

The background of the cover is a photograph of an outdoor dining area. In the foreground, a round table is covered with a white tablecloth and is set with white plates, glasses, and folded white napkins. A large, vibrant floral centerpiece with purple, yellow, and orange flowers sits in the middle of the table. White folding chairs are arranged around the table. In the background, there are large white columns, a white building with a window, and lush green trees. A purple horizontal band is overlaid across the middle of the image, containing the title and edition information. Another purple band is at the bottom, containing the author's name.

Catering Management

THIRD EDITION

NANCY LOMAN SCANLON, PhD

Catering Management

Catering Management

 Third Edition 

NANCY LOMAN SCANLON



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This edition of *Catering Management* is dedicated to the memory of one who lived his dreams and whose life was short but very full. Wayne Smith's laughter, friendship, and advice reached out to wherever I was in the world, giving support and energizing a tired spirit.

This is also dedicated to Diane Hechter, a light in the lives of many. Her life ended on May 8, 2004, just as she began reaching for her dreams. May we all have such stars as these in our lives.



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Preface



Catering services is one of the most dynamic business groups in the food and beverage industry. By industry definition, catering is the planned service of food and beverages—in contrast to restaurants, where food and beverages are generally served on demand. The opportunity for catering services to provide planned food and beverages is far greater than it is for restaurants. While restaurants are business units that serve the general public within their operating facilities, catering services, for the most part, can be provided in any venue, public or private. Many restaurants offer catering services in addition to on-demand food and beverages. Some foodservice businesses limit themselves to planned food-and-beverage functions. Public and private clubs generally offer catering services to members and guests in their architectural and landscaped facilities. Unlimited types of settings, both indoors and out, are used for catering functions. The number of people who can be served at a catering function range from one to many, many more—often totaling in the thousands. Global companies such as ARAMARK and Marriott Sedexho provide planned foodservice to business, industry, government, medical, entertainment, and educational operations. In-flight foodservice was originated by Bill Marriott in Washington, D.C. While many airlines current sell food in flight as a cost-reduction measure, this trend is new and perhaps temporary.

In 2005, the National Restaurant Association (NRA) in the United States reported a growth of \$180 billion for food spent outside the home between 1995 and 2005, a 50 percent increase in spending. Due to the wide range of ways in which catering services can be purchased, it is difficult, if not impossible, to identify the percentage of the national foodservice dollar directly attributable to catering food-and-beverage sales. Hotels, listed separately from restaurants by the NRA, report \$25 billion in revenue. The “undefined” business field accounts for \$39 billion in revenue. Private and public clubs may or may not be part of this reporting information. Facilities that offer a range of foodservice operations, from quick service to private dining, may not differentiate revenues when reporting income to associations and organizations. It, therefore, is challenging to attach a dollar value to catering food-and-beverage service. Given that, in 2005, the NRA listed total food-and-beverage revenues reported outside the home as \$475.8 billion, we can estimate that catering food-and-beverage sales in the United States represent 25 to 30 percent of that, or about \$130 billion.

The organization of this edition was guided by the representatives of educational institutions that offer programs and courses in catering business and management. Each chapter is accompanied by key terms, objectives, summaries, and questions. For people using this book as an educational resource, teaching support materials are available.

Emphasis in this edition is to provide business-operations guidelines to businesses that offer in-house catering and off-premise catering. Business development information is useful for those seeking to establish a new catering operation and those planning to incorporate catering into an existing foodservice business. Information on market and competition analysis, feasibility studies, and customer profile analysis can assist both new and seasoned professionals in evaluating the feasibility of a catering operation.

Catering business management includes issues such as quality-service and standards training. Establishing a level of service quality and delivery is a competitive factor in today's business environment. Training programs and techniques for a constantly changing food-and-beverage staff are critical for ongoing service success.

Catering menu management requires an understanding of menu development and menu pricing. Accurate pricing concepts that reflect customer needs and perceived values for catering menus are necessary for ongoing business development. Catering design and the presentation of menus, special-function packages, and conference and convention menu programs contribute to the success of catering businesses. Catering menus should be designed as marketing presentations.

Well-managed beverage programs, both nonalcoholic and alcoholic, can be highly profitable and contribute significantly to the success of a catering business. Customer relations is an important consideration for foodservice businesses offering alcoholic beverage service. Both servers and managers must have a thorough understanding of current laws and regulations concerning alcohol service.

The ongoing success of a catering business depends on the establishment and continued practice of food-and-beverage operational controls. Controls are put into place to guarantee that established standards of quality, service, and presentation are met daily. Cost controls monitor the financial health of the business, providing checkpoints and reports by which management can evaluate operations daily and weekly. Computer-software programs have a significant impact on the success of catering businesses. By means of space availability, sales contracts, and operating and financial reports, computer-generated information can both simplify and maximize these often hard-to-manage areas of catering.

Marketing is an important aspect of every catering operation. As customer demands increase for catering-related services, corresponding marketing efforts must be developed. The Internet and company Web sites provide exciting marketing possibilities. The ability of caterers to adapt by developing an extensive product line and broad range of services determines how well the changing needs of the public can be maximized as catering business operations.



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Chapter One



Historical Banqueting

Key Terms

Banqueting hall
 Banquettes
 Trencher
 Soteltes

Pièces montées
 Menu course format
 Potlatch
 Nouvelle cuisine

Levee
 Hors d'oeuvre
 Foodways

What You Will Learn in This Chapter

The history of the foodways of the ancient Greeks and Romans provide rich traditions on which European and North American societies have developed their food preparation and service styles. In this chapter, we discuss the development of the banquet menu using illustrations from the three-course medieval menu of 25 menu items served at the banqueting tables of England's Richard II in A.D. 1387 to the elaborate menu featuring oranges served by the Archbishop of Milan in 1529. The transformation of the menu to the nine-course format that is the basis of contemporary menus occurred in 1867 in Paris, followed closely by 8 + 7 course adoptions. European banqueting traditions are reflected in American banqueting customs from pre-revolutionary dinners to presidential banquets served at the White House in Washington, D.C. The history of banqueting reflects the cultural changes in American banqueting practices and the contributions of Thomas Jefferson to the evolution of the White House banquet menu from the medieval format to the early-nineteenth-century French format of nine courses. Presidential menus show the influence of personal style culminating in the contributions of Jacqueline Kennedy, who brought the influence of the 1960s nouvelle-cuisine revolution to the White House, reducing the menus to four or five courses.



Introduction—Banqueting: Civilized Customs in Ancient Civilizations

The catering profession as we know it in the twenty-first century has a long and intriguing history, the beginnings of which are found in the ancient civilizations. The Egyptian nobility filled their tombs with foodstuffs and cookware to supply them in the next world, simultaneously covering the walls with murals designed to record food preparation styles and table settings. From the records and art of the Greeks and Romans come depictions of banqueting scenes filled with food presentations, table customs, decorative arts, and recipes detailing a range of foodstuffs startling in its variety.

Written records from the ancient Greek and Roman periods focus on the types of foods eaten rather than menus for entire meals. There does exist, however, a collection of recipes dating from approximately 42 B.C. to A.D. 37, titled *Cookery and Dining in Ancient Rome*. Concentrating on the dining customs of ancient Rome, this collection of recipes includes familiar dishes such as Sole in White Wine and Asparagus, as well as a number of now unknown items such as Sea Scorpion with Turnips and Dasheens (a root vegetable). The origins of popular twentieth-century food items are found in such recipes as Baian Seafood Stew, in which minced poached oysters, mussels, scallops, and sea nettles are combined with toasted nuts, rue, celery, pepper, coriander, cumin, raisin, wine, broth, reduced wine, and oil. This seafood stew is similar to the basic recipe for bouillabaisse, a staple of the modern cuisine of southern France.

