regular basis. For dishcloths, wash them in your washing machine using hot water. According to tests conducted by Good Housekeeping, soaking sponges in bleach water was the most effective way to clean them.

## 3.3 RESTAURANT STAFF TRAINING TO IMPROVE EFFICIENCY

Your restaurant staff represents your brand. In true essence, they are your brand ambassadors. In the hospitality industry, where everything revolves around providing a perfect and exceptional experience to the customers, the level of service quality highly depends on the service quality of the staff and their behavior.

Customers want quick and efficient service, and will not settle for anything substandard. That means your employees do not have to serve great meals; they have to go that extra mile to emboss a distinctive brand identity for your restaurant. How can you then improve your restaurant service quality? This is one of the most frequent questions asked in the industry.

3G E-LEARNING

Stellar restaurant staff training should be an indispensable part of your business strategy. Let's see how you can employ restaurant staff training to improve the speed of service and efficiency of the staff in your restaurant.



1.  ***Devise a Plan Specific to Restaurant Staff Training:-*** Restaurants should devise a well-defined training program. Comprehensive training will enable your restaurant staff to become more efficient and help them deliver better service. Proper restaurant staff training is the only way to maintain coordination and efficiency in front of the house and back of the house operations. A set training program, especially in the case of a QSR, is the only thing that can ensure consistency in taste and experience.

Here are the steps to create a training plan which will improve the service quality of your restaurant:

■    Write out the goals that you want your restaurant staff to achieve.

■    Ensure that every goal is measurable. This will help you decide what is working and what must be changed.

■    Make different plans for various roles. For example, the front staff should be trained to tackle critical customer-facing situations while the culinary staff should be trained to work under pressure and still serve quality dishes.

■    Keep the plan consistent with the respective roles. It will ensure that everybody is on the same page and held to the same set of standards.

2.  ***Assign the Staff Roles:-*** A large number of employees feel dissatisfied when they are assigned the responsibilities without having the right skills and knowledge in the area. Thus, assigning staff roles is an essential process of staff training which should be carried out with thought and care.

Apart from that, your staff should be primarily trained to perform their assigned role but should also have a general idea of the responsibilities of various job positions in the restaurant. This will create an understanding of how the restaurant works as a unit, and each employee will be able to grow and perform better in his scope of duties. This will improve your restaurant service quality and the speed of service as a whole.

- While training your restaurant staff, lay out the anticipated duties and responsibilities of the position. Assuming that the person should already know what his/her duties are can spell a disaster.

- Cover all the who's, what's, why's and how's of your business. Your employees can perform exceptionally well only when there is no ambiguity, and they are clear about what is expected of them and what is expected of others on the team.

- This will also ensure all relevant jobs and tasks are executed without stepping on each other's toes.

3. *Explore Different Methods of Restaurant Staff Training:-* The learning process for each is different. Based on your employee data and their performance in different training sessions, you can try various methods like auditory, visual and kinesthetic to train your staff. You can ask a senior or experienced staff member to demonstrate a particular task. The trainee watches and then replicates the actions later. Or you can provide instruction manuals to your new hires; they can try to finish the job without any supervision and learn from their mistakes. You can even try the role-playing approach where the new employee is taught what might happen in a real-life situation and how to handle it.

If you run a restaurant in more than one location, holding regular training sessions with employees of different outlets as a group is an effective way to train your staff. You can have regular training meets or meetings where your restaurant staff can interact with and learn from each other. Such interactive sessions are sure to improve your restaurant staff performance.

4. ***Set Specific Procedures of Restaurant Staff Training:-*** If everyone from your restaurant staff knows the exact process of how their respective team works, then your restaurant becomes a fully-productive and efficient engine. No matter when the employee resumes his shift, he can immediately fit in to complement his team in the best possible manner. Also, setting standard operating procedures can help your new staff to come up to speed within no time.

You should also know how to assign and manage your restaurant staff shifts accordingly so that the work is distributed evenly among the employees. This will ensure that no one is over-worked and productivity is not compromised.

5. ***Train Your Restaurant Staff to Use the Latest Technology:-*** Technology has transformed many industries, and the restaurant business is no exception. Many restaurants are now using electronic systems which help the wait staff to submit orders to the kitchen staff calculate totals and raise invoices for various customers at the same time without putting much effort. However, installing such systems are not enough to ensure staff efficiency. You need to invest in restaurant staff training for them to be useful. Only then will the speed of operations and the service quality of your restaurant improve.

   ■  Train your staff to use the systems you have installed using videos and podcasts. It's more interactive and easier to understand than reading instruction manuals supplied with such systems.

   ■  Involve them in role plays where they are made to create mock orders and billing processes before they are prepared to use it in real time. This will help them in understanding critical issues like handling voids, coupons, etc. and enhance efficiency at work.

6. ***Improve Restaurant Staff Efficiency by Fostering a Sense of Teamwork:-*** Set a good example to gain the respect of your restaurant staff. A team that respects its management is more likely to deliver a productive and efficient performance. Also, encourage regular team activities so they can get well together and perform as a team rather than putting each other down for professional success. Your restaurant performance is dependent on your staff performance. Invest time in creating a harmonious group, and it will surely pay off.

7. *Improve Your Staff Performance through Pet Projects:-* Pet project is an activity which a person deems as his personal favorite. Encourage your staff to list down their pet projects. Enlist all the pet projects of your staff members, and map each employee to his favorite task. By allocating pet projects, you can ensure that the functions are performed quickly and efficiently. Pet projects will also allow your staff to specialize in a skill they like and so their performance will improve, and the productivity of every individual staff member will increase.

8. *When Training Your Restaurant Staff Teach Service Every Day:-* Merely putting across an essential message in a memo or a pre-shift meeting does not mean that it will be communicated to the team members in the way you anticipated. Improving a particular area of service requires regular attention. Moreover, the change can be slow and steady to occur. Also, once you achieve the desired excellence, do not forget the effort you invested in improving the service. Even after the service issue is resolved, revisit, focus and nurture it daily to ensure that the problem Does not return. Remember, it takes about a month to create a habit and probably a week to fall back to the old one.

Holding regular meetings to consistently review their work is a great way to keep a track on work efficiency. During these meetings, you should also:

- Propose a solution to a problem without leaving it to be taken care of in the future. You can also ask for your employees' inputs for the same.

- Encourage employees to pitch ideas, doing so will make them feel valued and will encourage them to give that extra effort.

- Keep the environment light and friendly to add fun to the equation.

9. *Exercise Employee Motivation to Improve Staff Efficiency:-* Motivation plays a major role in developing a successful and more efficient team. Motivated employees always go that extra mile to add to the restaurant's productivity. Starbucks considers that the reason behind its success is not its coffee, but its employees. Hence, it takes initiatives to make the employees happy by giving them equal treatment, listening to them and by enlisting their help in developing plans. And by the way, Starbucks employees are known internally as 'partners'! What an ingenious way to motivate employees! Motivated employees who feel a sense of belongingness to the restaurant will try their best to provide excellent service to the customers. They understand that their actions reflect on the restaurant's brand and continuously strive to deliver excellent service.

Restaurant employees are an integral part of streamlining the restaurant operations. Hence, you need to have a comprehensive restaurant staff training plan to train your employees continuously and consistently so that they are efficient and can reflect your restaurant's personality and values and sport the right attitude to match the atmosphere.

## 3.4 RESTAURANT SAFETY

With sharp equipment, open flames, and tight spaces, there are many safety risks present in a restaurant. To keep your establishment safe for employees as well as customers, it's important to be aware of these hazards and minimize them as much as possible. Keep reading for our guidelines on how to train your employees, operate equipment, and prevent fires and common injuries to ensure that your restaurant operates safely for everyone.



**Keyword**

**Cross-contamination** is the physical movement or transfer of harmful bacteria from one person, object or place to another. Preventing cross-contamination is a key factor in preventing foodborne illness.

1.  *Train Your Employees in Restaurant Safety Procedures:-* In order to maintain a safe working environment, it is important that each of your staff members follows safety procedures. Your kitchen is only as safe as your employee who has received the least amount of training. For this reason, investing time in training your employees is one of the most effective ways to make your restaurant safe.

    Try to customize their training to processes used in your unique kitchen, and consider encouraging your employees to acquire ServSafe certification from the National Restaurant Association. This restaurant safety training program teaches your employees basic food safety and sanitation practices, including handling allergens and preventing **cross-contamination**.

2.  ***Operate Restaurant Equipment Safely:-*** A key part of training your employees is showing them how to use your kitchen equipment properly. Refer to the following checklist to ensure that misused or faulty equipment does not cause an emergency in your kitchen.

■   *Use **equipment** properly*. All pieces of equipment should be used according to the manufacturer's instructions.

■   *Avoid electrical hazards*. Keep electrical appliances away from wet areas, and check their cords for damage regularly. If there are cracks, frays, or other signs of damage, stop using the appliance immediately until you can replace its cord.

■   *Prevent appliance failure*. Have your appliances regularly inspected by a professional. Do not attempt to repair broken appliances by yourself.

3.  ***Practice Restaurant Fire Safety:-*** According to data from the U.S. Fire administration, roughly 5,600 restaurant fires are reported each year, with cooking as the leading cause of incidents. Making sure that kitchen staff members are alert and attentive to cooking dishes is the simplest way to prevent fires in your establishment.

However, there are other important measures to take when it comes to restaurant fire safety. Here are some steps you can take toward preventing fires in your kitchen.

## Install Fire Safety Equipment

■   Have multiple fire extinguishers in your establishment, and do not put them only in your kitchen.

■   Install emergency lights and exit signs throughout your space.

■   Look into appliances with fire suppression systems. When activated, these units can switch off your fuel supply and dispense substances that help to put out flames. Some units release these chemicals automatically and others have manual switches.

## Implement Fire Safety Procedures

■   Keep flammable objects away from flames. Do not store dish towels near your cooking equipment, and be sure that your employees are not wearing baggy clothing that could catch fire.

■   Know how to put out a grease fire. Do not use water to put out a grease fire. Instead, cover the flames with a metal lid and turn off the heat source. Use a fire extinguisher if the fire persists.

- Know how to use a fire extinguisher. Ensure that each of your employees knows how to properly use this equipment. Additionally, always replace your extinguisher when it is low on fuel.

- Have an evacuation plan. Keep this plan posted somewhere where everyone can see it.

- Know how to switch off your power sources. Teach your staff members how to turn off gas and/or electrical power in the case of an emergency.

4. ***Prevent Common Restaurant Injuries:-*** With the proper restaurant safety rules in place, many of the most common on-the-job injuries can be avoided. Keep reading to find out which injuries happen most often and how to prevent them.



## *Lacerations and Punctures*

With knives, slicers, and the occasional broken glass, restaurant employees are at risk for cuts constantly. To prevent these injuries, your staff members should transport knives carefully around your kitchen space and pay attention to their cutting task, so they do not injure themselves or others. You can also provide your employees with cut-resistant gloves for extra precaution. Broken glass should always be handled with a broom and protective gloves.

*Burns*

Your employees can easily get burned, even without a serious kitchen fire. Staff members should always wear oven mitts or use pot holders to handle heated cookware.

*Sprains and Strains*

Your busy commercial kitchen can get crowded during meal services. Even if space is at a premium, it is important keep commonly used items in easy-to-reach places. Repeated bending and twisting is not good for joints, so try to keep many of your tools at arm's length or close to it. Additionally, you should educate your employees on safe lifting techniques to avoid back injury when moving equipment or bulk ingredients.

Spills can also put your staff members and customers at risk for injury. Make sure that all spills are attended to as soon as possible and clearly mark wet floors in all areas of your establishment.

*Eye Injury*

During cooking or cleaning, staff members' eyes are vulnerable to splashes of grease, sanitizing chemicals, and ingredients. Employees should exercise caution when cleaning your workspace or front-of-house areas and wear protective safety glasses when ware washing or cleaning up broken glass.

5. ***Provide Your Employees with Safety Equipment:-*** While training and preparation are important for restaurant safety, some tasks are best performed with protective equipment. Consider providing these items to your staff to keep them safe in your kitchen.

A busy kitchen presents many hazards, but you can keep your staff members safe if you take caution while cooking, cleaning, and using equipment. When accidents do happen, have a fully stocked emergency supplies kit with first aid or call the appropriate emergency number. Practicing restaurant kitchen safety procedures protects your employees and keeps your establishment efficient and operational.

## 3.5 FOOD-BORNE ILLNESSES

Foodborne illness (also foodborne disease and colloquially referred to as food poisoning) is any illness resulting from the spoilage of contaminated food, pathogenic bacteria, viruses, or parasites that contaminate food, as well as prions (the agents of "mad cow disease"), and toxins such as aflatoxins in peanuts, poisonous mushrooms, and various species of beans that have not been boiled for at least 10 minutes.

Symptoms vary depending on the cause. A few broad generalizations can be made. For contaminants requiring an incubation period, symptoms may not manifest for hours to days, depending on the cause and on quantity of consumption. Longer incubation periods tend to cause sufferers to not associate the symptoms with the item consumed, so they may misattribute the symptoms to gastroenteritis, for example.

Symptoms often include vomiting, fever, and aches, and may include diarrhea. Bouts of vomiting can be repeated with an extended delay in between, because even if infected food was eliminated from the stomach in the first bout, microbes, like bacteria (if applicable), can pass through the stomach into the intestine and begin to multiply. Some types of microbes stay in the intestine.

Although the incidence of foodborne illness is difficult to estimate, since many cases go unreported, the burden of illness is thought to be high.

*Tens of millions of people worldwide are affected annually by diarrheal diseases, a common proxy measure for foodborne illness. Foodborne illnesses often occur as outbreaks that have the potential to affect large numbers of people.*

## 3.5.1 Causes

Foodborne illness usually arises from improper handling, preparation, or food storage. Good hygiene practices before, during, and after food preparation can reduce the chances of contracting an illness. There is a consensus in the public health community that regular hand-washing is one of the most effective defenses against the spread of foodborne illness. The action of monitoring food to ensure that it will not cause foodborne illness is known as food safety. Foodborne disease can also be caused by a large variety of toxins that affect the environment.

Furthermore, foodborne illness can be caused by a number of chemicals, such as pesticides, medicines, and natural toxic substances such as vomitoxin, poisonous mushrooms or reef fish.

### *Bacteria*

Bacteria are a common cause of foodborne illness. The United Kingdom, in 2000, reported the individual bacteria involved as the following: Campylobacter jejuni 77.3%, Salmonella 20.9%, Escherichia coli O157:H7 1.4%, and all others less than 0.56%. In the past, bacterial infections were thought to be more prevalent because few places had the capability to test for norovirus and no active surveillance was being done for this particular agent. Toxins from bacterial infections are delayed because the bacteria need time to multiply. As a result, symptoms associated with intoxication are usually not seen until 12–72 hours or more after eating contaminated food. However, in some cases, such as Staphylococcal food poisoning, the onset of illness can be as soon as 30 minutes after ingesting contaminated food.



Most common bacterial foodborne pathogens are:

- Campylobacter jejuni which can lead to secondary Guillain–Barré syndrome and periodontitis
- Clostridium perfringens, the "cafeteria germ"

- Salmonella spp. – its S. typhimurium infection is caused by consumption of eggs or poultry that are not adequately cooked or by other interactive human-animal pathogens
- Escherichia coli O157:H7 enterohemorrhagic (EHEC) which can cause hemolytic-uremic syndrome

Other common bacterial foodborne pathogens are:

- Bacillus cereus
- Escherichia coli, other virulence properties, such as enteroinvasive (EIEC), enteropathogenic (EPEC), enterotoxigenic (ETEC), enteroaggregative (EAEC or EAgEC)
- Listeria monocytogenes
- Shigella spp.
- Staphylococcus aureus
- Staphylococcal enteritis
- Streptococcus
- Vibrio cholerae, including O1 and non-O1
- Vibrio parahaemolyticus
- Vibrio vulnificus
- Yersinia enterocolitica and Yersinia pseudotuberculosis

Less common bacterial agents

- Brucella spp.
- Corynebacterium ulcerans
- Coxiella burnetii or Q fever
- Plesiomonas shigelloides

### *Enterotoxins*

In addition to disease caused by direct bacterial infection, some foodborne illnesses are caused by enterotoxins (exotoxins targeting the intestines). Enterotoxins can produce illness even when the microbes that produced them have been killed. Symptom appearance varies with the toxin but may be rapid in onset, as in the case of enterotoxins of Staphylococcus aureus in which symptoms appear in one to six hours. This

**DID YOU KNOW ?**

In 1988 in China an outbreak of hepatitis A, caused by the consumption of contaminated clams, affected more than 300,000 people, and an outbreak of salmonellosis in the United States in 1994, caused by the consumption of contaminated ice cream, affected 224,000 people. Foodborne illnesses can be deadly. In 1985, a listeriosis outbreak in California, involving a contaminated cheese product, caused 48 deaths out of 142 cases.

causes intense vomiting including or not including diarrhea (resulting in staphylococcal enteritis), and staphylococcal enterotoxins (most commonly staphylococcal enterotoxin A but also including staphylococcal enterotoxin B) are the most commonly reported enterotoxins although cases of poisoning are likely underestimated. It occurs mainly in cooked and processed foods due to competition with other biota in raw foods, and humans are the main cause of contamination as a substantial percentage of humans are persistent carriers of S. aureus. The CDC has estimated about 240,000 cases per year in the United States.

- Clostridium botulinum
- Clostridium perfringens
- Bacillus cereus

The rare but potentially deadly disease botulism occurs when the anaerobic bacterium Clostridium botulinum grows in improperly canned low-acid foods and produces botulin, a powerful paralytic toxin.

## *Emerging foodborne pathogens*

Scandinavian outbreaks of Yersinia enterocolitica have recently increased to an annual basis, connected to the non-canonical contamination of pre-washed salad.

## *Preventing bacterial food poisoning*

Prevention is mainly the role of the state, through the definition of strict rules of hygiene and public services of veterinary surveying of animal products in the food chain, from farming to the transformation industry and delivery (shops and restaurants). This regulation includes:

- traceability: in a final product, it must be possible to know the origin of the ingredients (originating farm, identification of the harvesting or of the animal) and where and when it was processed; the origin of the illness can thus be tracked and solved (and possibly penalized), and the final products can be removed from the sale if a problem is detected;
- enforcement of hygiene procedures such as HACCP and the "cold chain";
- power of control and of law enforcement of veterinarians.

In August 2006, the United States Food and Drug Administration approved Phage therapy which involves spraying meat with viruses that infect bacteria, and thus preventing infection. This has raised concerns, because without mandatory labeling consumers would not be aware that meat and poultry products have been treated with the spray.

At home, prevention mainly consists of good food safety practices. Many forms of bacterial poisoning can be prevented by cooking food sufficiently, and either eating it quickly or refrigerating it effectively. Many toxins, however, are not destroyed by heat treatment.

Techniques that help prevent **food borne illness** in the kitchen are hand washing, rinsing produce, preventing cross-contamination, proper storage, and maintaining cooking temperatures. In general, freezing or refrigerating prevents virtually all bacteria from growing, and heating food sufficiently kills parasites, viruses, and most bacteria.

Bacteria grow most rapidly at the range of temperatures between 40 and 140 °F (4 and 60 °C), called the "danger zone". Storing food below or above the "danger zone" can effectively limit the production of toxins.

For storing leftovers, the food must be put in shallow containers for quick cooling and must be refrigerated within two hours. When food is reheated, it must reach an internal temperature of 165 °F (74 °C) or until hot or steaming to kill bacteria.

## *Mycotoxins and alimentary mycotoxicoses*

The term alimentary mycotoxicosis refers to the effect of poisoning by mycotoxins through food consumption. The term mycotoxin is usually reserved for the toxic chemical products produced by fungi that readily colonize crops. Mycotoxins sometimes have important effects on human and animal health. For example, an outbreak which occurred in the UK in 1960 caused the death of 100,000 turkeys which had consumed aflatoxin-contaminated peanut meal.

The common foodborne Mycotoxins include:

- Aflatoxins – originating from Aspergillus parasiticus and Aspergillus flavus. They are frequently found in tree nuts, peanuts, maize, sorghum and other oilseeds, including corn and cottonseeds. The pronounced forms of Aflatoxins are those of B1, B2, G1, and G2, amongst which Aflatoxin B1 predominantly targets the liver,

### Keyword

**Foodborne illness** is any illness that results from the consumption of contaminated food, contaminated with pathogenic bacteria, viruses, or parasites.

which will result in necrosis, cirrhosis, and carcinoma. In the US, the acceptable level of total aflatoxins in foods is less than 20 µg/kg, except for Aflatoxin M1 in milk, which should be less than 0.5 µg/kg.The official document can be found at FDA's website.

- Altertoxins – are those of alternariol (AOH), alternariol methyl ether (AME), altenuene (ALT), altertoxin-1 (ATX-1), tenuazonic acid (TeA), and radicinin (RAD), originating from Alternaria spp. Some of the toxins can be present in sorghum, ragi, wheat and tomatoes. Some research has shown that the toxins can be easily cross-contaminated between grain commodities, suggesting that manufacturing and storage of grain commodities is a critical practice.

- Citrinin

- Citreoviridin

- Cyclopiazonic acid

- Cytochalasins

- Ergot alkaloids / ergopeptine alkaloids – ergotamine

- Fumonisins – Crop corn can be easily contaminated by the fungi Fusarium moniliforme, and its fumonisin B1 will cause leukoencephalomalacia (LEM) in horses, pulmonary edema syndrome (PES) in pigs, liver cancer in rats and esophageal cancer in humans. For human and animal health, both the FDA and the EC have regulated the content levels of toxins in food and animal feed.

- Fusaric acid

- Fusarochromanone

- Kojic acid

- Lolitrem alkaloids

- Moniliformin

- 3-Nitropropionic acid

- Nivalenol

## *Viruses*

Viral infections make up perhaps one third of cases of food poisoning in developed countries. In the US, more than 50% of cases are viral and noroviruses are the most common foodborne illness, causing 57% of outbreaks in 2004. Foodborne viral infection are usually of intermediate (1–3 days) incubation period, causing illnesses which are self-limited in otherwise healthy individuals; they are similar to the bacterial forms described.

- ■ Enterovirus
- ■ Hepatitis A is distinguished from other viral causes by its prolonged (2–6 week) incubation period and its ability to spread beyond the stomach and intestines into the liver. It often results in jaundice, or yellowing of the skin, but rarely leads to chronic liver dysfunction. The virus has been found to cause infection due to the consumption of fresh-cut produce which has fecal contamination.
- ■ Hepatitis E
- ■ Norovirus
- ■ Rotavirus

## *Parasites*

Most foodborne parasites are zoonoses.

- ■ Platyhelminthes:
  - Diphyllobothrium sp.
  - Nanophyetus sp.
  - Taenia saginata
  - Taenia solium
  - Fasciola hepatica
- ■ Nematode:
  - Anisakis sp.
  - Ascaris lumbricoides

- Eustrongylides sp.
- Trichinella spiralis
- Trichuris trichiura
■ Protozoa:
- Acanthamoeba and other free-living amoeba
- Cryptosporidium parvum
- Cyclospora cayetanensis
- Entamoeba histolytica
- Giardia lamblia
- Sarcocystis hominis
- Sarcocystis suihominis
- Toxoplasma gondii

## *Natural toxins*

Several foods can naturally contain toxins, many of which are not produced by bacteria. Plants in particular may be toxic; animals which are naturally poisonous to eat are rare. In evolutionary terms, animals can escape being eaten by fleeing; plants can use only passive defenses such as poisons and distasteful substances, for example capsaicin in chili peppers and pungent sulfur compounds in garlic and onions. Most animal poisons are not synthesised by the animal, but acquired by eating poisonous plants to which the animal is immune, or by bacterial action.

■ Alkaloids
■ Ciguatera poisoning
■ Grayanotoxin (honey intoxication)
■ Hormones from the thyroid glands of slaughtered animals (especially Triiodothyronine in cases of hamburger thyrotoxicosis or alimentary thyrotoxicosis)
■ Mushroom toxins
■ Phytohaemagglutinin (red kidney bean poisoning; destroyed by boiling)
■ Pyrrolizidine alkaloids
■ Shellfish toxin, including paralytic shellfish poisoning, diarrhetic shellfish poisoning, neurotoxic shellfish poisoning, amnesic shellfish poisoning and ciguatera fish poisoning
■ Scombrotoxin
■ Tetrodotoxin (fugu fish poisoning)

3G E-LEARNING

Some plants contain substances which are toxic in large doses, but have therapeutic properties in appropriate dosages.

- ■ Foxglove contains cardiac glycosides.
- ■ Poisonous hemlock (conium) has medicinal uses.

## 3.5.2 Mechanism

### *Incubation period*

The delay between the consumption of contaminated food and the appearance of the first symptoms of illness is called the incubation period. This ranges from hours to days (and rarely months or even years, such as in the case of listeriosis or bovine spongiform encephalopathy), depending on the agent, and on how much was consumed. If symptoms occur within one to six hours after eating the food, it suggests that it is caused by a bacterial toxin or a chemical rather than live bacteria.

The long incubation period of many foodborne illnesses tends to cause sufferers to attribute their symptoms to gastroenteritis.

During the incubation period, microbes pass through the stomach into the intestine, attach to the cells lining the intestinal walls, and begin to multiply there. Some types of microbes stay in the intestine, some produce a toxin that is absorbed into the bloodstream, and some can directly invade the deeper body tissues. The symptoms produced depend on the type of microbe.

### *Infectious dose*

The infectious dose is the amount of agent that must be consumed to give rise to symptoms of foodborne illness, and varies according to the agent and the consumer's age and overall health. Pathogens vary in minimum infectious dose; for example, Shigella sonnei has a low estimated minimum dose of < 500 colony-forming units (CFU) while Staphylococcus aureus has a relatively high estimate.

In the case of Salmonella a relatively large inoculum of 1 million to 1 billion organisms is necessary to produce symptoms in healthy human volunteers, as Salmonellae are very sensitive to acid. An unusually high stomach pH level (low acidity) greatly reduces the number of bacteria required to cause symptoms by a factor of between 10 and 100.

## ROLE MODEL

### MARION NESTLE: PROFESSOR OF NUTRITION, FOOD STUDIES AND PUBLIC HEALTH

Marion Nestle (born 1936) is an American academic. She was the Paulette Goddard professor of nutrition, food studies and public health at New York University. She was also a professor of Sociology at NYU and a visiting professor of nutritional sciences at Cornell University.

### *Education*

Nestle received her BA from UC Berkeley, Phi Beta Kappa, after attending school there from 1954-1959. Her degrees include a Ph.D in molecular biology and an M.P.H. in public health nutrition, both from the University of California, Berkeley.

### *Career*

She undertook postdoctoral work in biochemistry and developmental biology at Brandeis University, joining the faculty in biology in 1975. Through this professorship, she was assigned a nutrition course to teach and she realized that there were no standardized nutritional requirements, which kicked off her interest in nutrition.

From 1976 to 1986, Nestle was associate dean for human biology and taught nutrition at the UCSF School of Medicine. From 1986 to 1988, she was senior nutrition policy advisor in the Department of Health and Human Services and editor of the Surgeon General's Report on Nutrition and Health.

In 1988, she was appointed Chair of Nutrition, Food Studies, and Public Health at New York University. She held the position until 2003. In 1996, she founded the Food Studies program at New York University with food consultant Clark Wolf. She hoped that the new program of study would raise the public's awareness of food and its role in culture, society, and personal nutrition. It not only succeeded but inspired other universities to launch their own programs. Her research examines scientific and socioeconomic influences on food choice, obesity, and food safety, emphasizing the role of food marketing. Through her role at NYU and her book, Food Politics (2002), she has become a national influencer of food policy, nutrition, and food education.

She received the John Dewey Award for Distinguished Public Service from Bard College in 2010 and in 2011, was named Public Health Hero by the University of

California School of Public Health at Berkeley. She received an honorary Doctor of Science degree from Transylvania University in Kentucky in 2012. In 2013, she received the James Beard Leadership Award and Healthful Food Council's Innovator of the Year Award and the Public Health Association of New York City's Media Award in 2014.

In 2011, Forbes magazine listed Nestle as number 2 of "The world's 7 most powerful foodies."

In a 2013 interview, Nestle listed Wendell Berry, Frances Moore Lappé, Joan Gussow, and Michael Jacobson as people who inspired her.

## *Sidelights*

Marion Nestle is a food and nutrition expert. As editor of the U.S. government's Surgeon General's Report on Diet and Health, she is well aware of the politics—governmental and big business—involved in food production and its not-so-safe marketing to the American consumer. Her extensive experience as an academic nutritionist, membership on a plethora of governmental and secular boards associated with the food and nutrition industry, and reviewer of articles for research and medical journals focusing on that subject, all support her credentials as author of numerous articles and her three books.

*Food Politics*: How the Food Industry Influences Nutrition and Health was described by David Maloof in Natural Health as a "devastating analysis" of the food industry in America.

A reviewer for Social Policy called it a "carefully considered, calmly stated, devastating criticism of the nation's food industry and its efforts to get people to eat excessive amounts of unhealthy food." When asked by Mary Duenwald in an interview for the New York Times exactly how the food industry promotes overeating, Nestle replied: "Just by promoting eating. By spending 10 billion dollars a year in direct media advertising. That is so much more than is spent on health and nutrition education, you cannot even put them in the same stratosphere."

In her book, Nestle compares America's food industry to the tobacco industry, accusing food companies of misleading consumers; obstructing regulations that would help people lead healthier lives; and marketing unhealthy food such as Coca Cola to schoolchildren.

She also noted in her interview with Duenwald that the reason the 1988 *Surgeon General's Report on Nutrition and Health* was never updated as planned is because it is «too controversial. If you tell people what to eat, you have to tell them to eat less of what? The sugar industry people were in our office all the time. They most emphatically did not want us to say eat less sugar. The meat industry was really worried, since fat

was a big issue, and meat is where the saturated fat is.» She indicates in her book that she was told «point blank» that the report could not suggest people eat less meat, less sugar—or any other food. If it did, big business could have pulled a financial plug that would sink the entire governmental study.

Yet Nestle points out that good nutritional advice has remained constant for more than fifty years: Simply put, eat a diet rich in fruits, vegetables, and grains. Regardless, consumers seem to grow more confused by the day about what constitutes a healthy diet. She states that food industry lobbyists invested more than 52 million dollars in 1998 alone, and cited specific instances where government was "persuaded" to abandon straight talk and use increasingly sophisticated language when advising consumers. A reviewer of her book noted in the Economist: «A revised version of Dietary Goals, for example, struck out its initial recommendation to 'decrease consumption of meat' and replaced it with the harder-to-follow suggestion that Americans should 'choose meats, poultry, and fish which will reduce saturated fat intake.'"

Nestle also attacks the food industry for spiking highly processed, nutritionally empty foods, like many breakfast cereals, with supplements. The manufacturers can then market what is really junk food with misleading claims of health benefits. Conversely, wholesome foods are infused with sugars, salts, and oils to make them tastier while making them a serious health risk. The reason for such highly processed food, she states, is profit. Food companies can charge much higher prices for processed food. In her interview with Duenwald, she gave an example: "Potatoes are cheap. Potato chips aren't." Nestle added: "The objective is to process foods as much as possible. But many of these highly processed foods are junk foods—relatively high in calories and low in nutrients."

Stephen H. Webb commented for the Christian Century: «As long as we want more than carrot sticks, brown rice, and tofu, according to Marion Nestle›s new book, food companies will continue to be as deceptive as big tobacco and as cozy with the government as the military industry. Food does not really kill, then. Only people do— the people who trade on confusion and affluence to market food that tastes so good people will risk their health for it.»

Webb stated, however, that "Nestle never quite answers the question of how taste buds could be so vulnerable to systematic manipulation and deception." He declared what is missing is an understanding of the basic human tendency toward gluttony and the symbolic role of certain foods in our society. As an example, he noted that most people believe a meal without meat is just not a meal. In contrast, he observed that people in poorer countries whose diets consist primarily of vegetables and grains suffer far less from "diseases that plague affluent Americans." Webb also commented: "As Nestle points out, most of us think that we choose food based on taste, cost and

convenience; we resist thinking of ourselves as easy targets of marketing strategies. Consequently, we overestimate our own rationality and underestimate the power of advertising. Just try taking some kids to a McDonald's and forcing them to order salad. We are much less in control of our lives than we would like to think."

Stephen Clapp closed his review of the book for Food Chemical News by commenting: «Regardless of who is to blame for the obesity epidemic, Nestle has laid down a challenge that will not easily go away. It will be interesting to see how the food industry responds."

Nestle's third book, Safe Food: Bacteria, Biotechnology, and Bioterrorism, poses the question «who decides when food is safe?» Conservatively, more than seventy-six million cases of food poisoning occur in this nation every year, not just from food prepared at restaurants, but also food purchased at supermarkets. In his review of the book for the Washington Monthly, Chris Mooney pointed out that Nestle believes food safety is not just a matter of science but a matter of politics. «In most respects, the campaign to bring safety to food production is a classic Washington tale, with big corporations energetically lobbying Congress, generating pseudo-science, gaming the regulatory process, and subverting the public good to preserve profits,» commented Mooney.

In her book *What to Eat,* Nestle provides an aisle-by-aisle guide to buying food in a the supermarket. The author writes about the marketing strategies that lead consumers to buy food semi-consciously and then delves into how to shop for healthy foods in the various As of the supermarket—from produce and diary to packaged foods and bottled water. In the process she discusses various issues such as additives and nutrition and how food production impacts the environment. Nestle also reasserts eating essential guidelines and rules that have proven over many years of study to be healthy, including consuming fewer calories, exercising more, and eating more fruits and vegetables and less unhealthy food such as candy and other junk food. Susan Male Smith, writing in Environmental Nutrition, noted that the author provides «insider information on corporate motivation, labeling secrets and other culinary controversies.» In his review in Booklist, Mark Knoblauch wrote that the author «does present very helpful shopping guidelines for consumers determined to be vigilant about their food.» A Publishers Weekly contributor wrote that the author›s «prose is informative and entertaining» and noted «her intelligent and reassuring approach." Dorothy Kalins, writing in the New York Times Book Review, commented that Nestle "shoots straight though food industry hype," adding: "She pulls no punches."

## SUMMARY

- Food safety refers to routines in the preparation, handling and storage of food meant to prevent foodborne illness and injury.

- Food is a major determinant of health, nutritional status and productivity of the population. It is, therefore, essential that the food we consume is wholesome and safe.

- Food safety and quality are important for any kitchen, but are critical in large scale food production and processing, and also where food is freshly prepared and served.

- Hazard is the relative probability that harm or injury will result when substance is not used in a prescribed manner and quantity. Hazards can be physical, chemical and biological causing harmful / adverse effects on the health of consumers.

- Chemical hazards are chemicals or deleterious substances which may be intentionally or un-intentionally added to foods.

- Kitchen safety awareness is crucial during food preparation and cooking, as well as during clean-up and daily living.

- In the hospitality industry, where everything revolves around providing a perfect and exceptional experience to the customers, the level of service quality highly depends on the service quality of the staff and their behavior.

- A large number of employees feel dissatisfied when they are assigned the responsibilities without having the right skills and knowledge in the area.

- Many restaurants are now using electronic systems which help the wait staff to submit orders to the kitchen staff calculate totals and raise invoices for various customers at the same time without putting much effort.

- Motivation plays a major role in developing a successful and more efficient team. Motivated employees always go that extra mile to add to the restaurant's productivity.

- To keep your establishment safe for employees as well as customers, it's important to be aware of these hazards and minimize them as much as possible.

- Foodborne illness usually arises from improper handling, preparation, or food storage. Good hygiene practices before, during, and after food preparation can reduce the chances of contracting an illness.

- In addition to disease caused by direct bacterial infection, some foodborne illnesses are caused by enterotoxins (exotoxins targeting the intestines).

- The term alimentary mycotoxicosis refers to the effect of poisoning by mycotoxins through food consumption.

- The delay between the consumption of contaminated food and the appearance of the first symptoms of illness is called the incubation period.

# MULTIPLE CHOICE QUESTIONS

1. **Who is responsible for safe food handling in the food premises?**
   a. Head chef
   b. Owner
   c. Anyone handling food
   d. All of the above

2. **What are the basic steps of washing hands?**
   a. Wash thoroughly and dry well
   b. Apply soap, wash well, rinse and dry with disposable paper towel
   c. Apply soap, wash well, rinse and dry with tea towel
   d. Rinse and dry with tea towel

3. **A detergent:**
   a. Helps remove visible soil
   b. Helps reduce microbial load
   c. Makes cleaning easier
   d. Leaves a pleasant after-smell

4. **What are the basic steps for cleaning effectively?**
   a. Main cleaning and rinsing
   b. Scraping, main cleaning, sanitizing and wiping
   c. Scraping, main cleaning, sanitizing and air drying
   d. Rinsing, sanitizing and wiping

5. **A sanitizer:**
   a. Helps remove visible soil
   b. Helps reduce microbial load
   c. Makes cleaning easier
   d. Leaves a pleasant after-smell

## REVIEW QUESTIONS

1. Describe the basic concepts of food safety.
2. What are the basic rules of kitchen safety? Explain.
3. Why is employee training important in restaurants?
4. What could it lead to work safety in the kitchen?
5. Write short note on food-borne illnesses.

## Answer to Multiple Choice Questions

1. (d)       2. (b)       3. (a)       4. (c)       5. (b)

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# UNDERSTANDING RECIPES, TECHNIQUES, & EQUIPMENT

*"Chefs don't make mistakes; they make new dishes."*

*- Elizabeth Briggs*

## INTRODUCTION

Preparing, understanding, and completing a recipe require looking ahead and thoroughly reading the recipe *before* you start cooking or baking. Save yourself from a cooking catastrophe by following these valuable tips on how to read a recipe.

- Read through the recipe at least twice to make sure that you understand the directions.
- Make sure that you can perform all the techniques.

**LEARNING OBJECTIVES**

After studying this chapter, you will be able to:

1. Understand standardized recipe
2. Explain some basic cooking techniques.
3. Explore the function of commercial cooking equipment

- Look at the recipe yield and decide if the number of servings is what you need. If not, consider whether you should cut the ingredient amounts in half or double them.

- Check that you have all the necessary equipment and ingredients.

- Make sure that you have enough time before serving to prepare and cook the recipe.