Greek banqueting featured the hors d'oeuvre trolley, on which were served a number of dishes featuring small portions of different food items. Garlic (boiled and roasted), sea urchins, cockles, sturgeon, and sweet wine sop were among the dishes offered. A fifth-century Roman feast elaborated on this concept:

With a drink of heated wine with honey, to be followed by fresh eggs, quarters of beef, mutton, and pork, all highly seasoned with pepper, pickles, caraway, and poppy seeds, saffron, aromatic balsam, honey, and salt. There was also boar meat with a garniture of cooked apples, deer, roebuck, hare, and even urus, a wild buffalo. Everything was tasted, from grasshopper to ostrich, from dormouse to wild boar. The whole world was put to gastronomical use, by both soldiers and travellers. Guinea fowl and truffles were brought from Africa, and rabbits from Spain and pheasants from Greece and peacocks from Asia. The number of courses of the banquet gradually rose to twenty and more. A kind of herald announced the merits of such dishes as were worthy of special attention, and prolong the pleasures of the table. There must always be actors, singers, mimes, clowns, and everything that could add to the pleasure of people who had gathered for the sole purpose of being amused.¹



The Banqueting Hall

The roots of the modern banqueting menu are found in the medieval period of European history. The outline of thirteenth-century meal service followed these instructions for the serving of dishes set down by Bartholomaeus Anglicus, a Parisian professor of theology:

At feasts, first meat is prepared and arrayed, guests be called in together, forms and stools be set up in the hall, and tables, cloths, and towels be ordained, disposed, and made ready. Guests be set with the lord in the chief place of the board before the guests wash their hands. First knives, spoons,

and salt be set on the board, and then bread and drink and many divers messes. The guests are gladdened with lutes and harps. Now wine and messes of meat are brought forth and departed. At the last cometh fruit and spices, and when they have eaten, cloths and relief [trestles] are borne away, and guests wash and wipe their hands again. The grace is said, and guests thank the Lord. Then, for gladness and comfort, drink is brought yet again.²

Food-preparation methods included roasting and boiling or stewing, as seen in the working figures from the *Angelus Book of Hours*.

Elaborate preparations and rituals accompanied banquets of the medieval period. At a 1387 feast in honor of England's Richard II, the head table was placed on a raised platform and with long tables set parallel to it. The king was provided with an armchair, while the other guests sat on backless benches or banquettes. The use of banquettes for seating was the origin of the term *banquet*.

It is two thirty, about half an hour before dinner is to be served. The marshal raises his rod in the sunlit hall and commands the ewerer to set three linen cloths on the high borde. Meanwhile, ushers and grooms arrange subordinate tables with cloths, napkins and surnapes. At each setting the ushers place a trencher, a mazer cup, and a spoon. . . . Suddenly clarions echo throughout the hall announcing the arrival of the king and honored guests.³

Following the ceremony in which the king's trencher (a plate cut from stale bread) was prepared and drinking water tasted, the meal commenced.

As the Latin grace is chanted in unison, a procession of trusted servants emerges from the kitchen, each carrying a resplendent creation prepared by the chefs. Hidden under ornate silver covers are the multitude of delicacies that Richard will sample on this day.⁴

The three-course menu outline, traditional to the medieval period, contained as many as 25 dishes per course. This became the standard for menu planning used well into the nineteenth century. In Figure 1.1, a three-course banquet menu served in Paris in 1393 details the mixture of sweets, sour, and spices traditionally found in each course.

Additional documentation of the foodways of the Middle Ages is found in the decorative prayer book; this is not one book but many hand-decorated prayer books. The illustrations are what document the food history called *Book of Hours*, whose famed, colored illustrations record the historical and seasonal events of the period. The illustrations in the Book of Hours, created for the Duc de Berry between 1412 and 1416, records a banquet celebration whose tablesetting includes linen tablecloths, gold and jeweled tableware, and a stuffed peacock and other foods.



~ ~ ~ Figure 1.1 ~ ~ ~

MEDIEVAL THREE-COURSE MENU, 1393

(Source: Tannahill, *Food in History*, 1973, pp. 185–186)



Renaissance European Banqueting

The banqueting menu for the marriage of Henry VI of England to Joan of Navarre in 1403 featured a sotelte with each course. Soteltes were food sculptures and showpieces molded or sculpted into animals, figures, or representatives of clowns and coats of arms. The elaborate pièces montées of the eighteenth and nineteenth centuries were later versions of the sotelte.

In 1529, the Archbishop of Milan gave a sixteen-course dinner that included caviar and oranges fried with sugar and cinnamon, brill and sardines with slices of orange and lemon, one thousand oysters with pepper and oranges, lobster salad with citrons, sturgeon in aspic covered with orange juice, fried sparrows with oranges, individual salads containing citrons into which the coat of arms of the diner had been carved, orange fritters, a soufflé full of raisins and pine nuts and covered with sugar and orange juice, five hundred fried oysters with lemon slices, and candied peels of citrons and oranges.

Figure 1.2

DINNER FOR THE ARCHBISHOP OF MILAN, 1529

(Source: McPhee, *Oranges*, New York: Farrar, Straus & Giroux, 1966, p. 69)

At a banquet hosted by the Archbishop of Milan in 1529, oranges were the featured food ingredient included in the dishes of a three-course menu, seen in Figure 1.2.



Eighteenth-Century Banqueting

By 1727, the banquet menu had been abridged to two main-course settings, with the third course reduced to fruits, nuts, and cheese served with appropriate ports. Menus in the American colonies mirrored the English menus of the period in the mid-1700s, as seen in Figure 1.3.

FIRST COURSE

Soup Ragout of Breast of Veal Roast Venison
 Boiled Leg of Lamb and Cauliflower served with Smaller Dishes of Stewed Eels
 Stewed Carp A Puree of Pigeons
 A Roast Pig



SECOND COURSE

Four Partridges and Two Quails Lobsters
 Almond Cheesecakes and Custards with Smaller Dishes of Four Pocket and Lamb Testicles
 Apricot Fritters
 Sturgeon Fried Sole
 Green Peas Potted Pigeons

Figure 1.3

COLONIAL AMERICAN MENU, 1727

(Source: Tannahill, *Food in History*, 1973, p. 334)



❧ Figure 1.4 ❧

DINNER FOR THE DUCE DE RICHELIEU

(Source: *The New Larousse Gastronomique*, by Montagne. Copyright © 1977
 by the Hamlyn Publishing Group, Inc. Reprinted by permission of Crown Publishers,
 a division of Random House, Inc)

The eighteenth-century menu underwent a metamorphosis to become the foundation of the twentieth-century banquet menu. The menu in Figure 1.4 details the items served in two courses by the Duke de Richelieu to members of the Hanovarian Court. The duke was limited to serving meat-based menu items due to a shortage in his food supplies.



Nineteenth-Century Menu Revisions

By 1867, the menu format contained a sharp reduction in the number of menu items offered and a separation of items into distinct menu categories. The menu in Figure 1.5, for example, was served at the Café Anglais in Paris in 1867. Figure 1.6 reflects the evolution of the classic banquet menu into the nine-course format.



❧ Figure 1.5 ❧

MENU SERVED AT THE CAFÉ ANGLAIS, PARIS, 1867

(Source: *The New Larousse Gastronomique*, by Montagne. Copyright © 1977
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First Course:	Soup
Second Course:	Hot hors d'oeuvres
Third Course:	Cold hors d'oeuvres
Fourth Course:	Intermediate fish course
Fifth Course:	Intermediate meat, poultry, or game course
Sixth Course:	Entrée
Seventh Course:	Rotis (poultry, game, or beef)
Eighth Course:	Salad
Ninth Course:	Entremets (dessert)

Figure 1.6

NINETEENTH-CENTURY NINE-COURSE MENU FORMAT

(Source: *The New Larousse Gastronomique*, by Montagne. Copyright © 1977 by the Hamlyn Publishing Group, Inc. Reprinted by permission of Crown Publishers, a division of Random House, Inc.)

An interpretation of this format appears in Figure 1.7, a menu developed by the artist Henri de Toulouse-Lautrec for a banquet party in Paris in 1896. It is interesting to note that the third course is imported trout from Lake Michigan in the United States. Some of the menu items are noted only by course, whereas others are specifically named. The seventh course, sweet, would have been a fruit

OXTAIL SOUP
<p> HORS D'OEUVRE Lake Michigan Trout Haunch of Venison on a Puree of Chestnuts Foie Gras in a Crust </p>
SALAD
SWEET COURSE
DESSERT
Grand Table Wine, Vouvray, Corton

Figure 1.7

TOULOUSE-LAUTREC MENU, 1896

(Source: Toulouse-Lautrec and Joyant, *The Art of Cuisine*, 1966, p. 159)

tart. The eighth course, dessert, would have been fruit. Missing from this menu is the traditional cheese course that, when served, preceded the sweet course.

Another version of the reduced course adaptation is found in the menu served to Queen Victoria at Windsor Castle, England, on December 17, 1894, seen in Figure 1.8.

European menu presentation continued to influence the United States. Figure 1.9 shows a banquet dinner given in 1866 for President Andrew Johnson at Delmonico's restaurant in New York City.

Soup	POTAGE	
	Vermicelli à la Windsor	À la Pazanne
	❧	
Fish	POISSON	
	La Barbeau, sauce Hollandaise	Les Filet Aigelfin Frits
	❧	
Main Courses	ENTRÉES	
	La Crouquettes de Volaille	
	La Mousse de Grouse au Fumet	
	❧	
Meat	RELEVE	
	Roast Beef Champignons Etuffe	
	❧	
Roast	ROTIS	
	Les Canarde au Bigarade	La Chicores à la Crème
	❧	
Sweets	ENTREMETS	
	Les Beignets d'Anana	Le Pain de Pommes Rubane Chantilly
	❧	
Cheese	FROMAGE	
	Cheese Straws	
	Side Table	
	❧	
	Hot and Cold Fowl, Tongue, Beef	

❧ Figure 1.8 ❧

HER MAJESTY'S DINNER, MONDAY, DECEMBER 17, 1894

(Source: Reprinted with permission of PBC International from Greenstein,
A la Carte: A Tour of Dining History, p. 123. © 1992)

Wines	POTAGES	
Amontillado	Consommé Chatelaine	Bisque aux Quenelles
	❧	
	HORS D'OEUVRES	
	Timbales de Gibier à Venitienne	
	❧	
	POISSONS	
Hechheimerberg	Saumon Livonien	Paupiettes de Kingfish
	❧	
	RELEVES	
Champagne	Selle d'Agneau aux Concombres	
	Filet de Boeuf à la Pocohontas	
	❧	
	ENTRÉES	
Chateaux-Margaux	Supreme de Volaille Dauphine	Ballontines de Pigeon Lucullus
	Filets de Caneton Tyrolienne	Cotelettes à la Marechale
	Ris de Veau Montgomery	Bouins à la Richelieu
	❧	
	Sorbet à la Dunderberge	
	❧	
	ROTS	
Clos de Vougeot	Bebcassines Bardees	
	Ortolans Farcis	
	Entremets de Legume	
	Petits Pois à l'Anglaise	Tomates Farcies
	Aubergines Frites	Atichauts Barigoule
	❧	
	ENTREMETS SUCRES	
Tokai Imperial	Peches à la New York Mille-feuilles Pompadour	
	Abricots Siciliens	Gateau Soleil
	Macedoine de Fruits	Moscovites aux Oranges
	Bavarois aux Fraises Gelée Californienne	
	Crème aux Amandes	Meringues Chantilly
	Beausejour au Malaga	Biscuits Glacés aux Pistaches
	Madère Faquat Fruits et Desserts	Pièces Montées
	Monument de Washington	Fontaine des Aigles
	Temple de la Liberte	Trophée Nationale

❧ Figure 1.9 ❧

DELMONICO'S MENU, 1866(Source: Cannon and Brooks, *The President's Cookbook*, 1986, p. 263)



Native American Feasts

Feasting is an American tradition dating to the social ceremonies of many of the Native American tribes. Early written records of naturalists and explorers such as John Bartram and George Catlin provide a fascinating glimpse of the use of food in ceremonies in Native American societies. A ceremonial feast called a *potlatch* was held by tribes in the American Northwest to mark important occasions such as a marriage or the succession to a chieftainship.

The rules of potlatch required the host to provide, as a sign of conspicuous wealth, the best-quality foods available in quantities too great to be eaten by the number of invited guests.

He was also expected to give away a fortune in gifts. . . . [A]t a single Kwakiutl potlatch, the guests . . . were gratified with eight canoes, six slaves, fifty-four elkskins, two thousand silver bracelets, seven thousand brass bracelets, and thirty-three thousand blankets.⁵

George Catlin was served the following feast by the Mandan plains tribe:

The simple feast which was spread before us consisted of three dishes only, two of which were served in wooden bowls, and the third eaten in an earthen vessel. . . . The last contained a quantity of pem-i-can and marrow-fat; and one of the former held a fine brace of buffalo ribs, delightfully roasted; and the other was filled with a kind of paste or pudding, made of the flour of the "pomme blanche," as the French call it, a delicious turnip of the prairie, finely flavored with the buffalo berries which are . . . used with divers dishes in cooking, as we in civilized countries use dried currants, which they very much resemble.⁶



The Colonial Period

Pre-revolutionary American cuisine and the patterns in which meals were served primarily followed English custom. The menu pattern for formal meals, as shown in Figure 1.10, was offered in two courses, each a complete meal in itself. Figure 1.10 details a banquet meal like those served in Providence, Rhode Island, at the home of wealthy merchants during the early 1700s.

General Nathaniel Greene wrote to General James Varnum of his visit to Philadelphia in 1779:

Luxury and dissipation is everywhere prevalent. When I was in Boston last Summer I thought luxury very predominant there: but they were no more to compare with than now prevailing in Philadelphia, than an Infant Babe to a full grown Man. I dine'd at one table where there was a hundred and Sixty dishes: and at several others not far behind.⁷



❧ Figure 1.10 ❧

A DINNER FOR JUNE, 1700s

(Source: The Rhode Island Historical Society, Providence, Rhode Island)

In the South during the same period, a dinner at Shirley Hall plantation in Virginia was described:

His service is all of silver and you drink your porter out of silver goblets. . . . The finest Virginia hams, and the saddle of mutton, Turkey, then canvas back duck, beef, oysters. . . . Then comes the sparkling champagne, after that dessert, plum pudding, tarts, ice cream, peaches preserved in Brandy . . . then the table is cleared and on comes the figs, almonds and raisins, and the richest Madeira, the best Port and the softest Malmsey wine I ever tasted.⁸



Nineteenth-Century Banqueting

The rich table traditions of the American colonies were continued in menus such as that shown in Figure 1.11, served in December 1884 at the Fifth Annual Ball and Game Supper in East Wallingford, Connecticut. The variety of Native American

foods and traditional New England cooking is apparent in this menu, even as it follows the classical menu format. Although heavy in the dessert section, the influence of the three-course menu is still evident in the presence of the relish course and the fruits and nuts in the dessert course.