- Check whether you can (or need to) make any part of the recipe ahead of time.

- Read through the ingredients to see whether you like them all, as well as whether the recipe has too much fat, sugar, or salt for your dietary needs.

- Check whether you need to use an ingredient, such as butter or oil, at different stages in the recipe so that you don't make the mistake of using that ingredient all at once.

- Find out whether you need to preheat the oven.



Cooking is the art of preparing food for ingestion, commonly with the application of heat. Cooking techniques and ingredients vary widely across the world, reflecting unique environments, economics, cultural traditions, and trends. The way that cooking takes place also depends on the skill and type of training of an individual cook.

Commercial kitchen equipment need to produce food for a large number of consumers. It needs to be robust, durable, and easy to operate. The equipment should consume less electricity, improve the productivity of food production operations, and must be eco-friendly. Last but not the least, it should serve its purpose effectively.

Most kitchen equipment are operated electronically. There is a wide range of cooking, cutting, baking, and cleaning equipment available for the kitchen staff.

## 4.1 STANDARDIZED RECIPES

All recipes are not created equal. Some recipes have missing ingredients, faulty seasonings, insufficient or poor instructions causing more work, and some are simply not tested.

A standardized recipe is a set of written instructions used to consistently prepare a known quantity and quality of food for a *specific location*. A standardized recipe will produce a product that is close to identical in taste and yield every time it is made, no matter who follows the directions.



A good standardized recipe will include:

■ Menu item name – the name of the given recipe that should be consistent with the name on the menu

■ Total Yield – number of servings, or portions that a recipe produces, and often the total weight or volume of the recipe

■ Portion size – amount or size of the individual portion

■ Ingredient list/quantity – exact quantities of each ingredient (with the exception of spices that may be added to taste)

■ Preparation procedures – Specific directions for the order of operations and types of operations (e.g., blend, fold, mix, sauté)

■ Cooking temperatures and times, including HACCP critical control points and limits to ensure the dish is cooked properly and safely

- Special instructions, according to the standard format used in an operation
- Mise en place – a list of small equipment and individual ingredient preparation
- Service instructions, including hot/cold storage
- Plating/garnishing

In addition to the list above, standardized recipes may also include recipe cost, nutritional analysis, variations, garnishing and presentation tips, work simplification tips, suggested accompaniments or companion recipes, and photos.

Standardize recipes can help with work simplification and incorporate HACCP into procedures. Many facilities preparing food in large quantities also batch cook, so the standardized recipes will incorporate those procedures into the instructions. The skill level of employees should also be taken into account when writing recipe procedures or directions. Terminology within the standardized recipes should be at the skill level of employees, for example, instruct an employee to melt butter and whisk with flour instead of saying "make a roux", if more appropriate for a specific operation. Finally, cooking equipment, temperatures, time, etc. are adjusted for the facility.



A short side note on **mise en place** – a key component to efficiently producing menu items from recipes is to have "everything in its place." Many kitchens will have work stations with a standard mise en place set up, which might include a cutting board, salt and pepper, tasting spoons, composting containers, etc. Standardized recipes can help employees produce menu items most efficiently if they also list mise en place for small equipment needed for the recipe, such as measuring tools, preparation tools (knives, peeler), holding pans, cooking utensils, etc. Employees can gather everything they need before starting recipe preparation thus reducing traveling around the kitchen during preparation, kitchen congestion, loss of focus from frequent starting and stopping, and errors from interruptions to their work. Detailing the mise en place for individual ingredients, such as peeling and cutting, with each ingredient can also improve the clarity and efficiency of recipe preparation. Example: Raw white potato, peeled, ½ in. dice.

Some things to remember when writing a standardized recipe:

- If you are starting with a home/internet recipe – make it first!
- Standardized recipes are a training tool for employees
- A good recipe is like a well-crafted formula – it has been tested and works every time
- S.A.M.E. – Standardization Always Meets Expectations

## 4.1.1 Recipes as a Control Tool

Standardized recipes are an important control tool for food service managers and operations. A standardized recipe assures not only that consistent quality and quantity, but also a reliable cost range. In order for an operation to set a menu selling price that allows the operation to make a profit, it's vital that the cost of each recipe and portion is calculated and relatively consistent.

Benefits of using a standardized recipe include:

- a consistent quality and quantity
- standard portion size/cost
- assuring nutritional content and addressing dietary concerns, such as special diets or food allergies
- helping ensure compliance with "Truth in Menu" requirements
- aiding in forecasting and purchasing
- fewer errors in food orders
- incorporating work simplification principles and aids in cross-training
- assisting in training new employees
- incorporating HACCP principles
- reducing waste
- more easily meeting customer expectations

Arguments often used against standardized recipes can include:

- take too long to use
- employees don't need them, they know how to do things in establishment

- ■ chef doesn't want to reveal their secrets
- ■ take too long to write/develop

An effective foodservice manager knows that these arguments against using standardized recipes, even if true in some cases, cannot deter an operation from developing and consistently using standardized recipes. Our profits depend on this very important practice. Our customers must be able to rely on a consistent nutritional quality and allergen content at a minimum, but our customers also deserve to receive the SAME product every time they order a menu item they like and appreciate.

## 4.1.2 Standard Yields

The yield of a recipe is the number of portions it will produce. Yields can also be expressed as a total volume or total weight the recipe produces. An example would be a soup recipe that yields 24, 8 oz. portions which could also be stated as a yield of six quarts or a 1 ½ gallon. A weight example would be a recipe that yields 20, 4 oz. portions of taco meat or a total yield of 5 pounds. Standard yields for the main, often higher cost, ingredients such as meat, may also take into consideration portion cost and be determined in part by calculating the cost per cooked portion.

*An 11 pound roast might be purchased for $17 a pound. The cooked roast is to be served in 8 ounce portions as part of a roast beef dinner. After trimming and cooking, the roast will not weigh 11 pounds, but significantly less and will thus yield fewer than 22 portions (11 pounds multiplied by 2 – figuring that a pound (16 ounces) would yield two 8 oz portions.) By running a yield test, the number of portions, cost per portion and unit weight, and the standard yield and yield percentage, can be determined.*



**Yield**
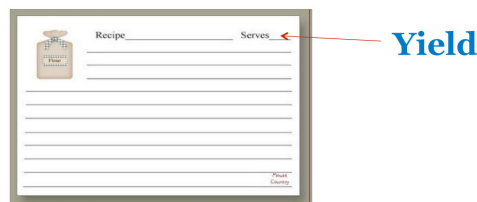
## 4.1.3 Standard Portions

A standard recipe includes the size of the portions that will make up a serving of the recipe. Controlling portion size has two advantages in food management:

- portion costs for the item will be consistent until ingredient or labor costs change, and
- customers receive consistent quantities each time they order a given plate or drink.

Standard portions mean that every plate of a given dish that leaves the kitchen will be almost identical in weight, count, or volume. Only by controlling portions is it possible to control food costs. If one order of bacon and eggs goes out with six strips of bacon and another goes out with three strips, it is impossible to determine the actual cost of the menu item.

Adhering to the principles of standard portions is crucial to keeping food costs in line. Without portion control, there is no consistency. This not only could have drastic effects on your food costs (having no real constant costs to budget for) but also on your customers. Customers appreciate consistency. They expect that the food you prepare will taste good, be presented properly, and be the same portion size every time they order it. Consider how the customer would feel if the portion size fluctuated with the cook's mood. A cook's bad mood might mean a smaller portion or, if the cook was in a good mood because the workweek was over, the portion might be very large.

It may be hard to grasp the importance of consistency with one single portion, but consider if fast-food outlets did not have portion control. Their costs, as well as their ordering and inventory systems, would be incredibly inaccurate, all of which would impact negatively on their profit margin.

Strict portion control has several side benefits beyond keeping costs under control. First, customers are more satisfied when they can see that the portion they have is very similar to the portions of the same dish they can see around them. Second, servers are quite happy because they know that if they pick up a dish from the kitchen, it will contain the same portions as another server's plate of the same order.

Simple methods to control portion include weighing meat before it is served, using the same size juice glasses when juice is served, counting items such as shrimp, and portioning with scoops and ladles that hold a known volume. Another method is using convenience products. These products are received usually frozen and are ready to cook. Portions are consistent in size and presentation and are easily costed out on a per unit basis. This can be helpful when determining the standard portion costs.

**Note**: Using convenience products is usually more costly than preparing the item in-house. However, some chefs and managers feel that using premade convenience products is easier than hiring and training qualified staff. But always keep in mind that if the quality of the convenience item is not comparable to an in-house made product, the reputation of the restaurant may suffer.

Standard portions are assured if the food operation provides and requires staff to use such tools as scales, measured ladles or spoodles, and standard size scoops. Many operations use a management portion control record for menu items. The control record is posted in the kitchen so cooks and those who plate the dishes know what constitutes standard portions. Some operations also have photographs of each item posted in the kitchen area to remind workers what the final product should look like.

List of Ingredients & Amounts
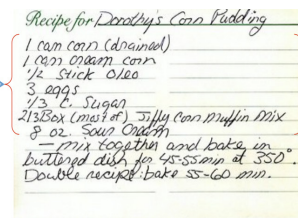
### 4.1.4 Types of Measurements Used In The Kitchen

There are three types of measurements used to measure ingredients and to serve portions in the restaurant trade.

Measurement can be by volume, by weight, or by count.

Recipes may have all three types of measurement. A recipe may call for 3 eggs (measurement by count), 8 ounces of milk (measurement by volume), and 1 pound of cheese (measurement by weight).

There are formal and informal rules governing which type of measurement should be used. There are also specific procedures to ensure that the measuring is done accurately and consistently.

## Number or Count

Number measurement is only used when accurate measurement is not critical and the items to be used are understood to be close in size.

For example, "3 eggs" is a common measurement called for in recipes, not just because 3 is easy to count but also because eggs are graded to specific sizes. Most recipes call for large eggs unless stated otherwise.

Numbers are also used if the final product is countable. For example, 24 pre-made tart shells would be called for if the final product is to be 24 filled tart shells.

## Volume

Volume measurement is usually used with liquids or fluids because such items are awkward to weigh. It is also used for dry ingredients in home cooking, but it is less often used for dry measurement in the industry.

Volume is often the measure used when portioning sizes of finished product. For example, portion scoops are used to dole out vegetables, potato salad, and sandwich fillings to keep serving size consistent. Ladles of an exact size are used to portion out soups and sauces. Often scoops and ladles used for portioning are sized by number. On a scoop, such a number refers to the number of full scoops needed to fill a volume of one quart. Ladles and spoodles are sized in ounces.

## Weight

Weight is the most accurate way to measure ingredients or portions. When proportions of ingredients are critical, their measurements are always given in weights. This is particularly true in baking where it is common to list all ingredients by weight, including eggs (which, as mentioned earlier, in almost all other applications are called for by count). Whether measuring solids or liquids, measuring by weight is more reliable and consistent.

Weighing is a bit more time consuming and requires the use of scales, but it pays off in accuracy. Digital portion scales are most commonly used in industry and come in various sizes to measure weights up to 11 lbs. This is adequate for most recipes, although larger operations may require scales with a larger capacity.

The reason weight is more accurate than volume is because it takes into account factors such as **density**, moisture, and temperature that can have an effect on the volume of ingredients. For example, 1 cup of brown sugar (measured by volume) could change drastically depending on whether it is loosely or tightly packed in the vessel.

On the other hand, 10 oz of brown sugar, will always be 10 oz. Even flour, which one might think is very consistent, will vary from location to location, and the result will mean an adjustment in the amount of liquid needed to get the same consistency when mixed with a given volume.

Another common mistake is interchanging between volume and weight. The only ingredient that will have the same volume and weight consistently is water: 1 cup water = 8 ounces water.

There is no other ingredient that can be measured interchangeably because of gravity and the density of an item. Every ingredient has a different density and different gravitational weight, which will also change according to location. This is called **specific gravity.** Water has a specific gravity of 1.0. Liquids that are lighter than water (such as oils that float on water) have a specific gravity of less than 1.0. Those that are heavier than water and will sink, such as molasses, have a specific gravity greater than 1.0. Unless you are measuring water, remember not to use a volume measure for a weight measure, and vice versa.

## 4.1.5 Converting and Adjusting Recipes And Formulas

Recipes often need to be adjusted to meet the needs of different situations. The most common reason to adjust recipes is to change the number of individual portions that the recipe produces. For example, a standard recipe might be written to prepare 25 portions. If a situation arises where 60 portions of the item are needed, the recipe must be properly adjusted.

Other reasons to adjust recipes include changing portion sizes (which may mean changing the batch size of the recipe) and better utilizing available preparation equipment (for example, you need to divide a recipe to make two half batches due to a lack of oven space).

### *Conversion Factor Method*

The most common way to adjust recipes is to use the conversion factor method. This requires only two steps:

**Keyword**

**The density of an object** is the mass of the object compared to its volume.

1. Finding a conversion factor

2. Multiplying the ingredients in the original recipe by that factor.

### *Finding Conversion Factors*

To find the appropriate conversion factor to adjust a recipe, follow these steps:

1. Note the yield of the recipe that is to be adjusted. The number of portions is usually included at the top of the recipe (or formulation) or at the bottom of the recipe. This is the information that you HAVE.

2. Decide what yield is required. This is the information you NEED.

3. Obtain the conversion factor by dividing the required yield (from Step 2) by the old yield (from Step 1). That is, conversion factor = (required yield)/(recipe yield), conversion factor = what you NEED ÷ what you HAVE

If the number of portions and the size of each portion change, you will have to find a conversion factor using a similar approach:

1. Determine the total yield of the recipe by multiplying the number of portions and the size of each portion.

2. Determine the required yield of the recipe by multiplying the new number of portions and the new size of each portion.

3. Find the conversion factor by dividing the required yield (Step 2) by the recipe yield (Step 1). That is, conversion factor = (required yield)/(recipe yield)

## 4.1.6 Adjusting Recipes Using Conversion Factors

Now that you have the conversion factor, you can use it to adjust all the ingredients in the recipe. The procedure is to multiply the amount of each ingredient in the original recipe by the conversion factor. Before you begin, there is an important first step:

■ Before converting a recipe, express the original ingredients by weight whenever possible.

Converting to weight is particularly important for dry ingredients. Most recipes in commercial kitchens express the ingredients by weight, while most recipes intended for home cooks express the ingredients by volume. If the amounts of some ingredients are too small to weigh (such as spices and seasonings), they may be left as volume measures. Liquid ingredients also are sometimes left as volume measures because it is easier to measure a quart of liquid than it is to weigh it. However, a major exception is measuring liquids with a high sugar content, such as honey and syrup; these should always be measured by weight, not volume.

Converting from volume to weight can be a bit tricky and will require the use of tables that provide the approximate weight of different volume measures of commonly used recipe ingredients. Once you have all the ingredients in weight, you can then multiply by the conversion factor to adjust the recipe. Often, you must change the quantities of the original recipe into smaller units, then multiply by the conversion factor, then put back into the largest unit that makes sense for the recipe. For example, pounds may need to be expressed as ounces, and cups, pints, quarts, and gallons must be converted into fluid ounces. Example:

**Table 1**: Ingredient Information.

| Ingredient | Original amount | Common unit | Conversion Factor | New amount | New amount expressed in largest unit on recipe |
|---|---|---|---|---|---|
| Skim milk | 1 ½ cup | 12 fl. oz. | 8 | 96 fl. oz. or<br><br>12 cups | 3 quarts |
| Cheddar cheese | 2 ¼ lbs | 36 oz. | 3 | 108 oz. | 6 ¾ lbs. or 6 lbs. 12 oz. |
| Olive Oil | 1 qt. | 32 fl. oz. | .5 | 16 fl. oz. | 1 pt. |

## 4.1.7 Cautions When Converting Recipes

When converting recipes, conversion calculations do not take into account certain factors:

- Equipment
- Mixing and cooking times – this can be affected if the equipment used to cook or mix is different from the equipment used in the original recipe
- Cooking temperatures
- Shrinkage – the percentage of food lost during its storage and preparation
- Recipe errors

Some other problems that can occur with recipe conversions are:

- Substantially increasing the yield of small home cook recipes can be problematic as all the ingredients are usually given in volume measure, which can be inaccurate, and increasing the amounts dramatically magnifies this problem.

- ■ Spices and seasonings must be increased with caution as doubling or tripling the amount to satisfy a conversion factor can have negative consequences. If possible, it is best to under-season and then adjust just before serving.

The fine adjustments that have to be made when converting a recipe can only be learned from experience, as there are no hard and fast rules. Generally, if you have recipes that you use often, convert them, test them, and then keep copies of the recipes adjusted for different yields.

## *S.A.M.E.*

Remember – Standardization Always Meets Expectations. Foodservice operations need to meet the expectations of their customers, every time they visit. Foodservice operations need to meet expectations for employees, their skill level and training. Foodservice businesses need to meet expectations for costs and profit for all menu items. Standardized recipes are critical to the foodservice industry. They are simply good business!

## 4.2 COOKING TECHNIQUES

The three types of cooking methods are dry heat cooking, moist heat cooking, and combination cooking. Each of these methods uses heat to affect foods in a different way. All cooking techniques, from grilling to steaming, can be grouped under one of these three methods. Understanding and mastering the different types of cooking methods is essential to becoming a great chef or home cook. Knowledge of cooking techniques allows you to work with a variety of ingredients and kitchen equipment to achieve consistent, flavorful results in your cooking. Continue reading to learn about the three main types of cooking, all the techniques that fall under those types, and the foods that are complemented by these techniques.

### 4.2.1 Dry Heat Cooking

Dry heat cooking works without the presence of any moisture, broth, or water. Instead, it relies on the circulation of hot air or contact with fat to transfer heat to foods. Temperatures of 300 degrees or hotter are used to create *browning*, a reaction where the amino acids and sugars in food turn brown and create a distinct aroma and flavor. The unique scents of toasted bread or seared meat are both examples of dry heat cooking at work.

## *Broiling*

Broiling works by transferring extremely high heat onto food, usually directed from a radiant located above the food which cooks on one side at a time. Browning can occur very quickly with this method, sealing juices and flavor inside and leaving a crisp exterior. Because this cooking method is fast, it's helpful to use a timer or check the doneness so foods don't become burnt or overcooked. In commercial kitchens, broiling can be performed with a salamander or broiler oven.



Best foods for broiling:

- **Meats**: Broiling works best on thinner cuts of meat, like steaks, pork chops, or hamburger patties. Tender cuts are preferred because the dry heat will quickly evaporate moisture and dry out the meat.
- **Poultry**: Use chicken or turkey cutlets, breast halves, quarters, and legs in the broiler for flavorful results.
- **Fish**: Choose thick, sturdy fish, like salmon, that can handle high heat and won't dry out easily.
- **Fruits and Veggies**: Broiling can even be used on fruits and vegetables. Try broiling peaches or grapefruit for a unique **menu** item.

## Grilling

Grilling is similar to broiling, in that it uses radiant heat to cook foods quickly. Most commonly, grilling equipment will feature an open grate with a heat source located beneath the food. Flipping is required to cook foods on both sides and grill marks from the hot grate or rack are desirable.

Best foods for grilling:

- **Burgers**: Ground hamburger meat is moist and cooks up very well on a hot grill. The high heat sears the outside of the patty for delicious charred flavor.
- **Meats**: The dry heat from grilling will quickly remove moisture from meat so it's best to choose tender cuts or marinate the meat first. Ribeyes, porterhouses, t-bones, and strip steaks have higher fat content and marbling that produces a succulent grilled steak.
- **Poultry**: Boneless cuts of chicken work best because they will grill more evenly. Whole chickens can be grilled, but spatchcocking is recommended.
- **Fish**: Salmon, tuna, and swordfish steaks are sturdy enough for the grill and won't dry out quickly. It's possible to wrap fish in foil before placing it on the grates to prevent it from falling through.



## Roasting

Roasting is performed inside an oven and uses indirect heat that cooks from all sides for even browning. This method of

cooking works more slowly, coaxing flavors out of meats and vegetables. Roasting can be performed at very low temperatures between 200 degrees and 350 degrees Fahrenheit for tougher cuts of meat, or higher temperatures up to 450 degrees Fahrenheit for more tender cuts.

Best foods for roasting:

- **Meats**: Roasting cooks large cuts of meat slowly and evenly. Prime rib, beef tenderloin, pork butt or shoulder, and pork loin all benefit from roasting.
- **Poultry**: Whole chickens or turkeys can be placed in a roasting pan or on a rotisserie spit and cooked for several hours for a moist and flavorful product.
- **Fruits and Veggies**: Roasting is a great way to bring out the best qualities in fruits and vegetables. Grapes, cherries, and tomatoes can be roasted to intensify their flavors. Pumpkin, squash, eggplant, and cauliflower are also excellent candidates for roasting.



## *Baking*

Baking and roasting both use indirect heat to surround foods and cook from all sides. The term roasting is used when cooking meats or vegetables, and baking is used when making bread, rolls, and cakes. Technically, these cooking methods are the same, but baking is usually performed at lower temperatures than roasting.

Best foods for baking:

- **Baked Goods**: Baking transforms wet dough or batter into a final product with a firm texture. Bread, pastries, and cakes are all baked.

- **Pizza**: As pizzas are baked in a hot oven, the dough becomes firm, a crust is formed, and the cheese topping melts.



## Sauteing

Sauteing is performed over a burner in a hot, shallow pan and uses a small amount of oil or fat to coat food for even browning. This method cooks foods very quickly so it's best to keep the food moving by tossing or flipping. *Saute* is a French word that translates to "jump". To achieve great results with sauteing, make sure the oiled pan is hot before adding any food, don't overcrowd the pan with too many items, and stir or toss frequently.

Best foods for sauteing:

■ **Meats**: Sauteing cooks quickly, so tender meats work best. Use ground beef, tenderloin, or medallions in a saute pan. Small, uniformly sized cuts of meat brown evenly.

   - **Poultry**: Boneless breasts, strips, or cutlets can be sauteed to sear in flavor.

   - **Vegetables**: Zucchini, squash, and leafy greens can all be sauteed in olive oil or butter. Carrots, celery, and onions can also be sauteed and often make a flavorful base for other dishes.

## 4.2.2 Moist Heat Cooking

As the name indicates, moist heat cooking relies on the presence of liquid or steam to cook foods. This method can be used to make healthy dishes without any added fat or oil. It's also a great way to tenderize the tough **fibers** in certain cuts of meat, like beef chuck or brisket. When cooking fibrous vegetables and legumes, moist heat cooking softens the food until it reaches the perfect tenderness. Unlike dry heat cooking methods, moist heat cooking will not produce a browned crust.

### *Poaching*

Poaching is a gentle method of cooking in which foods are submerged in hot liquid between 140 degrees and 180 degrees

Fahrenheit. The low heat works especially well for delicate items, and moisture and flavor are preserved without the need for fat or oil.

Best foods for poaching:

- **Eggs**: Poaching is a common method of cooking eggs that results in a soft, tender egg white and creamy yolk. No oil is needed so it's more health-conscious than pan frying.

- **Poultry**: Broth, wine, or aromatics can be used for poaching liquid, which adds flavor to boneless, skinless chicken breasts. The result is tender chicken that can be cubed, sliced, or shredded and added to salads, pasta, or sandwiches.

- **Fish**: Poaching is a great way to preserve the delicate texture of light fish like tilapia, cod, and sole. A special broth, called *court bouillon*, is used to add flavor to the fish as it cooks.

- **Fruit**: Use a sweetened liquid to poach fruits like pears or apples for a unique dessert. The flavor of the fruit is deepened and the texture becomes soft and tender. Any leftover liquid can be used to make a flavored syrup to serve with the fruit.



## Simmering

Simmering is also a gentle method of cooking foods but uses higher temperatures than poaching, usually between 180 degrees and 205 degrees Fahrenheit. This temperature range lies below the boiling point and produces tiny bubbles. To achieve a simmer, first bring water to the boiling point and then lower the temperature.

Best foods for simmering:

- **Rice**: Simmering produces cooked rice with a light, fluffy texture. Using water that is boiling or too hot causes the rice to become sticky and dry.
- **Meats**: Choose tougher cuts of meat that will release fat and collagen as they simmer, like chuck roast.
- **Soups and Stocks**: Because simmering releases the fat and proteins from meat, it produces a rich flavorful broth that can be used in soups or stews.
- **Vegetables**: Tough root vegetables like potatoes and carrots are cooked to the perfect texture with gentle simmering.
- **Grains**: Grains like quinoa, oats, or millet can be simmered until they reach a soft edible texture. Hot cereal is made by simmering grains until most of the water has evaporated, creating a smooth porridge.
- **Legumes**: Dried beans and legumes are simmered to achieve a soft, edible texture. Some types of beans, like lentils, cook quickly, while others take several hours of gentle simmering to become fully cooked.



## *Boiling*

This cooking technique involves submerging food in water that has been heated to the boiling point of 212 degrees Fahrenheit. The boiling water produces large bubbles, which keep foods in motion while they cook. The expression *slow boil* means that the water has just started to produce large, slow-moving bubbles but is not quite heated

to the boiling temperature. A *full boil* occurs at the boiling point and results in fast-moving, rolling bubbles. Steam is also released from the water as it boils.

Best foods for boiling:

- **Pasta**: Pasta may come to mind as one of the most commonly boiled foods. The hot water cooks the pasta quickly so that it can be removed from the water before starches break down, preventing a mushy texture.

- **Eggs**: Boiling eggs in their shell produces hard- or soft-boiled eggs. The texture of the yolk can range from firm to creamy, depending on the cook time.

- **Vegetables**: Tough root vegetables like potatoes and carrots will cook more quickly in boiling water but it's recommended to test their tenderness with a fork so they don't overcook.



### *Steaming*

In steaming, water is boiled continuously to produce a steady amount of steam. The steam surrounds foods and cooks evenly while retaining moisture. Steaming can be performed in a few different ways. For high volume kitchens, a commercial steamer or combi oven is the most efficient. Other methods of steaming include using a pot and steamer basket, using a microwave, or wrapping foods in foil so they can steam in the oven.

Best foods for steaming:

- **Vegetables**: Most vegetables can be steamed with great results. Sturdy veggies like beets, carrots, and potatoes will steam for longer than delicate foods like leafy greens.

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- **Fish and Shellfish**: For more flavorful results, broth or wine can be used instead of water. Fish stays tender and shellfish like clams, mussels, lobster, or **crabs** are cooked inside their shells.

- **Desserts**: Some types of desserts are steamed rather than baked, producing a moist, silky texture. Creme brulee, flan, and panna cotta are all custards made by steaming.

- **Tamales**: Tamales are a popular food made by steaming masa, a dough made of ground corn, and fillings inside a corn husk packet. The steam makes the corn dough tender and moist.



## 4.2.3 Combination Cooking

Combination cooking utilizes both dry and moist cooking methods. Foods are cooked in liquids at low heat for an extended period of time, resulting in a fork tender product. This technique works with the toughest cuts of meat, gradually breaking down fibers until they melt into the liquid.

## *Braising*

During braising, foods are first seared in a hot oiled pan then transferred to a larger pot to cook in hot liquid. The foods are only partially submerged in simmering water, broth, or stock. Using low heat, the foods soften over an extended cook time and the liquid becomes reduced with intensified flavors. Braising is a great method for producing fork tender meats that fall off the bone.

Best foods for braising:

- **Meats**: Braising is most commonly used with cheaper, tougher cuts of meat because it softens and tenderizes the muscle fibers. Choose pork shoulder, chuck roast, or lamb shank.
- **Vegetables**: Vegetables can be braised along with meat to add more flavor, or they can be braised alone as their own dish. Root vegetables like potatoes, beets, and turnips are softened during braising. Celery and fennel also respond well to braising, absorbing liquid but maintaining a firm texture.
- **Legumes**: Lentils, chickpeas, and green beans can be braised in broth or wine for a texture that's soft but not mushy.



## *Stewing*

The key difference between stewing and braising is that foods are completely submerged in hot liquid while stewing instead of being partially submerged. Smaller cuts of meat are used in a stew, but the method of slow cooking at low heat is the same. As the stew cooks, fibrous vegetables break down and fat and collagen from the meats melt away. The result is a thick, flavorful gravy filled with tender bites of meat and soft vegetables.

Best foods for stewing:

- **Meats**: Meats that are rich in collagen and fat do well in a stew pot. Avoid lean cuts and choose brisket, oxtail, or chuck roast.
- **Vegetables**: Vegetables add depth to your stews. Onions, carrots, potatoes, and celery are common choices for building a stew, but also consider parsnips, turnips, or rutabaga.



With a basic understanding of the three type of cooking methods, you can choose the best technique to use for each dish you prepare. As you create your own signature recipes, you'll know how to use dry cooking to achieve a crispy, brown exterior on meats, or how to use moist cooking to keep your meats fork tender. When needed, you'll know when to use a combination of dry and moist heat to transform tough cuts of meat into succulent, juicy morsels.

## 4.3 FUNCTION OF COMMERCIAL COOKING EQUIPMENT

Starting a new business or renovating an existing commercial kitchen can be an exciting yet daunting task. Managing a kitchen fit-out is no small feat. As every restaurant, bar or cafe owner knows, the kitchen is the driving force that determines the success of your business. The kitchen fit-out presents an opportunity to reassess your business needs and the kitchen equipment, appliances and other essentials you purchase.

With the cost of the average kitchen fit-out going well into six digits, it's crucial to balance items you need versus those you want, to avoid going over budget. Planning is the key to minimising stress and keeping budget constraints. Consider the necessity of every piece of equipment, appliance and furnishings you place into your kitchen workspace.

In the initial planning stage, you would have carefully considered the location of primary cooking equipment, prep and food storage areas, washbasins, dish and glasswashers. As your vision comes closer to reality, deciding on what appliances, based on brand, size and capacity are paramount. At times, with the pressure of managing a kitchen fit-out, it is easy to overlook some of those all-important kitchen essentials.

To prevent that happening to you, we've put together an exhaustive list of kitchen appliances, equipment and other essentials to help make your job a little easier.

## 4.3.1 Cooking Equipment

The cooking equipment you use can determine the efficiency and flow of your entire kitchen. As you can well imagine the heart of any great kitchen is its chef, and behind every great chef, is the cooking equipment he or she depends.

### Ovens

Commercial ovens are the most used and versatile pieces of equipment in the 'chef's cooking arsenal. Ovens can cook large quantities of food faster than conventional ovens. Ideal for baking, roasting, broiling, drying and cooking vegetables, they are the quintessential workhorse of the modern kitchen.

While gas ovens are the preferred choice of professional chefs, electric ovens and hot plates are a common alternative. Ovens are available in standalone and benchtop variations.

Last, but not least, don't skimp on quality. Consider the constant use your oven needs to endure and the impact that precision temperature regulation has on results. Something all chefs appreciate.

### Ranges

Ranges are a popular choice in commercial kitchens, combining the versatility and convenience of a burner and oven in one standalone unit and offers greater flexibility in the kitchen layout. Ranges also offer full griddle or combination burner and griddle combinations.

### Burners

Burners are available in both freestanding and benchtop variations and designed to withstand the rigours of commercial kitchens. Commercial burners are incredibly robust, easy to clean and maintain. Be sure to consider your current and future needs while paying attention to usability if you have small and large pans on the go at all times.

### Grills

Whether your grilling with gas or charcoal, grills are fast, reliable and robust cooking methods designed to meet the needs of busy restaurants, roadside stops and grill houses and customer taste expectations. Available in standalone and benchtop variations.

### Griddles

Griddles offer significant benefits in restaurants and fast-food applications as they heat up quickly and provide a consistent cooking temperature. Cast iron is an old favourite and incredibly durable as well as retaining and distributing heat across the plate better than any other surface.

Depending on the cooking application, stainless steel can represent a better alternative as it's easy to clean and does not impact on the taste of certain foods. Available in both standalone and benchtop variations.

### Deep Fryers

Commercial deep fryers provide a safe and hygienic way to fry large amounts of food with precision and consistency. Simple operation, robust and easy to clean, deep fryers are used in a variety of foodservice environments from restaurants, burger joints and cafes. Deep fryers are also available in both standalone and benchtop variations.

## 4.3.2 Refrigeration

There are many different styles of refrigeration equipment, and the style you choose will depend on your type of restaurant and your specific refrigeration needs.

## *Freezers*

There are a variety of freezer solutions designed to meet the needs of your kitchen while balancing function and space-savings. There are four freezer types;

- Chest freezers have spring-loaded lids and commonly used in kitchens that require a significant freezer capacity and hold up hundreds of litres of capacity.
- Upright freezers are a practical solution where kitchen floor space is a real commodity and enable easy access to food items.
- Under-counter freezers offer space savings and convenient access to frozen items, ideal for busy kitchens, durable and come in single and multi-door configurations.
- Counter freezers – like their under-counter counterparts, counter freezes provide space savings by adding to the storage or preparation area in your kitchen.

## *Fridges*

Space is a valuable commodity in every commercial kitchen; fortunately, modern fridges are designed to meet the needs of today's business by balancing function and space-savings. There are four fridge types;

- Upright fridges are perfect for kitchens with limited floor space and come in a variety of configurations such as single, double and glass doors with stainless steel and painted finishes.
- Counter fridges are a professional and hygienic way which provides efficient refrigeration with the added benefit of increasing your prep space.
- Under-counter fridges are the perfect solution for space-conscious and suit hospitality businesses, both large and small.
- Low fridges are perfect for kitchens with limited space. Both practical, durable and robust enough to enable additional catering equipment like grills and ovens to be positioned on top.

## *Ice Makers, Crushers & Storage*

Ice markers are a dependable solution for hotels, bars and clubs who need a reliable source of ice year-long.

- Underbench and modular ice machines provide a convenient and hygienic way to create ice ready for use. Perfect for bars, **cafes** and restaurants.
- Ice Crushers are perfect for a variety of hospitality applications such as chilling fruit juices and soft drinks or lining display beds to keep produce fresh throughout the day.

■  Ice Bins – are the ideal storage solution for cubed or flaked ice for busy hotels, bars and restaurants with a constant need for ice on the go.

## 4.3.3 Benchtop Equipment

Great chefs are defined by the tools they use. When it comes to catering equipment, nothing could be truer. Commercial kitchen equipment by design will withstand the daily rigours of regular and continual use and form the cornerstone of productivity and performance in the kitchen.



### *Food Processes, Blenders & Mixers*

Commercial blenders are designed to withstand continual use. Are for ideal for coffee shops, restaurants, and bars alike. With the ability to vary a blenders viscosity makes it perfect blending smoothies, milkshakes, frozen juices and creamy drinks in a matter of moments. Blenders are available in a variety of types you might like to consider depending on your use case, they are;

■  Stick Blenders
■  Milkshake & Smoothie Blenders
■  Kitchen Blenders
■  Bar Blenders

## *Slicers*

Food preparation demands in restaurants, cafes, takeaway and sandwich shops can be brutal. Slicers provide a simple, safe and hygienic way to prepare high volumes of food without all the fuss quickly. There are three primary types of blenders, they are;

■   Meat slicers
■   Tomato slicers
■   Vegetable prep machines

## *Salamanders*

A versatile piece of kitchen equipment used to broil, brown, glaze, caramelize, grill and toast. Salamanders are energy efficient, produce excellent results and easy to clean and maintain. Although you will not find a salamander in every kitchen, it is nonetheless an essential appliance, so we have included it in our benchtop equipment list.

## *Toasters*

Commercial vertical and conveyor toasters are perfect for hotels and self-service buffers where toasting large volumes of bread or crumpets is needed with the least amount of fuss and a quick turnaround. Griddle toasters provide commercial kitchens with the versatility of a grill and toaster, capable of grilling sandwiches, frying burgers and cooking pancakes.

Available in a range of sizes with both benchtop and freestanding options available depending on your business needs. The three primary types of toasters are;

■   Vertical toasters
■   Conveyor toasters
■   Griddle toasters

## *Beverage Brewers*

Whether you run an upmarket cafe or restaurant and serve high volumes of hot beverages, you will no doubt understand how essential it is to keep up with demand. Coffee brewers and beverage machines are designed to satisfy high customer demand while delivering consistent results with every use. Microwaves

Microwaves have proved their worth as an invaluable tool in the commercial kitchen, delivering faster cooking times and quickening meal turnaround times. Cooking aside microwaves are perfect for defrosting and reheating, making them ideal for use cafes, restaurants, sandwich shops and takeaways.

## 4.3.4 Freestanding Commercial Dishwashers

There are four commercial dishwasher types, they are;

- Under bench
- Pass-through & rack conveyors
- Pot & utensil
- Glasswashers

### Under Bench Dishwashers

As the name suggests, under bench dishwashers can be conveniently tucked away under a bench or shop counter, enabling significant savings in floor and bench space. Although compact, they offer small to medium businesses a powerful solution to their washing needs. Suitable for cafes and restaurants in need of a quick-loading and easy to use solution that is economical, reliable and built to last.

### Pass-Through & Rack Conveyor Dishwashers

Are you looking for a washer with the power and versatility to meet the high demands of your busy restaurant or cafe? Pass-through/upright dishwashers combine speed and wash efficiency in a compact, space-saving design that meets the needs of the most active hotels, cafes and restaurants.



Pass-through dishwashers come in a range of sizes and wash capacities, so it's easy to match the right washer to your business needs. Pass-through machines offer the versatility to clean a broad range of kitchen goods such as crockery, cutlery, pots and pans.

Rack-conveyors are a step-up from the pass-through dishwasher with the ability to pre-wash, wash, rinse and dry hundreds of wash cycles per hour with ease. Rack conveyors are essential to kitchens with high turnover.

### Pot & Utensil Washers

Commercial pot washers are task-specific upright washers designed to meet the needs of large restaurants and hotels; with the capacity to handle the toughest baked-on grime and high-volume wash loads, dependably, all-day, every day.

### Glasswashers

Another task-specific upright washer is the glasswasher; delicately washing your glasses, yet powerful enough to remove the toughest grime or lipstick stains. Your glasses emerge spotlessly clean, dry and ready for use.