~ ~ ~ Figure 1.11 ~ ~ ~

BALL AND GAME SUPPER, 1884

American Presidential Banqueting

PRESIDENT GEORGE WASHINGTON

The presidency of George Washington was America's opportunity to entertain the world stage. The format for meals followed the three-course menu pattern popular at the time in Europe. Figure 1.12 shows the place setting for each of the courses outlined in Figure 1.13. This elaborate setting was repeated for each course.

The menu in Figure 1.13, taken from Martha Washington's cookbook, illustrates the first two courses of dinner. The third course, not listed here, was offered after the tablecloth was removed. Decanters of port, cheeses, nuts, and fruit were placed on the table. Menus from the period indicate the diversity and availability of food products in the mid-Atlantic region as well as Washington's eagerness to present them to his guests.

The food served at the President's table from 1789 to the end of Washington's second term in 1797 indicates the new nation's dependence on the land. Game fowl, meats, plantation-grown fruits and vegetables, fish from local rivers or the Atlantic reveal the abundance of the land. Spliced through the menus are the remnants of Washington's English heritage—puddings, cream trifles, a taste for port and wine.⁹

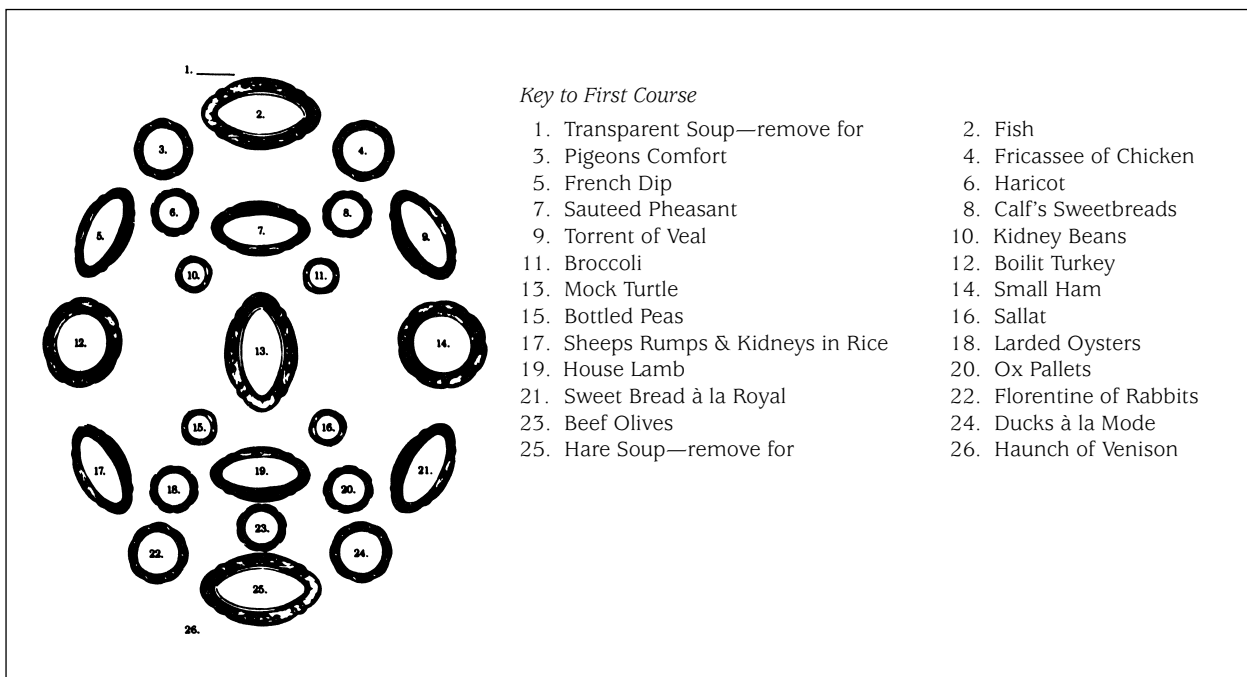


Figure 1.12
EIGHTEENTH-CENTURY TABLE SETTINGS



~ ~ ~ Figure 1.13 ~ ~ ~

MARTHA WASHINGTON'S MENU

(Source: Cannon and Brooks, *The President's Cookbook*, 1968, p. 9)

~ ~ ~ **PRESIDENT THOMAS JEFFERSON** ~ ~ ~

Thomas Jefferson greatly influenced the development of banqueting styles in America. Following his years as minister plenipotentiary to the court of Louis XVI, Jefferson imported many of the traditions, foods, and wines of the European table to his Virginia home, Monticello. As president of the United States, Jefferson established a pattern of elegant banquets featuring French cuisine and the best available wines.

Never before had such dinners been given in the President's house, nor such a variety of the finest and most costly wines. In his entertainments, republican simplicity was united with epicurean delicacy; while the absence of splendor, ornament, and profusion was more than compensated by the neatness, order, and elegant simplicity that pervaded the whole establishment.¹⁰

A summary from November 5, 1804, to February 22, 1805, totals 40 dinners served to 564 guests. The banqueting style Jefferson brought to America was termed *cuisine bourgeois*, a simplification of the heavy, three-course meals held over from the Middle Ages and used in Europe through the eighteenth century (see Figure 1.14).



🌿 Figure 1.14 🌿

JEFFERSON MENU

(Source: Rysavy and Leighton, *A Treasury of White House Cooking*, 1972, p. 184)

Similar to the twentieth-century modifications to French cuisine, known as *ouvelle cuisine*, these changes were a reaction to the rich stocks, sauces, and theatrical pièces montées of the eighteenth century. This cuisine appealed to Jefferson's preference for simple elegance.

Jefferson's contributions to American cuisine included ice cream, vanilla, pasta, and tomatoes. Vanilla flavoring was a new ingredient for American cookery, appearing in the recipe for vanilla ice cream written by Jefferson himself. Pasta appears in Jefferson's notes as *macaroni*, now known as *tubular pasta*. Further investigation shows, however, that he was actually referring to the pasta cut known as *spaghetti*. The tomato, meanwhile, had been taken from Central America and popularized in Southern Europe. Jefferson brought the fruit and its seeds back to Monticello for cultivation.

Jefferson's fascination with French cuisine extended to the equipment used to prepare and serve it, and he purchased in Paris a large quantity of cookware and bakeware. On his return to Monticello from France, the following inventory was added to the plantation books:

- silver service
- pewterware
- dishes for hors d'oeuvre
- porcelain cups
- saucers
- plates
- soup tureens and bowls

serving platters and casseroles
crystal goblets
wine tumblers
decanters
a tea urn and coffee pot

For the kitchen, he included:

28 round saucepans
19 saucepan covers
frying pans
food warmers
chocolate molds
ice molds
pie pans
spoons, ladles
cleavers, knives
pair of kitchen scales¹¹

PRESIDENT JOHN QUINCY ADAMS

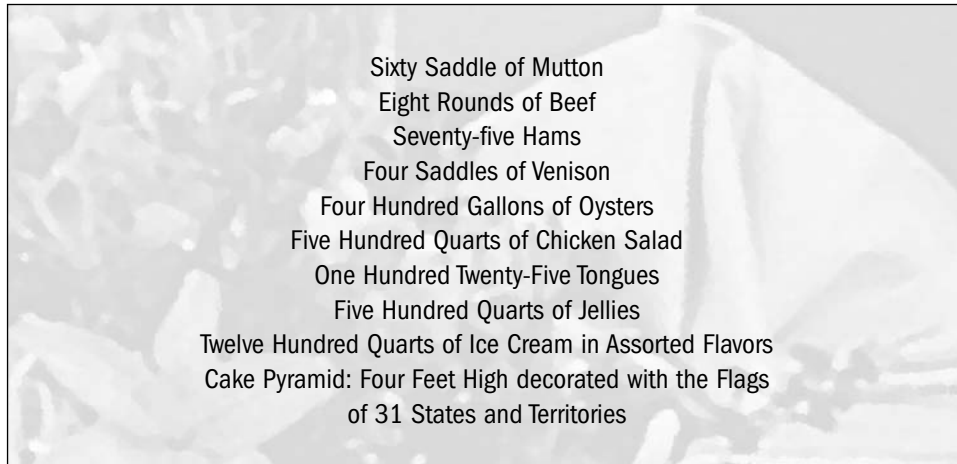
By 1825, the John Quincy Adams family occupied the White House. The following describes a levee, or reception, held in 1829:

Gentlemen and ladies both attend, arrive about eight and leave about ten. The company is treated with coffee, tea and a variety of cakes, jellies, ice-cream, and white and red wine, mixed and unmixed, and sometimes other cordials and liquors, and frequently with West Indian fruit; all of which are carried about the rooms amongst the guests, upon large trays by servants dressed in livery.¹²

PRESIDENT JOHN TYLER

Like Thomas Jefferson, John Tyler favored informality blended with fine cuisine. A gala ball held in the White House in 1845, near the end of Tyler's presidency, featured:

. . . enormous bouquets of flowers filling the rooms and side tables loaded with every imaginable delicacy. The atmosphere radiated luxury and extravagance. The evening was a huge success and much talked of for years to come. There were many parties given during the holiday season for Washington officialdom. Always the tables were laden with substantial and var-



🌿 Figure 1.15 🌿

PURCHASING REQUIREMENTS FOR
BUCHANAN'S INAUGURAL BALL MENU

(Source: Cannon and Brooks, *The President's Cookbook*, 1968, p. 221)

*ied foods. Roast ham, a saddle of venison or some other heavy roast, roast wild ducks, or other poultry was in evidence. Enormous supplies of home-made cakes and puddings were on hand. Punch, madeira, and the ubiquitous champagne were ready. Such galas usually began around eight o'clock and ended at eleven.*¹⁵

🌿 **PRESIDENT JAMES BUCHANAN** 🌿

James Buchanan brought the formal elegance of European society back to the White House, enlisting a French caterer named Gautuer to reign over the White House kitchen. Figure 1.15 itemizes the purchasing arrangements to fill the menu for Buchanan's inaugural ball, to which 5,000 guests were invited on March 4, 1857.

🌿 **PRESIDENT ABRAHAM LINCOLN** 🌿

President Lincoln's second inaugural ball in 1865 was not to be overshadowed by the ongoing Civil War. The menu in Figure 1.16 reflects the diverse cuisine styles of the first 100 years of the American presidency, combining the nation's bounty of foods so evident at Washington's table with the influences of French cuisine.

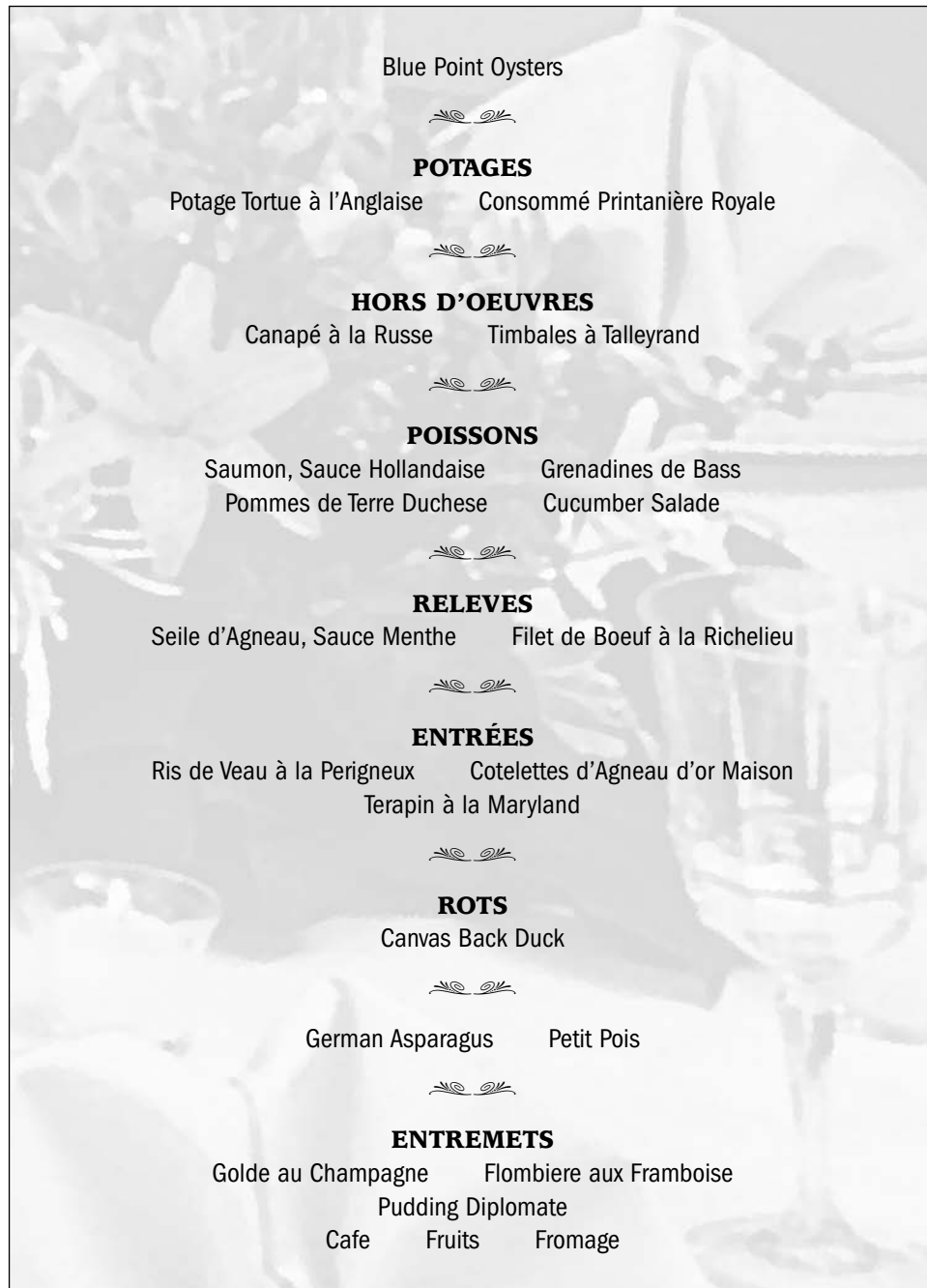
At the beginning of the twentieth century, the formal seven-course French menu in Figure 1.17 was served on the occasion of a state dinner at the White House.