## 4.3.5 Kitchen Benches & Food Storage

Kitchen equipment and appliances aside, two things every master chef and kitchen hand wish they had more of is bench space and food storage. As you can imagine, food preparation and storage are high on the must-have list, but other items are equally as important, such as;

- Food Preparation Tables
- Food Storage
- Commercial Sinks
- Drying Racks/li>
- Shelving
- Food Trolleys & Utility Carts

## Food Preparation Tables

As all experienced chefs and kitchen hands know; inadequate food preparation space slows the preparation process and keeps customers waiting longer than expected. Considerable thought into the design and layout of your kitchen will aid in maximising preparation areas and result in significant productivity benefits. Stainless steel is the preferred surface for food preparation as it's resilient to dents and scratches, easy to clean with less chance of harbouring harmful bacteria.

## Food Storage

Food storage containers are ideal for storing a variety of food staples in bulk such as quinoa, oats, pasta and rice. Having an adequate supply of clearly marked food storage containers and jars for the handling and storing of food is crucial to increase longevity avoid cross-contamination, reduce spoilage and bacteria growth. Introduce a systematic management and rotation system, which ensures the oldest food stocks are used first.

The most common types of food storage systems are;

- Ingredient bins
- Storage containers
- Preserving jars

## Commercial Sinks

Selecting the right commercial sink for your kitchen will depend greatly on the layout of your kitchen and the availability of space next to your dishwasher. Commercial tubs are a freestanding combined table and sink with either a single or double washbowl. As with most kitchen equipment and furnishing commercial sinks are sturdily constructed and made from high-quality stainless steel, easy to clean, scratch-resistant and durable.

## Drying Racks

Drying racks have a dual-purpose use by providing a convenient place to both dry and temporarily store crockery, glassware, cookware and utensils during busy periods.

## Kitchen Shelving

Shelving is as vital to the productivity of your kitchen as any other area in your kitchen workspace. Having an ample supply of uncluttered shelving is paramount to the efficiency of your kitchen. Opt for quality steel shelving where possible, its

robust, durable and able to withstand the hard knocks, heaving loading and the harsh conditions of the kitchen environment.

### *Food service Trolleys & Utility Carts*

All reputable hotels and restaurants have several utility carts and food service trolleys at their disposal. Trolleys are an efficient way of hauling heavy loads and serving guests, quickly and easily.

Utility carts aside, service trolleys are available in a variety of service types and use specific, they are, they are;

- Foodservice trolleys
- Clearing trolleys
- Dish trolleys
- Cutlery trolleys
- Food prep trolleys

Although widely used in the hospitality industry, utility carts are incredibly versatile, suitable for just about any application, and for this reason, are used in a variety of other industries.

## 4.3.6 Cookware, Kitchenware & Crockery

It has been said; 'clothes define the man', well, when it comes to kitchenware, nothing defines the professional kitchen better than a chefs tools. Furthermore, the crockery and cutlery you select for your restaurant or cafe conveys a subtle, yet important message to your customers about who you are.

For this reason, considerable thought needs to be given to ensure the tableware chosen matches your restaurant's theme and surrounds. We've compiled a list of essentials every notable kitchen requires, those distinguishable elements are;

- Knives
- Cutlery
- Turners & tongs
- Cutting boards
- Pots & pans
- Mixing bowls
- Crockery

Crockery selection can be likened to putting the all-important finishing touches on a painting which captures its essential character. The plates you select; whether simplistically elegant or artfully noteworthy culminates the customer experience.

### *Knives*

The chef's knife is the cornerstone of the food preparation process, here are the seven essential knives you should have in your kitchen;

- Cleaver
- Paring knife
- Chef or Santoku knife
- Boning knife
- Fillet knife
- Carving knife
- Bread knife

### *Cutlery*

As mentioned a little earlier, tableware plays a role in the overall customer experience. Consider the weight, look, feel and material of the cutlery you select as it can either enhance or devalue the dining experience.

**REMEMBER**

Keeping knives sharp is essential, and there are a variety of sharpening solution available from electric knife sharpeners to whetstones and honing steel.

## *Crockery*

Crockery forms a significant part of the table setting so it makes sense that your dinnerware reflects your restaurant theme.

## *Dinnerware*

Choices are abundant when it comes to dinnerware. Aside from picking the right style to match your restaurant theme, it is also important to consider durability, material, the statement you wish to make and your budget. When selecting dinnerware it's important to evaluate the entire set, consider the pros and cons of each component and how it enhances or detracts from the dinner set.

## *Cups & Saucers*

Selecting the right cups and saucers can be tricky and is an area which receives a lot of scrutiny and for good reason. When evaluating a cup and saucer it's a good idea to look out for the following;

■    The shape of the cup

■    Shape of the cup handle

■    Cup placement within the saucer

Table spills can be embarrassing and frustrating for customers, impacting their overall experience while burdening staff during peak hours. Consider the shape of the cup, how easily the handle can be held, and the cup fits securely within the saucer. These simple checks will not only improve the customer experience but also save staff time and limit costly breakages.

## *Glassware*

Restaurants need to stock a wide range of glassware. Depending on whether your dining experience is casual or formal, the look and feel of your glasses will no doubt vary. The most common types of glassware your restaurants will need are;

■    Beverage Glasses

■    Tumbler Glasses

■    Beer Glasses

■    Wine Glasses

■    Cocktail Glasses

- Champagne Glasses
- Beer Glasses
- Dessert Glasses

When shopping for glasses, look for features which match your restaurant's theme and avoid overly thin glassware as it breaks easily.

## Tongs

Perfect for picking up and holding a range of food types for a variety of food handling tasks. The most commonly used tongs are plating, serving, turner and grill tongs.

We've listed the full collection of tongs types available below;

- Serving
- Turner
- Tweezer/plating
- Spaghetti
- Vegetable
- Salad
- Pastry
- Scissor
- Grill
- Snail

Stainless steel tongs stand the test of time, durable and able to withstand a considerable amount of heat and are food safe.

## Turners

The majority of professional turners are made from quality stainless steel and available in a range of slotted and perforated blade variations with steel, wooden or heat-safe polypropylene handles.

The primary turners types are;

- Fish/Egg
- Pancake/Omelet
- Hamburger
- Steak

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When selecting a turner, consider the material used, the comfort of the grip, and whether or not the turner will be exposed to heat for long periods. Stainless steel handles conduct heat very quickly, so wooden handles can be a great option to avoid burns.

## Cutting Boards

Running a food service business has never been easy. One area of particular concern for commercial kitchens is cross-contamination, which can occur through cutting boards. So choosing the right surface for your food preparation is of paramount importance to protect the health and safety of your customers.Many commercial kitchens prefer to use plastic cutting boards as they are easy to clean, dishwasher safe, durable and relatively inexpensive. Whatever prep-surface used it's recommended you allocate one for each food group; such as meat, bread and vegetables.

Cutting boards are made from one of the following three materials;

- ■ Plastic
- ■ Wood
- ■ Bamboo

## Pots & Pans

Cookware is the indispensable item in every kitchen and cooking process. The materials used in pots and pans in particular need to conduct and distribute heat evenly while preventing food from burning.

As with most kitchen items, materials often determine the quality of the item; however, materials also play a role in its suitability to cook certain food types.

There are four primary steel types used, they are;

- ■ Stainless steel
- ■ Anodised aluminium
- ■ Cast-iron
- ■ Copper

When selecting cookware, consider it's construction, the thickness of the base, how well lids fit and do the handles and covers have a heat-proof surface.

## Mixing Bowls

Mixing bowls have a variety of uses around the kitchen and come in a range of size depending on the amount and type of ingredients mixed. The three most common bowls used in commercial kitchens are stainless steel, polycarbonate or polypropylene. Stainless steel is robust and easy to clean, while polycarbonate and polypropylene are durable, lightweight, inexpensive and easy to clean and can be placed in the microwave.

The five types of materials used in commercial mixing bowls are;

- Stainless Steel
- Polycarbonate
- Polypropylene
- Glass
- Copper

It is worth doing a little further research into the pros and cons of using all of the above materials before committing to purchasing any one type of mixing bowl.

## 4.3.7 Commercial Exhaust Canopies, Hoods and Fans

An indisputable necessity and requirement for every commercial kitchen, exhaust canopies, hoods and exhaust fans are designed to extract and filter airborne grease, fumes, heat, smoke and steam and draw the air out of the building.

## Commercial Exhaust Canopy

The exhaust canopy is a commercial-grade range hood which draws and filters the air emanating from one or more appliances located under the canopy. Depending on the area to be covered, exhaust canopies are custom made where required.

## Exhaust Hoods

Exhaust hoods are designed to cover appliances in areas not covered by an exhaust canopy or where air extraction requirements differ from other areas within the kitchen. An excellent example of this is exhaust hoods located over dishwashers which draw only condensed air, unlike cooking areas which need to filter smoke, grease, condensed air and heat.

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### *Roof and Inline Exhaust Fans*

Roof-mounted exhaust fans draw air up through the roof, while inline exhaust fans are wall-mounted and draw exhaust air and fumes outside the building.

## 4.3.8 Regulatory Compliance

### *Cleaning Supplies*

Creating a cleaning schedule for your kitchen aids in systemising the cleaning process and ensures you don't attract the watchful eye of the food authority. Keeping stock of cleaning supplies along a vigilant attitude to cleanliness is required to prevent harmful bacteria and possible cross-contamination.

Below is the checklist of necessary cleaning items to keep in stock at all times;

- Buckets
- Floor mats
- Hand soap & sanitisers
- Microfibre cloths & cleaning rags
- Wet floor signs
- Brooms and dustpans
- Restroom supplies

Our cleaning and sanitising guide provide tips on cleaning frequency and cleaning equipment required.

### *Safety*

Last but not least, safety in the workplace should always be a priority. As a business owner, it is your responsibility to ensure the safe working environment for your employees and their compliance in ensuring the safety of others, whether fellow employees or customers.

Necessary safety essentials every kitchen needs are;

- Fire blanket
- Fire extinguisher
- First aid kit
- Heat detection devices
- Fire suppression systems

# CASE STUDY

## GLOBAL COOKING

A large, global FMCG company wanted a kitchen-level understanding of people's meal preparation – across 20 countries including emerging markets Brazil, Argentina, Mexico, Turkey, South Africa, the Philippines and Vietnam.

Already armed with a great deal of attitudinal and behavioural knowledge from traditional qualitative and quantitative research, they wanted a **first-hand** view of meal life cycle – from key meal decisions and food preparation … to plating meals, cleaning, and storing leftovers.

They wanted to witness first-hand WHAT people are doing, HOW they are doing it, and use this to understand more deeply the WHYs behind behaviours.

### Global Objectives

- Truly experience meal preparation from the eyes of the person
- Examine claimed versus actual behaviour
- Search for clues on emerging trends or behaviours
- Compare and contrast behaviours and beliefs across many countries
- Understand topics relevant to internal objectives – cooking, baking, use of particular ingredients

### Local Objectives

- Understand regional consumer segments
- Consider local questions and hypotheses as part of the research

## Method

75 people across 20 countries were asked to record themselves preparing and consuming food throughout the day. This included breakfast, lunch, dinner, and a baking or snacking activity

Google Glass recorded first-person video and audio of these 300 meals, with people narrating as they cooked

200 hours of global footage analysed by weseethrough's coding team and uploaded onto the video curation platform, Haystack. Haystack's advanced behavioural coding

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and transcription capabilities helped unearth rich quantitative data and bring-to-life examples of behaviour for the team to see

Haystack allowed weseethrough researchers to mine for unarticulated nuances that could inform new product ideas, ways of communicating, emerging behaviours, or future trends

Online interviews were conducted to probe further into habits and further compare claimed and actual behaviour, providing additional texture to the learnings.

| **75** | **20** | **300** | **200** |
|---|---|---|---|
| PEOPLE | COUNTRIES | MEALS | HOURS OF FOOTAGE |

## Findings And Implications

### *Disconnect Between Saying and Doing*

When asked to recall the time it takes to cook, or the actual amount of ingredients they use, the people were often wildly inaccurate! Even in the moment, there are disconnects between what people are saying and what they are doing. These differences suggest a desire to be healthier, appear more knowledgeable about recipes and ingredients, or do what they 'should' be doing. But in reality, the people want and need great taste, flavour, and texture.

*Implications included: new product innovation, packaging structure, on-pack communication*

Consider product-based strategies that help people eat healthier, without compromising on taste

### *The World's Kitchens – Online*

Across the global markets, laptops and phones were being used to access Internet destinations – right in the kitchen.

*Implications included: digital marketing, campaign creative / brand messaging*

More overall marketing focus should be placed in the digital realm – integrating and featuring products

Products and brands should aim to be top-of-the-list when people search for new recipes, recipe ideas, or other new-dish inspiration

Tailored digital plans should focus strongly on **new** recipes versus traditional ones, as people are much less likely to consult on the latter

## Products From One 'Culture' Into Another

weseethrough saw examples of a sauce from one culture being used widely in a second country for yet a third purpose!

### Implications included: new product innovation, portfolio management

Consider how products from other parts of the global portfolio can be introduced to new regions

## Customising Amounts to Suit

Across the world, many people customised the amounts of pre-made sauces and seasonings – even if not the manufacturer's intent. They did this for taste, health, recipe size reasons, and for some, financial reasons.

### Implications included: new product innovation, packaging structure, on-pack communication

Consider packaging and delivery innovation that allows people to 'right size' premade sauces or spices for health, taste, or household size.

## SUMMARY

- Preparing, understanding, and completing a recipe require looking ahead and thoroughly reading the recipe *before* you start cooking or baking.

- Cooking is the art of preparing food for ingestion, commonly with the application of heat.

- Commercial kitchen equipment need to produce food for a large number of consumers. It needs to be robust, durable, and easy to operate.

- A standardized recipe is a set of written instructions used to consistently prepare a known quantity and quality of food for a *specific location*.

- Standardize recipes can help with work simplification and incorporate HACCP into procedures. Many facilities preparing food in large quantities also batch cook, so the standardized recipes will incorporate those procedures into the instructions.

- Standardized recipes are an important control tool for food service managers and operations. A standardized recipe assures not only that consistent quality and quantity, but also a reliable cost range.

- The yield of a recipe is the number of portions it will produce. Yields can also be expressed as a total volume or total weight the recipe produces.

- A standard recipe includes the size of the portions that will make up a serving of the recipe.

- The three types of cooking methods are dry heat cooking, moist heat cooking, and combination cooking.

- Dry heat cooking works without the presence of any moisture, broth, or water. Instead, it relies on the circulation of hot air or contact with fat to transfer heat to foods.

- As the name indicates, moist heat cooking relies on the presence of liquid or steam to cook foods. This method can be used to make healthy dishes without any added fat or oil. It's also a great way to tenderize the tough fibers in certain cuts of meat, like beef chuck or brisket.

- Combination cooking utilizes both dry and moist cooking methods. Foods are cooked in liquids at low heat for an extended period of time, resulting in a fork tender product. This technique works with the toughest cuts of meat, gradually breaking down fibers until they melt into the liquid.

- The cooking equipment you use can determine the efficiency and flow of your entire kitchen. As you can well imagine the heart of any great kitchen is its chef, and behind every great chef, is the cooking equipment he or she depends.

## MULTIPLE CHOICE QUESTIONS

1.  **Which of the following is an advantage of food processing?**
    a.  Availability of seasonal food throughout the year
    b.  Removal of toxins and preserving food for longer
    c.  Adds extra nutrients to some food items
    d.  All of the mentioned

2.   **Which of the following is a disadvantage of food processing?**
    a.  Canning of food leads to loss of Vitamin C
    b.  Processed food adds empty calories to food constituting junk
    c.  Some chemicals make the human and animal cells grow rapidly which is unhealthy
    d.  All of the mentioned

3.  **Which of the following is a performance parameter for the food industry?**
    a.  Hygiene
    b.  Labour Used
    c.  Hygiene & Labour Used
    d.  None of the mentioned

4.  **A recipe written according to an established format that helps the facility maintain consistency of product quality as well as control costs**
    a.  1Standardized Recipe
    b.  Spring Scale
    c.  Conversion Factor
    d.  Recipe

5.  **A list of food items showing the average shrinkage form AP amount to EP amount**
    a.  Conversion Chart
    b.  Conversion Factor
    c.  Ingredient
    d.  Portion Size

6.  **Cutting a stick if fat and provide them with measuring fats**
    a.  Yield
    b.  Dividend
    c.  Stick Method
    d.  Sifting

7. **The preparation and assembly of ingredients and equipment needed for a particular dish or for a service period**
   a. Spring Scale
   b. Portion Size
   c. Yield
   d. Mise En Place

8. **The number being divided, which is placed inside the long division sign**
   a. Dividend
   b. Yield
   c. Divisor
   d. Percent

9. **The number dividing the first number, which is placed outside the long division sign**
   a. Divisor
   b. Flavor
   c. Sifting
   d. Dividend

10. **The number by which to multiply ingredients when converting a recipe, calculated by dividing the desired yield by the original yield**
    a. Conversion Factor
    b. Denominator
    c. Portion Size
    d. Conversion Chart

## REVIEW QUESTIONS

1. What are the basic cooking techniques?
2. How do you structure a recipe?
3. What should a recipe include?
4. What is a standard recipe and why are standard recipes useful?
5. Why is using standardized recipes an important cost control tool for foodservice operations?
6. What are the benefits of using standardized recipes in a foodservice business operation?
7. Why is it important to understand the difference between volume and weight measurements when developing recipes?
8. How important are the commercial machines used in cooking?
9. What are the tools and equipment used in commercial cooking?

## Answer to Multiple Choice Questions

| 1. (d) | 2. (d) | 3. (c) | 4. (a) | 5. (a) |
|--------|--------|--------|--------|--------|
| 6. (c) | 7. (d) | 8. (a) | 9. (a) | 10. (a) |

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# MANAGING A RESTAURANT STAFF

*"When you are able to shift your inner awareness to how you can serve others, and when you make this the central focus of your life, you will then be in a position to know true miracles in your progress toward prosperity."*

— *Wayne W. Dyer*

## INTRODUCTION

The restaurant staff is the most valuable asset for the restaurant business. They are the ones who are executing the tasks that generate the revenue for your business. Your staff are the also ones who are also dealing with your customers, thus, it is essential to have a strong team that can achieve your business goals.

## LEARNING OBJECTIVES

After studying this chapter, you will be able to:

1. Focus on restaurant staff management strategies for building a great team

2. Prepare to restaurant staff for hiring the best team to run your restaurant

3. Identify the things to help a restaurant strengthen the organizational culture

Thus, comes the need for proper restaurant staff management that would help you create, assign, and optimize the operations required for the smooth functioning of your restaurant.

The entire process of restaurant staff management can be broadly classified into three aspects –

- Creating the Human Resource Structure and restaurant staff hiring
- Restaurant on boarding and staff training
- Restaurant staff management through scheduling, measuring performance and ensuring staff happiness

## 5.1 RESTAURANT STAFF MANAGEMENT STRATEGIES FOR BUILDING A GREAT TEAM

Great staff is hard to find, and it is even harder to retain them in today's competitive restaurant labor market. Here is all that you need to know about creating the right team that would aid your restaurant's growth.

From running back and forth during a dinner rush to managing slow periods where servers outnumber customers, managing a restaurant are rarely the same each day. Since a restaurant consists of several different groups of employees, managing each employee requires you to offer guidance for each individual employee, understand the tasks each employee must complete and look out for inevitable mistakes employees make. Since the quality of your workforce often dictates the number of customers you bring in, your management style must be personable but authoritative.

1.  Outline your expectations for everyone. The most efficient way to do this is by separating everyone into their respective groups, such as cooks, servers, bussers and managers. Explain the tasks each group is expected to complete daily and the rules everyone must adhere to. Ensure everyone understands the concept of food cost and that serving sizes are not a suggestion; they are a measurement everyone must follow. Make it clear that you're available to talk if anyone needs assistance.

2.  Meet with each person individually and talk about the person's expected schedule and how a restaurant works. Working at a restaurant, in terms of hours worked, is completely different than most other types of businesses. Many restaurants work with thin profit margins, and managers may have to send employees home when business is slow. Explain that employee performance dictates who stays and who leaves when business is slow.

3.  Walk the floor frequently. Pay attention to each employee's performance. Don't micromanage and immediately step in to correct an employee when he makes an error, but keep the incident in the back of your mind. When an employee continuously makes mistakes, take time to meet with him one-on-one and go over everything you witnessed. Offer suggestions on how he could better his performance.

4.  Talk immediately with employees who violate company policy. Even if the violation is minor and you believe the employee won't do it again, point out the violation to the employee immediately. If you don't, employees may believe they can skirt the rules.

    Avoid yelling and berating an employee who violates company policies. Simply confront the employee, inform him of the rules and tell him you expect him to abide by them from now on. For example, if an employee comes into work without a name tag, say "John, name tags are required every day. If you lost yours, I can make you another, but you need to wear it from now on."

5.  Help an employee who appears to be struggling. For example, suppose during the daily dinner rush, two buses full of people arrive. If the cooks are struggling to keep up, go back behind the grill and help out until the rush is over. Doing so can endear you to your workforce and shows that you're willing to lead by example.

## 5.1.1 Characteristics of Restaurant Employees

While seemingly a job anyone can get, not everyone can handle working in a restaurant. Restaurant employees are faced with a high-pressure customer service position that must be handled in a delicate, friendly manner. To be a successful restaurant employee, you must possess certain traits. If you are lacking in any of these areas, you may find it difficult to sustain employment.

- Personality

  Food service is a customer service job. The primary goal of any restaurant employee, from manager to busboy, is to provide excellent service to the patrons. People go to restaurants for a night off from cooking and cleaning, making the experience almost important as the food. As a restaurant employee, it is your job to provide that service in a friendly manner. Even when a customer is unreasonable and rude, keep your interactions pleasant and remember that you represent the restaurant, not just yourself.

- Accuracy

  Not everyone likes their steak cooked the same way. Nor does everyone want a lemon in their diet soda. Whether you are a waitress, a bartender or a cook, you have to be able to prepare and deliver food to specifications, or you run the risk of diminishing your restaurant's reputation. Some restaurants even require wait staff to memorize specials and take orders without writing them down. Keeping in mind the proliferation of food allergies among patrons, something as innocuous as leaving peanuts on a sundae can be a potential health risk, opening your eatery up to liability.

- Ability to Multi-Task

  Accuracy is a challenge in and of itself. This is exacerbated when you consider a restaurant employee must be able to handle multiple orders from multiple tables simultaneously. You may have to put in another round of drinks while fetching more napkins and checking on why table seven's food isn't ready yet. You must be able to handle these tasks with efficiency and poise. If you are easily flustered, you can easily become overwhelmed.

- Flexibility

  Restaurant employees rarely work 9 to 5. While you may have a set schedule, that schedule is almost always subject to change. As a high-turnover industry, personnel are always changing. You can work Friday and Saturday only to be called on to cover the Sunday shift. Or you may be scheduled to work until closing at midnight, only to find yourself working until the last table leaves at quarter to one. If you establish early on that you aren't someone who can be relied on to pick up the slack, you may not make it in the business.

## 5.1.2 Restaurant Staff Hiring

Hiring the right staff is crucial for your restaurant business as the amount of resources that you spend on hiring, and then training your staff is pretty huge. Therefore you need to ensure that staff hiring process is done correctly the first time itself.



Here are the tips that you should follow for restaurant staff hiring.

(i) **Creating a Human Resource Structure:**  The first thing that you need to do is creating a human resource structure that will help you determine the various positions you need to fill for the smooth running of your restaurant.

Typically, you would need five types of restaurant staff, depending on your restaurant concept and format –

- Managerial Staff
- Kitchen Staff
- Floor Staff
- Bartenders
- Delivery Staff

Your restaurant's human resource structure would majorly depend on your restaurant concept.

*If you are a takeaway restaurant, you will require more delivery staff and kitchen staff. If you run a fine dining restaurant, the number of servers will increase. Also, the size of your restaurant is another major factor that determines the manpower required.*

(ii) **Determining the Requirements:** Before you start posting vacancy ads, you need to determine the exact staff requirement. While over-hiring would lead to escalating restaurant labor costs, under-hiring would negatively impact your operations.

You need to analyze the exact need of the human resources and talk to various department heads like the manager and the head chef, etc and ask them if any extra help is needed. Check your budget and requirements and then go ahead and determine the number of people you can hire and how much you'll pay them.

Next, you need to create a clear Job Description for each of the roles and list out the exact duties and responsibilities for each of them. This would give the candidates an idea about what they would be expected to do, and help you weed out irrelevant applications.

(iii) **Sourcing the Right Candidates:** Once you have determined the staff requirements, you need to start advertising to fill out the vacancies at your restaurant. There are several sources you can use when hiring the right candidate –

- Word of Mouth
- Newspaper Ads
- Social Media
- Referrals
- Job Portals
- Restaurant Consultants and Recruitment Agencies



The most important roles in a restaurant are that of a restaurant manager and the Chef. If you hire the right manager, they would automatically help you in hiring for the rest of the roles. Secondly, the Head Chef of your restaurant is probably the most valuable asset for you. Not only would he or she help you with the food and the menu, but they also typically lead the entire kitchen operations. Therefore, you need to hire a well-experienced and smart Chef in your kitchen.

Once you have a restaurant manager and Chef on board, you can ask them to help with the hiring. Experienced people in the restaurant space typically have a strong network of the people they have previously worked with. Your manager and chef can refer good people to your restaurant.

**(iv) Conducting Job Interviews:** Once you have an ample amount of candidates at your doorstep, you can start conducting interviews. When interviewing a person, you need to see if his/her thoughts are compatible with the goals of the restaurant and if they would be the right fit.

Since the restaurant business is based on hospitality and customer service, you also need to look for soft-skills, especially for the front-of-house job roles. While a pleasing personality, patience, and good communication are essential

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for the servers and waiters, you need people with teamwork and leadership skills in the kitchen. Make a list all of the parameters you would be judging the candidates on the basis of.

It is a good idea to ask for recommendations and references from the previous place of employment. Also, check through the previous responsibilities of the candidates. This would help you determine how dedicated the person is towards their work.



**(v) Hiring Part-time Staff:** Hiring staff on a part-time basis or seasonally is a great idea to keep your restaurant labor costs in check. They will help your permanent staff during the rush hours, especially during public holidays and weekends when the footfall is generally high. For hiring the best seasonal staff you can consider looking at the previous year's list or ask your employees for referrals.

## 5.1.3 Restaurant Staff Training

It is impossible for any restaurant to function successfully without well-trained staffs, who knows exactly what to do and how to do it. A well-planned restaurant staff training program will make your staff more efficient, skilled, and also aid the restaurant operations.

It also helps in making the team familiar with the top management and acts as a communication channel between the two.

Here is a list of things you can keep in mind while training your staff –

   **(i)  Preparing a Staff Training Manual:** Even before you start the training process it is crucial to prepare a staff training manual that will act as a guide for your restaurant staff.

A staff training manual **is a handbook that is given to your staff members in the form of a small handbook when they join the restaurant.** It should contain rules that they need to comply with, various processes that they will be trained in, how to's of their duties and responsibilities and other such technicalities.



It is a great resource which the restaurant staff can refer back when stuck somewhere. Thus, a restaurant staff training manual is not just an introductory guidebook for your employees, but a reference material to seek help from in future as well.

   **(ii) Conducting the Orientation:** Holding an orientation before you start with the training program is a must. This would make the employees familiar with the restaurant and tell them what is expected out of them.

You can include the following things in your Orientation Program:

1.  Any formalities that the restaurant staff needs to carry out before they start with the training.
2.  Share the restaurant's history and information about the customers base
3.  Introduction to the higher management
4.  An overview of the menu
5.  A brief introduction to the training program.

   **(ii) Educating and Empowering Your Staff:** Educating, rather than instructing your restaurant staff is essential for your restaurant as well as the employees. No matter how experienced the newly hired person is, they would require proper instructions on how your restaurant operates.

The training should be specific to the exact duties of each employee, however, everyone on your team should be aware of the standard daily procedures of your restaurant.

There are two aspects you need to train your restaurant staff in order to increase their efficiency:

1. Restaurant facts: These are the general everyday instructions that you need to educate your restaurant staff in. This includes things like your restaurant menu, cuisine type, what kind of customers the team can ideally expect, busy hours or days, etc.

2. Technological facts: This makes it essential to train your staff in the technology that you are using at your restaurant to ensure swift performance. You might have all the right technology to support the daily operations. But if your staff is not trained in how to use it, it'll all goes to waste. Familiarize your team with the POS system, mobile ordering app, feedback app, and all other technologies that you might be using.

Conduct proper training sessions for each job role to ensure that everyone on the team is trained right. For new and junior level employees, you can assign senior members on the team for training them so that they learn on-the-go.

Here is how you should train your staff to ensure their maximum efficiency.

**(iii) Cross-train Your Staff:** You might think that training the new team about all the new positions would make them the jack of all trades and master of none! But this is not the case in the restaurant industry. You can give basic knowledge about various departments to the new staff to make them more efficient and flexible enough to fill in a person's position if he/she is unavailable.

This also gives the restaurant staff an insight into other's responsibilities which would promote teamwork as well.

Cross training would also enable you to run your business smoothly even when you are short on staff.

**(iv) Conduct Regular Training Sessions:** The training should never end even if the trainee joins the regular staff members. Hold refresher meetings regularly and help the employees recall the training they were given. Continuously supervise the staff and ensure that they are practicing what has been taught to them. Supervision ensures that the less experienced team has someone to reach out to.

Regular training sessions are critical as they would ensure that your entire team is updated about any changes that you bring about in your business, such as, introducing a new menu item, and is also well-equipped to handle the changes.

## 5.1.4 Staff Management

Once you have a well-oiled team, it is important that you manage them properly so that their efficiency is Peak-optimized, and that would contribute to the success of your restaurant. Considering the high **attrition rate** in the restaurant industry, which contributes to high labor costs, it is essential that you manage your staff well and also ensure their retention.

**(i) Managing the Staff Shifts Efficiently:** If your restaurant business is operational both during the daytime and night, you need to have separate shifts and also separate staff to work for the same. Having an irregular staff schedule would result in the under-utilization of your employees' potential, or lead to overexertion, both of which would detrimental for your business.

While deciding the staff schedule, ensure that you abide by the labor laws. Also, clearly state the working hours and days for each staff member while assigning the shift.

**(ii) Monitor Staff Performance:** Often restaurateurs are so consumed with hiring and training the staff that they overlook measuring their performance. Monitoring the performance is essential as helps you analyze

your labor costs and gives you identify the strengths and weaknesses of your staff. This, in turn, would enable you to further train them and also have a better career growth. Analyzing your staff performance will also help you in rewarding them appropriately.

Certain Key Performance Indicators that you can use to assess your staff are –

- Number of tables covered
- Number of items sold and up sold
- Attendance

You can also seek the help of restaurant management software that would help you analyze your staff's performance.
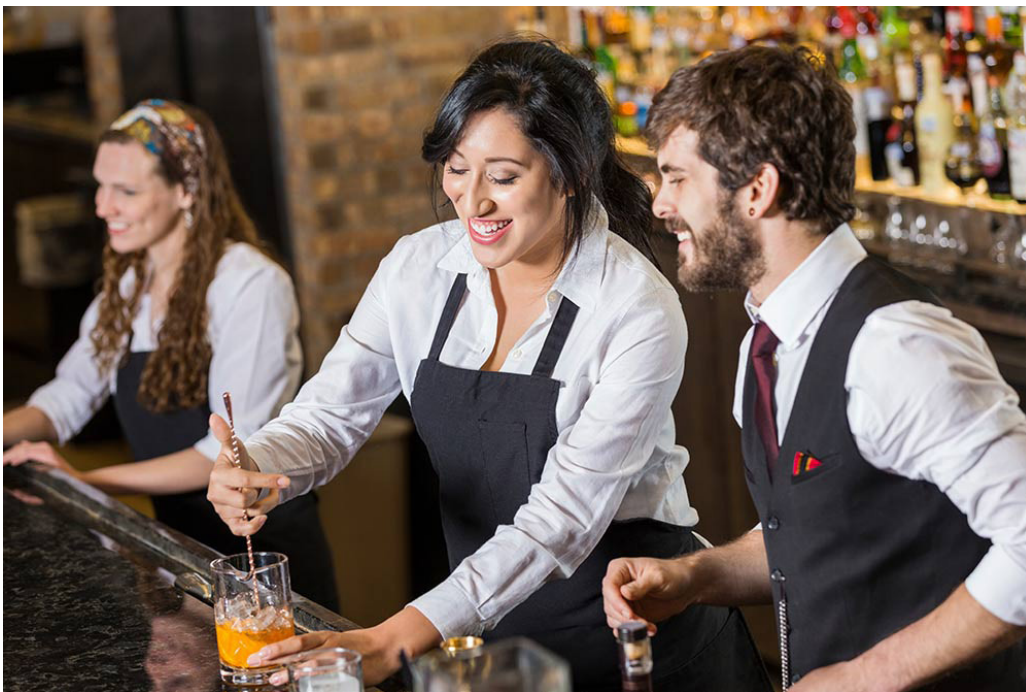


**(iii) Ensure Staff Happiness:** A happy workforce is an efficient workforce, goes the saying, and couldn't be more applicable to the restaurant business as well. Restaurants are a high-pressure work zone, with long and odd hours, where employees, especially the front-of-the-house staff have to execute their duties with hospitality.

If your restaurant staff is unhappy, it is bound to reflect in their work as well and damage your customer service. Plus, dissatisfaction with work also results in a high attrition rate, adding to your overall restaurant costs.

Here are a few things you can do to ensure that your staff is contented –

- Be a good paymaster
- Acknowledge the employees through incentives and rewards
- Ensure proper work conditions and a good environment
- Empower your staff with proper tools and skills to perform better
- Consider offering ESOPs (Employee Stock Options)
- Ensure communication within the team by taking employee feedback
- Providing a clear hierarchy structure for career growth

Here are some effective tips that would help you keep your staff happy and motivated.

Your restaurant staff is like the backbone of your restaurant – unless you have a strong team of individuals who are dedicatedly working towards the success of your business, you can hardly expect to flourish. Thus, it is essential that you focus on the staff management and do everything you can to build a great team!

## 5.1.5 The Types of Restaurant Employees

For an eating establishment to run properly, several types of restaurant employees are required. Although the member of employees can vary based on the type and size of restaurant, the general type of employees remains consistent. By knowing the employee types and their job functions, you can set up your restaurant in an efficient manner.

- Management

  A chain of restaurants or a franchise can have a general manager to oversee the operation and ensure the quality of food is consistent throughout the restaurants, while a smaller restaurant can have a manager with the same job. Other management positions include assistant managers who can be responsible for the employee schedule or daily operations. An accountant can handle financial affairs, including ordering and paying vendors, payroll and taxes.

- Chef

  All restaurants require a person in charge of cooking the food. In a fine restaurant, this person is the head chef, while in a fast-food chain; it may be the head cook. The chef normally has more in-depth duties as a fine restaurant contains many courses requiring additional kitchen help, such as pastry or sous chefs. Both restaurants require kitchen staff to cut vegetables and prepare or package the meals in addition to dishwashers and bus boys to pick up dirty dishes and clean them.

- ■ Servers

  Whether you have a fine restaurant or a fast-food establishment, the food needs to go from the kitchen to the customer. Employees for this position vary based on the type of establishment. A waitress or server will take orders and hand-deliver plates of food to clients in a sit-down restaurant, while a fast-food restaurant has both counter and window servers who provide the food to the client. Some fast-food restaurants also bring food to the table.

- ■ Miscellaneous

  Two final employees in the restaurant chain are the cashier and the delivery person. As some restaurants deliver food to your door, the delivery driver is responsible to ensure the correct order is picked up and delivered to the right location. He is also responsible to collect the money for the food and provide the change. In a restaurant, the bill may be paid at the table or in the front with the cashier. Fast-food restaurants use the counter person as a cashier to collect the payment.

## 5.1.6 The Key Points for Managing a Restaurant Services

A restaurant general manager has many duties to perform during a shift. The key points in performing these duties boil down to interactions with guests and employees. An effective general manager can balance these two elements to give guests the best dining experience possible while at the same time holding servers and other restaurant staff accountable.

- ■ Maintaining Appropriate Stock

  Part of your duties as a general manager for a restaurant involves placing a variety of product orders, including alcoholic beverages, straws, to-go silverware and food products. Coordination with your department leads -- a head waiter,

bartender or head chef -- is crucial to getting the right information about what customers are buying so you can order the right amount of stock to keep the restaurant supplied. Running out of stock on a busy Saturday night can damage your reputation with customers.

- Scheduling the Right Staff

  Maintaining appropriate staff levels for a given night is just as important as which staff members you schedule. Your service employees in particular, including servers, bussers and host personnel, can dictate the flow of your dining room and allow the night to run smoothly or descend into disorganization. Your job as a general manager is knowing the strengths and weaknesses of your staff and assign serving sections or roles to emphasize those strengths while mitigating the weaknesses. This allows customers to receive the best experience possible while keeping your restaurant running well.

- Enforcing the Rules

  As a general manager, you are responsible for setting restaurant policies for proper conduct and enforcing those policies when employees do not live up to expectations. Disciplining employees who routinely break restaurant rules is unpleasant, but doing so helps maintain your authority in the restaurant and communicates to other employees that you take these policies seriously. Removing employees who cannot meet expectations from your restaurant staff allows you the opportunity to bring new workers who may be better suited for the work environment.

- Interacting with Customers

  A managerial presence in the dining room makes customers feel more secure and allows you to address problems at tables quickly. By greeting each table at a given point in the meal, you can gauge how people at each table are enjoying the dining experience and whether any problems have arisen. Solving any problems before these issues grow into complaints and requests for refunds is key to maintaining a positive experience for diners and ensuring these guests come back to the restaurant.

## 5.1.7 Soft Skills Needed by a Waitress

As a restaurant owner, your success hinges not only on the menu, but on the continuous delivery of excellent customer service. Your prized chef may create the most amazing culinary confection on the planet, but if it is delivered to the table by a waitress who treats your customers poorly, it damages the experience for the customer and hurts your bottom line. When interviewing a prospective employee for a wait staff position, it is important to focus on her soft skills as well as the experience on her resume.

In a tough economic climate, it is increasingly important for restaurant owners to hire candidates based on their soft skills, which can be described as those abilities needed for productive interpersonal relationships. Soft skills are nonacademic, nontechnical skills that are transferable from one job to another, such as good communication, self-awareness, positivity and the ability to work in a team.