STEWES					
Oyster Stew	Terrapin Stew	Pickeled Oysters			
~ ~ ~					
BEEF					
Roast Beef	Filet de Bouef				
Beef à la Mode	Beef à l'Anglaise				
~ ~ ~					
VEAL					
Roast Leg of Veal	Fricandeau	Veal Malakoff			
~ ~ ~					
POULTRY					
Roast Turkey	Boned Turkey	Roast Chicken			
Grouse	Quail	Venison Pâtés	Pâté of Duck en Gelee		
Pâté de Foie Gras		Smoked Hams			
Tongue en Gelee		Tongue Plain			
~ ~ ~					
SALADS					
Chicken	Lobster	Ornamental Pyramids			
~ ~ ~					
DESSERTS					
Nougat	Orange	Caramel with Fancy Cream	Candy		
Coconut	Macaroon	Chocolate	Cakes and Tarts		
Almond	Sponge	Belle Alliance	Dame Blanche		
Macaroon Tart	Tarte à la Nelson	Tarte à la Orleans			
Tarte à la Portugaise	Tarte à la Vienne	Jellies and Creams			
Calf's Foot and Wine Jelly		Charlotte Russe			
Charlotte à la Vanilla	Ice Cream Vanilla	Lemon White Coffee			
~ ~ ~					
FRUIT PIES					
Strawberry	Orange	Lemon	Grapes	Almonds	Raisins
Coffee and Chocolate					

~ ~ ~ Figure 1.16 ~ ~ ~

PRESIDENT LINCOLN'S INAUGURAL BALL MENU, 1865

(Source: *The President's Cookbook*, 1968, p. 235)



❧ Figure 1.17 ❧

STATE DINNER AT THE WHITE HOUSE

(Source: Ziemann and Gillette, *The White House Cookbook*, 1906, p. 481)

🌿 PRESIDENT ULYSSES S. GRANT 🌿

Diverse influences in menu planning created changes in the White House kitchen from one administration to another. In 1877, President Grant served the menu in Figure 1.18, to President-elect and Mrs. Rutherford Hayes. A combination of American foods served in the classical French dinner format, accompanied by the appropriate wines for each course, this menu embodies the marriage of American cuisine and traditional French dining customs.

🌿 PRESIDENT FRANKLIN ROOSEVELT 🌿

President Franklin Roosevelt served the informal American cuisine menu shown in Figure 1.19 to General Charles de Gaulle for a working lunch in 1944. In marked contrast to this simple meal is the highly formal French menu in Figure 1.20, served by President Nixon to the French president Georges Pompidou and his wife in 1970.

🌿 THE KENNEDY PERIOD 🌿

Jacqueline Kennedy was the individual who, next to Thomas Jefferson, most significantly influenced the style of banqueting in the White House. Her personal interest in the quality and style of cuisine and service for White House functions changed the patterns followed in previous presidencies. Mrs. Kennedy, like Jefferson, dramatically changed the menu format, reducing the number of courses



🌿 Figure 1.19 🌿

ROOSEVELT-DE GAULLE LUNCHEON MENU, 1944

(Source: Rysavy and Leighton, *A Treasury of White House Cooking*, 1972, p. 140)

Sherry	Consommé Imperial Bisque de Grevisse Woodcock Patties* Salmon
White Wine	Roast of Beef Breast of Pheasant Crawfish Pudding Goose Livers
Roman Punch	Turkey Artichokes Canvasback Duck
Red Wine	Sweet Warm Dish**

* Woodcock is a small game bird that was common to the East Coast of the United States.
** A form of dessert pudding.

Figure 1.18

PRESIDENT GRANT'S MENU, 1877

(Source: Cannon and Brooks, *The President's Cookbook*, 1968, p. 279)

from seven to four or a maximum of five, as seen in Figure 1.21. The emphasis on simple elegance that marked Jefferson's banqueting style came full circle 165 years later with Jacqueline Kennedy's effort to imbue the White House with a similar style. This change reflected contemporary dining trends and reduced the overall dining time, allowing more time for the evening entertainments that became a hallmark of the Kennedy presidency, as seen in Figure 1.22.

Le Salmon Lafayette Le Contre-filet de Boeuf aux Cèpes Les Pommes Nouvelles Les Asperges Fraîches Hollandaise Le Laitue de Kentucky Le Fromage de Camembert Le Melon Glacé à la Vigneronne Les Petits Fours
--

Figure 1.20

PRESIDENT NIXON'S MENU FOR PRESIDENT POMPIDOU

(Source: Rysavy and Leighton, *A Treasury of White House Cooking*, 1972, p. 107)

**DINNER**

*Almaden
Pinot Blanc*

Vôl-au-Vent Maryland

*Château
Haut-Brion
1953*

*Gigot d'Agneau aux flageolets
Tomates grillé
Épinards à la crème*

*Cuvée Dom
Pérignon Brut
1952*

Mousse aux Concombres

Bombe Glace Caribienne

**The White House
Tuesday, November 7, 1961**

Figure 1.21

KENNEDY WHITE HOUSE MENUS.

(Source: Lincoln, *The Kennedy White House Parties*, 1967, p. 11)



DINNER

Inglénook
Pinot *Boston sole Diplömäte*
Chardonnay

Roast sirloin of beef Chevreuse
Château *String beans with almonds*
Corton-Grancey *Braised endive*
1959

Galantine of chicken
Green salad

Dom
Pérignon
1955 *Charlotte Plombière*

The White House
Tuesday, October 1, 1963

Figure 1.21
 (CONTINUED)



Figure 1.22

KENNEDY WHITE HOUSE ENTERTAINMENT

(Source: Lincoln, *The Kennedy White House Parties*, 1967, pp. 154–155)

The subsequent administrations of presidents Johnson, Carter, Reagan, George H.W. Bush, Clinton, and George W. Bush have all brought their particular influences to the format of White House dining, from barbecues to clambakes to formal state dinners. It was Jacqueline Kennedy, however, who made the greatest mark on the traditions of White House dining in the twentieth century.

Summary

Modern banqueting has its roots in the traditions of the Greeks and Romans. The Greeks introduced the hors d'oeuvre course, to which the Romans added up to 20 courses as they furthered the development of the banquet feast. From this elaborate format evolved the three-course medieval menu, which presented as many as 25 menu items with each course.

The menu format revisions of the late-eighteenth and nineteenth centuries transformed the three primary courses with multiple dishes into a series of nine courses, each featuring an individual menu item. These revisions were incorporated into menus throughout Europe and America in a variety of formats.

The history of American banqueting begins with the feasts of the Native Americans. The menu formats of early colonial American banquets were primarily influenced by England. French cuisine and menu formats initially threaded their way to the colonies via English recipes and customs. The emigration of French royalists during the French Revolution accelerated the assimilation of both French cuisine and menus with American banqueting customs. Thomas Jefferson greatly aided the development of American banqueting during his years in the White House. His simplification of the menu and emphasis on wines were major elements in the development of a style of banqueting that prevailed over the next 165 years of White House functions. During the presidency of John Kennedy, banquets were enhanced by the contributions of Jacqueline Kennedy. Like Jefferson, Mrs. Kennedy preferred menus of simple elegance that concentrated on a high quality of food and service.

The records tracing the development of the banquet menu throughout the centuries provide a rich and exciting chronicle of food items, recipes, and traditions. Many of these food items and recipes endure in our contemporary food customs.

Endnotes

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 Questions 

1. How did the dining customs of Greek and Roman societies influence contemporary menus and food items?
2. In what period of history did the three-course banqueting menu become established?
3. What historical references and meals can be used to identify food preparation styles, dining customs, and methods of service?
4. Identify food items from the historical menus that are offered on contemporary restaurant and catering menus.
5. Identify the similarities in the contributions of Thomas Jefferson and Jacqueline Kennedy to the development of banquet menus and services in the White House.



Chapter Two



Styles of Catering Operations

 **Key Terms** 

Off-premise

Operational styles

Contract feeding

Home replacement

Menu duplication

Customer profile

Subcontractor

Independent caterer

Restaurant concept




 **What You Will Learn in This Chapter** 



Catering operations can be found in a wide range of facilities and business formats. This chapter reviews small independent catering companies handling small numbers of guests to large catering services set up as corporate businesses. This chapter summarizes the ways that catering services are incorporated into foodservice operational styles for full-service restaurants to country clubs and high-end gourmet food stores and delicatessens. The services offered by catering operations are also reviewed. Each operational catering style is discussed relative to location, customer profile, style or concept, staffing, physical layout, cuisine, and menu. The chapter also presents an off-premise catering organizational guideline that lists the many requirements, questions, and details necessary for successful off-premise events.

Catering operations, both stand-alone facilities and those that are part of a larger hospitality business, exist in a wide variety of formats or styles. Most common are those that are readily identifiable: private rooms in restaurant operations, hotel facilities, and independent catering facilities. The increased demand by the international public for private function space outside of homes and businesses has allowed the catering segment of the foodservice sector of the hospitality industry to be a leader in the growth of both facilities and revenue.

Forward-thinking foodservice businesses, from fine dining restaurants to delicatessens, incorporate catering services into their operations in recognition of the expanding market for prepared foods. Off-premise catering and takeout services offer an excellent way for hospitality businesses to increase revenue with minimal costs.

This chapter summarizes the ways in which catering services have been incorporated into foodservice operational styles, providing operators with techniques and methods for expanding the profit-making potential of their businesses. The categories of foodservice operations offering catering services addressed in this chapter are:

-  Full-service restaurants
-  Hotel food-and-beverage facilities
-  Catering halls
-  Independent caterers
-  Country clubs

-  Contract feeding
-  Gourmet food shops and delicatessens

Services in a foodservice operation are the opportunities management makes available to the customer to purchase food, beverage, entertainment, and ancillary services. Services include:

-  Table food services
-  Packaged-takeout food services
-  Beverage services
-  Entertainment services
-  Business-meeting services
-  Conference and convention services
-  Contract-feeding services
-  Off-premise foodservice
-  Home-replacement foodservice



Full-Service Restaurants

Full-service restaurants can offer a variety of catering services to their customers. Before any decision is made to offer these services, however, six important factors should be considered:

1. Location
2. Customer profile
3. Restaurant style or concept
4. Staffing capabilities
5. Restaurant physical layout
6. Cuisine and menu offerings

Additional material on identifying and developing these factors is presented in Chapter 3.

LOCATION

The proximity of the restaurant to office complexes and centralized business areas helps establish the focus of the catering service on business or social marketing efforts.

Businesses in the twenty-first century are spread from urban centers to suburban locations in office parks. Central urban locations offer a concentrated market

for both office delivery and takeout. A significant factor in developing the market for business catering is that service is generally required during the business week, leaving weekend periods free to service social events. In addition, locations such as museums, concert halls, and historic sites offer interesting venues for catered functions for both local businesses and conventions.

Both urban and suburban restaurants can successfully develop social catering businesses. Suburban locations are generally more appropriate for social catering to private homes, clubs, churches, and other facilities. Delivery to urban locations can pose security and logistical problems, creating additional costs for transportation and service labor.

Population density also affects the volume of anticipated catering business. Restaurants situated in rural areas with low population density cannot expect immediate high volumes of catering business. Areas of high-density population yield a variety of catering opportunities that steadily increase in volume through referrals and reputation.

The location of the restaurant building plays a role in determining the type of catering services it offers. Storage facilities, expansion possibilities, and access to major transportation routes are factors important to catering-service production.

CUSTOMER PROFILE

Restaurants have the advantage of a built-in customer pool from which to market in-house and off-premise catering services. In addition, the association with a restaurant's reputation helps expand the possible market to include new business and social clients.

The market profile should classify customers as business or social catering clients, designated by income bracket. In addition, the range of activities for which each customer pool needs catering services should be researched as thoroughly as possible. This information supports the development of package programs along with potential menus and accompanying pricing concepts.

STYLE OR CONCEPT

The style, concept, or theme of the restaurant should be taken into consideration when planning potential catering services. Off-premise catering services need not blend with the facilities offered by the restaurant. On-premise catering services should, however, be designed to function within the restaurant facilities.

FACILITIES

Facilities are a major factor in the ability of a restaurant to provide on-premise catering. The ratio of catering functions to restaurant services that can be handled at a given time depends on the size and flexibility of the physical plant. Small private parties are often incorporated into the general dining-room setting. Large parties must,