**Hospitality and Courtesy:** A waitress with a developed soft skill set is a people person who emits a positive, warm and caring attitude with her customers, even when courtesies are not necessarily reciprocated. She is polite in greeting the customer, and makes him feel welcome with her mannerisms. Excellent listening skills are necessary to handle diners' wants, preferences or questions about the food. Empathy is important for a waitress; it is the ability to see the dining experience through the eyes of the customer.

**Coping Skills:** Everyone has seen the difficult customer who takes out his frustrations in a restaurant -- he doesn't like his food, he got the wrong entree, the waitress took forever. Dealing with a difficult diner can be a frustrating aspect of providing good service. A skilled waitress uses her coping skills in tense situations to resolve the issue. She listens to the complaint and takes responsibility for the problem while remaining calm. She's able to focus on the task at hand and offer solutions that satisfy the customer.

**Work Ethic:** A solid work ethic, initiative and reliability are soft skills that are desired in any position. A talented

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**REMEMBER**

A waitress with good soft skills demonstrates a desire to enhance the reputation of the restaurant and prides herself in exceeding customer expectations. She understands that the customer is king. Restaurants and other service industries frequently hire a candidate's attitude rather than her experience.

waitress should have leadership ability and work well with other restaurant employees. When other employees lack initiative, she may provide motivation or bring an air of optimism to a uncertain situation. As the waitress represents the face of the restaurant to its customers, she also represents the customer to the "back of house" staff. This includes communicating the customer's needs and preferences to ensure that the chef and kitchen staff gets the order right.

**Considerations:** Some people have good people skills without having awareness of them. When interviewing your candidate, evaluate her soft skills by watching her. Observe whether she arrives on time, how she greets you and interacts with other staff members, her appearance and how she listens to your questions.

## 5.1.8 Methodology for Employee Behavior in a Restaurant

Most service and hospitality industries rely on enthusiastic, passionate employees to represent the company and its ideologies on the job. Such is the case in the restaurant industry, where a pleasurable wait staff, committed cooks and eager hostesses who are willing to go the extra mile for customers can increase business, profits and restaurant growth. If you own a restaurant where employees are not reaching their potential, there are certain methods you could employ to boost behavior and morale.

**Managerial Influence:** As a manager, you have the power to influence your employees and change their behavior. Perhaps you've conducted recent layoffs that have corroded existing employee morale, or are dealing with the stress of managing a restaurant that might not be performing as well as you'd like. Whatever the reason, your employees look to you as a leader. If their leader is rude, condescending and easily irate, employees will not respond well. If, on the other hand, you are positive, approachable and enthusiastic about your restaurant staff, this can positively affect their behavior, which may translate to better service offered and returning customers to your restaurant.

**Recognition:** Encouragement through recognition could be one way of altering employee behavior. Your employees may feel undervalued or under-appreciated, especially if they're not making as much in tips or are assigned to shorter shifts than they'd like. This sentiment could be contributing toward their behavioral problems and translating into poor service, and thus poor profits, at your restaurant. Take the time to privately meet with each of your employees to go over their strengths. For example, discuss your chef's best dishes with him and persuade him to pitch new menu ideas to you. Speak with your wait staff individually, pinpoint each of their strengths and commend them on this portion of their work performance.

**Rewards:** Many of your employees may view their tips as a reward for good service, but sometimes tips aren't enough. Offering other rewards as motivators separate from customer tips is one method for adjusting employee behavior. These rewards could consist of accolades, money or company perks. For example, posting an Employee of the Month picture at the front of your restaurant that encourages customers to ask for the award winner's service could boost morale and encourage employees to keep up the good behavior. Other rewards could include monthly bonus checks, or free dinners or bottles of wine from the restaurant for those who provide excellent customer service.

**Listen:** Depending on your schedule and how hands-on you are with restaurant operations, your employees may not feel that you listen to their problems or concerns. This could negatively affect employee behavior, especially if there is animosity between different layers of your staff, or if business has been slow and tips have dwindled. Inform your employees that you want them to come to you with any difficulties, concerns or complications they have about the job or daily situations they might run into at the restaurant. Also, ask for their input. Your employees may have good ideas on ways to boost your restaurant's business through marketing tactics or food promotions. Showing your team that you value their input may make them feel more appreciated.

## 5.2 RESTAURANT STAFF: BEST TEAM TO RUN YOUR RESTAURANT

Hiring staff that's effective and productive is vital for your restaurant. But what are the various restaurant staff roles? What's the key to building a great team at your restaurant? How can you hire the right people for your restaurant?

These are a few of the many questions that you find yourself struggling with. A restaurant is fully functional only when you have a dedicated team. And we'll tell you exactly who and how to hire a restaurant staff.

Every restaurant is divided into two areas of operation – Front of House (FOH) and Back of House (BOH). FOH represents areas that your restaurant customers have access to. It consists of the dining area, bar and any other place they can visit. BOH, on the other hand, refers to the back end of the restaurant like kitchen, storage spaces, etc. It's that part of the restaurant where only the staff is permitted.

You need to hire staff for both these areas of operations at your restaurant.

## 5.2.1 Restaurant Staff Roles for Front of House

Restaurant staffs at Front of House are the people your guests first interact with. They must be responsive and sharp at communicating.

1.  **Restaurant Manager-** Restaurant managers handle restaurant operations at a managerial level. They check incoming orders, hire and manage employees, regulate billing, take care of table reservations, and more. Depending on the type of establishment, a restaurant could have a General Manager and an Assistant Manager.

2.  **Bar Manager-** Bar managers take care of orders that come to the bar. Not only do they manage drinks they also take care of any food orders placed at the bar. Bar managers are experts on alcoholic and non-alcoholic drinks. Their expertise is required while regulating the bar menu.

3.  **Bartender-** Bartenders come after bar managers. They should be quick and creative with the drinks they prepare. People get curious about what they're being served at bars. The bartender should be able to tell their customers about each drink that they prepare. Therefore, thorough knowledge is a prerequisite.

4.  **Host-** When a customer enters your restaurant, they are greeted by hosts. Table reservations and coordinating with guests is done by hosts of a restaurant.

3G E-LEARNING

5. **Server-** Often referred to as the restaurant's wait-staff, servers show the guests to their tables, give them the menu, inform them about the day's specials and take down their orders. Once they punch in orders, the food preparation begins. Customers reach out to servers for any assistance. And so, servers should be there to take care of them. Digital Kitchen Order Tickets in restaurant's today has effectively reduced the burden of servers who were earlier writing down orders and manually taking them to the kitchen.

6. **Busser-** Table clearing and set-up is the responsibility of restaurant bussers. Their job is to make sure the table is well laid out with all the necessary crockery and cutlery. It is their job to make sure each table is clean before the next set of guests comes in.

7. **Runner-** Runners work closely with servers. They bring prepared food from the kitchen and serve them to the customer's tables. They make sure the food is lined up in sequence at the kitchen counter.

8. **Cashier-** The cash registers are maintained by cashiers. They punch in, update and print orders. All bills are generated at the **cash counter**. Cashiers also take care of online food ordering system. Their duty is to make sure all online orders are punched in and instantly communicated to the kitchen staff.

## 5.2.2 Restaurant Staff Roles for Back of House

Mainly people who work in restaurant kitchens and storage rooms located at the back of a restaurant.

1. **Head Chef-** The person who leads the entire kitchen is a head chef. She/he manages the restaurant's menu. They are responsible for preparing meals for customers. They have a team of their own who assist them in preparing and cooking the meal. Before meals get served, they are sent to the head chef for review and approval. They also train new cooks who join the restaurant kitchen. Apart from managing and training the kitchen staff, head chefs look after the restaurant's inventory and stock purchases.

**Keyword**

**Cash counter** is the place in a store where a person pays for the things he or she is buying.

2.  **Sous Chef-** These people are the head chef's wingmen. They assist the executive chef in cooking. They also direct orders to other cooks at the concerned kitchen counters. The kitchen is headed by the sous chef in the head chef's absence.

3.  **Line Cooks-** Line cooks do the prep and initial cooking for chefs above them. They are given different stations to take care of. After being briefed by the head and sous chef, they handle their separate stations.

4.  **Prep Cooks-** As the name suggests, these people help in getting all the ingredients of a dish together. They wash, chop, slice or grind vegetables and meat for their senior chefs.

5.  **Dishwasher-** Often, cleaning of dishes is taken care of by a dishwashing machine, however, you need someone who can operate it. Also, there are times when you urgently need a utensil to be washed. A dishwashing machine is of no use then since it takes a certain amount of time for cleaning the dishes.

6.  **Maintenance and cleaning staff-** People like to visit restaurants that are clean and hygienic. Your restaurant's maintenance staff helps you maintain a neat environment for people to eat and work in.

## 5.2.3 Common Staff Roles by Type of Restaurant

The staff roles mentioned above may vary depending on the kind of establishment you run. Few restaurant specific roles get added and few get removed from the restaurant staff list mentioned above.

1.  **Fine Dining Restaurants-** High-end restaurants have a few staff roles that are unique to them. For example, these restaurants have wine stewards or **Sommeliers**, who are in charge of serving and handling any purchase of wines. Another staff role that is specific to these restaurants is **Chef Garde Manger.** They deal with the preparation and plating of cold food like salads, cheese, desserts and more.

2.  **Casual Dining Restaurants-** Having a line and prep cook might not make much sense in casual restaurants. These individual roles get combined and are performed by one short order cook who prepares the regular order meals.

3.  **Cafes-** Being a small establishment, cafes has limited staff positions and a single member manages more than one role. For example, the server could be performing the job of hosts and runners. Baristas are mostly specific to coffee shops and small cafes. Their job is to prepare different types of coffees, teas and other beverages.

4.  **Quick Service Restaurants-** QSRs are fast paced. Most of them don't have hosts and waiters as customers place their orders at the counter. There's one operator who punches in orders and prints KOTs and bills. The cooks working

in these fast food restaurants deal with commercial kitchen equipment like fryers, grills, etc. to prepare the food.

## 5.2.4 Manage Staff in a Restaurant

Managing staff can be a real task at times. Let's look at some of the ways you can maintain a productive environment at your restaurant.

1.  **The clarity in roles and functions.** It's very important that you and your restaurant staff are on the same page. Sit with each team and discuss the various operations they need to work on. Define individual roles at the beginning of work so that there is no scope of doubts or confusion later. Let them know what is expected of them while they're working at your restaurant.

2.  **Maintain staff data on a regular basis.** Every employee's data must be stored in your central system. A track record of their leaves and attendance must be maintained so that you can monitor individual performances. Make sure that it is regularly updated for better insight.

3.  **Know your employees.** As a restaurant owner, you should know about the people who work for you. Figure out what their strengths are and use it in your restaurant's favor. There should be open communication between you and your employees. Talk to them occasionally if not every day.

4.  **Avoid monotony.** To keep your restaurant staff engaged and active, assign daily tasks to different teams. Quirk up your workplace by providing your staff with meal discounts on special days. Provide your restaurant staff with customized goodies like sippers, t-shirts, and more. This will also help promote your brand.

## 5.2.5 Hire the Right Restaurant Staff

Hiring restaurant staff is not all that easy. These are the people who are going to help you run your brand better. Therefore, you must focus on a few things for hiring quality staff for your restaurant.

-   Step 1. Know how many people you need

    The restaurant may not necessarily need a sommelier or host. So, the first step is to identify and make a list of employees your restaurant needs in both FOH and BOH. It's only then that you can move ahead and begin hiring.

-   Step 2. Let people know you're hiring

    Go live! Publish and share your job openings across all platforms like social, classifieds in newspapers, online job recruitment portals, etc. Campaigning

becomes easier if you have an online website for your brand. In order to reach your target audience make sure you hit all the right channels. Create engaging and vivid content for your recruitment ads but also don't sway from the objective of the ad.



- ■ Step 3. Process applications

   Hiring staff for your restaurant shouldn't be done in haste. It only seems fair that you spend sufficient amount of time in going through all incoming applications. Hire qualified people as there are certain staff roles that need specialized knowledge and experience in one particular field.

- ■ Step 4.  Conduct interviews at regular intervals

   Invite the shortlisted candidates for an interview. Ask them all the required questions. Notice their attitude and approach towards each question. Give them a clear picture of what their job is going to look like. It's very important that their thought process aligns with yours. See if they fit your restaurant staff guidelines or not.

- ■ Step 5. Hire well

   Whilst hiring experienced people may prove beneficial, fresh graduates have great potential and energy. Your restaurant staff should be an amalgam of old and young employees. Hire people who will help you build and grow your restaurant.

## 5.2.6 The Importance of Training in a Restaurant

A well-trained workforce saves your restaurant time and money, and it also increases your profitability. Therefore, ensure that every member of your team from the wait and kitchen staff to the managers receives solid and continuous training to remain

outstanding in the highly competitive industry. It is also imperative that you work with professional and reputable trainers for a desirable outcome.

- ■ Food Handling

  Restaurant employees must know proper food-handling practices to ensure food safety. For example, a well-trained staff would know how to store certain foods at their required temperatures or the need to wash their hands before engaging in the cooking process. Employees who understand food safety practices can avoid cases of food poisoning and prevent food spoilage or waste due to contamination. They also will make sure your restaurant meets all food-safety codes.

- ■ Customer Service

  Your employees need to master the art of service to ensure your customers return, as well as recommend you to friends and families. According to Tourism-Review.com, most customers go to restaurants because they want to enjoy dining in a pleasant atmosphere. Proper customer service, therefore, is a core factor of **customer satisfaction**. A well-trained waiter, for instance, speaks to customers courteously or goes out of his way to provide them with a special service. Such customers retain fond memories of your establishment and are likely to make repeat visits.

- ■ Smooth Operations

  Well-coordinated operations, from buying food to serving it, are an asset to your restaurant. Training programs provide your workers with accurate specifications of their responsibilities and facilitate a harmonious relationship between employees, which breeds a team spirit. They gel well with each other and fulfill their duties, which often are interrelated. In smoothly running restaurants, customers receive their food on time, chefs cook food as required and waiters treat customers courteously.

**Keyword**

**Customer satisfaction** is a term frequently used in marketing. It is a measure of how products and services supplied by a company meet or surpass customer expectation.

- Consistent Quality

  A good training program in a restaurant covers quality standards among other aspects of business. Training reminds employees of your restaurants about principles, procedures and policies to ensure that they consistently fulfill their duties in accordance with these standards. For instance, well-trained cooks should always be able to handle food safely and prepare it well whereas waiters will always serve customers courteously on a consistent basis. Customers will return when they see that your restaurant has sustained its quality standards.

## 5.2.7 Restaurant Staff Attrition Rates

According to a study by LinkedIn, the restaurant industry has the highest turnover rate of **17.2%**, in the retail and consumer products sector. It also stated the attrition rate of food service professionals at **17.6**%. Various studies held across the globe show that restaurant employees leave within a year (or less) of being hired.

Reasons for the attrition rate are:

1. **High-pressure environment:-** The Restaurant industry is very challenging and demanding. The entire restaurant is on their toes during rush hours. If you're short staffed the atmosphere becomes stressful. Being constantly under pressure or where there is friction between employees of the same team. There's pressure when the flow of work is not systematic. Not just this, people also avoid working in restaurants that have poor infrastructure and cannot accommodate a lot of workers in it.

2. **No room for growth:-** Often restaurant staff has to stick to their roles strictly. The workforce today is looking to explore and grow. If they think they're not learning any new skills, they switch to something that has much more to offer.

3. **Restaurant is ill-equipped:-** Your restaurant should be well equipped with all the latest technology. Dealing with old machinery for FOH and BOH operations can be very stressful for your restaurant staff. Kitchen Display Systems will help connect both these areas of your restaurant. Using a well-integrated POS system will help you manage your restaurant better.

4. **Strict working guidelines:-** Every work needs discipline. But not to the level that it gets boring. If your restaurant has extremely hard and fast rules, you might end up losing your staff. There's a good chance that your restaurant staff ends up making a mess while working under pressure.

5. **A highly competitive co-working environment:-** At times, managers may get cross with their subordinates if the work is not done well. This kind of check is tolerable occasionally but not always. The workspace also becomes difficult

when some members of the team are slow and not able to deliver results. This makes it difficult for other team members even if their performance is highly credible.



## *Ways you can reduce your restaurant staff attrition rate*

1.  Begin right. If you have a thorough screening process, you wouldn't have to worry about employees leaving your restaurant. Make sure you hire people who fit well in your restaurant culture.

2.  Building interesting incentive programs will help you retain your staff. People tend to work more when they are incentivized. Give bonuses and other incentives to your restaurant staff regularly. This will motivate them to work better at your restaurant. Incorporate things like, "Chef of the day" or "Employee of the month", and so on.

3.  Make your restaurant staff feel valued. If an employee feels her/his work is being appreciated by their seniors, they will then put in twice the effort in their work. This will also motivate others to work better.

4.  Let there be a certain amount of flexibility in work. You can divide or shuffle roles as and when required. Make sure you give your restaurant staff some time off in rotation so as to keep the flow of work smooth at your restaurant.

5.  All work and no play make not only Jack but everyone dull. Having social gatherings and organizing fun activities post working hours, with your restaurant staff, will help them in getting to know their colleagues better.

## 5.2.8 Develop a Restaurant Work Design

Developing a restaurant work design or strategy to increase worker job satisfaction helps businesses increase worker motivation, thereby increasing productivity. In a small business where many employees may perform the same tasks every day, it is important to change things up to avoid boredom.

**Responsibility.** As the small business restaurant owner, you may help increase worker job satisfaction by offering monetary benefits, tuition reimbursement and career advancement opportunities. Implementing a work design should foster employee autonomy through empowerment. In a restaurant, empowerment may mean giving more responsibility to employees by providing training to the chef to learn more culinary skills and offer additional dishes, for example. This may also give a worker a sense of greater personal achievement.

**Strategic Planning.** Developing a work design involves understanding your restaurant's workforce culture. Workers may be used to doing the same daily tasks and perhaps there has been little-to-no change over an extended period. Change is an essential component to strategic planning, because it moves the company forward. There are bound to be bumps in the road for any changes implemented. Celebrate small successes and give recognition to employees who continue to strive toward meeting business goals aligned with the mission and vision.
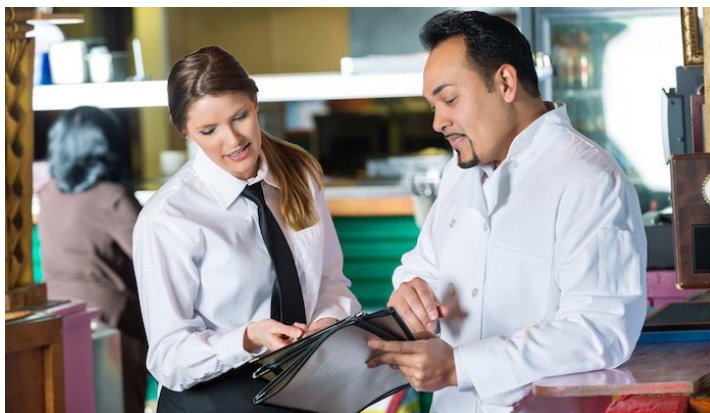


**Communication.** You can help your workers prepare for the inevitable changes by telling them change is coming. Maintaining communication with workers to reduce hearsay and maintain continuity and cohesiveness will be important to ensuring workers is not blind-sighted by upcoming shifts in the workplace. Continue to provide updates on changes and, when appropriate, include workers in decision-making processes; this also helps to decrease worker alienation by including workers as part of a team.

**Clear Mission and Vision Statements.** Continue to repeat the mission and vision statement of your restaurant and the reason behind the change, whether this be altering schedules, adding components to the restaurant or increasing restaurant hours. Emphasize positives and minimize negatives. Continue to reiterate what the product will look like once the change is successfully implemented. If you are creating more flexible schedules for restaurant workers, which has shown to increase job satisfaction, let them know that this change means workers can take charge of their schedule.

**Job Satisfaction and Motivation.** A warming and inviting environment in the workplace has shown to increase job satisfaction. Owners can consider involving a leadership approach, which enhances teamwork and places emphasis on completing goals as part of a team rather than the responsibility of one individual, such as a manager. This creates worker cohesiveness and minimizes competition.

## 5.2.9 Rules for Employees at Restaurants

Every business needs standards and repercussions for breaking the standards. When a business is in the food service industry, various state and federal regulations for safety are in effect. Rules for employees at restaurants become the bedrock of its success. Here are some rules that every restaurant employee – both the front of the house as well as the back of the house – must adhere to.

- Appearance and Hygiene

  Hair should be relatively secured at all times. This can mean that kitchen staff should wear hair nets or hats, and servers should have ponytails and trimmed hairstyles. No matter what, hair must be clean and out of the way – and away from food. Facial hair should also look freshly groomed, not only for the sake of appearance but also for hygiene.

  Every restaurant has its own requirements for uniforms, but a few standards are consistent, no matter the employment: clothing must be free of stains, tears and holes, and must be of an appropriate length, with nothing fitting too tight. Shoes should be color coordinated and should have good grips on the soles. Deodorant is a must for everybody. Perfumes and colognes should be administered with a very light hand, if at all – if the scent overwhelms the food, then that isn't good.

  Hands must be washed often and thoroughly, with soap under warm running water, for at least 30 seconds.

- Manners and Communications Skills

  Restaurant staff should greet restaurant patrons promptly when they enter, and should extend the same polite promptness when patrons are seated, when

they order, when they ask for refills or dessert – and during their entire stay at the restaurant, including paying for the check and exiting out the door. Never interrupt when someone is speaking and always look at people directly so they will feel that their words are important. All staff members should use this same kindly demeanor with all customers and with each other as well.

Being cordial is of utmost importance. Employees must work long, hot, tiring shifts, so it's important to stay on good terms. All employees should have a good working knowledge of the menu – both the food menu and the bar menu, if applicable, in case patrons ask.

- ■ Timely Performance and Time Off

  Employees at restaurants should arrive for their shifts a few minutes early so that they have time to clock in, put on their name tags and aprons, and to hear any specials or any information they need to know. Asking for time off should be done as far in advance as possible, so the appropriate coverage can be assured. It's of paramount importance that employees do not come to work sick with a communicable illness that staff or patrons patrons can catch. In the food service industry, this becomes a hygiene issue, so it's important not to come to work with anything contagious.

## 5.2.10 The Roles and Responsibilities of a Professional Restaurant Manager

Restaurant managers oversee every phase of a restaurant's operations, from providing quality food and service to making sure that the operations are profitable and that bills are paid on time. A successful restaurant manager understands food, customer service and business operations, and is engaged enough in daily operations to know which of these is most urgent in any particular situation. Because running a restaurant has so many moving parts, a restaurant manager should also know when to delegate, and when to handle tasks and situations personally.

**REMEMBER**

Every restaurant has different policies and procedures that employees need to learn. It's of utmost importance to know those policies and procedures well, but it's also important to have fun. Working in a restaurant isn't only about selling food but is an experience that will engage customers so they'll want to come back again and again to a clean, happy, mannerly staff, as well as to a restaurant's menu. Rules help make a restaurant a success for everyone.

A restaurant manager has a hand in virtually every aspect of running the business, from food, to customer service, to balancing the books and hiring and firing workers. Department managers are directly responsible for many of these functions, but the manager oversees and coordinates them.

- Managing Food Quality and Production

  A restaurant manager is responsible for overseeing the quality and production of food that gets to customers' tables. Although chefs and kitchen managers handle and create the food, with an eye toward flavor, presentation and food safety, the manager is the final link in the chain that ends with the finished plates coming off the line. Managing this aspect of a restaurant's operations involves training kitchen staff to pay attention to detail and training wait staff to back up the kitchen with an extra set of eyes.

  A restaurant manager should also observe food production and delivery, personally, if only as a manager who watches the plates go by and who tastes occasional samples. Restaurant managers should also work with the purchasing and kitchen staff on menu planning, to make sure that the ingredient costs for specific menu items are in line with the operation's targeted food cost percentages.

- The Dining Experience

  Ultimately, a restaurant manager is also responsible for creating a dining experience that keeps customers returning for everyday and special occasions. Elements of a dining experience include customer service, décor, cleanliness and even the volume of background music. Hostesses and wait staff are the front lines for creating this experience, but it is the job of the restaurant manager to train these employees to do their jobs well, to spot problems and to inform supervisors of difficulties they can't resolve themselves. When customers have problems with the food and service they receive, it is also the manager's responsibility to handle complaints and to take necessary action.

- Managing the Business

  A restaurant is a business, and a restaurant manager is responsible for making sure that it is solvent and profitable. It is the bookkeeper's responsibility to write payroll checks and to create financial documents such as profit and loss statements and balance sheets. But it is the manager's responsibility to proactively review these statements, keeping an eye on trends such as unsustainable food or labor costs, and coming up with solutions to evolving problems. A restaurant manager should also oversee personnel issues, making sure that employees are properly trained, and that she is looking for the sources of problems when they under perform.

## 5.3 THINGS TO HELP A RESTAURANT STRENGTHEN THE ORGANIZATIONAL CULTURE

The difference between a group of random people and a well-organized team can be the difference between a failed restaurant and a successful one. Restaurant owners and managers who understand how to strengthen the organizational culture within their establishments can improve efficiency, customer satisfaction and employees' enjoyment of their work.

**Staff Meetings.** Regular staff meetings give employees the opportunity to communicate with each other and with management and to resolve issues before they become corrosive to morale. Staff meetings show employees that their opinions are important to owners and managers, as long as the meetings involve two-way communication and are not simply a monologue from the boss. Staff meetings can double as opportunities for business communication and for a break from work involving food and a bit of relaxation.

**Recipe Contests.** Many people who work in restaurants are interested in food and cuisine. A recipe contest is a workplace-specific activity that gives everyone a chance to show their skills and enjoy the cooking of their coworkers. It can take the form of a single-day event at which everyone brings their dishes, or an ongoing activity that happens every week or two. Staff can also be offered the opportunity to use the restaurant's facilities during off-hours to create elaborate meals.

**Annual Party.** Annual parties usually happen around the end of December or the beginning of January. Although people go to annual parties to enjoy themselves rather than to strengthen their companies, spending casual time together offers the added benefit of letting staff get to know each other better while enjoying themselves. When management foots the bill for a big dinner or bash around Christmas time, it sends a clear message to the staff that they are appreciated, and this can improve employee morale and lead to a stronger company culture and greater staff loyalty.

**Uniforms.** Uniforms provide a visual cue that the people working in a restaurant are a team and are all striving toward the same goal. They can also remove awkward situations involving employees who are not wearing appropriate clothing for the restaurant venue. Many employees appreciate having uniforms provided by the company, because restaurant work can be greasy and sweaty, and having a staff uniform prevents wear and tear on one's personal clothing

**Profit Sharing.** Profit sharing is a form of organizational solidarity that goes beyond superficial expressions of appreciation and shares the real wealth that is generated by the business. When everyone involved in a restaurant understands that their personal income is related to the health of the business, they will be more motivated to put in the extra effort.

## 5.3.1 HR Strategy for Restaurant

Restaurants are fast-paced businesses. They need the support of HR to manage functions such as recruitment, **performance management** and staying in compliance with employment and food-handling regulations. HR's role and responsibilities range from the moment an applicant expresses an interest in working for the company to the employee's last day on the job. HR staff expertise, knowledge of industry practices and experience create a recipe for restaurant success.

- HR's integral role and responsibilities in the recruitment and selection process involve creating job descriptions, advertising job vacancies, conducting preliminary interviews and processing new hire paperwork. Recruiters often belong to industry-specific professional associations and networks to improve the restaurant's visibility and the chances of recruiting the best candidates.

- Restaurants in most states that serve alcoholic beverages must have TIPS-certified employees. TIPS certification means employees serve alcoholic beverages responsibly and are capable of determining when customers reach consumption limits that expose the restaurant to liability. In addition, restaurant employees often need to be tested for communicable diseases and trained for proper food handling. HR coordinates training and verifies health- and food-related certification.

- HR develops appropriate orientation and on-boarding programs for new employees. HR staff deliver orientation training for new workers that covers workplace policies as well as service standards. Service standards include restaurant-specific guidelines, such as timing for customer service, preparation guidelines and plate presentation.

- Restaurant managers are responsible for managing work force issues; therefore, HR trains managers on how best to handle HR matters that can be resolved without the assistance of the HR department. HR's responsibility includes training restaurant floor managers on resolvable performance issues and

employee relations matters, such as addressing employee suggestions and concerns.

■ Surveying and setting competitive wages, as well as payroll processing are functions HR staff handle for restaurants. For employers that provide employee benefits, HR negotiates rates for group health plans and monitors the administration of retirement savings programs. In addition, HR monitors open enrollment for company benefits, a task few restaurateurs want to deal with.

■ HR staff maintains the restaurant's compliance with employment regulations such as the Fair Labor Standards Act, a federal law that governs minimum wage and overtime pay. Some restaurants may be especially prone to FLSA violations because of the long hours and low wages for restaurant workers. HR also ensures the restaurant complies with other federal and state fair employment practices.

## 5.3.2 Motivate Fast Food Employees

People who work in fast-food restaurants often choose this employment as interim employment while they pursue education or other employment. Because the fast-food industry experiences one of the highest turnover rates, managers and owners in this industry often search for ways to motivate fast-food employees. Use incentives and other methods to get employees motivated to produce higher quality and more productive work results.

■ Observe your employees to learn about specific desires, motivations and dislikes. Once you understand your employees more completely, you can use this information to help motivate them to produce higher quality and quantity results. For example, you might discover employee skills that you can encourage by assigning extra tasks. As employees complete extra tasks, you can recognize this extra effort in various ways.

■ Institute an open dialogue policy between employees and management. Encourage employees to share ideas, goals, and both negative and positive feedback. When you listen to employees' ideas and give weight to feedback, employees feel valued and important. Employees who feel important usually feel motivated to perform high-quality work.

■ Respond to problems and issues when employees communicate. When employees see you work to correct problems and solve issues, they are more likely to trust the management and they are more likely to feel like a valued part of the company.

■ Create a system of hierarchy in the restaurant with an abundance of titles. Titles help employees feel successful as they advance up the ladder of hierarchy in the restaurant. Even if you do not have the ability to provide a salary increase

with each rung of the ladder, you might be able to motivate employees to perform and advance with regular promotions.

■ Look for employees with first-rate skills and enterprising attitudes. Give additional responsibilities and work with these employees to promote them into management positions.

■ Deliver regular performance reviews of all employees. Provide constructive feedback and encourage employees to continue to work enthusiastically to receive positive performance reviews.

■ Use salary increases in conjunction with positive performance reviews. After a set period of time -- every three to six months, perhaps -- employees with exemplary performance reviews can expect some kind of salary increase.

■ Institute an incentive such as naming an employee of the month. Each month, management should select an employee who shows exceptional leadership skills or energetic work habits. Hang a photograph of this employee in a prominent position. Provide the employee with a special parking space during the month, furnish the employee with free meals and provide the employee with a paid day off.

## 5.3.3 Define Kitchen Staff Duties and Responsibilities

Commercial kitchens range from tiny, mom-and-pop restaurants to the high-volume production environments of convention centers and institutions. Yet whatever the kitchen's size, the individual tasks involved in producing meals are consistent and so are the duties and responsibilities of the kitchen staff. French chef Georges-Auguste Escoffier outlined the kitchen brigade system back in the nineteenth century, and it is still used today.

■ The Classical Brigade

At the top is the chef de cuisine, who determines the menu, pricing, overall direction and focus of the kitchen and staff. Next is the sous-chef, the main assistant to the chef de cuisine. The sous chef makes sure the cooks prepare the food according to direction and is responsible for the day-to-day operation of the kitchen. A range of chefs de partie, or station cooks, are responsible for specific types of food. These included the saucier for sauces, the poissonier for fish dishes, the potager for soups and the garde-manger for turning leftovers into new dishes. The patissier, or pastry chef, prepared desserts and baked goods.

There is also a chef de tournant, or relief chef, who fills in for any absent chef. In a large restaurant, a variety of apprentices and helpers may round out the standard kitchen's staff.

- Chefs Today

    Modern kitchens show less specialization, but the fundamental roles are the same. At the top is the executive chef, who is primarily a manger. If the chef owns multiple restaurants, each restaurant will typically have its own chef de cuisine managing the kitchen under the executive chef's direction. Large operations might have an executive sous-chef to ease the executive chef's workload. Under these top managers, are the sous-chefs. A large hotel might have several sous-chefs, or a small restaurant might have only a lead cook, but the role is the same as in a classical brigade. In many establishments the pastry chef runs a semi-autonomous kitchen in collaboration with the executive chef.

- Line Cooks

    In modern restaurant kitchens the roles of individual cooks aren't as clearly defined, and except in large hotels or institutions there aren't as many single-purpose work stations. Most cooking tasks are performed by line cooks, with more skilled and experienced cooks handling the most demanding jobs. Larger kitchens often designate a first cook or lead cook for that role, and first cooks will often supervise the kitchen in the sous-chef's absence. Less-experienced cooks begin by assisting at high-volume stations within the kitchen, or working independently in a less-demanding, lower-volume station.

- Prep Cooks, Apprentices and Others

    Large kitchens, and some smaller ones, employ prep chefs to perform basic duties such as peeling, cutting and portioning raw ingredients, or making stock and sauces. This frees up more experienced cooks for more skilled labor. Prep cooks are sometimes called cooks' assistants, and help by continuously stocking a busy station during service. Apprentices are cooks in formal training programs, learning through a combination of on-the-job and classroom instruction. They're typically given opportunity to learn all positions in the kitchen, beginning with prep work and then moving onto the

**DID YOU KNOW ?**

In Canada, one way to advance to the sous-chef position is by getting a specialized college diploma, acquiring the knowledge necessary to qualify to take the Red Seal for the Journeyman Cook exam.

line. The dishwasher also plays a role in the kitchen, speeding needed utensils back into service and occasionally helping out with food preparation.

■    Chef Salaries

According to the Bureau of Labor Statistics, the median salary for chefs and head cooks as of May 2016 was $43,180. The median is a midpoint in a list, where half earned more and half earned less. One can expect high-end restaurants in large cities to pay their chefs higher salaries, while a mom-and-pop restaurant in a rural area might pay their chefs salaries towards the lower end.

## 5.3.4 Customer Service Guidelines

A restaurant is a service business that thrives on the referrals of satisfied customers. Those customers are satisfied by what they perceive as good food, reasonable pricing and high levels of service. Creating a memorable experience for clients is the responsibility of every employee in a restaurant, and all need to be trained on good restaurant customer service guidelines.

**Professional Attitude.** The entire staff needs to have a professional attitude with each customer from the moment that customer walks through the door. Establishing a pleasant dining experience is not just the job of the hostess and the waiter. The bus staff needs to be professional about performing their jobs and in answering any customer questions. The head chef should make the rounds at customer tables to make sure customers are satisfied and be prepared to handle customer complaints.

**Promptness.** Customers at a restaurant, unlike many other service businesses, are on a time table. They are hungry when they arrive, and the longer they are forced to wait to eat, the worse the experience gets for them. By the same token, when a restaurant customer is done, she wants to receive the check in a timely manner. Customers should be seated as promptly as possible when they arrive, and their server should attend to their needs immediately. If there will be a delay in seating of more than five minutes, then let the customers know. Customers should not have to wait to be told about delays. Make sure the meal is prepared and served as quickly as possible, without skimping on quality, and present the check as soon as the client indicates she is done with the meal.

**Suggestions.** Making suggestions on menu items and the specials of the day serves several purposes. It informs customers of any specials that may appeal to them that may or may not be on the menu. It can also shorten the ordering time for customers, as they may rather order the special than read the menu. Menu suggestions also help get customers thinking about ordering items they may have not previously considered, and this can increase the amount of the final sale. Good recommendations can also generate higher tips and repeat customers.

**Dissatisfied Customers.** Restaurant personnel will, at some point, come into contact with dissatisfied customers for one reason or another. Some customers may not find the service prompt enough, while others may find the quality of food discouraging. Bring dissatisfied customers to the attention of management. If a dissatisfied customer cares enough to voice her concerns to the server, then the restaurant should care enough to address those concerns. Discuss the issues with the customer and apologize for her dining experience. Dissatisfied patrons can turn into repeat customers with a high level of service.

## 5.3.5 Improve Customer Service in a Restaurant

Restaurant dining is not just about the food, at least from the customer's perspective. When customers eat out, they seek an experience that leaves them feeling good. They're likely to spend m – if they're greeted warmly and treated with care and respect by the staff, for example. A restaurant's managers and its employees all share the responsibility for ensuring the customers are treated well and left with an overall positive impression of their dining experience.

To have great customer service, value your employees, teach them customer service skills, train them in problem resolution, encourage customer interaction and ask for feedback from customers.

- Value Your Employees

  Showing your employees that you value what they do and care about them goes a long way towards the success of your restaurant. Happy employees transmit their happiness to their customers. They don't even realize they're exuding joy; it's just natural because they're happy to be at their jobs. Train every employee in their jobs, so they are certain of their responsibilities and how to perform them.

  Praise them for what they do well. When you offer constructive criticism, do it in a positive way. This goes for your entire staff, from dishwashers to assistant managers. When everyone feels valued, morale is high and the atmosphere feels energetic, positive and welcoming.

- Teach Customer Service Techniques

  Train employees in effective customer service techniques, not just in the legally-required food handling and safety procedures. Encourage them to think in terms of customer care, which goes beyond basic service. The care concept includes such simple steps as looking customers in the eye, smiling at them and greeting them promptly, as well as measures such as anticipating their needs: refilling water glasses before they're empty or bringing extra napkins for customers who order messy finger food, for example.

Timing is another aspect of **customer care**. Serve drinks and appetizers promptly, minimize the time between courses and don't clear away dishes before the customer has had time to finish her meal.

■  Explain "Friendly" and Train in Problem Resolution

Reinforce with employees that the way they present and handle themselves reflects on the restaurant as a whole. Establish and enforce clear policies about attire, hair and makeup, for example – neat and clean are the key words here. Remind them that being casual and friendly doesn't mean being overly familiar with customers. Employees shouldn't refer to customers as "hon" or "you guys," even in family-style restaurants.

While you hope it is seldom necessary, your waitstaff needs to know how to respond to problems or complaints. If a customer's steak isn't cooked enough, take it back and have it cooked a little longer. If a meal is delayed or an order forgotten, immediately get the manager involved with the customer to offer a free meal, another food choice or some other way to make it right.

■  Encourage Customer Interaction

Observe your waitstaff's interactions with the customers. Identify both areas for potential improvement and aspects of the job the employee is handling well. Follow up with him to provide constructive feedback on his performance and note specific changes you want him to incorporate, such as helping to seat female customers or suggesting appropriate choices for young patrons when there is no children's menu offered.

Ensure that your employees know your menu well enough to be able to point out appropriate choices for those who mention dietary restrictions. Praise those employees who are taking such steps without being told, or who consistently engage positively with their customers. Consider rewarding those employees who help "sell" the restaurant, whether that is recommending the daily specials or bringing the dessert tray to her customers' tables.

- Ask for Feedback

  Talk to your customers on a regular basis. Give them the opportunity to provide feedback by making brief stops at their tables after their entrees are served or when they appear close to finishing their meal. Rather than focusing on just the food, ask specific questions about the service they received and what aspects of their experience they would cite when recommending the restaurant to friends.

  Consider offering an incentive for suggestions that are adopted, such as a free appetizer or dessert, or a free round of drinks on their next visit. Such measures make diners feel like valued customers, and make them want to come back again and again.

- Utilize Customer Suggestions

  Implement policy or procedural changes to improve service based on specific customer comments or your observations. If customers complain about how long it takes for their waiter to take their initial drink order, establish a rule that a waiter must greet newly seated customers and take their drink orders within five minutes of their being seated. If one diner in a group orders an appetizer or salad as her main course, give her the option of having it served as soon as it's ready or held until the others are served their entrees. Train employees to ask parents' permission before giving small children crackers or balloons, or offering them dessert.

## 5.3.6 Create an Efficient Work Environment

Restaurant environments are generally fast-paced and require the utmost efficiency. This is because customer service and the success of the restaurant are heavily built around the flow with which a restaurant operates -- customers placing orders, orders being fulfilled and then delivered to customers. There are several ways to create a maximum level of efficiency in a restaurant environment.

Reinforce staff roles. One way to make your restaurant more efficient is to ensure that all staff members know the tasks and roles for which they are responsible. This way, all pertinent tasks and jobs are fulfilled without anyone stepping on another employee's toes. If the kitchen staff knows that preparation and cooking are within their realm of responsibility, they can effectively take care of that without having to worry about serving customers.

Maintain an open-door policy. The key to creating the most effective and efficient work environment possible is to realize that numerous ideas go into creating a successful business. Encourage employees to come to you with innovative ways to do things. You never know when an employee might have a new idea on a process that makes the entire operation more efficient.

3G E-LEARNING

Develop specific procedures. If everyone knows that the process is prep, cooking, delivery and cleanup, then your restaurant becomes like a well-oiled machine. No matter what shift an employee comes in, he can tell where to best fit in by where the kitchen staff is in the process. This increases efficiency among kitchen staff. The same thing can be said of wait staff; a specific procedure to waiting on customers not only creates greater efficiency but also enhances customer service.

Invest in technology. High-efficiency registers allow your wait staff to more easily input orders and calculate tab totals; and an electronic system by which wait staff submit orders to the kitchen staff could include areas for special concessions. With more automated restaurant systems, your staff can focus more on the overall customer experience.

## 5.3.7 Increase Productivity at a Fast Food Restaurant

Fast food restaurants live and die on productivity; customers expect quick and efficient service, but won't settle for low quality. In the fast food environment, employees must maintain a high rate of production under high stress conditions. Because productivity suffers for numerous reasons, there is no one right way to increase productivity at a fast food restaurant. Try a combination of methods until you find the sweet spot for your particular crew.

- Include your employees. Ask each individual crew member for thoughts and ideas in regards to increasing efficiency and productivity. Listen and take ideas into account; incorporate the ideas that strike you, but hear each one out regardless. Show that you appreciate an inside perspective.

- Foster a sense of teamwork among the staff. Even if you're in a management position, pitch in to the small tasks to show your commitment. Set a good example to gain the respect of your team; a staff that respects the management is more likely to turn in a productive performance. Get to know each staff member so you can communicate with them on a personal level, appealing to their interests, likes and dislikes.

- Tweak the schedule. Don't overscheduled workers by putting too many employees to work during the same shift. Financially, your fast food company is purchasing the crew's labor, plus the cost of their benefits, uniforms and other ancillary items. Though it's a risk, you can potentially increase financial productivity by decreasing the number of employees per shift. This can also help ensure a consistent pace of labor rather than a restaurant full of workers without tasks.

- Reward valuable employees. Employees that go above and beyond add to the restaurant's productivity immensely. Encourage this productivity boost

with whatever reward you can manage, whether it be a raise or a heartfelt compliment. Always show your appreciation – whether privately or publicly – for a job well done.

- Distribute pet projects. If a job needs doing, package it as a special task for a trusted employee. Make a list of all the niggling tasks -- such as cleaning the bottom of the ice bin or hosing off the floor mats -- that need to be done around the restaurant and dole out pet projects evenly.

- Hold regular meetings. Keep your team on track by consistently reviewing the work week and noting what worked and what didn't. Always propose solutions – never leave a problem hanging – and pitch ideas for improvement. Recognize quality work. Leave each meeting with a set of new goals. Sit down regularly with shift managers to address any problems that have arisen during their shifts.

- Lighten the mood. A fast food restaurant is a business, but taking fun completely out of the equation hurts morale, which in turn hurts productivity. Joke with your staff when appropriate. Ask what you can do to add levity to the work environment. Something as simple as playing a bit of music behind the counter can go a long way.

# CASE STUDY

## CASE STUDY ON BUSINESS SYSTEMS PLANNING AND IMPLE-MENTATION : MCDONALD'S CORPORATION

McDonald's has worked hard to be more than a restaurant chain. It has become a marketing icon and is part of the routines of millions of people. Its success is so far reaching that it has developed its own culture and identity. It has become a symbol of the success and desirability of American popular culture.

McDonald's operates more than 24,000 restaurants in 114 countries. It has a 21 percent share of the very competitive US fast food industry. Overseas restaurants now account for half of the company's profits. McDonald's plans to open 10,000 new restaurants by the year 2005. It has been the forerunner in the recent industry trend of co-branding and satellite locations.

What has set McDonald's apart from the average hamburger restaurant is its ability to recognize customers' needs and desires.   It seems customers want fast, friendly service in a clean and orderly environment.   McDonald's sees this as its main objective and addresses it as its primary business function.   One of McDonald's most important critical success factors has been the ability to apply manufacturing functions to service activities.   McDonald's has used this approval to bridge the dichotomy between service and manufacturing.

The McDonald brothers identified simplicity as being important.   Dick McDonald explained,

> *We said let's get rid of it all.   Out went dishes, glasses and silverware.*

Out went service, the dishwashers and the long menu.

   We decided to serve just hamburgers, drinks, and French fries on paper plates.

Everything prepared in advance, everything uniform.

All geared to heavy volume in a short amount of time.

This simple system was felt to be ideal for franchising as it was ideal to duplicate.   A strong system of operations was conceived.   The system consists of four distinct parts:

1.   Develop supplier relationships.
2.   Train and monitor franchises.
3.   Improve products.

4.  Improve equipment through technology.

Networks are particularly important to McDonald's because they provide a mechanism to manage the franchises spread over large geographic areas. Networks reinforce the centralization of power by enabling headquarters to communicate with the franchises. This ensures standardization and quality control through the analysis of inventories and franchises. Networks achieve these functions at a comparatively low cost and without the time constraints of more mainframe-based communications.

Both McDonald's and Burger King are testing smart card technology in selected markets. The cash value of each card is stored on a computer chip or a magnetic strip on the back of each card. Value can be added to the card through machines that accept cash or through ATM-like machines that add value by transferring funds out of a customer's bank account. Customers can use the cards, instead of cash to make their food purchases. Corporate goals for smart card implementation include cost savings in relation to money handling, reduced shrinkage, and increased loyalty through incentives and premiums. Smart cards eliminate the need for merchants to communicate with banks for the authorization of purchases.

McDonald's is testing this technology at 870 restaurants across Germany. McDonald's Deutschland continues to use smart card terminals in 55 stores. During the first 10 weeks of the trial, 30 thousand transactions were conducted, using Hewlett-Packard Co.'s VeriFone unit, which provides the terminals. McDonald's is hoping to lead a trend toward the wide-scale acceptance of smart cards in Germany. Technologically, smart cards were designed to function in place of credit cards in the fast-food environment. Historically, credit card transactions were too slow. Their associated costs were too high in the face of small margins.   Smart cards are an important step in resolving these issues. They enable restaurants to leverage sales and enhance the ease of credit card use. Authorization and settlement technology are rapidly improving. The costs of network connectivity are decreasing.

McDonald's first announced a web presence in 1994 with McDonald's interactive, an area in NBC Online on America Online. In 1995, the company developed and implemented a web site called McFamily (www.mcdonalds.com). It is aimed at families, perceived by McDonald's as its most important target market. The site features "seasonal ideas for fun family activities such as block parties, travel games, and household safety information." The Auditorium sponsors monthly guest speakers, including celebrities and parenting experts, and a Hey Kids area houses a gallery with McArt submitted by children with downloadable games and contests. The goal of all these web pages is to enhance the brand image that McDonald's is for families. McFamily includes a section on "helping others". This section features information on Ronald McDonald House and other related children's charities. This section also features information on McDonald's efforts to preserve the environment.

3G E-LEARNING

The McDonald's web site cannot be used to sell food. However, it can capture revenue through sales of merchandise related to McDonald's sponsorships. The "McStuff for You" section offers gear from McDonald's racing teams and the Olympic Games. The web site is used to collect customer information and profiles through on-line surveys.

Decision makers at McDonald's Corporation realise that customer preference is paramount. The chain is implementing a restaurant-level planning system, dubbed "Made For You." This enables each restaurant to eliminate its inventory of foods prepared in advance. Instead, workers make sandwiches based on actual demand without sacrificing any of the efficiency.

About 800 McDonald's restaurants use the system, which consists of PC-based cash registers running in-house software. Orders are routed to monitors at different food preparation tables to balance the workload among employees. In McDonald's restaurants without the new system, workers must anticipate demand for each type of sandwich in advance and place them in bins. When a customer wants a sandwich that is not ready-made or one with a different topping, the person at the register shouts out the order and workers move out of the assembly line for the special request. This slows the process and extends the customer's wait.

McDonald's introduced the new system in March at a meeting for its franchisees. The company is encouraging its 12,400 US restaurants to incorporate the system, but the actual decision is left to each franchise. The technology eases the workload and could add up to a percentage point to the company's profit margin because it enables it to sell more food faster. Wal-Mart and McDonald's have jointed together to share retail space.   These two companies have been partners since 1993, with over 800 restaurants in Wal-Mart stores around the US.   Now, McDonald's has taken this one step further.   It actually uses Wal-Mart clerks and registers to sell McDonald's food. In several test locations, when Wal-Mart shoppers pull their carts up to the checkout, there is a mat on the counter displaying the McDonald's products, much like what you would see at one of the restaurants.   Each product, from hamburgers to Happy Meals, has a code number that the clerk scans into the Wal-Mart system while ringing up the customer's purchases.   The orders are automatically relayed from the register to the kitchen using software jointly developed by McDonald's and Wal-Mart.   The food is brought to the customers as they leave the store.   Since the food appears on Wal-Mart's registers and receipts, customers can pay for it with a single credit card purchase.   At the end of the day, the companies balance McDonald's portion of the proceeds.   Individual organizations are starting to use one another's environments and skills to reach as many potential customers as possible.   To better manage its inventory, McDonald's has implemented supply-chain software that enables better management of inventory by sharing demand and supply information among its restaurants, suppliers and distributors.

McDonald's appears to be at a crossroad.   The company can continue on its traditional (and very successful) path of consistency and quality through standardization, or it can alter the basic strategies by allowing franchisee autonomy and continuing to provide a variety of offerings and service.   As a company noted for standardization, emphasis on flexibility is quite a feat.   This new outlook includes granting more freedom for franchisees to experiment with food and marketing, test new venues, such as satellite locations and co-branding, and develop new menu items.

These changes are innovative and risky.   Current management is not considering minor adjustments.  Experimenting with the much copied system of operations is a gamble. The system is a precisely organized machine; by introducing flexibility, the machine is in danger of becoming mired down with complexity. The danger lies in straying too far from what McDonald's has done in the past.

## SUMMARY

- The restaurant staff is the most valuable asset for the restaurant business. They are the ones who are executing the tasks that generate the revenue for your business.

- Great staff is hard to find, and it is even harder to retain them in today's competitive restaurant labor market. Here is all that you need to know about creating the right team that would aid your restaurant's growth.

- Food service is a customer service job. The primary goal of any restaurant employee, from manager to busboy, is to provide excellent service to the patrons.

- Accuracy is a challenge in and of itself. This is exacerbated when you consider a restaurant employee must be able to handle multiple orders from multiple tables simultaneously.

- Hiring the right staff is crucial for your restaurant business as the amount of resources that you spend on hiring, and then training your staff is pretty huge. Therefore you need to ensure that staff hiring process is done correctly the first time itself.

- Conduct proper training sessions for each job role to ensure that everyone on the team is trained right. For new and junior level employees, you can assign senior members on the team for training them so that they learn on-the-go.

- If your restaurant staff is unhappy, it is bound to reflect in their work as well and damage your customer service. Plus, dissatisfaction with work also results in a high attrition rate, adding to your overall restaurant costs.

- A managerial presence in the dining room makes customers feel more secure and allows you to address problems at tables quickly. By greeting each table at a given point in the meal, you can gauge how people at each table are enjoying the dining experience and whether any problems have arisen.

- Developing a restaurant work design or strategy to increase worker job satisfaction helps businesses increase worker motivation, thereby increasing productivity. In a small business where many employees may perform the same tasks every day, it is important to change things up to avoid boredom.

## MULTIPLE CHOICE QUESTIONS

1. **A person is legally intoxicated in many jurisdictions with a BAC of _____ or above.**
   a. .06
   b. .08
   c. .10
   d. None of these

2. **In a small hotel, the restaurant manager is likely to report to the:**
   a. head cook
   b. hotel general manager
   c. food and beverage manager
   d. resident manager

3. **Which of the following is not a direct report to the director of food and beverage operations in large hotels?**
   a. Human resources manager
   b. Purchasing manager
   c. Accounting manager
   d. None of these are typically direct reports

4. **Which of the following is typically true of hotel room-service departments?**
   a. Menus have relatively high selling prices.
   b. Most operations generate significant profits.
   c. Room-service menus cannot typically cross-sell other hotel services.
   d. All of these are true.

5. **The term "catering" refers to:**
   a. setting up a banquet operation
   b. serving a banquet operation
   c. selling a banquet function
   d. all of these

## REVIEW QUESTIONS

1. Explain the characteristics of restaurant employees.
2. Are restaurant staff training important for customer service?
3. Define the various types of restaurant employees.
4. What are the key points for managing a restaurant services?
5. Discuss on restaurant staff attrition rates.

## Answer to Multiple Choice Questions

1. (b)        2. (c)        3. (d)        4. (a)        5. (c)

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# PROFESSIONAL COMMUNICATIONS AND ETHICS IN RESTAURANT MANAGEMENT

*"The original restaurant was massive, really too big for a beach hotel. For the restaurant, we wanted to focus less on volume and more on quality."*

— *Tim Michaud,*

## INTRODUCTION

Professional communication, encompasses written, oral, visual and digital communication within a workplace context. This discipline blends together pedagogical principles of rhetoric, technology, software, and learning theory to improve and deliver communication in a variety of settings ranging from technical writing to usability and digital media design to more effectively communicate in the business world. It is a new discipline that focuses on the study of information and the ways it is created, managed, distributed, and consumed. Since

communications is a rapidly changing area, technological progress seems to often outpace the number of available expert practitioners. This creates a demand for skilled communicators.

Communication skills are critical to a business because all businesses, to varying degrees, involve the following: writing, reading, editing, speaking, listening, software applications, computer graphics, and Internet research. Job candidates with professional communication backgrounds are more likely to bring to the organization sophisticated perspectives on society, culture, science, and technology. The field is closely related to that of technical communication, though professional communication encompasses a wider variety of skills.

Restaurant owners and employees should conduct themselves in a professional manner that reflects the attitude of the establishment they are working in, the PRA says. Maintaining a high level of integrity at the personal and business levels is a key factor in presenting a professional level of service. Restaurant owners face ethical quandaries on a regular basis. Whether it's questions over how purchases are made, how staffing is determined or what happens to unused food at the end of the night, it's important to make sure your restaurant operates in an ethical manner. To do otherwise risks not only lower profits, but it also can place your business in legal jeopardy.

## 6.1 USE ACTIVE LISTENING SKILLS TO HEAR AND COMMUNICATE EFFECTIVELY

Active listening refers to a pattern of listening that keeps you engaged with your conversation partner in a positive way. It is the process of listening attentively while someone else speaks, paraphrasing and reflecting back what is said, and withholding judgment and advice. When you practice active listening, you make the other person feel heard and valued. In this way, active listening is the foundation for any successful conversation.

Whether you are seeking a new job opportunity, striving to earn a promotion or working to improve in your current role, improving your active listening skills will help you succeed. Much like critical thinking and conflict resolution, this soft skill will help increase your value as an employee. Here are a variety of active listening exercises you can use to help improve your interpersonal communication skills.

### 6.1.1 How to Use Active Listening to Improve Your Communication Skills

Most times when we hear things, we are engaged in passive listening—we expect our

brains to capture the main points and remember them for later. However, active listening is an important skill when it comes to good communication.

### *Verbal Active Listening Skills*

- ■ *Paraphrase.* Summaries the main point(s) of the message the speaker shared to show you fully understand their meaning. This will also give the speaker an opportunity to clarify vague information or expand their message. *Example: "So what you're saying is that your current content management system no longer meets your teams' technical needs because it doesn't support large video files."*

- ■ *Ask open-ended questions.* Ask questions that show you've gathered the essence of what they've shared and guide them into sharing additional information. Make sure these questions cannot be answered with a simple "yes" or "no". *Example: "You're right—the onboarding procedure could use some updating. What changes would you want to make to the process over the next six months?"*

- ■ *Ask specific probing questions*. Ask direct questions that guide the reader to provide more details about the information they've shared or narrow down a broad subject or topic. *Example: "Tell me more about your current workload. Which of these projects is the most time consuming?"*

- ■ *Use short verbal affirmations*. Short, positive statements will help the speaker feel more comfortable and show you're engaged and able to process the information they're providing. Small verbal affirmations help you continue the conversation without interrupting the speaker or disrupting their flow. *Example: "I understand." "I see." "Yes, that makes sense." "I agree."*

- ■ **Display empathy.** Make sure the speaker understands you're able to recognise their emotions and share their feelings. By showing compassion rather than just feeling it, you're able to connect with the speaker and begin establishing a sense of mutual trust. *Example:*

**REMEMBER**

Becoming a better listener takes practice, but it will improve your ability to connect with other people and increase your capacity to retain information.

*"I'm so sorry you're dealing with this problem. Let's figure out some ways I can help."*

■    ***Share similar experiences.*** Discussing comparable situations will not only show the speaker you've successfully interpreted their message but it can also assist in building relationships. If the speaker has shared a problem, providing input from how you solved similar challenges is valuable to others. *Example: "I had a tough time getting started with this programme too. But it gets much easier. After just a few weeks, I felt completely comfortable using all the features."*

■    ***Recall previously shared information.*** Try to remember key concepts, ideas or other critical points the speaker has shared with you in the past. This demonstrates you're not only listening to what they're saying currently, but you're able to retain information and recall specific details. *Example: "Last week you mentioned adding a more senior coordinator to help with this account, and I think that's a great idea."*

## Non-verbal Active Listening Skills

■    *Nod***.** Offering the speaker a few simple nods shows you understand what they're saying. A nod is a helpful, supportive cue, and doesn't necessarily communicate that you agree with the speaker—only that you're able to process the meaning of their message.

■    *Smile***.** Like a nod, a small smile encourages a speaker to continue. However, unlike a nod, it communicates you agree with their message or you're happy about what they have to say. A smile can take the place of a short verbal affirmation in helping to diffuse any tension and ensure the speaker feels comfortable.

■    ***Avoid distracted movements.*** Being still can communicate focus. To do this, try and avoid movements like glancing at your watch or phone, audibly sighing, doodling or tapping a pen. You should also avoid exchanging verbal or non-verbal communications with others listening to the speaker. This can make the speaker feel frustrated and uncomfortable.

■    ***Maintain eye contact.*** Always keep your eyes on the speaker and avoid looking at other people or objects in the room. Just be sure to keep your gaze natural, using nods and smiles to ensure you're encouraging them rather than making the speaker feel intimidated or uneasy.

By implementing the above verbal and non-verbal techniques into future conversations, you can work towards developing stronger relationships and retaining more information from your workplace interactions. Active listening takes practice to improve and maintain. The more you use these techniques, the more natural they'll feel.

*Say you own an Italian restaurant, and you arrive at work Sunday morning to hear about what occurred during the Saturday night shift. Your manager reports that the cook, whose cousin is one of his suppliers, created a special involving ingredient his relative had been having a hard time selling. Those ingredients included foie gras and produce shipped in from overseas.*

## 6.2 STRATEGIES FOR EFFECTIVE COMMUNICATION IN RESTAURANTS

Successful restaurants appear to customers to operate flawlessly; in reality, the chaos of food service is contained by a well-practiced and implemented chain of communication between employees at all levels. Train your restaurant employees to operate as a single unit by instructing them on good verbal and nonverbal communication practices. This approach improves customer service, sales and efficiency, which translates to better earnings for your small business and better tips for your employees.

### 6.2.1 What Makes a Restaurant Service Strategy Successful?

Successful restaurants must treat customer service with the same care they treat the preparation of their food. Customers show up at a restaurant expecting to be treated well and given the competition within the industry, they are unlikely to come back if the experience fails to meet expectations. Installing the proper restaurant service strategy requires knowing what customers' expectations are and training your workforce to make every effort to exceed them.

### *Train and Model*

If excellent customer service is going to be a priority for your restaurant, you have to model the behavior you're looking for with your staff -- treating customers well when you're interacting with them and when you're discussing them with employees. Train all staff members who deal with your patrons in customer service and make sure they abide by what they've learned. Written and verbal instruction, demonstrations and

having new employees mentored by veterans can be used to install the desired customer service culture. Finally, don't forget to treat your employees with the same care with which you want your customers treated.

## Make it Public

A customer strategy that's only implied is not likely to succeed, nor will a strategy that gets discussed only during training. Document customer-service principles in your restaurant's core values, and post them where employees can see them. Consider placing them in areas where customers can see them as well, so customers know they valued and that your employees will always have that message in front of them. Making customer service a core part of your overall business strategy keeps it an operational priority.

## Expectations

Whether your restaurant is a fast-food joint or a white-glove establishment, serving food promptly and getting orders correct are critical to a successful customer-service strategy. Obviously the time required to put out a fast-food hamburger is not the same as what's needed to prepare and plate a cooked-to-order steak -- but in both cases, good service requires that the meal arrive when expected and as ordered. Service with a smile loses its impact if the server brings a steak cooked medium-well instead of medium-rare, or the salad comes with the dressing mixed in when it's been requested on the side. It also loses its impact if the smiling hostess tells a party of four arriving right on time for their 8:30 reservation that their table will be ready in 10 minutes -- then keeps them waiting an hour. If you don't meet customers' expectations, your overall service strategy won't be successful.

## Measure and Reward

Not all service strategies transfer well between restaurants, so you need to know what makes a difference to your particular customer base. Track metrics that indicate how well your restaurant is doing to reach those goals. You might pride yourself on having a staff that greets regulars by name and chats about their families -- but if you run a quick-service restaurant, odds are good that most patrons value the experience of getting out the door faster and are irritated when the cashier banters with the customer ahead of them instead of taking their order promptly. By the same token, a white-glove restaurant probably has patrons who value the wait staff's expertise and personal service more than how quickly the everyone's order is taken. Monitor how well employees are meeting your particular customer-service goals, and regularly

reward exceptional performers with recognition and small awards to incentivize the desired actions.

## 6.2.2 Restaurant Service Procedures

Dining experiences depend on ambience and service as well as food. Quality restaurant service involves treating customers well, creating a pleasant atmosphere, delivering enjoyable food and responding to feedback. Restaurant service procedures should include protocols and systems that ensure customers get what they need when they need it and are comfortable enough to fully enjoy the dining experience. To implement effective restaurant procedures, develop a thorough **employee** manual as well as a training system, and observe the performance of your servers over time, providing tips and encouragement for servers to continually improve their performance.

### Seating

The hostess is in charge of greeting customers when they come in, letting them know whether there will be a wait, assigning them to a table appropriate to the group size and the workload of the servers on the floor and then taking them to their tables. The hostess manages seating by creating a seating chart with information that can be erased and re-entered. Keeping a chart allows the hostess to integrate information such as reservations with the flow of customers entering the restaurant.

### Taking Orders

Servers who take orders should have as much information as possible about the food on the menu, including ingredients, so they can help diners with allergies or aversions avoid inappropriate foods. They should take appetizer orders first and deliver these orders to the kitchen immediately. If customers have already chosen their entrees, the server should take these orders at the same time as the appetizer orders. If diners need more time to decide, the server should come back for entree orders right after placing the appetizer orders

with the kitchen. He should start taking orders at the same point at each table, going around the table to the left as he takes orders and writing down each selection in corresponding sequence. This will help him deliver plates to the right diners.

## *Service*

A skilled server finds a balance between attending to customers' need and hovering intrusively. She should glance at each table as she is walking by to see if the diners need anything -- if their water glasses are low or their plates are empty and need to be cleared. She should return to a table shortly after serving food and ask if everything is OK. Keeping a running list in her head of customer needs and requests helps the server prioritize these tasks in terms of timing and urgency. For example, if one customer's steak is undercooked and another customer requests ketchup, she can return the steak to the kitchen before delivering the ketchup so the cooks can begin recooking the steak properly while she performs other tasks.

## *Payment*

Different types of restaurants have different payment protocols, and these procedures may also vary depending on a restaurant's volume and pace on a particular evening. For example, at a fine-dining restaurant, servers may delay bringing a check to a table so customers can sit and savor a meal, but if every table is full and customers with reservations are waiting, servers should deliver checks more promptly. They should inform customers of payment procedures when delivering the check, for example by saying, " you will be your cashier this evening."

## 6.2.3 First Impressions

Any business that provides customer service relies on good first impressions. When a guest enters your restaurant or food service establishment, the guest makes judgments about the business based on the appearance, grooming, posture, and courtesy of the staff, and the appearance of the business. In other words, these factors communicate a message to the guests about the business and its attitude to guests. These first impressions can color the guest's perception of the entire dining experience. Once the perception is formed, even if it is faulty, it is very hard to change. You only get one chance for a good first impression (Figure 1).

**Figure 1.** A friendly smile, spotless premises, and an attractive menu creates a good first impression.

If guests come into your restaurant and see you replacing the hot vegetables on the buffet while dressed in a stained or torn uniform, they may immediately jump to the conclusion that the restaurant staff is sloppy. If the host does not greet them politely when they first come in the door, they may feel that customer service is not a priority. The appearance of the business itself is also part of creating a good first impression. Dirty windows, a tattered menu, untidy service areas, spills on the buffet table, and less than pristine washrooms can create a negative impression.

To create a good first impression of your business, you should:

- Keep all work areas tidy
- Greet guests as soon as they enter, even if seating guests is not your responsibility
- Make eye contact and smile at guests when in the dining room
- Ensure that uniforms are spotless when you enter a public area
- Maintain an erect posture and alert manner

## Position Description

Every employee in your restaurant should have a complete understanding of the expectations of his position. Provide written job descriptions and verbal overviews when you hire new staff members. Cross-train employees so they are each aware of the other's responsibilities. This aids in communication and allows employees to assist one another in serving your customers.

## Policies and Procedures

Ensure that your employees understand the specific way you want your restaurant run and your customers served. Introduce a typical service strategy from start to finish. This should cover everything from greeting customers to issuing the final bill. Employees who understand standard operating procedures are better able to communicate with one another in the process of service delivery.

## Inner-staff Communication

Restaurant employees work in continual coordination with one another, so it is important to implement a specific protocol for exchanging and conveying information between parties. For example, formalize the way in which orders are submitted by wait staff to the kitchen staff or bartender to ensure accurate delivery of information.

## Create Nonverbal Cues

Develop a system of nonverbal cues for staff members to use with one another in providing quality customer service. For example, initiate a hand signal or gesture a wait staff person can use to signal a busboy to clean a table. Create a similar gesture for wait staff to alert one another that a table is requesting additional service.

## Develop Internal Shorthand

Restaurants are busy, active environments where stopping for a long descriptive conversation is not possible. Develop a "shorthand" that staff members are well versed in. For example, rather than a hostess saying to a waitress that table four is ready for a check, an effective shorthand communication might be, "Check four." Creating this type of verbal shorthand improves efficiency and helps facilitate better communication.

## Encourage Interactive Communication

Even when employees understand their roles and the specific protocol for delivering quality service, there will still be instances where a hectic dinner rush results in miscommunication. Instruct employees to provide colleagues with a "heads up" any time they alter standard operating procedure. For example, if a diner stops a wait person who is not assigned to their table and requests a change in their dinner order, that wait person should be instructed to immediately tell that table's assigned waiter of the change.

## 6.2.4 Restaurant Management and Standard Time Needed to Train Restaurant Staff

Training restaurant staff does not have to eat up a lot of time, but shortchanging the process will come back to bite you, affecting food quality, customer service and staff morale. Train to build competence and confidence. Train to create a positive working environment and a pleasurable experience for guests. Train to retain. Most new hires need two to three months to thoroughly learn the ropes. For this reason, a 90-day probationary period is standard.

### Provide a Guide

Supply a training manual and policy handbook at, or prior to, the first shift that starts the orientation process. Every new hire, from dishwashers to managers, should also be provided with a written job description that establishes duties and expectations. It will take several hours to several days to initially pull together this material, but well-written and organized guides save training time in the long run.

Briefly review the orientation info with new hires. Always ask if there are any questions and take the time to answer them.

### Mirror, Model, Shadow

Pair the new hire with a veteran team member for a week's worth of shifts. Allow at least two full shifts for learning the lay of the land, with the newbie following the experienced employee, observing and assisting in tasks. Then switch it up, with the veteran shadowing the trainee.

Schedule training shifts close together. If more than four days go by, trainees might forget what they learned the last time. Don't schedule a new hire's first shift on Friday or Saturday night or other busy times. It's never a good idea to simply throw a newbie -- even one with previous restaurant experience -- into the mix to see if he'll sink or swim. He could take your reputation down with him. If possible, have new hires come in during the slowest part of the day or night for their first few shifts so trainers can focus on trainees.

### Learning Gauge

Pop quizzes on menu items, where things are stored, telephone etiquette, the proper mix for dishwashing solution, and similar information specific to each area of operations can happen organically, requiring just a few minutes of time during the course of a

normal shift. Some restaurants supplement verbal exams with a formal written test, no more than an hour long, after the new hire has completed a full week of shifts. Take 10 to 15 minutes to review with the trainee, discussing needed corrections. Repeat as needed.

## Trial Runs

Ask a regular patron to evaluate food and beverage preparation and presentation. Role-playing with other staff members -- or preparing and serving dinner to the boss -- is also helpful. These training exercises take place during a regular shift without requiring additional time.

## Evaluation Communication

For the first few weeks, back- and front-of-the-house supervisors and trusted staff should keep close tabs on trainees, talking privately about how it went as soon as possible after each shift. Cross-feedback is the fastest way to stop wasting time on training people who aren't going to work out due to poor attitude or other fatal flaws. It also helps the team pinpoint star performers and struggling trainees who need more coaching to reach full potential. Short phone calls or email work when you can't meet in person.

## On Their Own

Experienced new hires might be ready sooner, but in general step back after five shifts and allow the trainee to perform tasks independently. Continue monitoring from a distance, with immediate help nearby if questions arise or the employee becomes overwhelmed.

Provide positive feedback as well as constructive criticism.

## Specialized Training Timetables

Training related to legally mandated state or local compliance with safe food handling regulations can take up to a month. Time requirements vary by level. A kitchen manager, for example, may be required to pass an in-depth certification test; training for servers is less time-consuming. Other training in areas such as alcohol serving techniques and safe equipment operation can take one to three hours or longer, depending on the scope of material covered. Many restaurants with non-English-speaking staff incorporate multilingual training into the schedule.

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Successful restaurants offer ongoing in-house training to keep staff motivated and informed. They always compensate employees for mandatory training. Setting an agenda and sticking to it curbs time and payroll costs. It doesn't take more than an hour to go over new menu items, wine and food pairings, or other innovations that staff can put into profitable action.

## 6.2.5 Non-Verbal Communication

Non-verbal communication is an important component of effective communication. Non-verbal communication includes such things as tone of voice, voice quality (nasal, whiny, musical), making eye contact with the person to whom you are talking, paying attention when somebody else talks, body position, distance from the person, and body movement. It is easy to say one thing but to communicate the opposite with your non-verbal communication. When the non-verbal part of your communication is in conflict with the verbal message, others tend to trust the non-verbal message.

For example, if somebody tells you that he or she wants to hear your opinion and at the same time is doing something else, what is being communicated?

Working in the hospitality industry, you will need to communicate with:

- People who supervise you; for example, the executive chef
- People who you supervise, such as apprentices, helpers, and dishwashers
- People who are your co-workers in the kitchen
- Other workers in the hotel or restaurant such as servers, hosts, and bartenders
- Guests in the restaurant
- Suppliers

You will probably communicate differently with each of these groups of people. However, effective communication is much the same no matter with whom you are communicating.

Communication is a two-way process. You can talk as much as you want, but if nobody is listening there is no communication. When you first meet others, they will not know how you communicate or anything about you. They will probably expect you to be a reasonable person until you prove otherwise.

To start your relationship off right, and to build understanding with that person, you need to treat them with respect.

## *Show Respect*

If you do not respect the person to whom you are speaking, your language and your non-verbal communication will communicate that. Showing disrespect for somebody will remove their respect for you. People who do not respect one another cannot communicate effectively and may reach the point where they cannot communicate with each other at all. Whatever personal feelings you have about co-workers, you need to communicate effectively with them in order to do your job efficiently and safely. Do not start off on the wrong foot by showing a lack of respect.

This applies to anybody in the company, whether it is your supervisor, somebody who works under you, or somebody who works in another area of the company.

Showing respect for somebody is not difficult. If you treat people how you would like to be treated, respectful communication will come naturally. Here are some additional guidelines to maintain respectful relationships:

- Acknowledge other people's presence with a "hello" or a smile even when you do not need to speak with them
- Remember their names
- Listen when they speak
- Do not intimidate them or make them feel uncomfortable
- Show honesty and consistency
- Show agreement when possible
- Say thank you often
- Offer your help
- Ask advice
- Avoid status battles

A smile is powerful non-verbal communication. A smile welcomes people and makes them feel at ease. It suggests that you do not have bad feelings about them, and that you are willing to listen. A smile acknowledges the presence of others when you do not have time to ask how they are doing or if they are speaking to someone else while you pass by (Figure 2).

**Figure 2**. A smile is welcoming.

A person's name is central to her or his identity. Greet people by name whenever you can. This will show that you have made the effort to remember who they are, and that you acknowledge their existence. If you have trouble remembering people's names, get into the habit of repeating the name several times to yourself right after you first hear it. You can try to associate names with some aspect of appearance or with another person you know who has the same name. You can write the name down. You can concentrate only on the first name to make remembering it easier. If you know you have to go and see a person whose name you cannot remember, ask somebody what it is.

In Canada today, most people prefer to be called by their first name rather than by their last name or by a title. However, some people prefer more formality. If your boss wants to be called Ms. Lee or Mr. Johnson, then you should use that name. In many kitchens, it is still the policy to call your supervisor by his or her title; for example, "Good morning, Chef."

Most people like to laugh. Telling harmless jokes is a good way of having fun together and can help to build a team atmosphere in your workplace. However, jokes that are in poor taste or make fun of people will probably have the opposite effect. Even if the person you are joking about laughs, it does not mean that he or she enjoys the experience. The person may feel awkward about saying anything, but you should know that jokes of this nature can be intimidating and make people feel ill at ease. Get into the habit of thanking people. Say thank you when they do something for you or bring something to your attention. Thanking people encourages them to do more

of the same and makes them feel good about talking with you. Not thanking people when they deserve it will have the opposite effect.

Showing agreement is a good way of making people feel good about talking with you. You do not need to agree with a person's argument in order to agree with some of his or her statements. You can encourage a person to keep speaking by nodding your head or by saying "yes" to show that you are paying attention.

You will need the help of other people to do your job. Even if it is their job to help you, the way you communicate and establish a working relationship with them will influence how willingly they help you. It pays to help those people from whom you need help. In that way, the help is not all one way.

As long as a statement is a sincere offer of help, the other person will feel less imposed upon. For example, you need the skills of the hotel's maintenance engineer to repair a faulty ventilation fan in the kitchen. The engineer can do the job alone. You could describe the problem and go do something else. Or you could describe the problem and offer your assistance. The second option shows that you are willing to help, and that you value the work enough to offer your time. You can make people who work for you feel appreciated by asking their advice. Even if you do not act on the advice, you will make that person feel like part of a team. They will be more likely to ask your advice when they need it.

One of the obstacles to communication is believing that the actions of others are attempts to get the better of you. With this kind of attitude, it is easy to interpret all communication in terms of motives and status battles. Keep in mind that the other people are probably as preoccupied with their own situations as you are; they probably do not think about you very much at all. If you find it difficult to accept people's communication at face value, try going through a few days without assigning any motives to anybody. You will find that communications are much easier as a result.

## 6.2.6 Listening Skills

A person who talks a lot is not necessarily a good communicator. People who talk a lot may actually be poor communicators because they never stop to listen to you.

If the talker constantly interrupts you, or finishes your sentences for you, the communication is only one way. If somebody constantly interrupts you and tries to finish your sentences for you, you need to keep speaking through the interruption. If he or she continues to interrupt, you need to say, "Please let me finish" in a calm voice, and continue talking. A good communicator talks about things that are of importance to you, and says them in a way that you can understand. When good communicators are telling you important information, they stop often to ask you whether you have

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understood so far. Good communicators avoid annoying mannerisms of speech, such as "you know" or "like," or annoying gestures like playing with a pencil or looking at the clock. A good communicator is someone who practices active listening.

## Active listening

You can listen about four times as fast as you can speak. It is easy to listen to your own thoughts at the same time as listening to somebody else speak. It is also easy to listen to only your own thoughts while somebody else is speaking. To be an active listener, you must deliberately resist this tendency to let your mind wander. Not only will you remember more of what the speaker is saying, but the speaker will feel that you are listening.

Others will know you are listening through your non-verbal communication, such as your eye contact and posture. You have probably experienced a situation when someone asks, "How are you?" and you reply, "Not too well," and then you hear "That's good." You know you were heard because the response came at the right time. But you also know that you were not listened to. The difference between hearing and listening boils down to choice. You have no choice but to hear, but you do have a choice to listen.

You must be totally involved in listening. You cannot be doing other tasks at the same time. You must block out or overcome all distractions, including those that you generate in your own mind. Active listeners show a sincere attitude. They show attention by not speaking, by facing their body toward you, by leaning forward and by making eye contact at least part of the time. Active listeners have an open posture; their arms and legs are not crossed, and their hands are open. They wait until you have finished. Active listeners let you explain your problem fully and do not rush in with solutions.

When it is time for them to speak, they speak more slowly and softer than usual to show that they are considering what you said. Active listeners will ask for more details on something that you said, which shows that they were paying attention. Active listeners will show understanding by expressing what you have said in different words.

## Practice being an active listener by focusing on what the speaker is saying

Show that you are listening by facing the person and looking at her or his eyes at least part of the time. Tell yourself that you are interested in what others are saying and try to understand their point of view. Do not interfere with your listening by forming your opinions while they are still speaking.

Let the speakers finish their own sentences; do not help slow speakers by finishing their sentences for them. When a speaker has finished speaking or asks if you have understood, repeat what you heard in another way. You can say for example, "In other words, you are saying that…"

## *Stay focused when you listen*

You may be an active listener, but what if the speakers are not good communicators? They may repeat themselves or go on and on about insignificant things. They may have a poor grasp of English or fill their talk with meaningless words. They may be too shy to come out and say what their real problem is.

Some people will repeat themselves because they want to emphasize what they are saying. Others repeat themselves as a cue for you to start speaking. This is a characteristic of some cultures where interrupting others is regarded as normal and not impolite. As an active listener you should keep speakers focused on their subject. If they start to repeat themselves, you can say, for example, "Yes, I understand that," and ask a question that moves the conversation forward. If they go on about insignificant things, you will need to find out whether they just want to talk, or if they are having difficulty in saying what they need to. You could ask, for example, "How does this relate to the problem in the company?" or, "Is this part of the same problem that we were discussing, or a separate problem?"

When it is clear that the speaker just wants to talk for the sake of talking, you will have to judge whether you have time to chat.

If you do not have time, you will have to let the speaker know. You could say, for example, "I have to get back to work now, but let's talk again later." If you do have time, such conversations are a good opportunity to get to know the speaker and establish a better understanding of his or her personality and background. You can respond with similar information about yourself, so that the other person gets to know you better.

People will appreciate if you remember details of their personal life, such as the names of their children, or what sports they enjoy. They will not appreciate hearing detailed accounts of your personal problems. If a speaker is inclined to tell you too much of a personal nature, you should politely make it clear that you are not a willing listener. You could say, for example, "I'd rather not hear about your operation."

Some people who are poor communicators may rarely speak. When they do speak, they may appear angry or disrespectful to you. Keep your focus. Ask yourself why this person has decided to speak to you now. They may seem angry or disrespectful, but they may still have a message. Ignore the poor communication skills and ask

questions that help determine what they really want to say. Let's take an example of a restaurant manager who rarely speaks to you. The manager grabs your arm as you pass by and says, "What's with the salad bar today; was there a special on wilted lettuce?" The communication is poor; you do not really know what the manager is talking about. You could take insult over this comment as a reflection on how you are doing your job. On the other hand, there may be valuable information to learn. Find out by asking, "Is there a problem with wilted lettuce in the salads?" It may be that the manager has noticed a problem that is reducing the quality of the lettuce in the salad bar.

By finding out what the comment is really about, you may be able to deal with a problem that you had not noticed. As you show your willingness to listen, the people you listen to will show a greater willingness to speak. They will tell you about problems that they notice sooner. On the other hand, if you take poor communications personally and respond by ignoring or insulting the person, those people are less likely to speak to you.

## 6.2.7 Other Languages and Cultures

Not all of the people who you work with will speak English well. They may be from other countries, or have little education, or both. Because a person does not speak English well, it does not mean that he or she is not intelligent. Think of situations where you did not understand the words being used, perhaps in school or while in another country.

When you speak with people who have a lower level of English than you, imagine trying to speak in their language if you were just learning it. Speak like you would want them to speak to you. Speak slowly. Choose simple words and pronounce them carefully. Watch the person's non-verbal communication for signs of understanding. Ask simple questions that will give the person a chance to show understanding. Because expressions are usually based on cultural knowledge, avoid using them. Avoid using unnecessary jargon, but do use the jargon that is common in the company. Do not treat the person like a child but as a dignified adult whose knowledge of English is limited. Do not raise your voice. A lack of language is not a hearing problem.

When you adjust the way you speak so that people who do not speak English well can understand you, both they and you will benefit. Those people will be able to do their job better because they understood your instructions. They will work more safely because they understand the situation or procedure better. They will appreciate your effort to communicate with them and respond better to your demands.

**Figure 3.** Different cultures may communicate differently from you.

The way that we communicate depends on our culture. Language is a big part of culture, and so is non-verbal communication. In some cultures, it is insulting to make eye contact or to stand in front of the person you are speaking to. In others, it is good manners to speak very loudly. Many cultures have different norms of communication for women, men, older people, and younger people. When speaking to people from different cultures (Figure 3), keep in mind that their norms of communication may be different from yours. What you think is a sign of disrespect may actually be the opposite — a sign of respect in that person's culture. You may need to ask them what the meaning of certain non-verbal communication actions means to them, and explain the meaning in your culture.

## 6.2.8 Communicating in a Noisy Environment

A busy kitchen in the midst of meal service can be a noisy environment in which it is hard to understand speech.

You will need to speak more loudly, but avoid shouting because shouted words are more difficult to understand. Be sure to face in the direction of the person to whom you are speaking because the sounds you produce are loudest in front of you. Be sure that the person is looking at you so that the sound can easily reach both ears, and so your facial and body expressions can be read. Support what you are saying with appropriate gestures, such as pointing at the objects to which you are referring. Often there are specific gestures used in the company for certain actions: a kind of

local sign language. Be sure to learn what these gestures mean and use them whenever you speak in a noisy location.

For longer conversations or when you must be sure that the listener has understood you, go to a place where there is less noise.

You may meet people who do not hear very well because of hearing damage. A person who is deaf in one ear may never tell you, but may always stand to one side during conversations. Be sure to give those people a chance to take their preferred position before speaking to them. Not all people who have hearing damage know that they do or want to be reminded of it. Be aware of how loudly they speak and adjust the volume of your voice to match theirs.

## Making Oral Reports

You will need to make oral reports to other staff, such as the executive chef or restaurant manager (Figure 4). For example, you might have to report on the condition of some equipment or explain your actions regarding a problem with a restaurant supplier. You will also need to make oral reports to people who work under you, such as apprentices or salad preparation staff. For example, you might have to explain the preparation of a new menu item.



**Figure 4.** You will need to make oral reports to other people who work in the restaurant.

An effective oral report has the same parts as an effective written report, namely an introduction, a body (or explanation), and a conclusion.

In the introduction, you must get the listener's attention and introduce the subject. For example, "I am having a problem with the appearance of the Caesar salads, and I could use your help." The listener now knows what the conversation is going to be about, and that attention must be paid because he or she will need to get involved.

Compare the above with this opening line: "Why is there too much dressing on the Caesar salads?" The listener is being asked to find solutions for a situation that you have barely begun to describe. The listener does not know whether you are asking for help or just educating yourself on something that you have been wondering about.

In the body of your oral report, identify the key points or ideas of the subject matter. Put them in a sequence that makes sense, and join the key points in a logical manner that your listener can follow. The more points you try to make, the harder it is for the listener to follow you. In the case of an equipment breakdown, it would probably be most effective to describe the problem in the sequence that it came to your attention and what you have done about it so far. If the listener interrupts you to start offering solutions before you have finished, you could say "Let me explain what I've done so far to give you the whole picture."

In the conclusion, summarize your main points. This is a chance to re-emphasize those points, but do not repeat everything you have already said. For example, "I do not know enough about this convection oven to know how to prevent the vol-au-vents from being lop-sided. Can you help me with it?"

## *Using the Telephone*

Communicating on the telephone can be more difficult than speaking in person because many of the non-verbal cues are missing. When dealing with guests and other outsiders, it is particularly important to create a good first impression of your business. This first impression is created almost solely by your voice. For example, if you pick up the phone and bark "Yo" into the receiver, the caller is likely to be put off by your offhand manner and tone of voice. The caller may wonder whether he or she has reached the right number.

To communicate effectively on the telephone, follow these tips:

- Answer the phone quickly, within three rings.
- Use a pleasant tone of voice when answering telephone calls. Avoid sounding harried, angry, or distracted.
- Greet the caller and identify the business and yourself. For example, you could

say "Pleasant Stay Hotel kitchen. Carl speaking."

- Keep a message pad and pen handy when you take calls.

- Do not carry on a conversation with someone else while you are on the phone. If it is necessary to speak to someone else, excuse yourself or offer to call back at a more appropriate time.

- If there is an uncomfortable pause on the other end of the phone, ask for clarification: "Is there anything else I can help you with?"

- Summarize the conversation at the end. For example, if you have taken a reservation for dinner, you might say, "I've made a reservation for February 12 at 7:00 p.m. for eight people under the name of Smith."

- If you have to put someone on hold, ask the person to hold and wait for a response.

- Return to calls placed on hold quickly, and thank the person for waiting.

- If you have to transfer the call to someone else, explain that you are transferring the call to a person who can help and state the name of the person to whom you are transferring the call. Give the person to whom you are transferring the call a brief summary of the caller's request so that the caller does not have to repeat the request.

- Be prepared when you make calls. Have a plan of what you will say. Have everything you need for the call at your fingertips. For example, if you are phoning in an order to a supplier, make sure that you have the restaurant account number, a list of the items you require, order numbers, the quantity needed, and other information beside you when you call.

## 6.2.9 Giving Directions and Feedback

A form of oral report that you will have to make if you supervise other people feedback on others' performance. Feedback can be constructive or destructive. As these words imply, only constructive feedback serves any useful purpose. When you must give feedback on someone's work, keep these tips in mind:

- Focus on the work performance, not on the person
- Be objective and descriptive rather than too personal
- Start by mentioning things that the person is doing well
- Keep the feedback to the point
- Focus feedback on two or three things that the participant might be able to change in a short period of time
- Give feedback as soon as possible after an event

- Focus feedback on something a person can do something about
- Never criticize a person in front of guests or other staff
- Give the person a chance to comment

If you are responsible for the work of others, you will be checking that they do it correctly. You may find fault with some of their work even if they perform most of their job well. If you mention only the faults, the message is that they are doing everything wrong. By mentioning the things that they are doing right, they will better accept some things could be improved.

Take an example where the apprentice under your supervision is making pastries. Destructive feedback would be, "Are you stupid or something? The oven needs to be preheated before you put the pastries in to bake!" Do not use blaming words or indulge in name calling ("You are so…"). When people feel blamed, they often tune out of the discussion and do not hear your positive suggestions for improvement.

Less destructive, but still not constructive, feedback would be, "You did not preheat the oven before you baked the pastry. You must make sure the oven has reached…"

Now compare this constructive feedback: "Phil, you're doing a good job with the pastry. They have a neat, attractive appearance and are well browned. I'm not sure you understand how critical the preheat time is. The quality of the finished product could be improved by…"

### Tell people what they are doing right

Phil will feel good about your directions because he was told about the things he is doing right. It is a good idea to tell people about the things that they are doing right on a regular basis, not just when you are giving feedback. That way you encourage them to keep doing those things right. You also make such people feel good about speaking with you, so they will accept your directions easily when it is necessary. You do not need to say good things in private. Most people enjoy being praised in front of others.

### Give feedback that is specific and descriptive

Give feedback that is concrete and specific. Your directions should tell the person exactly what she or he is doing well and what needs improvement. For example, saying, "You did a good job on the buffet tonight" may make the apprentices feel good, but it will not help them understand exactly what you feel was performed well. You could provide more information by saying, "You did a good job of serving the

roast beef tonight. You sliced the beef thinly and evenly, and you always asked the guests for their preferences before serving."

### Focus on the behavior that needs changing

Keep the discussion focused on the behavior that needs changing. Often when people are uncomfortable about giving or receiving criticism, they change the subject or bring up the past. If you are uncomfortable, you might share your feelings. This may help put them at ease, and let them know that you are honestly struggling with being direct.

### Give suggestions for improvement

Provide specific suggestions on what you would like done in future. For example, you might say, "In future, you would like you to consult me before you make changes in the recipe." Or you might say, "Tomorrow, could you check that the vegetables are refilled promptly? Tonight, the line was slowed because there was no broccoli left in the steam trays."

### Give criticism in private

Always give criticism in private. When people are criticized in public, they may feel belittled or humiliated. It is especially important not to criticize staff in front of guests. Guests may be very embarrassed for the staff member. Their embarrassment may ruin their enjoyment of an excellent meal.

### Provide opportunities for the person to respond

Ask the person for her or his reaction or comments about the criticism. There may be an explanation for the problem. For example, an equipment malfunction may be responsible. Treat the criticism as a problem that you and the employee will work on together. Do not treat the employee as the problem. Blaming will not give results.

### Handling Criticism

It is often difficult to receive criticism. When your behavior is criticized, it is easy to take it very personally, especially if the person giving the criticism is angry, frustrated, or blaming. Constructive criticism can provide you with feedback that can help you improve your skills, so it is important to pay attention to the criticism you receive.

Sometimes lack of feedback can create difficult situations at work. If your supervisor is reluctant to provide direction, you may not know that you are doing something

poorly. You think that everything is all right with your work. At the same time, your supervisor may be getting more and more upset about your performance. Finally, the supervisor blows up. You cannot understand why the supervisor is so angry. You feel justifiably upset that nothing has been said before.

If you are not getting constructive criticism about your work, it is helpful to ask your supervisor for specific feedback. You might say, "I'm not sure that I am completing the *mise en place* in the way you would like. What suggestions do you have for me to improve my work?" By asking for feedback, you are indicating to the supervisor that you want to do a good job and constantly improve your skills.

The following tips will help you make best use of the suggestions you receive for improving your work:

- *Relax and pay attention*: Relax and listen carefully to what the other person is saying. Taking a few deep breaths may help you overcome your anxiety.

- *Paraphrase the criticism*: Repeat what you have heard in slightly different words so that the other person knows that you have heard and understood what was said. For example, you might say, "You would like me to pay more attention to the levels of the vegetables on the steam tray, and refill them before they are empty."

- *Decide whether the criticism is fair*: Decide whether the criticism is fair or unfair. If you feel the criticism is unfair, question the matter of unfairness rather than the criticism itself. For example, you might say, "I know it is important to keep the buffet line moving, but so many people want roast beef that I find it difficult to refill the vegetables when it is needed." In other words, treat the complaint like a problem to be solved by you and your supervisor, not as a personal attack.

- *Ask for clarification*: If the criticism is vague or unclear, ask for an explanation or specific examples. For example, if a server tells you that the soup does not taste right, you could ask, "Can you explain what you mean by 'does not taste right'? Is it too salty or too highly spiced?"

- *Ask for suggestions*: If the criticism is fair, ask for specific suggestions or alternatives for improving your performance. For example, you might ask, "Can you suggest a better way for me to handle orders that are shorted?"

- *Admit your mistakes*: Do not go into long, self-critical, or rationalizing excuses. Admit your mistakes. For example, you might say, "Yes, I did not notice that today. I will do my best to watch for it tomorrow."

- *State your opinion if you disagree*: If you disagree with the criticism, respond with statements that begin with "I" rather than "you." I statements give an opinion, which may differ from the other person's. They are less likely to be perceived

as blaming. For example, you might say, "I think that you misinterpreted what I said." If you say "You misinterpreted what I said again. You're always doing that," you are likely to get into a shouting match with the person that will leave hard feelings on both sides and not resolve the problem.

- *Respond calmly*: When responding to someone who is speaking loudly, quickly, or angrily, keep your voice low and speak slowly. The other person is more likely to slow down and become more reasonable. If you respond angrily or loudly, the confrontation is likely to escalate. This does not mean that you have to act in a humble or submissive manner. You just need to stay calm and focused on the problem.

- *Share your feelings*: If you find yourself getting angry or upset, take a few deep breaths before you respond. It can be helpful to share your feelings about the criticism. You could say, "It is not easy for me to take criticism," or "you are feeling annoyed that you are bringing up this issue again."

## 6.2.10 Restaurant Selling Techniques

Increasing food and beverage sales at your restaurant begins before customers arrive, continues when they sit down, and doesn't stop after they leave. Creating a mix of advertising, public relations and promotions that include social marketing, discounts and in-house upselling will help you maximize your sales.

### Use social media

Create a social media campaign that keeps you in front of your customers, even when they're not thinking about eating. Your website should make it easy for customers to find information about your restaurant, including the phone number, driving directions, menu and prices. Create an active Facebook page that provides recipes, trivia questions, suggestions for healthy eating, contests, news about the restaurant and photos of customers. Update your website and Facebook page with each day's specials and offer to email or tweet your customers when their favorite items are on special.

### Create a Brand

**Customers** have more interest in and loyalty to a restaurant if they feel you focus on their needs. Instead of trying to appeal to everyone, decide on who your core customer will be and focus your efforts on them. For example, if you choose to target upscale adults, recommend wine selections with entrees, serve at least one expensive dish each service even if it's a loss leader, and don't offer coupons. If you want to target seniors, create an affordable menu, serve fewer spicy dishes and let your wait staff know not

to rush these diners, even when you're trying to turn tables during a busy service. Sponsor events or charities near and dear to your target customer.

## Offer Specials

Add menu items to each service that aren't always on your menu to entice customers. Offer discounts on one or two regular items each service for people who like a bargain. Include an appetizer, wine and dessert special each service and mandate that your wait staff tell customers about each one. Advertise discounts, buy-one-get-one-free or other promotions to attract new customers or encourage dining during slow periods. Offer a customer loyalty program to regulars, allowing them to give a discount card to a friend or earn a free meal after they've purchased a certain number.

## Train Your Staff

Turn your servers into salespeople, rather than just order takers. Make sure your staff knows your menu inside and out. Teach them not to wait for customers to order to recommend items and to always make suggestions after they announce specials. Have them list unique ingredients when they describe menu items. Have your chef keep staff up to date on any menu items that sell out so your servers don't disappoint customers who order them.

## Hold Server Contests

There's a reason national fast-food chains ask, "Would you like fries with that?" It often only takes a suggestion from a server to trigger an impulse buy. Think of the profits you'll make if each of your servers sell one more appetizer or dessert to only half their tables each evening. Offer a contest to your servers, awarding a cash prize to the servers who sell the most appetizers, desserts and wine, beer or liquor during each service.

## 6.3 IMPORTANCE OF NONVERBAL COMMUNICATION IN RES-TAURANTS

Communication in restaurants begins with non-verbal. First impressions are formed based on the appearance of a restaurant. Does the restaurant appear to be tidy? Are there lights burnt out, is the music appropriate and at the right volume for the establishment, are the staff friendly? These are only some factors that a guest looks at, whether subconsciously or otherwise. Once a first impression has been formed, it is difficult to change, and it is up to the leaders of any business to lead by example by communicating and training their employees to ensure a clear vision.

it is difficult to change, and it is up to the leaders of any business to lead by example by communicating and training their employees to ensure a clear vision through an employee handbook and effective training. Many chains do this well, as they leave nothing to chance and train their staff even on simple things like the "correct" greeting in their establishment. Restaurants have many opportunities for communication in a short time span and when used correctly can be advantageous. Right from the time a restaurant is searched on google, Facebook, or their website is visited, communication begins. These first impressions can be the deciding factor between you and the competition. Although it takes some work, these first impressions are 100% controllable and must be done with honesty and integrity. Having a clear marketing strategy along with a clear vision will help. This is where the restaurant identity comes into play.

If customers walk in and have not been on the internet to check out the restaurant, simple things like having a dirty menu, an untidy or dirty bathroom, and staff with stained or wrinkled clothing will leave a negative first impression. For example, if the bathroom is untidy or dirty, the customer may think that the kitchen is also poorly maintained. When a staff member has a dirty appearance then it may be perceived as sloppy or as a lack of pride for the whole establishment.

Body language is something we interpret subconsciously and is very important as it helps shape people's opinion and makes a strong first impression. When a new table approaches your establishment do you follow the 10/5 rule? The 10/5 rule is to smile and make eye contact when the guest is 10 feet away and greet the guest from 5 feet away. This is a simple rule that many follow and if you are, great! Keep up the good work and continue with training staff to do this. If you are not following this rule, then perhaps it is time to adopt a form of this rule and set clear values and expectations for all employees. If a guest has to wait to be seated with no one in sight, they feel ignored. The longer a customer waits to be seated, the more negative a first impression becomes. It is everyone's responsibility to at least greet the customer while they wait to be seated. All front of the house employees should be able to seat guests

or help the host/ess. Even in an establishment where guests are welcome to sit where they like, greeting them upon arrival goes a long way. Simply put, this is everyone's job. Just as important, is non-verbal communication from the guest. Is a guest looking around? In the restaurant industry, as much as possible, guest needs are anticipated, therefore, guests should never be looking around for anyone. In reality, situations come up and if everyone is paying attention, the customer is taken care of immediately.

- Non-verbal cues are a way to surpass guest expectations. Smiling is always important. Regardless of personal circumstances, smiling allows guests to feel invited and is important regardless of position in the industry. It all starts with clear leadership and setting an example as well as thorough and detailed training Including an employee handbook. Having a written document that an employee can take home will allow those with different learning styles to adhere to the establishments' values. Having employees sign off on the document will allow accountability and a higher level of professionalism.

## 6.3.1 Guidelines for Improving Nonverbal Communication

Because nonverbal messages are inherently continuous, ambiguous, multichannel, and sometimes unintentional, it can be tricky to accurately decode them. Add to this the fact that the meaning for any nonverbal behavior can vary by situation, culture, and gender, and begin to understand why we so often "misread" the behavior of others. The following guidelines can help to improve the likelihood that will make accurate interpretations of others' behavior, and that own behavior will lead others to perceive of non-verbal messages correctly.

## 6.3.2 Interpreting Nonverbal Messages

When interpreting nonverbal messages, here are some things we might want to remember.

### *Do Not Assume*

When interpreting others' nonverbal cues, do not automatically assume that a particular behavior means a certain thing. Except for the category of emblems, there is no automatic meaning of non- verbal behavior. And even the meaning of emblems varies culturally. There is much room for error when people make quick interpretations or draw rapid conclusions about an aspect of nonverbal behavior. Instead of making automatic interpretations of nonverbal cues, we should consider cultural, gender, and individual influences on non- verbal behavior.

### *Consider Influences*

Consider cultural, gender, and individual influences when interpreting nonverbal cues. We have shown how nonverbal behavior varies widely based on culture or expectations of masculinity and femininity. Note also that some people are totally unique in their display of nonverbal behavior. We may have learned over time that friend grinds her teeth when she is excited. We may never encounter another person who uses this behavior in this way.

### *Pay Attention to Nonverbal Communication*

Pay attention to multiple aspects of nonverbal communication and their relationship to verbal communication. We should not take nonverbal cues out of context. In any one interaction, we are likely to get simultaneous messages from a person's eyes, face, gestures, posture, voice, and use of space and touch. Even in electronic communication, where much of the nonverbal communication is absent, there can be facial expression and touch communicated through emoticons, paralanguage through capitalization of words, and chronemics through the timing and length of an electronic message. By taking into consideration all aspects of communication, we will be more effective in interpreting others' messages.

### *Use Perception Checking*

The skill of perception checking let us see if interpretation of another person's message is accurate or not. By describing the nonverbal behavior have noticed and tentatively sharing interpretation of it, we can get confirmation or correction of us interpretation.

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It may be helpful to use perception checking when faced with gender or cultural variations in nonverbal behavior.

## 6.3.3 Sending Nonverbal Messages

When considering what kinds of nonverbal messages are sending, here are some things we should be aware of.

### *Be Conscious*

Be conscious of the nonverbal behavior are displaying. Remember that are always communicating nonverbally. Some nonverbal cues will always be out of level of consciousness, but we should work to bring more of nonverbal behavior into conscious awareness. It is a matter of just paying attention to what are doing with body, voice, space, and self-presentation cues. If we initially have difficulty paying attention to nonverbal behavior, ask a friend to point out the nonverbal cues are displaying.

### *Be Purposeful*

Be purposeful or strategic use of nonverbal communication. Sometimes, it is important to control what are communicating nonverbally. For instance, if we want to be persuasive, we should use nonverbal cues that demonstrate confidence and credibility. These may include direct eye contact, a serious facial expression, a relaxed posture, a loud and low-pitched voice with no vocal interferences, and a professional style of clothing and grooming. While there are no absolute prescriptions for communicating nonverbally, there are strategic choices we can make to convey the message we desire.

### *Do Not Distract*

Make sure that nonverbal cues do not distract from message. Sometimes, when we are not aware of what nonverbal cues we are displaying or when we are anxious, certain nonverbal behaviors will hinder communication. Fidgeting, tapping your fingers on a table, pacing, mumbling, using vocal interferences, and using adaptors can hinder the other person's interpretation of message. It is especially important to use nonverbal behaviors that enhance rather than distract from message during a formal speech.

### *Make Communication Match*

Make nonverbal communication to match of verbal communication. When nonverbal messages contradict verbal messages, people are more likely to believe the nonverbal,

so it is important to have verbal and nonverbal communication match. In addition, the various sources of nonverbal communication behavior should match each other. If we are feeling sad, voice should be softer and less expressive, and we should avoid letting face contradict voice by smiling. People get confused and frustrated when receiving inconsistent messages.

### Adapt

Adapt nonverbal behavior to the situation. Situations vary in their formality, familiarity among the people, and purpose. Just like we would select different language for different situations, we should adapt nonverbal messages to the situation. Assess what the situation calls for in terms of body motions, **paralanguage**, proxemics and territory, artifacts, physical appearance, and use of time. Of course, we already do some situational adapting with nonverbal communication. We do not dress the same way for a wedding as would to walk the dog. But the more we can consciously adapt nonverbal behavior to what seems appropriate to the situation, the more effective will be as a communicator.

## 6.3.4 Difference Verbal and Non-verbal Communication

All forms of communication can be categorized as either verbal or nonverbal. In turn, both verbal and nonverbal communication can be subdivided into either vocal or non-vocal. Verbal and Non-verbal Communication is defined as:

### Verbal Communication

Much of the communication that takes place between people is verbal; that is, it is based on language.

- Verbal communication of the vocal category includes spoken language.
- Non-vocal verbal communication involves written communication as well as communication that is transmitted through transmitted through sign language,

**Keyword**

*Paralanguage* is a component of meta-communication that may modify or nuance meaning, or convey emotion, such as prosody, pitch, volume, intonation etc.

finger spelling, Braille, or other similar alternatives to verbal language.

Communication has been called the transfer of meaning from one mind to another, because meanings exist in the human mind, they cannot be shared or communicated except through some external vehicle. The human body is capable of making sounds and movements which in turn can create a system of vehicles for sharing inner meanings and ideas with others. In general terms, such elements that codify meaning are called signs. The study of such signs is called semiotics.



### *Nonverbal Communication*

While verbal communication is much studied and is the focus of much applied attention in areas ranging from journalism to governance to entertainment, the fact is that human beings communicate more through nonverbal means. Some estimates are that so-called body language accounts for 65, 70, even 90% of human communication. Using the 70% figure for body language, the voice accounts for another 20%t or so and specific words only about 10%. Nonverbal communication is hugely important in human interaction.

Nonverbal communication also is bound to culture. In particular, there are differences among cultures and nationalities about the relative value of speech versus silence, the relative value of talk versus action, the social role of small talk or gossip, and the role of animation, rhyme and exaggeration in speech. Because of these differences, the study of verbal and nonverbal communication always must be done with in a social or cultural context.

As noted, nonverbal communication may be vocal (focusing on vocal characteristics such as pitch, rate, and so on) or non-vocal (focusing on body language, environment, attire and the like). Some linguists identify an aspect of nonverbal communication called

paralanguage. This refers to a range of nonlinguistic elements of speech, such as facial expressions, gestures, the use of time and space, and so on. However, most linguists adhere to stricter categorization. Commonly, the study of nonverbal communication is divided into several specific categories.

1. Kinesics (simplistically called body language) deals with physical movement, sometimes called affective displays. This study applies traditional linguistic principles to the body as a whole or to specific parts, particularly the face, hands and arms. It also deals with posture in standing and sitting, as well as with eye and facial expressions, such as the arching of eyebrows or rolling of the eyes. Kinesics varies culturally.

   *For example*, a person of Mediterranean culture may use extensive hand movements and body gestures as an expression of anger, whereas a Japanese person may be apparently less excited, but perhaps no less angry. Kinesics also includes the use of smiling, frowning, giggling and so on, which al so differs by culture. While universally, smiling reveals happiness, in some cultures it also is used to mask sadness or to hide embarrassment.

2. Kinesics generally refers not to sign language that relies on gestures and expressions in a grammatical context as an alternative to spoken language. But it is associated with the use of emblems, physical gestures that support or reinforce what is said verbally. Some emblems seem to be universal, while others are cultural, with different interpretations in various cultures, or perhaps with different uses by men and women. An example of a universal emblem is the uplifted shoulders and upturned hands that indicate "I do not know" virtually everywhere in the world. An example of a culture-bound emblem is the encircled thumb and forefinger. That gesture can be interpreted as worthless in France, money in Japan, OK in the United States, a curse in Arab cultures, and an obscenity in Germany, Brazil and Australia.

3. Occulesics is closely related to kinesics. Occulesics deals with eye behavior as an element of communication. Some aspects of Occulesics deal with a static or fixed gaze versus dynamic eye movement. This so-called eye contact is the subject of much interpretation by the observer, making it difficult to predict its exact communication impact. In the West, direct eye contact (looking into the eyes of the other person) is common about 40 % of the time while talking and 70 % while listening. In Japan, it is more common to look at the throat of the other person. In China and Indonesia, the practice is to lower the eyes because direct eye contact is considered bad manners, and in Hispanic culture direct eye contact is a form of challenge and disrespect. In Arab culture, it is common for both speakers and listeners to look directly into each other's' eyes for long periods of time, indicating keen interest in the conversation. In

Mediterranean society, men often look at women for long periods of time that may be interpreted as starring by women from other cultures. Even the same kinesics gesture can be interpreted differently.

*For example*, the facial gesture of downcast eyes during conversation can suggest social deference, evasion, insincerity or boredom.

4.  Proxemics involves the social use of space in a communication situation. One aspect of this is the closeness between and among people when they speak, and the significant role that culture plays in this. Distance is generally described on a continuum from intimate space (0-18 inches) to personal space or informal distance (18 inches to 4 feet) to social space or formal distance (4- 12 feet), and public space or distance (beyond 12 feet). Proxemics also deals with the effective use of space in social settings, such as businesses and homes, ranging and the arrangement of space to encourage or inhibit communication.

5.  Haptic focuses on touching as an element of communication, indicating both the type of touch as well as its frequency and intensity. Like many other elements of nonverbal communication, haptics is very much a function of culture. It has been noted, for example, that Mediterranean, Middle Eastern and Latin American cultures employ much social touching in conversation, including embraces and hand-holding; these are called high-contact (or high-touch) cultures. In moderate-touch cultures such as North America and Northern Europe, touching is used only occasionally, such as in handshakes and sporadic shoulder touching or back slapping. In low- contact cultures such as in Northern Asian cultures, meanwhile, social touching is rarely used at all. But the geography is by no means that simple. People in the Asian nation of the Philippines, for example, use a large amount of social touching in conversation and personal interaction. Even within a culture, haptic vary. For example, handshakes vary in length and strength of grip depending on the actual (or hoped for) degree of intimacy between the two people shaking hands.

6.  Vocalic (also called paralanguage) deals with vocal cues, more accurately referred to as the no phonemic qualities of language. These include accent, loudness, tempo, pitch, cadence, rate of speech, nasality and tone, insofar as these convey meaning. Vocalic is sometimes subdivided into several categories. Vocal characterizers include laughing, crying, yawning, and so on. These can be associated with culture, such as the different ways various cultures accept the practice of belching. Vocal qualifiers such as volume, pitch, rhythm and tempo also are associated with cultural distinctions. In Arab culture, for example, speaking loudly connotes sincerity, whereas in North America it often is interpreted as aggressive. Vocal segregates (sounds such as mmmm, uh-huh, oooo) likewise also differ among various cultures. Vocal rate deals with the speed at which people talk, another factor that offers various interpretations.

7. Chronemics deals with the use of time as an element of communication. Formal time is measured in minutes, hours, days, and so on. Informal time is measured relative to seasons, social customs, lunar cycles, etc. Chronemics involves specifics such as punctuality (which can be monochromic or M-time and polychromic or P- time) along with patterns of dominance or deference within a communication situations. For example, studies show that men are more likely than women to dominate a conversation and interrupt another speaker. Chronemics also deals with time from the standpoint of social settings, such as the likelihood among Americans of arriving early for business meetings but being "fashionably late" for social activities, while in Latin American and Arab culture, business people often arrive at a time Westerns would consider "late," taking business meetings as occasions for hospitality and socializing. Meanwhile, the Sioux language does not even have a word for "late," reflecting a very relaxed attitude toward time. Chronemics also considers the use of mono-chronemics (doing one thing at a time, emphasis on schedules and promptness, getting to the point quickly) versus poly-chronemics (doing several things at a time, emphasis on people and the whole of a relationship). Studies show that the mono-chronemic conversation (talking about one thing at a time) is common in Northern Europe and North America. Meanwhile, Latin American, Asian, Middle Eastern and Mediterranean cultures are more likely to use poly-chronemic conversation (multiple conversations at the same time, and frequent interruption by other speaker-listeners).

8. Appearance deals with the communication role played by a person's look or physical appearance (as compared with physical gestures associated with kinesics). It deals with physical aspects of body shape, hair color and skin tone, as well as grooming, dress (both clothing and jewelry) and use of appearance enhancements such as body piercings, brandings and tattoos. Consider, for example, how attire is an essential part of non-

**REMEMBER**

Communication is the lifeline of day to day living as well as business. Any successful organisation creates a formal communication structure to enable smooth functioning. New employees are indoctrinated on the various aspects of organizational communication.

vocal communication among areas influenced by Arab culture. Among North and Western Africans , public speakers prefer long robes and big sleeves so that when they raise their hands, extra sleeve cloth slips through the arms and puffs up their shoulder, making them look bigger and more elegant. The Arab and North African head covering with different bands of cloth and the color of the robes (white in daytime, dark at night) are more than fashion statements.

## 6.3.5 Uses of Nonverbal Communication in Restaurants

Nonverbal communication provides individuals and groups with many options for presenting their messages. Here are some of the uses of nonverbal communication.

- To create impressions beyond the verbal element of communication (kinesics, chronemics, vocalics, environment)
- To repeat and reinforce what is said verbally (occulesics, kinesics)
- To manage and regulate the interaction among participants in the communication exchange (kinesics, occulesics, proxemics, synchrony)
- To express emotion beyond the verbal element (kinesics, occulesics, haptics, vocalics, proxemics)
- To convey relational messages of affection, power, dominance, respect, and so on (proxemics, occulesics, haptics)
- To promote honest communication by detecting deception or conveying suspicion (kinesics, occulesics, vocalics)
- To provide group or social leadership by sending messages of power and persuasion (kinesics, vocalics, chronemics)

## 6.3.6 Characteristics of Non-verbal and Verbal Communication for Restaurants

People who have the ability to communicate, verbally and non-verbally, have the best chance at obtaining successful relationships in their personal and professional lives, "Non-Verbal Communication." Body language helps to communicate verbal message as well as connect and build stronger relationships with those around itself. While non-verbal communication can enhance relationships, it can also distance and cause unnecessary confusion if what we say does not match up to body language.

There are four types of non-verbal communication.

## A Sight to See

Through facial expressions, people can convey emotions to others without saying a word. Emotions such as happiness, sadness, disgust, fear, anger and surprise are universal facial expressions with the same meaning across all cultures. Maintaining appropriate eye contact goes hand in hand with facial expressions, as it communicates whether one or both parties are interested in the conversation as well as a means to keep the conversation going.

*A person who continually breaks eye contact during a conversation to glance at the clock or the door may be sending the message that he wants to exit the conversation. Too much eye contact can cause discomfort while too little can signal boredom or disinterest.*

## Stay in Tune

Intonation refers to the way a person's voice rises and falls while speaking. It is used to put emphasis on a particular word or detail as we are speaking or to express a question or excitement, according to the International Association of Conference Interpreters. *For example*, you may use a monotonous tone of voice, if you are stating facts or an enthusiastic tone of voice while giving a sales pitch. Common tones that convey emotions include aggressive, persuasive, friendly or disappointed. The volume of your voice as well as the timing and pace of your words help set the tone of the conversation in a nonverbal manner.

## Speaking Through Gestures

A form of nonverbal communication that may alter other people's perceptions when conversing is bodily movement, posture and subtle movements.

*For example*, a person who sits tall, holds her head up high and speaks in a clear, assertive voice during a meeting will likely be perceived as confident and easily gain the attention of her colleagues. If the same person sat with slumped shoulders

and spoke in a meek voice, there is a chance she may not even be heard. Gestures such as beckoning, waving and pointing may be misinterpreted due to the array of meanings in various cultures.

### *Easy Does It*

Personal space is a large part of non-verbal communication and can be used to express intimacy, dominance or aggression. For example, an angry person might move into your personal space and cause you to feel intimidated. This may be the reaction the person was seeking in an effort to get you to back down. All of this can be done without uttering a word. Each person has his own comfort level when it comes to personal space and boundaries.

## 6.3.7 Relationship of Non-verbal Message with Verbal Message

We have all heard the statistics several times before, that body language accounts for more than 50% of communication. It is fair to say that both verbal and non-verbal communication impact on the success of relationships.

For a start, if we want to communicate sincerely then verbal and non-verbal communications have to be congruent with one another. In other words, we cannot growl "I love you" whilst standing arms crossed and eyes rolling. Inversely, we cannot stand with arms open as if inviting a hug as the words "I am finding you insufferable lately" leaves your lips. Well you can do all of the if you are merely indulging in a spot of humorous sarcasm but if you are not saying or doing any of the jest then the mixed message will leave the recipient feeling unsure of where both stand.

Spencer Kelly, measured peaks and valleys in the brain waves of participants to understand whether body language that is inconsistent with the accompanying verbal communication is picked up by the brain. To test the way the brain processes verbal and non-verbal communication, brain waves were monitored with the use of an electroencephalograph.

Kelly found that if a participant had to process a sentence with an inappropriate word such as, "He spread his toast with socks", the brain waves would create a valley (a downward dip) on the graph as a result. The dip was classified as N400 in measurement. The researcher found that if a speaker's gestures and verbal communication were incongruent (inconsistent with one another) then the same size valley of N400 was produced by the brain waves. *For example*, if the speaker uttered a word such as "tall" but at the same time conveyed "short" with his gestures (non-verbal communication), then the participant's brain would pick up on the inconsistency between the verbal and non-verbal communication. This was demonstrated by the same size valley recorded

by the electroencephalograph. Therefore, the study indicates that the brain processes verbal and non-verbal communication simultaneously and does notice, albeit sometimes on a subconscious level, when there is a mismatch between the spoken word and the body language accompanying it.

When we struggle to communicate with ease with a person care for it can be extremely stressful. Those thoughts of why we cannot have a conversation together without arguing, pop into mind. We wonder where it is all going wrong. Why we cannot stop bickering. Why he takes everything say in the wrong way. Why she does not realize them, just trying to help.

When we step back from the situation we can begin to wonder whether it is me that's starting the arguments or them. If we are experiencing this with a few individuals then it is likely that the fault lies with us as those are the common denominator in those relationships. If it is only happening with one person then the answer becomes less clear.

The bottom line is we want to resolve it. We may well be the innocent party far more than the creator of the conflict but the fact is that can only change how we are functioning within the given relationship. Therefore, that is where we look to make a change or maybe just some tweaks.

## Classification of Non-verbal Communication and Verbal Communication

Non-verbal communication is a process of communication that occurs without words. Communication which occurs through body movements, space, time, voice patterns, color layout and design of human surroundings.

- Kinesics
- Proxemics
- Time language
- Paralanguage
- Physical context

*Kinesics*: Kinesics is the study of body physical movements. It is the way body communicates without words and it is occupying a major aspect of non-verbal communication process. When we communicate thought process and attitude is transmitted in the form of body movements by which inner state of mind is reflected in movements. Thus we can realize these expressions by face and eyes, gestures, posture and physical appearance.

- Facial expression is the first way to communicate particularly eyes and eye movement. We can express happiness, surprise, fear, anger and sadness

everything through of eyes.

- The gesture is body parts especially arms, legs, hands and head convey meaning. All these movements are made rationally along with speaking and not made with any intention.

- Body shape is related to biological factor and it is natural but poster is how we stretch body in different styles. Body shapes are classified in to three they are ectomorph which is thin, youthful, and tall then the mesomorph is muscular fit body and finally endomorph which is fat, round, and soft.

- Appearance includes clothes, hair style, jewelry, cosmetics and such styles which we include in daily life by which we communicate how we want to project self.

*Proxemics*: It involves how we arrange personal space and what we arrange in it. They create meaning in mind and others mind as well. They are also called personal space language which involves how we are maintaining relationship with a person with intimate space, personal space, social space and finally public space. All this things are typical example of relationship space with father, friend, boss and a stranger.

*Time Language*: Time language is all about the meaning we convey through time. In western countries time equates money because their business culture is like that. The same thing apply may differ for other cultures. Therefore time language is associated with culture as well.

*Paralanguage*: It involves how we say something in different pitch, tone and voice modulation such as slow or fast. Based on voice language we infer people background and personality.

*Physical Context*: It refers to human being surroundings, color, layout and design of physical environment. For example color of the building and room, design of table and chairs etc. All these things communicate a lot to feelings and emotions.

That is, non-verbal communication is an art as well a skill. We communicate through letters, reports, mails but they are all one way communication but daily we communicate

with people which is a two way process. This interpersonal communication requires a lot of care in non-verbal cues through which we can improve our relationship better and increase a chance of good business dealings which again is an essential ingredient in face to face communication.

# 6.4 THE ETHICAL GUIDELINES APPROPRI-ATE FOR A RESTAURANT MANAGER

Restaurant Managers ensure restaurants run smoothly and efficiently. They seek to provide customers with pleasant dining experiences that live up to brand standards. Their efforts, which include effectively managing employees, are ultimately geared towards safeguarding the profitability of the restaurant.

In effect, an RM embodies general management, administration, customer services, human resources, supply chain & procurement, health and safety, compliance, accounting & marketing – all rolled into one. This is particularly true for those working in smaller establishments, who are in frequent contact with both customers and employees.

Employment opportunities for restaurant managers may arise in a variety of settings, from independent, local restaurants, cafés and bars to larger-scale hotel restaurants, chains and hotel or leisure facility groups. In any of these settings, restaurant managers are required to both demonstrate leadership and work as part of a team. As you'll see from the responsibilities below, culinary knowledge is also an asset. Food and beverage (F&B) enthusiasts will be able to put their passion to good use as restaurant managers, with the profession ranking as the number-one hospitality job for foodies.

Many restaurateurs have an unspoken code of ethics that governs how they run their businesses. Formal codes of ethics do exist in the industry, but are more typically found at the corporate level. These rules govern situations for high-level executives such as gift giving, conflicts of interest and insider trading. In the absence of a formal code, a few general rules of conduct do exist for individuals at the service level.

### Food Sanitation

One of the most important issues for restaurants is serving untainted food. Restaurants should only sell food made in kitchens that adhere to a high standard of sanitation, says the Pennsylvania Restaurant Association, or PRA. Where matters of food sanitation are concerned, the customers' best interest should be the deciding factor.

### Professional Integrity

Restaurant owners and employees should conduct themselves in a professional manner that reflects the attitude of the establishment they are working in, the PRA says. Maintaining a high level of integrity at the personal and business levels is a key factor in presenting a professional level of service.

### Improving Service

Restaurant owners should strive to improve the quality of service delivered at their business. Improving employee skill sets with new techniques for personal service and food preparation will ensure quality of service and value for customers.

### Community Involvement

Restaurant owners have a responsibility to the community that they operate in, the PRA says. Owners and their employees should participate in community organizations that supports their business.

### Ethical Attitudes and Behavior

The PRA requires that its members represent the food services industry, themselves, their business and the association in a professional and ethical manner. This part of their code of ethics is meant to encourage ethical behavior that fosters an environment of personal and professional development that is beneficial for all members.

## 6.4.1 Rules of Conduct for Restaurant Employees

Most restaurant employees are dedicated professionals who want to provide your guests with the great service and food they deserve. It is still important for you to establish rules of conduct that let your cooks and servers know how you expect them to do their jobs. Some rules of conduct ensure the safety of the food your kitchen produces, while others prevent the front of house from doing anything that detracts from the experience you're trying to create for your customer.

### Warm Customer Welcome

Hostesses and other front-of-house staff must greet each customer warmly, even if a customer asks for a table for one. According to a list of diner preferences compiled by New York Times writer Bruce Bushel, hostesses should not refuse to seat incomplete parties and should put effort into describing specials instead of reciting them in monotone.

### Professional Interaction with Fellow Employees

Employees must conduct themselves in a manner that won't disrupt the operation of the restaurant. Hoss's Steak and Sea House, a Pennsylvania-based chain of restaurants, forbids employees from discussing the company in a way that might decrease workplace morale. Further, employees are not allowed to be insubordinate to managers or other supervisors. These kinds of interactions can create an unpleasant atmosphere in the restaurant, even if they're not witnessed by customers.

### Dealing with Customer Complaints

No matter how hard you try to prevent them, a customer will have a complaint at some point. When this happens, the employee should try to accommodate any reasonable customer request. Employees of the Sunny Point Café in West Asheville, North Carolina are urged to involve a manager in every instance in which a customer complains.

This notification allows the manager to step in, if necessary, to handle a problem. Additionally, managers can revisit procedures once the customer is gone to determine whether any aspects of service must be changed.

### High Kitchen Standards

Chefs and their assistants must conduct themselves in such a manner that both customer and employer are happy. The kitchen must be clean at all times and must adhere to all food safety standards, even during busy services. The Reluctant Gourmet, a website that provides advice for those interested in cooking, says chefs must protect the owner's profits by watching portion sizes. If the menu promises the customer a 12-ounce steak, the customer may enjoy eating a 16-ounce piece of beef, but the owner will see her food costs rise.

## 6.4.2 Recognize the Importance of Employee-Friendly Policies

There are really two definitions to the term "family-friendly". One has to do with the

operation of the workplace, the other with government policies that affect that operation:

A family-friendly workplace or employer is one whose policies make it possible for employees to more easily balance family and work, and to fulfill both their family and work obligations. While this definition often applies to government, a major employer, as well, government has another function in promoting family-friendly policies.

Many of the family-friendly policies of government are those laws, regulations, and social policies that recognize the importance of families to society, and act to meet, directly or indirectly, the needs of children, parents, disabled family members, and the oldest generation.

We'll consider each of these definitions in turn.

## 6.4.3 Family-Friendly Workplace Policies

Family-friendly workplace policies can take many forms. The on-site day care that we talked about in the introductory example is perhaps the one that many people think of first, because it's so clearly family-friendly. What could be more directly aimed at the needs of working parents and their children than day care that is convenient and secure, allows parents to be there instantly if something is wrong, and provides a high quality experience for the child? If, as is often the case, in-house day care is free to the employee, that's frosting on the cake.

In-house day care, especially free in-house day care, is hardly the most common of family-friendly policies, however. It's almost entirely restricted to large companies or institutions (or places where day care teachers are trained), because it's expensive, and requires permits and licensed facilities and staff. There are, however, a large number of other policies, many of which can be adopted even by small, mom-and-pop businesses, that help employees to balance work and family. Some are directly aimed toward family-friendly outcomes, while others may be only incidentally family-friendly. In either case, they make a workplace a better place to work. Some possible family-friendly workplace policies:

- ■   *Flex-time.* For employees with family obligations, control of their time may be the most valuable benefit an employer can give. Flex-time - a flexible work schedule - allows people to choose when they work, as long as they put in their hours every week. Depending upon the employer, that may mean complete freedom to design their own work schedule, or being able to choose from among several set options (a four-day, rather than a five-day week, for instance, or days off mid-week instead of on the weekend, or starting and ending the workday several hours earlier or later than normal.

- *Job sharing.* Two (or more, but that's very unusual) employees may share a single position, by each working a fraction of the necessary time. In that way, people can hold, or continue to hold, the position they want, and still have time to spend with children or aging parents, or take care of other family responsibilities.

- *Temporary or permanent switch to part-time.* A full-time employee might be allowed to change to a part-time position - either as part of a job share, or simply as a reduction in working hours - and still continue in the same position. A new mother, for instance, may want to switch to part-time for the first year of her baby›s life, in order to bond and spend time with the child, and adjust to the demands of parenthood.

- *Allowing work away from the worksite.* An employee may work from home or some other remote site some or all of the time. He may communicate and discuss work issues with colleagues and supervisors by spending particular days or a set amount of time at the worksite every week, or he may «telecommute» by using telephone and e-mail. Telecommuting allows people to work at locations anywhere in the world, regardless of the location of the actual workplace.

- *Maternity/paternity leave.* Part of an employee benefit package may be paid or unpaid leave for the birth, adoption, or acceptance of the foster placement of a child. A combination of paid and unpaid leave is also a possibility.

- *Parental leave.* This is a short-term option that allows a parent to take an afternoon or a day off to pick up a sick child at school or tend to one at home, attend a school performance or athletic event, or otherwise minister to a child›s needs.

- *Family medical leave.* An employee would use this kind of leave to take care of an aging parent or a family member with a long-term illness, or to tend to her own chronic or temporary medical problems - anything from cancer treatments to arthroscopic surgery to mental health. Once again, it might be paid or unpaid, or some combination, and is usually limited to a certain number of weeks or months. Such a leave, in most cases, is also covered by FMLA.

- *Flexible emergency leave.* This offers a certain number of days a year to attend to medical or other emergencies, usually with pay.

- *Employee and family health benefits.* These may include not only generous health and dental insurance, but on-site wellness centers, on-site fitness centers or subsidies for joining a gym, and even health-and-fitness-oriented programs for employees› children or spouses.

- *Child care.* On-site day care isn't the only option here. An employer might subsidize employees' child care, paying all or some part of approved arrangements. Other possibilities are to provide referrals to reliable child care, or reserve slots at particular facilities for employees' children.

3G E-LEARNING

- *Elder care.* Although very few employers, if any, actually provide elder day care or home care, many provide resources and referrals - and even subsidies - for such care.

- *Family-oriented events.* Many employers arrange company picnics, Christmas parties, and other events to include employees' families.

- *Family-oriented environment.* Some employers, particularly smaller ones, make it possible for people to bring their children to the workplace from time to time when necessary. These employers may set up a playroom, with toys and children›s videos to keep children busy at those times.

- Tuition for employee education.

- *College scholarships or loans for employees' children.* An employer may award one or more scholarships a year, on a merit or need basis, to the children of employees, or may actually pay or lend some amount of tuition for each employee›s child who attends college.

- *Including family issues as part of an employee assistance program.* An employer may offer seminars and workshops on parenting, keeping kids off drugs, education, and other family-oriented topics.

## 6.4.4 Code of Ethics for Food Establishments

All businesses can benefit from having a code of ethics in place. Codes of ethics can serve as guidelines for making decisions, whether at the business owner level or on the frontline. Food establishments, whether restaurants, grocery stores or wholesalers, face a distinct range of significant ethical challenges tied to the treatment of minimum-wage employees and the trade-off between food costs and quality.

### *Employee Relations*

Employee relations is an area of ethics that food establishments too often neglect. With a number of exceptions, food restaurants generally pay minimum wage or only slightly higher for high-stress jobs. Scheduling issues are notorious in restaurant settings as well, with employees working double shifts or working early-morning shifts immediately after late-night shifts.

Food establishments should commit to breaking the trend of overworking and underpaying employees. Addressing this issue in a code of ethics can dramatically impact your reputation among potential employees.

## Food Safety

Although most people do not realize it, patrons of food establishments place their lives in the establishments' hands. Improper storing and labeling of food items or selling slightly-expired food can be tempting from a financial perspective but can lead to serious injury or worse due to food poisoning, cross-contamination or allergic reactions.

Food establishments should include firm commitments to food safety in their codes of ethics, always placing food safety above financial concerns. This includes going beyond the letter of the law to enforce the highest product quality standards.

## Supplier Standards

Food establishments should be familiar with their suppliers. Again, financial considerations can tempt food establishment owners to purchase the most inexpensive ingredients with no questions asked. To show a commitment to ethics, food establishments should perform due diligence before signing a contract with a new supplier.

Codes of ethics should require food establishments to know where suppliers source their livestock, how livestock is raised and treated, which hormones or artificial additives are added to feed stocks and other ethical considerations related to the humane treatment of animals and equitable employment practices.

## Public Health Issues

Twenty-first century food establishments are beginning to see that the law allows for serious breaches of ethics in the food industry; thus, many are beginning to take matters into their own hands to combat the United States' growing health epidemic.

A code of ethics should include a commitment to sell only healthy products and never to use harmful ingredients. Twentieth-century fast-food establishments, for example, paid little or no attention to fat content and harmful additives, addicting a generation of consumers at the expense of their health — and sometimes their lives. Twenty-first century fast-casual chains, on the other hand, serve the same types of food but use fresh, healthy ingredients to minimize fat and additive content.
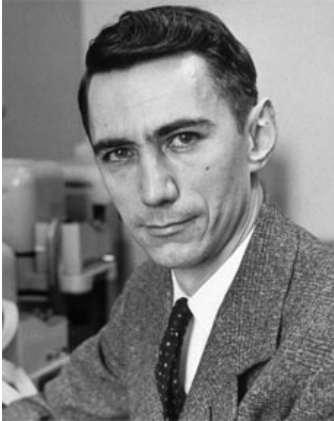
## ROLE MODEL

## CLAUDE SHANNON

Claude Shannon, in full Claude Elwood Shannon (born April 30, 1916, Petoskey, Michigan, U.S.—died February 24, 2001, Medford, Massachusetts), American mathematician and electrical engineer who laid the theoretical foundations for digital circuits and information theory, a mathematical communication model.

After graduating from the University of Michigan in 1936 with bachelor's degrees in mathematics and electrical engineering, Shannon obtained a research assistant's position at the Massachusetts Institute of Technology (MIT). There, among other duties, he worked with the noted researcher Vannevar Bush, helping to set up differential equations on Bush's differential analyzer. A summer internship at American Telephone and Telegraph's Bell Laboratories in New York City in 1937 inspired much of Shannon's subsequent research interests. In 1940 he earned both a master's degree in electrical engineering and a Ph.D. in mathematics from MIT. He joined the mathematics department at Bell Labs in 1941, where he first contributed to work on antiaircraft missile control systems. He remained affiliatedwith Bell Labs until 1972. Shannon became a visiting professor at MIT in 1956, a permanent member of the faculty in 1958, and professor emeritus in 1978.

Shannon's master's thesis, *A Symbolic Analysis of Relay and Switching Circuits* (1940), used Boolean algebra to establish the theoretical underpinnings of digital circuits. Because digital circuits are fundamental to the operation of modern computers and telecommunications equipment, this dissertation was called one of the most significant master's theses of the 20th century. In contrast, his doctoral thesis, *An Algebra for Theoretical Genetics* (1940), was not as influential.

In 1948 Shannon published "A Mathematical Theory of Communication," which built on the foundations of other researchers at Bell Labs such as Harry Nyquist and R.V.L. Hartley. Shannon's paper, however, went far beyond the earlier

work. It established the basic results of information theory in such a complete form that his framework and terminology are still used. (The paper appears to contain the first published use of the term *bit* to designate a single binary digit.)

An important step taken by Shannon was to separate the technical problem of delivering a message from the problem of understanding what a message means. This step permitted engineers to focus on the message delivery system. Shannon concentrated on two key questions in his 1948 paper: determining the most efficient encoding of a message using a given alphabet in a noiseless environment, and understanding what additional steps need to be taken in the presence of noise.

Shannon solved these problems successfully for a very abstract (hence widely applicable) model of a communications system that includes both discrete (digital) and continuous (analog) systems. In particular, he developed a measure of the efficiency of a communications system, called the entropy(analogous to the thermodynamic concept of entropy, which measures the amount of disorder in physical systems), that is computed on the basis of the statistical properties of the message source.

Shannon's formulation of information theory was an immediate success with communications engineers and continues to prove useful. It also inspired many attempts to apply information theory in other areas, such as cognition, biology, linguistics, psychology, economics, and physics. In fact, there was so much enthusiasm in this direction that in 1956 Shannon wrote a paper, "The Bandwagon," to moderate some overenthusiastic proponents.

Renowned for his eclectic interests and capabilities—including such activities as juggling while riding a unicycle down the halls of Bell Labs—Shannon produced many provocative and influential articles on information theory, cryptography, and chess-playing computers, as well as designing various mechanical devices.

# SUMMARY

- Communication skills are critical to a business because all businesses, to varying degrees, involve the following: writing, reading, editing, speaking, listening, software applications, computer graphics, and Internet research.

- Successful restaurants appear to customers to operate flawlessly; in reality, the chaos of food service is contained by a well-practiced and implemented chain of communication between employees at all levels.

- Dining experiences depend on ambience and service as well as food. Quality restaurant service involves treating customers well, creating a pleasant atmosphere, delivering enjoyable food and responding to feedback.

- Training restaurant staff does not have to eat up a lot of time, but shortchanging the process will come back to bite you, affecting food quality, customer service and staff morale.

- It is also easy to listen to only your own thoughts while somebody else is speaking. To be an active listener, you must deliberately resist this tendency to let your mind wander.

- Ask the person for her or his reaction or comments about the criticism. There may be an explanation for the problem.

- Communication in restaurants begins with non-verbal. First impressions are formed based on the appearance of a restaurant.

- Make nonverbal communication to match of verbal communication. When nonverbal messages contradict verbal messages, people are more likely to believe the nonverbal, so it is important to have verbal and nonverbal communication match.

- Intonation refers to the way a person's voice rises and falls while speaking. It is used to put emphasis on a particular word or detail as we are speaking or to express a question or excitement, according to the International Association of Conference Interpreters.

- Restaurant Managers ensure restaurants run smoothly and efficiently. They seek to provide customers with pleasant dining experiences that live up to brand standards.

- Family-friendly workplace policies can take many forms. The on-site day care that we talked about in the introductory example is perhaps the one that many people think of first, because it's so clearly family-friendly.

## MULTIPLE CHOICE QUESTIONS

1.  Restaurant owners and employees should conduct themselves in a professional manner that reflects the attitude of the establishment they are working in, the PRA says.

    a.  True

    b.  False

2.  Professional communication, encompasses written, oral, visual and digital communication within a workplace context.

    a.  True

    b.  False

3.  1550

    a.  When was the first restaurant founded?

    b.  What are steakhouses?

    c.  When was the first cafe founded?

    d.  When was fast food introduced?

4.  1870's

    a.  When does the first quick service restaurant (QSR) date back to?

    b.  When was the first cafe founded?

    c.  What are examples of quick casual restaurants?

    d.  What is the challenge of restaurant concepts?

5.  Quick Service Restaurants

    a.  What are theme restaurants?

    b.  Restaurant industry totals what?

    c.  What restaurant drives the industry?

    d.  What are steakhouses?

## REVIEW QUESTIONS

1.  What makes a restaurant service strategy successful?

2.  Discuss the restaurant management and standard time needed to train restaurant staff.

3.  Explain the restaurant selling techniques.

4.  Focus on non-verbal communication.

5.  Differentiate between verbal and non-verbal communication.

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6.   Explain the rules of conduct for restaurant employees.

7.   How to recognize the importance of employee-friendly policies?

## Answer to Multiple Choice Questions

1. (a)          2. (a)          3. (c)          4. (a)          5. (a)

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# MARKETING AND CUSTOMER SERVICE

> *"Excellent customer service is the number one job in any company. It is the personality of the company and the reason customers come back. Without customers, there is no company."*
>
> *Connie Elder*

## INTRODUCTION

Restaurant customer service is the service and care provided by restaurants to diners. This can include everything from the actual dining experience to the long-term relationship building today's restaurants accomplish with loyalty programs and other strategies. Since restaurants live and die by the service they provide, restaurant customer service training must be provided

to any employees who directly interact with the diners. Doing so can result in more return diners and glowing reviews on social media and review sites
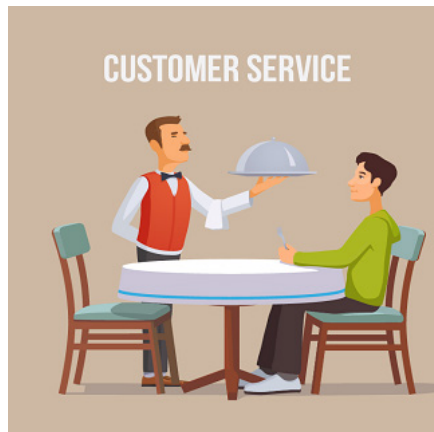


## 7.1 CUSTOMER SERVICE

An integral part of any restaurant is its customer service. It doesn't matter how fabulous your restaurant décor is or how delicious your food is, if the service doesn't meet or exceed customers' expectations, there is a good chance they won't come back. Customer service covers many different parts of a restaurant's day to day operations, going far beyond the front of the house staff.

### 7.1.1 Types of Restaurant Customer Service

Customer service in a restaurant comprises various types of service styles.

Below is a list of the most popular styles:

## American Service

This is a pre-plated table service where the customer orders a food item from the **menu** card and the cuisine is then prepared in the kitchen. The head chef determines the proportion of the food and the accompaniments served with it. A waiter then brings the prepared meal to the customer's table.

## French Service

In French service, the chef demonstrates culinary art by cooking live meals in front of the customers. Professional servers are also present near the guest's table to serve the prepared cuisine slowly and properly. Plated entrees and drinks are severed from the right, while all of the other dishes are served from the left. This restaurant service is usually offered to guests in fine dining restaurants.

## Buffet Service

Buffet service presents customers with a range of cuisines in a chafing dish on counters. Guests help themselves by picking up as much food as they would like to eat. Waiters stand near the counters to help the customers with putting the food from the dish to the plate, as well as to inform the kitchen staff about the remaining portion so they can prepare for refills.

## *Silver Service*

This service style is similar to the French service, with the main difference being the cutlery used to serve the meals. The beverages and food are usually served in silver cookery directly from the kitchen.

During the service, professional servers may also present a specific portion of the food from the silverware to the customer for approval and serve it to them using a silver tong.

## 7.1.2 Simple Rules of Good Restaurant Customer Service

### *The Customer Is Always Right*

It is the golden rule of business. Even if you think the customer is wrong, you never, ever, tell them that. Be understanding and empathetic and take the time to listen to their complaint or suggestion. Problems will inevitably arise in even the best of restaurants - it's how you handle them that will determine if customer return or go elsewhere.

### *Good Customer Service Involves the Entire Staff*

While the front of the house is the face customers see, customer service includes everyone, from the maintenance crew to the cooks in the kitchen. Clean restrooms, good food, and a friendly and inviting atmosphere are all components of good customer service, in which every restaurant employee plays a role.

## Don't Overbook Reservations

If your restaurant takes reservations, be careful how close together you book them. Nothing will upset a customer like showing up for a 6 pm reservation and being told he'll have to wait another 30 minutes. Restaurant reservations, when done correctly, allow you to spread out seating's and keep the kitchen out of the weeds. When done poorly, reservations can result in a dining room filling up too quickly for the kitchen and not leaving any room for walk-ins.

## Understand How Restaurant Tipping Works

A good gauge of customer satisfaction is how well they tip at the end of a meal. A poor tip isn't always a reflection on the server; it could be the food, timeliness of the meal, or other factors. Some restaurants choose to pool tips; others keep it separate among servers. For large parties or catered events, some gratuity is automatically added.

## Don't Skimp on Customer Appreciation

Have a couple who dines with you every week? A bar patron who comes after work for a beer? Don't be afraid to comp a few meals or beverages for your regular customers. It shows them that you appreciate their business.

## Always Ask for Customer Feedback

How was everything? Any server worth their salt will ask this at least once during a meal. But not every customer feels comfortable complaining verbally if something is wrong. Offering a customer comment card at the end of a meal is an opportunity to gain valuable feedback, both positive and negative, about your restaurant. While it's never fun to hear what people don't like, comment cards give you an opportunity to make improvements.

## Know How to Handle Disruptive Customers

Occasionally you may have to deal with a customer who has had too much to drink or is in some other way acting out. Be sure you and your staff know how to effectively and safely deal with disruptive customers. One key strategy is to stop serving alcohol immediately if a person shows signs of intoxication.

## Use Social Media to Enhance Customer Service

Social network sites like Facebook and Twitter offer an easy and free way to reach out to customers. You post daily and nightly specials on your wall, "like" customers status updates, and set up invites to restaurant events.

## 7.1.3 Understand Customer Expectations

These five aspects help us understand customer expectations, and companies need to consider them carefully in their service planning and delivery. Of the five factors, Reliability is the most important, Assurance is the second most important. However tourism and hospitality organizations need to make sure that all gaps are identified and eliminated and that all five quality dimensions are met in order to provide customer satisfaction. The way to remember these is by the acronym RATER.

**Table 1:** The RATER five dimensions

| | |
|---|---|
| **Reliability** | The ability to perform the promised service dependably and accurately. Examples: Timely service and delivery of product. |
| **Assurance** | The knowledge and courtesy of employees and their ability to inspire trust and confidence. Examples: Staff experience and professionalism, staff politeness, and effort done by staff for customers' security. |
| **Tangibles** | The physical facilities should be visually appealing and in keeping with the type of services provided, equipment used to provide the service, appearance of service personnel, and behaviours of the customers match with the theme of the service facility. Examples: Interior decorations should match with the type of services provided. A group of noisy customers patronizes a quiet café. |
| **Empathy** | The care and individual attention the company provides to its customers. Examples: Staff to customer ratio, attention paid by staff, staff flexibility, company provision for customers' necessities. Example: Artificial sweetener is one of the customer necessities which must be provided by a restaurant. |
| **Responsiveness** | The willingness to help customers quickly by providing prompt and efficient services. Examples: Welcoming of customers, response for requests, speed of service and having knowledge and skill to perform the service. |

### *Reliability*

Reliability is about always keeping the promises we make to the customer. These promises can be made in many ways. For example, they can be spoken or written agreements or contracts made with a customer, part of our sales literature or even an aspect of our service that is provided and comes to be expected by most customers. Products and services are usually sold with certain implicit or explicit commitments about their sale.

**Table 2:** Explicit or Implicit Product/Service Commitments

| Product / service | Implicit commitment | Explicit commitment |
|---|---|---|
| (Tangible / intangible) | (understood, implied or expected by the consumer) | (guaranteed, or defined by the provider) |
| A bottle of wine | Will be drinkable<br><br>Will be served correctly | Matches description printed on the wine list. That is, correct region, vintage, size, shipper, price etc. |
| Pizza delivery | Correct order will get to your address | Within 30 minutes or $10 discount. |
| A hotel room | At the very least a bed | Matches description printed on the sales brochure or shown on the Internet. That is all rooms include 21 channel TV, mini bar, tea & coffee making facilities, bathroom, amenities etc. |

## Assurance

Assurance relates to how confident the customer feels about doing business with an organization. Many consumers have some concerns when using a business, especially when it is for the first time. They need to be sure that the business knows what it is doing and is competent and capable in providing the required product or service just when it is needed and at the desired level of quality. For example, when using a restaurant for the first time customers may worry about the quality of the food, the atmosphere, value for money or how they will be treated. Knowledgeable, helpful, friendly and attentive staff, and user-friendly systems can do a great deal to put them at ease. This also implies that the employee delivering the service knows his/her product/service well.

## Tangibles

These are the items that the customer can touch, see and feel, and they will create an impression one way or the other. It is important to make sure that physical facilities such as decorations, furnishings, fittings should be in keeping with the type of services provided. For example, modern steel furniture would look out of place in the lobby of a very traditional hotel, whilst antiques would be out of place in a modern theme restaurant. In addition, the equipment used to provide

**REMEMBER**

To succeed in hospitality industry customer service is the key and thus focus should be on the customers.

the service should be up-to-date, for example, pool ozone generator is being used by some hotels to sanitize swimming pools by injecting ozone into the water in maintaining good hygiene. Tangible often provide a very vital first impression to the customer and research show that first and last impressions have the most impact on customer perceptions of a business. Therefore, appearance of service personnel is important. They should be well dressed and appear neat. Customers in the facility can also create a bad or good image of a hospitality business. For example, customers speak too loud at a quiet coffee shop are not keeping with the type of service provided.

## *Empathy*

Empathy is about the concern, understanding and compassion a company shows to its customers when they have a problem or a worry about some aspect of the product or service. It is about how staff deals with the customers, and the level of personal attention they are willing to provide. It could be as basic as recognizing who is the regular customer or knowing the customer's specific requirements. To a further extent, sympathetic, caring and considerate staff who are willing to help solve a problem can go a long way to satisfying that customer.

*A guest whose luggage has been lost en-route would probably be most satisfied by an empathetic approach which helps quickly solve the problems of having no change of clothing, toiletries etc., and locating the missing luggage.*

## *Responsiveness*

Responsiveness relates to the timeliness, speed, efficiency, courtesy, and capability of employees in providing help and assistance to customers when providing products, services or information. Example of timeliness, speed and efficiency when a hotel guest who complains that the TV is not working would not expect to wait several days to have it fixed, nor would they expect a room service order to take several hours

to be delivered. Example of courtesy: When employees show their politeness, respect, consideration and friendliness to the customers.

## 7.2 EFFECTIVE STRATEGIES TO IMPROVE YOUR RESTAURANT SERVICE

All customers have some pre-conceived expectations form the restaurant before they visit it. Both Food and Service are essential for delivering an excellent restaurant service to your **valuable customers**. The Restaurant's owners, managers, and employees, all share the responsibility for ensuring that the customers are treated professionally. Good restaurant service will help in leaving an overall positive impression of an excellent dining experience and also help in retaining your customers.

1.  **Train Employees For an Excellent Customer Service:-**
    It is an undisputed fact that excellent customer service is a must for any restaurant and if your restaurant fails to provide reliable customer service there might be a possibility that you will lose out on valuable customers. It is the responsibility of the restaurant owner to train the staff members in a way they should aim at making their customers happy. Make sure that each of your staff members undergoes the required training and is aware of the expectations that your customers expect from your restaurant's service.

Proper etiquettes must be maintained in every restaurant irrespective of any format for ensuring better customer service, which we have mentioned below.

- The food should be served and cleared from the diner's left. However, the drinks should be poured and refilled from the right.
- Whenever there is a need for any staff member to interrupt the customers, they should be polite.
- Clear plates, bring the check and process it promptly.
- Encourage and train them to think concerning customer care, which goes beyond basic service. The care concept

**Keyword**

**Valuable customers** is a marketing term referring to the customers who are the most profitable for a company.

includes such simple steps as smiling at your customers and greeting them promptly and understanding their needs before them saying like refilling water glasses and keeping extra napkins.

2.  **Encourage Effective Communication Between Staff Members:-** The most important principle of any great restaurant service is that there should be consistent and effective communication between all your staff members. The staff members should be trained to communicate professionally. Regular staff meetings should happen so that all the staff members are on the same page.

There should be good communication between the wait staff and kitchen staff which will ensure timely service, as soon as the food is prepared. If the jobs are divided among people, coordination gets easier. Have only one person calling out orders and designate the position of ticketing and ensuring the order goes to the wait staff. When your staff members are swapping shifts, it should be with the written approval of your restaurant manager. This will prevent any miscommunication between two employees and short staffing.

3.  **Ensure Accurate Wait Timings:-** One of the significant turn-offs that lead to poor restaurant service is delays. Be it a delay in seating customers, offering the menu, taking the order, bringing in the food or the bill; time lags can ruin the customer experience. For excellent restaurant service, the wait timings should be accurate.

(i)  *Inform customers about the wait time:-* If there is already a line of customers waiting and you are aware that it might take another hour to seat the new customers, let them know.  It is always better to surprise your customers with a shorter wait time than disappointing them with a longer one. The server should inform the customers beforehand if a particular dish takes a long time to prepare.

(ii)  *Keep them busy in their wait time:-* Many restaurants offer complimentary bread or a light snack for the customers while they wait for their order. Put a TV in the waiting area so that they do not get bored and never want to come back. Make sure that your waiting area has access to Wi-Fi. You can also have table games in your restaurants to keep the customers busy during the wait time.

4.  **Deal With Customers Complaints and Concerns:-** 'The Customer is always right' is the well-known proverb amongst all the people associated with the restaurants. Any issue or concern of any customer should be taken care of on a priority basis. However, in the digitalized world, customers prefer to post their complaints on social media platforms. But whenever customer posts their complaints online, the management should be responsive enough and should reply with politeness and courtesy.

(i) *Acknowledge Customer Complaints:-* If any of your customers are unsatisfied with your restaurant's service, allow him/her to voice their concerns freely and pay full attention to their words. It often helps to repeat the customer's words to make sure you completely understand and to show you have listened well.

(ii) *Respond Immediately:-* Employees should be empowered to handle customer disputes because it is the best and most cost-effective way to solve a problem. Immediately apologize to the customer and take effective action. Your main focus should be to maintain calm and anyhow prevent the situation from escalating.

(iii) *Offer Freebies:-* Offering compensation is the best kind of apology you can provide. Even a small offering like giving a dessert for free or tiny amuse-bouche can gain you huge customer service points. These little acts make your customers feel appreciated and will have positive associations with the restaurants.

(iv) *Encourage Feedback and Bring Changes:-* After the dining experience of customers, ask their feedback and suggestions. Asking for feedback also helps in avoiding bad customer reviews on Social Media. Customers are less likely to post a bad review on Restaurant Review sites and Social Media if their concerns have already been addressed.

You can analyze your customer responses and come to the conclusion about what the customers don't like about your restaurant and likewise. By evaluating strictly on customer feedback, you can make decisions to improve your overall restaurant service.

5. **Use Technology For Better Restaurant Service:-** The use of technology is increasing manifold in all industries alike, and in this digital age and with so many new restaurants opening, the restaurant industry is getting competitive at each step. Automating restaurant operations helps in improving its efficiency which in turn will enhance your restaurant service.

(i) *Online Restaurant Reservations:-* If your restaurant has limited seating, it will be profitable for your restaurant if the customers can book the tables online in advance. The customer base of the restaurants can be increased if the process of online table reservations can be digitalized. Now with the reservation management, the restaurants can view all the guest information using a single interface. The restaurants can quote accurate wait timings for both walk-in-customers and also for those who made prior reservations.

(ii) *Tablet Ordering System:-* A tablet ordering system in place can improve customer dining experience as:

■ The orders taken are more accurate, and there are no chances of manual errors.

■ The speed and efficiency of your restaurant service improve which overall contributes to the better customer experience.

- The increased speed and efficiency of service mean higher table turnovers which will enable your restaurants to serve more guests.

- If your customers are happy and satisfied, it will lead to more mouth-of-word recommendations.

**(iii)Customer Relationship Management :-** The CRM technology now has become the key that helps in improving customer engagement in your restaurant through loyalty programs and others. Centralized restaurant CRM enables you to gather customer data related to the contact details of the customer, the frequency of visits, their preferences and average spending per visit.

POS integrated CRM gives excellent insights into customer demands and behavior and allows you to make informed decisions based on the captured data which will improve customer service. Waiters can view this detail in the POS and upsell and suggest items based on customer ordering history.

**(iv) Customer Feedback Management:-** As mentioned earlier, asking Feedback is critical to improving your restaurant service, and you can employ technology to collect and analyze customer feedback better. Instead of a regular feedback form, you can use a Feedback Management App that asks for specific feedback from customers based on the particular item ordered, ambiance, and restaurant service. This itemized-level reporting also helps you identify the performance of the dishes on the menu. The Feedback App automatically updates the customer details in the CRM, thus eliminating the need for manual updating of data and the scope of errors.

6.  **Maintain Hygiene And Cleanliness In Your Restaurant:-** Hygiene in restaurants is not just essential to ensure the health and safety of your employees and customers, but also because it plays a significant role in the perception of your restaurant. The customers can get highly disappointed if the plates in which they are served food are dirty. One of the most prominent complaints diners have is of the dirty restrooms. It is essential for any restaurant to follow the cleanliness and hygiene standards to ensure that your customer has an overall positive impression of your restaurant. The FSSAI has laid down guidelines for cleanliness in restaurants that every restaurant has to follow. Make sure to pay attention to the little details as they can make a big difference in the way guests perceive your restaurant.

Any customer if they have chosen your restaurant to dine has prior expectations of great food and excellent customer service and failing to deliver both can cause your restaurant business to suffer tremendously. If your customer is happy and satisfied with your restaurant service, they are likely to talk about their experience with others and are also likely to return. The benefits of having happy customers are undeniable. Having happy customers starts with having great customer service, and having great customer service starts with effective hiring and training.

## 7.3 EFFECTS OF POOR CUSTOMER SERVICE

Poor customer service can negatively impact a restaurant business in a variety of ways. This is especially true for small businesses that rely on repeat business and positive word-of-mouth advertising for its success. In addition to running the risk of alienating current customers with sub-standard service levels, chronically poor service can impact the restaurant business' potential for attracting new customers as well.

### Loss of Current Customers

Poor levels of customer service can cause you to lose even the most forgiving of customers. Consumers tend to do business with a company because it is convenient, it is a habit, or they are looking for particular product or service that is hard to find elsewhere. Even these stalwart customers can be turned away by inferior levels of service.

### Loss of Potential Customers

Poor customer service has the potential to cost your business customers before they even buy a thing. When new patrons walk into a business and find themselves ignored, talked down to or subjected to long lines and uneducated employees, they might head for the door before they even reach for their wallets. Anything that makes it challenging or unpleasant for a person to do business with you should be cause for alarm, warning you that your service levels need improvement.

**Keyword**

**Potential Customer is someone who** is capable of becoming a purchaser of product and/or services from an organization.

### Loss of Future Customers

Customers who experience poor service levels often tell their friends and family members about the bad experience to warn them away. This will cost your business **potential customers**. People will have already formed a negative opinion of your business before ever setting foot in your door.

### *Loss of Reputation*

A reputation for poor service can be hard to shake. It can keep other businesses from partnering or working with you. It also can turn away good employment candidates who might assume that if customers are treated poorly, employees are treated badly as well.

### *Loss of Employees*

Even poor-performing employees donot like to be yelled at or scorned by unpleased customers, which can result in high turnover among your workforce. It is costly and time consuming to constantly have to advertise for new workers, then screen and train them. Customers might start to wonder why your business cannot retain staff members and question the management practices of your business.

### *Loss of Profits*

Poor customer service typically results in fewer customers, which translates into lower sales and profits for your business. This can initiate a vicious cycle in which a company tries to save money on staffing or customer service training, which makes service levels spiral downward even further. A company that cannot keep pace with the financial demands of running a business faces increasing operating debt and ultimately, a loss of the business.

## 7.3.1 Reasons Unhappy Customer Donot Complain

Hotel industry is all about service and hospitality. Quite often, it is presumed that as long as the guests are not complaining, they are satisfied. This, however, is a highly misconceived notion. A research shows that only 1 out of 26 unhappy customers actually raise their opinion. The rest agitate. And 91% of those unhappy guests, who do not complain about the issues they experience, simply leave. It is a rather regrettable situation for hotels, as another study suggests that acquiring a new guest is 5 to 25 times costlier than retaining an existing one.

It is also distressing to know that these non-complaining guests go out and complain elsewhere, about 10 to 25 friends, on an average. They also take it to social media for venting out, which causes larger damage to the reputation of your hotel.

## 7.3.2 Good Service Can Make Up for Bad Food

Diners who believe that their servers are nothing but "food taxis," carrying food and empty plates back and forth from the kitchen do not understand how crucial servers are to good food service and the overall dining experience.



### *What is the most important part of good food service?*

To ensure that the customer perception level is achieved the customer is often treated as an inconvenience. This approach needs to be eradicated and establishments need to regain the trust of the customer.

### *What would you say is an appropriate tipping scale in a perfect world?*

To begin with, this question is being asked of someone in the hospitality industry. We honestly feel that 20% is the standard for tipping as opposed to the traditional 15%. However, if the service is not to the standard you had hoped for, then a lower tip should be given. However, this comes with added responsibilities to the customer. A manager should be approached and the rational of a lower tip needs to be explained to the manager. Otherwise the "message" is not received by the staff. The server will merely view you as cheap and complain about you. We appreciated when customers would discuss with us concerns that the diner experienced and their observations that could actually improve the overall operation's success.

## *What things should a server do at every table regardless of how busy they are?*

Make sure the customer's experience does not become cheapened due to being busy this is management's responsibility to be properly staffed. People are understanding and appreciate when the restaurant is busy; however, one cannot be forgotten. Monitoring beverages is essential. If the food is taking too long, often a small gesture of offering a complimentary cup of soup can be so cost effective. It appeases the hunger of the customer, lets them realize that they are not forgotten, and is an easy way of working with the customer at a low cost for the restaurant. The worst thing to do is to have the customer sit there and feel that no one is concerned about their decision to spend money at this operation.

## *What are some common things that servers do that they should not regardless of how busy they are?*

Servers should never discuss customers nor tips on the floor. Also it is important as the commercial states "never let them see you sweat." Organization is essential for the entire restaurant to ensure a strong service. The front of the house (FOH) and the back of the house (BOH) have to be synched and work together. When opposing forces prevail, the negative attitude then goes out onto the floor, affecting the customers' dining experience.



## *Why is it so common to get bad service?*

We honestly donot feel that it is so common to get bad service. We do however feel that too often minimal service is presented. This falls directly on management as they are responsible for ensuring the quality of the food, service, appearance, and attitude of the establishment. This is achieved through proper training and hiring procedures of the establishment. The decline in service is not necessarily merely a hospitality industry concern.

3G E-LEARNING

### How big a role does knowing the food play in giving good service?

Knowing the food is essential for good service. How can anyone sell a product and not know information about it? How successful is an auto **salesperson** if the reply is "is not it a pretty car?" The more knowledgeable the server, the stronger the selling tool, and ultimately the more positive of a dining experience. Food allergies are a growing concern and the server needs to know what ingredients are used in the dishes. In this concern, the BOH also needs to follow standardized recipes to ensure the consistency of the dish and that the ingredient list is not altered. If wine service is included, this information needs to be trained. Being a server is a professional occupation and the stronger the individual is with their knowledge, the better the opportunities for the person.

### Can good restaurant food service make up for bad food?

Absolutely, good service can make up for bad food. In the industry there are direct interactions between the restaurant and the customer. These are referred to as "moments of truth." A good server can have a positive impact if the food is not up to standard. This might bring them back for a second visit; however, the customers' level of quality food and service will be heightened.

### Can good food make up for bad service?

Yes, food can make up for bad service. The problem with this aspect of service is that the server is still the last moment of truth the customer experiences. This will definitely taint the overall perception of the dining experience.

## 7.3.3 Competitive Advantage of Service

Every entrepreneur aspires to provide the best customer service. It is in nearly every business plan and typically addressed in the mission statement. So why does it not always work out that way? No one ever said it was easy to compete on service,

**Keyword**

**Salesperson** is a person who sells things, either in a shop or directly to customers on behalf of a company.

however, the expectations of service are often so low that today's hospitality businesses have an opportunity to gain a competitive advantage.

The customer service is often caused by declining people skills. Most people enter the workforce with low service skills, but with proper training, it can increase dramatically. Often companies spend their training on the technical side, but the companies that are competing on service understand and provide training in customer service skills. This training does not necessarily come in the form of an event or inspirational meeting, but a commitment – a long-term commitment to creating measurable standards and accountability through hiring, training and execution that builds over time. By creating a service brand promise, together employers and employees can create a shared vision that is written, understood and implemented. A service brand promise does not have to be something that you advertise to the public, but it must be unique and compelling and should be used as an internal marketing tool to reinforce your vision to your employees. If you create and foster brand loyalty on the inside, you can sell it on the outside.

There are a number of things to consider when creating your service culture.

## Keyword

**Motivation** is a theoretical construct used to explain behavior. It gives the reasons for people's actions, desires, and needs.

1.  Keep it simple.  Make everyone feel comfortable and leave room for individuality.
2.  Make it global. Everyone must buy into it.
3.  Make it measurable. Create specific guidelines that are part of the performance assessment process.
4.  Provide training and coaching. Incorporate the culture in the training and encourage peer-to-peer coaching.
5.  Solicit feedback and ideas from the team.
6.  Recognize and reward performance. Build employee **motivation** through reward and recognition.

Without execution, systems are nothing more than ideas. Consistent execution and a solid process must be the responsibility of each employee. Employees must be empowered and inspired to exceed customer expectations. Create an awareness of common opportunities where employees can

deliver exceptional service. Many service oriented companies use customer data to build relationships with their customers. Customer data can include buying habits, personal preferences, where they live and work, referrals, purchasing history, etc. Using this data builds emotional capital and often tends to make price less relevant. But when employees can really be a hero is through follow-up after a service defect.

## 7.4 COMMON RESTAURANT CUSTOMER COMPLAINTS

Dirty silverware, cold food, and wrong orders create dissatisfied guests. Yet, restaurant owners face problems with digital experiences, third-party delivery services, and pandemic concerns. Some examples of customer complaints in restaurants include:

- A lack of cleanliness in bathrooms, utensils, dining room, or employees
- Incorrect food temperatures or food that doesn't look or taste as described on your menu, website, or social media
- Feeling rushed to finish a meal, often exacerbated by a server taking away the guest's plate before they've finished
- Impolite restaurant staff in-house or on the phone, or employees using terms of endearment such as sweetie or honey
- Inaccurate in-house, carry-out, or delivery orders
- Slow service or long delivery wait times
- Pandemic-related policies, like mask requirements

## 7.4.1 Handling Customer Complaints

Customer complaints are unavoidable in service industries. Wait staff and restaurant owners do not want to deal with unhappy customers. However, it provides a chance for the service provider to fix an issue. This ensures that the customer has the best experience possible. Do not look to avoid a challenging situation as it is commonplace to hear a complaint in restaurant dialogue.

Treat a complaint as an opportunity and it will allow you to hear constructive feedback and earn a second chance to win the customer back. Despite those unavoidable situations, the key is how to react. Here are four suggestions on how to handle customer complaints.

1. *A complaint in restaurant dialogue – Listen and pay attention:-* The first thing that is necessary to do when you receive a customer complaint is to listen. The customer is concerned about an aspect of the service, and you need to figure out what happened. Something was missing in the order, the food wasn't cooked properly or it took an extremely long time to receive the meal… Listening carefully and understanding the issue is the first step to handling customer complaints. This is pertinent to determining how to solve it.

   There may be a situation where a customer is physically upset or speaks in an angry tone. It can be difficult for the server or customer service representative to remain calm. This is more than a simple complaint in restaurant dialogue. Despite the situation, don't succumb to the temptation to raise your voice or speak to the customer in a negative fashion. Ask questions and make eye contact. Your number one priority is to listen to the complaint and determine what is driving their concern.

2. *Empathize and apologize for the situation:-* Once you understand the issue, empathize with the customer to validate their concerns. This creates a bond between you and the customer knowing that you will do everything in your power to correct the situation. Apologize for the issue even if it is not your fault. Because you are serving or working with the customer, you are representing the restaurant and the brand. It is your face that they see.

   Be genuine and sincere. This will come across to the customer as if you are in this together and want to make it right. The guest's perception doesn't need to be right or wrong. All that matters is that you are understanding towards their needs and work to resolve the situation.

3. *Offer and execute a solution to the complaint in restaurant dialogue:-* Next, offer a solution to the customer. If you need time to talk to your manager, let the customer know that you will discuss it with your team. Always offer solutions that can be done as opposed to resolutions that are impossible. Keep

in mind that there is always room for handling complaints. If the customer asks for a resolution that cannot be done, focus on finding something that will meet the same need. Do not instantly deny the request.

If the customer is unhappy with the solution that has been provided, think about other options that could be done to remedy the situation. It's important that the customer sees that you are working with them to satisfy their needs. Once you agree on the solution, put the plan into action. Addressing the concerns right away will allow both you and the customer to put the situation to rest and enjoy the remainder of the experience at your restaurant with their family or friends.

4. **Follow-up and thank your customer for their business:-** Once you have gone through all of the steps above, make sure to follow-up with your customer to ensure that they are satisfied with the solution. You've done everything in your power to make it right and address the concerns. Thank the customer for bringing the situation to your attention and for the opportunity to resolve it. Let the customer know that you appreciate their business and that you look forward to seeing them again. Even if you had to offer an alternate solution to what the customer proposed, the customer will leave the experience knowing that their concern was addressed in the best possible way.

Complaints handling will give the wait staff opportunities to problem solve quickly and learn how to handle similar situations in the future. If there is a specific area that customers complain about regularly, it is an opportunity for the restaurant to make a bigger change. Following the four steps will give you an edge over your competitors and ensure your customers want to keep coming back.

When you respect your customers, listen to them, empathize, and work with them to meet their needs. Do not be afraid of a complaint in restaurant dialogue It only benefits you and your business in a positive way. There are many restaurants and food service options in today's market. It's extremely important to show your high-quality service and why it sets you apart. Customer complaints handling ends up being an excellent marketing tactic. The adage rings true – treat others how you want to be treated and you will reap the rewards.

## 7.5 CUSTOMER FEEDBACK

Customer feedback is the information, insights, issues, and input shared by your community about their experiences with your company, product, or services. This feedback guides improvements of the customer experience and can empower positive change in any business — even (and especially) when it's negative.

3G E-LEARNING

## 7.5.1 How to Write Customer Feedback Reports

Most business owners will tell you that any company that does not maintain close contact with its customers is doomed to fail. That is why businesses hire marketing professionals to conduct customer surveys to gauge the company's performance.

These surveys help companies in two main ways:

- by identifying what the company is doing right and doing wrong;
- by sending a message to customers participating in the survey that their feedback counts.

Start the customer-feedback report by explaining how and when the data was collected.

### State the Scope of the Study

*For example*, is the company trying to determine customer satisfaction on a global scale? Briefly describe how the data was collected (did the company send out a one-time survey to a select group of customers?), and mention that the company is planning to conduct additional surveys. Read customer feedback report samples from other companies for ideas on how to structure the report

### Include a Part that Explains your Grading System

*For example*, were customers asked to rate certain services based on whether they were "always satisfied," "sometimes satisfied" or "never satisfied"? Or did you ask them to rate services on a scale of 1 to 10?

### Summarize the Findings

One of the last parts of the report should describe the results, starting with areas that saw improved results. Describe the three highest scores and the areas in which they were given.

*For example*, did you see improvements in product consistency, performance and innovation? Then explain why you believe customers saw improvements in that area. Did you hire new product developers or technical writers who drafted manuals that provided clearer instructions on how to use the product? Then note any areas where you did not see improvement.

## 7.5.2 How to Monitor Customer Feedback

A happy customer leads to a successful business. Taking your customers' thoughts, comments and feedback seriously can lead to increased sales and opportunities for improvement. Often accrediting bodies require monitoring of customer feedback. Understanding what your customers think of you can only improve service delivery and quality of products leading to business sustainability. Monitoring customer feedback can be done through several mechanisms including written and oral satisfaction, online comments and reviewing your bottom line.

Mail and email customer satisfaction surveys to your customer base. Satisfaction is a useful tool to measure and quantify success and feedback. Create an area on your website for customer's to leave feedback about your products and services. This will allow for monitoring customer's feedback in their own words and gauging their satisfactions and opportunities for improvement based on their comments.

Conduct random satisfaction surveys on customer's calling into your business. On the call ask their permission for a brief survey asking them to rank their satisfaction with the company, products and services they received. Listen to the tone of the voice in addition to their responses.

Monitor online and social networking websites to see what your customers are saying about your business. Many customers take their feedback to forums, blogs, video sharing sites, consumer review sites and professional networking sites. Reviewing these comments gives a glimpse into your reputation on the street. Review your business profits and sales. Continued business success means that your customers are satisfied with your company and choose to patronize and support it. Though this is not direct customer feedback, a sudden drop in sales may lead to further investigation of customer feedback.

## 7.5.3 How to Measure Customer Feedback

Customer feedback enables businesses to identify strengths and weaknesses in products and services offered to clients. All employees who have direct contact with customers have the opportunity to receive customer feedback and relay that information to management.

However, perhaps the most reliable tool for measuring customer feedback is a questionnaire or survey that is distributed on a regular basis to customers. Encouraging customers to fill out and return the questionnaire and can be part of client follow-up by sales and **customer service** staff.

Design the questionnaire. Begin with a brief introduction telling customers why you want them to complete the questionnaire. Explain that the objective is to help improve the products and services provided by the company. Phrase each question using a rating scale from one to five.

*For example*, a rating of one could be considered "poor," while a rating of five could be considered "excellent."

In addition to the questions, leave enough space for customer comments and suggestions. Distribute the questionnaire to customers by email or send printed questionnaires by regular mail. If the company has a website, create a link to an on-line customer questionnaire.

Follow up with the customer by telephone. Both regular mail and email transmissions can become lost, so it is important to check whether the customer received the questionnaire. If the customer received the questionnaire, encourage him or her to complete and return it. If the customer did not receive the questionnaire, send another and follow up again by telephone afterward. Analyze the answers on the questionnaires to see where improvements need to be made. Repeated low ratings in response to a particular question would identify an area where improvement is needed. Check the comments part for customers' suggestions and explanations of satisfaction or dissatisfaction.

## 7.5.4 Benefits of a Customer Satisfaction Survey

Customer satisfaction surveys have long been woven into corporate organizational business practices, marketing programs and other customer-engagement initiatives. A customer satisfaction survey enables a company to gain great insights about customers' needs, wants and requirements, and

generates feedback (critical or praiseworthy) about the company's products, services and customer service. The results and feedback generated from a customer satisfaction survey attunes a company towards more focused customer service, and develops better relationships with customers to achieve brand success.



### Feedback

Customer feedback in the form of answers, comments and suggestions about a company's products, business practices and customer service is one of the major benefits of a customer satisfaction survey.

### Desired Improvements

If feedback is critical or negative on any aspect, quick measures can be taken to bring about the desired improvements or address grievances and placate relevant customers.

### Better Innovation

Analysis of customer feedback surveys and the information collected becomes the basis for customer intelligence. Used strategically, such intelligence can be used to drive innovation efforts and initiatives at the company.

### Greater Customization

A customer satisfaction survey also shows critical insights about different customer segments and products so that services and marketing approaches can be tailored accordingly.

3G E-LEARNING

## Long-Term Relationship

Customer satisfaction surveys enable companies to consistently and better address customer needs and expectations, maintain brand reputation and facilitate long-term relationships with customers.

## 7.5.5 Importance of Customer Feedback

Customer feedback is vital to making a business work. Your customers are the heart of your operation; without them, it would be impossible to have any of the success that you do. Customer feedback can be an excellent way to keep your business going in a positive direction.

### Get Honest Opinions

Customer feedback is a vital way to get honest opinions on your services or products from people who are familiar with them. These opinions can make it easier to get into the minds of the most important critics.

### Improve Relations

When customers feel that a business truly cares about them and what they think, they may be more likely to be loyal customers. When a business makes changes according to feedback, it shows that they truly listen and respect those opinions.

### Inexpensive Business Advice

Some businesses pay thousands of dollars for someone to come in and tell them what improvements need to be made to the business to get more customers. Customer feedback is essentially inexpensive business advice directly from the source.

### More Customers

When a business is willing to receive feedback and listen to it, word spreads and more customers may be willing to give you a shot based on your commitment to excellent customer service.

### Positive Changes

A business does not like to brag about the negative aspects of their operation; they want to have mostly positive things to say. Customer feedback can mean positive

changes according to their comments, which could mean a better reputation and more money for the business.

## 7.6 MARKETING PLANNING AND STRATEGY

In the business world, we often do not make a clear distinction between strategy and planning. They are not the same thing and confusing the two creates barriers to success. Often, this is because while we know what a plan is, we cannot articulate a strategy.

We do, however, need a solid strategy so the plans can make sense and achieve major objectives

A strategy can be broken down into two parts. First, a strategy is where-you-play, which often means a combination of the industry, the targeted customers and the product or service. It is any distinguishable marketplace. The second component is how-you-win. What advantage of your restaurant will you exploit to win business and beat the competition?



A strategy has to have a real advantage, not be your own personal preference for your restaurant. The advantage must not be temporary, but a permanent edge over the competition. Often once you identify the advantage (or develop one), you should work toward expanding and exploiting this particular advantage.

Take for example, a quick service restaurant that is 35% faster in service than the competitors. It is marketing strategy might target the nearby lunch crowd (where-you-play) and exploit the quickest service in town (the how-you-win

advantage). Notice the connection between the where-you-play and how-you-win. Also note that the **marketing strategy** is without plans on how to communicate the quickest service in town to customers. That is the next step.

### 7.6.1 First Strategy Then Planning

Figuring out your strategy does not involve planning. Planning all comes after you determine your strategy. It is about exploiting your individual advantage in whatever market you are targeting. While strategy is conceptual, planning involves particular steps and the usage of resources.



How does this take shape in the restaurant industry? The marketing strategy is an outgrowth of the very fundamentals of the business: the concept, the brand and the targeted customers. It is not a strategy though, without some noticeable characteristic that makes you better than a similar nearby restaurant while competing for the same customers.

### 7.6.2 Finding a Marketing Strategy

Having a larger strategy is key, but that strategy often breaks down into smaller related strategies.

Strategy can be extended into different marketing channels. Social media might be a way of reinforcing the brand and facilitating word-of-mouth amongst friends. Going one step deeper, we might use Facebook for staying in contact with regular customers in a particular demographic (where-you-play). An advantage could be tapping the potential of customer-produced content because it is more plentiful and a restaurant uses it to better effect than the nearest competitors.

Whatever your strategy is for a particular type of marketing, all the strategies need to come together in a few unified strategies. So if your main targeted customers for your overarching strategy are senior citizens, you wouldnot have much use for Facebook strategy or plans.



All this has to be laid out before one gets into plans. Plans can quickly change as they are based on resources being used for a succinct purpose with specific goals. Strategies are not directly determined by customer behavior.

On the other hand, part of plan is knowable, but customer behavior is beyond a restaurant's control and often plans fail to meet their goals. So the success can only be truly determined by testing a plan out. A strategy, on the other hand, may stay constant even when plans fail to produce desired results. If a strategy doesnot work after experimenting with several approaches and plans, you might question if your "where-to-play" and "how-to-win" connect with your restaurant brand, concept or customers.

Of course, larger strategies have to be modified for specific types of marketing types. In the digital realm, that can be social media, online advertising, website design and email marketing. In traditional marketing, that can be print advertising, public relations, direct mailings, menu marketing and signage.

To give you an abbreviated example of how this works, the newest web design of one of the clients, a wine bar, has a slideshow of fantastic photographs on the homepage along with the text "Romantic, Elegant, Delicious." In fact, those three adjectives hint at the three main strategies with their own set of customers (where-to-play). The strategy based on romance targets couples, often going out on dates. The elegant aspect focuses on urban women, who often come to the wine bar in groups.

The delicious part draws attention to its cuisine, in particular its offering of decadent chocolates. This brings in chocolate lovers. Each of these advantages are integral parts of the business and will not disappear overnight.

Each strategy has marketing plans underneath them, with particular promotions, marketing content, campaigns and budgets. Going back to the web design, the slideshow itself features photos that correspond with the three adjectives and highlight the core marketing strategies.

## 7.6.3 Developing Marketing Plans

After you establish an overarching marketing strategy or strategies (donot try to balance too many strategies), you will flesh them out with more limited strategies and specific plans. As mentioned above, plan success is determined by customer behavior and response and is partially beyond a restaurant's control. It involves resources and specific steps. It always should be done with a strategy in mind.

Assessing the strategy's importance to revenue and profit gives us a good groundwork to decide on budgets for a restaurant's marketing. The strategy might hint at the appropriate marketing channels. Different social media platforms, for example, attract different age groups. Different geographic areas respond differently to direct mailings.

The presence of a clear, realistic strategy and of well-executed and related plans are fundamental to restaurant marketing success. After you formulate your strategy and plans, and write them out, you can begin executing them. From developing a strategy and related plans, not only will your marketing decisions become better, those decisions also will be easier to make.

## 7.6.4 Marketing Plan for a Bar and Restaurant

Launching a bar and restaurant can be a successful venture, but it relies on some initial legwork to succeed. In addition to finding funding and hiring employees, bar and restaurant management also must develop a marketing plan. Your plan should identify how the business will build a customer base and succeed in a competitive climate. Several elements go into an effective **marketing strategy**.



### Market Analysis

The marketing plan for your bar and restaurant should include a thorough analysis of your local market. This analysis should review the current bars and restaurants in your area and their success or failures. It should weigh the demographic in your area as well; for example, if the zip code where your restaurant will be located is primarily inhabited by families, a kid-friendly menu is a must. The market analysis, ultimately, should identify the need for your restaurant in the area.

### Market Trends

The trends of the restaurant market in your area are essential to include in your bar and restaurant's marketing plan. For

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**REMEMBER**

Your plans should always be a realistic reflection of your strategies and therefore, you should disregard marketing formats that do not help your strategies. Plans, of course, also depend a lot of what options are available to you.

**Keyword**

**Marketing strategy** is a process or model to allow a company or organization to focus limited resources on the best opportunities to increase sales and thereby achieve a sustainable competitive advantage.

example, the recent success of new restaurants in the region can be a double-edged sword -- while it bodes well for new businesses, you must determine if there is a glut of restaurants in the region.

Consider the types of restaurants that people gravitate toward -- in a recession, diners often choose lower-cost restaurants than they do when the economy is booming. Place how your restaurant will fit into this current trend.

### Restaurant Goals

As you set your marketing plan for your bar and restaurant, you must have achievable, identifiable goals to guide your marketing efforts. Often, these goals are stated in terms of dollar signs.

If you have a daily, weekly, monthly or quarterly sales goal, state it clearly in this section. Perhaps you want to see a certain number of customers walk through your doors every day. If your long-term goals include opening up a second restaurant, state this here as well.

### Goal-Oriented Marketing Tasks

Your marketing plan should also include specific tasks that you will complete to achieve your overall restaurant goals. Define these tasks clearly so that all members of your organizations, from management down to the wait staff, understand what they must accomplish. For example, to build your customer base, you might strive to start a rewards program that gives diners points for every dollar spent in the restaurant. Outline how you will implement this program and, just as importantly, how it will move you toward your overall goals.

## 7.6.5 Developing an Effective Marketing Plan

Developing a business plan for your restaurant is extremely important - it helps you plan for your future instead of reacting to changes in your business. Additionally, it gives you credibility and lenders will always ask for one if they consider lending you money.

Equally important and part of a business plan is developing an effective **marketing plan**. Marketing, in its simplest form, is getting out into your marketplace, observing what is taking place and making decisions based on that which you have observed. A marketing plan basically puts all the information you have gathered into a readable format.

The steps in developing a marketing plan include:

### Determine Your Market

Determine where your business comes from. This could be a four-block area for a small deli or a 40-mile area for an upscale destination restaurant.

### Check Out the Competition

Gather some "competitive intelligence" through scouting. Develop a competition profile. Things you should include in a competition profile include Name, Address, Hours of Operation, Restaurant Theme (e.g. Continental, Italian, American) and Entree Prices. Set it up like a chart and include your restaurant for easy comparison.

### Identify Your Business

Identifying who dines with you is the crux of your marketing plan. Determine who your customers are (e.g. business people, social people) and why they dine at your restaurant.

### Determine If There is Additional Business Available for Your Restaurant

Based on your current customer base, determine if there are groups of people not dining at your restaurant for certain meal periods that could be. For example, maybe you have a good lunch trade but it consists totally of social people and not business people.

## Anticipate the Potential New Business Segments

Once you determine where you can generate new business, advertising and promotion decisions become more focused. Reach these new market segments with advertising specifically oriented toward them.

## Determine Your Competitive Edge

Find out what makes you stand out from your competition - do you have the best location, do you have the best quality of food or do you have the best atmosphere relative to your competition. As soon as you determine your competitive edge, exploit it.

## Menu Price Points

Determine specific dollar amounts that influence a consumer to make a purchase and price all your menu items accordingly. For example, one price point might be that a bottle of wine priced jut under $30 might sell more than a bottle priced just over $30. Of course you must take into account costing issues as well.

## Develop Strategies to Enhance Increases in Average Check

Some restaurant chains do this very effectively. The wait staff is very proactive in trying to sell things such as soups, salads, appetizers and desserts in addition to customers ordering entrees.

Develop written strategies on how you will "upsell", include them in the marketing plan and communicate them to your wait staff.

## Determine Your Restaurant's Annual Revenue

This will serve as the basis for your annual marketing budget and should be done as part of the overall budgeting process.

## Evaluate the Need for Professional Memberships

Since "people do business with people they know", it is important for you as a restaurant owner or manager to participate in professional organizations.

Determine what professional organizations you are a member of and evaluate their effectiveness in promoting the restaurant.

### *Employ the Good Neighbor Strategy*

Be a good neighbor and take part in community affairs. Do things such as provide meals to the underprivileged or offer the services in catering-related events. Obviously, you need to carefully choose the beneficiaries of your donations since nearly everyone will be asking. The recognition and publicity received from the right contributions is invaluable.

### *Develop the Marketing Expense Budget*

Develop a schedule of expenses which would be a breakdown of your Marketing expense included in your budget for the year. These line items include such things as:

Direct mail

Entertainment costs (including complimentary meals)

Newspapers

Magazines

Civic and community projects

Donations

A full breakdown of the type of marketing expenses will be available in the *1997 Pennsylvania Restaurant Operations Report* published by Restaurant Advisory Services later this year. Marketing expense should average in the range of 2 to 4 percent of your total revenues.

### *The Action Calendar*

Introduce an action calendar to organize the myriad of activities and strategies you select for implementation. This can take the form of a calendar where you have specific dates blocked off for your marketing endeavors.

### *Recap*

This plan is for owners and managers to follow. It is a blueprint for achieving your revenue goals.

## 7.6.6 Restaurant Marketing Strategy

Restaurants develop marketing strategies to learn how to meet the needs of their target customers in such a way that they return and spread the word. When finances

are tight, a family may choose to reduce or eliminate its budget for dining out, so restaurants need to be thorough and deliberate in their marketing strategy.



### Function

Your restaurant's marketing strategy's major goal is to increase profits, whether that entails adding more menu options, reducing prices or increasing customer visits or first-time customers. Solid customer service needs to remain near the top of the list of secondary goals. Your restaurant also needs to develop its brand and identity in the community.

### Identification

Restaurant marketing strategies begin with a study of the population that has access to your restaurant. The type of restaurant and average meal price determines your target market, including who likes to eat at a restaurant like yours, what they need from a restaurant, the price they willing to pay and which factors lead to a repeat visit.

### Considerations

A study of your restaurant's competition also helps in developing a marketing strategy. Try to identify the reasons why your competitors have lines leading out the front door on weekend nights. By determining where your competition is excelling and where it is failing, you can follow suit. Identify how your restaurant compares to similar choices. For example, if you operate an Italian restaurant, compare your food, prices,

location and building to other Italian restaurants in the area. In researching other restaurants, determine what makes your restaurant stand apart and excel. The factors that make you more successful than your competition should be emphasized in your marketing activities.

## *Significance*

An element of most marketing strategies is a SWOT analysis. This analysis lists the restaurant's strengths, weaknesses, opportunities and threats. Strengths are areas where your restaurant currently shines; opportunities arise from the strengths. Weaknesses are areas where the restaurant is weak or unskilled; threats may arise from its weaknesses, or they may be caused by factors outside of your control. This analysis will supply the direction of your marketing plan. If you have determined that a restaurant in direct competition is opening very near you--a threat--you will boost your marketing activities to encourage loyal customers to return to your restaurant.

## *Features*

Activities that your restaurant will conduct to draw customers should build upon the strengths of your company and the needs of your target market, such as quick lunchtime service or location near the business district. Include a standard of measurement that can help you determine the efficacy of a particular marketing or advertising activity. This allows you to make changes in the marketing if necessary and build plans based on the results.

# CASE STUDY

## RESTAURANT CUSTOMER SURVEYS.

By partnering with BARE, this national restaurant company was able to gather valuable information regarding exactly what its customers found important, and then channeled that feedback into the quantitative measurement of service and brand standards.

## Client Challenge

A national restaurant company, with multiple brands, was receiving mixed information from their direct customer satisfaction surveys. Overall, satisfaction had declined, but the trend lines were not closely matching the mystery shop program results. The "Voice of Customer" (VOC) experience index and the mystery customer results showed serious gaps in Key Performance Indicators that included timing, service, and food quality.

## Solution

After analyzing the client's current program, BARE designed a 360° method of handling direct customer feedback data results and mystery shop questionnaire design. First, BARE configured the customer feedback voice recordings and web survey to allow for deeper drill down into any issues; including a recorded customer comment area, direct notification to management of customer issue, and validation of customer through unique receipt number. BARE set up a specific call team to contact those customers indicating they would like to speak further regarding their experience. This allowed BARE interviewers to uncover the "real" issues and help identify what truly mattered to customers.

This information was then used to design a better mystery shop program around the specific attributes and behaviors identified as important to customers. Once mystery shops were better aligned, the client could use the results to improve standards and training effectiveness. Every 90 days, a new round of customers would be sampled to ensure the continued match of customer expectations to brand and service standards.

## Result

By partnering with BARE, this national restaurant company was able to gather valuable information regarding exactly what its customers found important, and then channeled that feedback into the quantitative measurement of service and brand standards. By continuing to use the 360° methodology, the client is now able to focus on what customers expect and how that differs from their experience.

3G E-LEARNING

# SUMMARY

- Restaurant customer service is the service and care provided by restaurants to diners. This can include everything from the actual dining experience to the long-term relationship building today's restaurants accomplish with loyalty programs and other strategies.

- Buffet service presents customers with a range of cuisines in a chafing dish on counters. Guests help themselves by picking up as much food as they would like to eat.

- A good gauge of customer satisfaction is how well they tip at the end of a meal. A poor tip isn't always a reflection on the server; it could be the food, timeliness of the meal, or other factors.

- Empathy is about the concern, understanding and compassion a company shows to its customers when they have a problem or a worry about some aspect of the product or service. It is about how staff deals with the customers, and the level of personal attention they are willing to provide.

- Hygiene in restaurants is not just essential to ensure the health and safety of your employees and customers, but also because it plays a significant role in the perception of your restaurant. The customers can get highly disappointed if the plates in which they are served food are dirty.

- Customer complaints are unavoidable in service industries. Wait staff and restaurant owners do not want to deal with unhappy customers. However, it provides a chance for the service provider to fix an issue.

- Customer feedback is the information, insights, issues, and input shared by your community about their experiences with your company, product, or services. This feedback guides improvements of the customer experience and can empower positive change in any business — even (and especially) when it's negative.

- A happy customer leads to a successful business. Taking your customers' thoughts, comments and feedback seriously can lead to increased sales and opportunities for improvement.

- In the business world, we often do not make a clear distinction between strategy and planning. They are not the same thing and confusing the two creates barriers to success. Often, this is because while we know what a plan is, we cannot articulate a strategy.

## MULTIPLE CHOICE QUESTIONS

1. **At a fast-food restaurant, what is marketed?**
   a. Goods
   b. Service
   c. a and B
   d. None of the above

2. **The process of customer-driven marketing involves …………, ……………, ……….,
   and …………..**
   a. market segmentation; target marketing; differentiation; positioning
   b. marketing analysis; planning; implementation; feedback
   c. analysis; targeting; implementation; control
   d. problem identification; information search; decision; implementation
   e. product; price; promotion; adaptation

3. **A complaining customer is...?**
   a. Almost right
   b. Always the customer
   c. Often lying
   d. Always right

4. **Customer Service departments:**
   a. Are the afterthought that cleans up messes other departments cause
   b. Build customer loyalty
   c. Are leaders in understanding customer behavior patterns and market research
   d. None of these

5. **The planning of marketing tactics, merchandising and customer services is the
   part of**
   a. strategic marketing plan
   b. market opportunities
   c. tactical marketing plan
   d. firm's financial plan

## REVIEW QUESTIONS

1. What is customer service? Discuss the types of restaurant customer service.
2. How to improve your restaurant customer service?
3. How to handling customer complaints?
4. What is customer feedback?
5. What is marketing planning and strategy? Discuss.

## Answer to multiple choice Questions

1. (c)          2. (a)          3. (b)          4. (c)          5. (c)

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# INDEX

# Restaurant Marketing

Marketing is the delivery of a standard of living to society. Marketing creates and increases the demand for existing and new products and thereby increases the standard of living of the people. It provides knowledge about different varieties of goods and services, of means of publicity and sales promotion to society. Marketing is important because it allows businesses to maintain long-lasting and ever-present relationships with their audience. It is not a one-time fix, it is an ongoing strategy that helps businesses flourish. Some restaurateurs improve their profit margin by leasing their business model and likeness to others, forming a franchise and spreading their name and creating future passive income. Others decide to focus on their flagship restaurant, believing that quality over quantity is more important to drumming up future business. Restaurant marketing creates loyalty, provides data to research, analytics, and allows restaurants to gain a better understanding of their ideal customer profile.

Comprised of seven chapters, this book is aimed to discover more about marketing fundamentals for restaurants. In this book, students will know how to open, run, market & manage a successful restaurant.