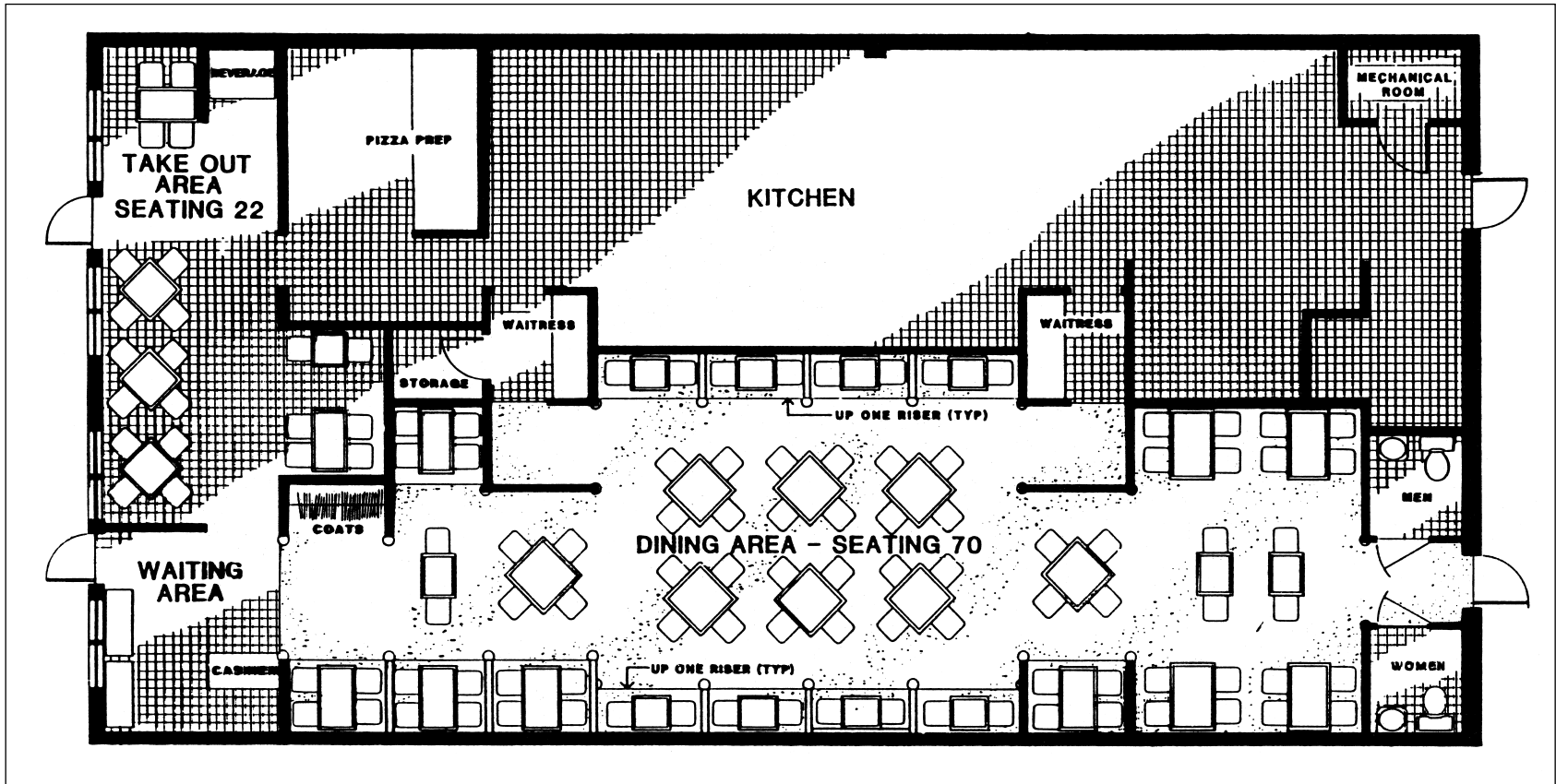


Figure 2.1
RESTAURANT FLOOR PLAN

however, be given facilities separate from the general public. The restaurant floor plan in Figure 2.1 outlines flexible catering space for a full-service restaurant operation. This restaurant has a private dining room and bar facility with a dance floor that can also be used for additional restaurant seating during busy periods and holidays. Flexible facilities such as these allow a restaurant to maximize revenues.

Many restaurants offering on-premise catering schedule large parties such as weddings, anniversaries, luncheons, and dinners on days and at times when the restaurant is not otherwise open. Often, catering business must be refused because sufficient on-premise facilities are not available. When management is continually turning away catering business, a decision must be made about how the restaurant can balance the development of catering with full-service dining.

Kitchen facilities play a major part in determining when and how catering-service demands can be met. Kitchen equipment must be flexible, allowing for volume production to take place simultaneously with à la carte restaurant service. The kitchen cooking load and holding capacity of ovens and auxiliary equipment is important in determining whether a kitchen is used to capacity during busy times.

Storage and refrigeration facilities determine the amount of food products available at any given time. The cost of waste from food spoilage due to lack of refrigeration and freezer space can dilute the profit from additional catering business. For further discussion of equipment capability for catering service, see Chapter 11.

CUISINE AND MENU

The primary cuisine and menu offerings of a restaurant constitute one of the most important considerations for on-premise catering. As discussed earlier, off-premise catering services need not be identical to those offered at the restaurant for full-service dining.

Purchasing and production requirements are crucial to the successful development of catering services. On-premise catering should offer menu items that duplicate the established menu as closely as possible in order to enhance production capabilities. Surrounding items, such as vegetables and starches, are the most effective areas to duplicate. Kitchen production is more efficient when the number of surrounding menu items is limited. Profitable and effective purchasing for catering functions requires that the ingredients for menu items be the same as, or similar to, those on the restaurant menu. This allows the purchasing agent to place orders for maximum volume pricing and quality.

OFF-PREMISE CATERING

The decision to participate in off-premise catering requires a thorough review of a restaurant's resources. A successful in-house catering program can lead management to perceive that taking on the challenge of off-premise catering will not cause operational difficulties.

Several problems must be anticipated regarding the off-premise facilities in which the final production and service for functions takes place. During on-premise catering functions, service staff can often work between private parties and the dining room, filling in where needed, while the kitchen staff functions as usual, having prepared for the increased production load. In order to service off-premise functions, however, a separate waitstaff needs to be scheduled. In addition, at least one member of the kitchen production staff must be assigned to the function and unavailable to the restaurant kitchen for the time period of the off-premise function.

Equipment and food must be transported both to and from the off-premise function location. Hot food and cold food must be kept at specific temperatures to prevent spoilage. A refrigerator truck may be necessary at certain times of the year. Transportation routes and problems involving traffic congestion must be considered in the timing of deliveries.

Subcontractors may be necessary for equipment such as tables, chairs, dishes, glassware, linens, dance floors, and tents. The extent to which a restaurant commits to a full-service catering business determines the amount of extra effort required to handle the increased business. Planning for off-premise catering requires attention to detail. Contingency plans for bad weather, delays in food transportation, and the failure of on-site equipment to function properly should be established in advance so problems can be dealt with expediently as they arise. Additional costs are incurred when solutions to these situations are not planned for. Contract prices must include these contingencies, or management will find that overall costs are higher than the fees charged to the customer for food and services. The off-premise catering organizational guide in Figure 2.2 outlines the areas of operational concern.

TAKEOUT

Takeout service is the most profitable way for restaurants and catering services to increase revenues without increasing costs. Because takeout service does not require extra seating, instituting it generally does not require an operation to expand its facilities beyond accommodating takeout customers with a pickup and waiting area. Kitchen production can plan and schedule to handle large increases in volume for short time periods. In addition, takeout does not require the additional expenses incurred by table service for glassware, linens, flowers, menus, and entertainment. Disposable dishes, plastic flatware, and a carrying container are the basic requirements for takeout service. Successful takeout service does, however, require planning to assure that customers receive menu items in satisfactory condition. As with the catering menu, the selection of takeout menu items should be drawn from the restaurant menu in order to maximize purchasing and production efforts.

Client: _____
Date/Time: _____
Function/Theme: _____

FACILITY:
Address: _____
Contact Name: _____
Phone: _____ Fax: _____
E-Mail: _____ Cell Phone: _____
Routing Directions: _____
Travel Time: _____

LOCATION:
Indoor _____ Outdoor _____
Loading Area _____
Challenges _____

Square Footage _____

Energy Sources
Gas/Electric _____

Water Sources: Hot _____
Cold _____

Lighting Availability _____

Staging On-Premise _____

Figure 2.2

OFF-PREMISE CATERING ORGANIZATIONAL GUIDE

Equipment On-Premise

Kitchen _____
Prep Area _____

Sinks _____
Refrigeration _____

Freezer Space _____

Range Tops _____

Ovens _____

Microwave _____

Grills _____

Indoor _____ Outdoor _____

Other _____

Dishwasher Availability _____

Dishwasher Location _____

Loading for Kitchen _____

Service Area

Banquet Boxes _____

Service Station Areas _____

Equipment on Property _____

Figure 2.2
(CONTINUED)

Equipment Needs: Kitchen			
Item	Source	Delivery	Cost
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Equipment Needs: Service			
Item	Source	Delivery	Cost
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Tenting
 Size _____
 Floor _____
 Heaters/Fans _____

Décor/Theme Accessories

Floor Plans/Layout

Audiovisual
 Protection Equipment _____
 Screens _____
 Sound _____

Figure 2.2
 (CONTINUED)

Energy and Power Needs

Entertainment

Number of Performers _____

Rehearsal Time _____

Performance Time _____

Backstage Space Requirements _____

Contact Name _____

Phone _____ Fax _____

Food and Beverage

Menu _____

Service Setup _____

Staff Requirements

Captains _____

Servers _____

Bartenders _____

Permits/Licenses

Food Sanitation _____

Off-Premise Beverage License _____

Special Effects/Sound Permits _____

Parking Permit _____

Event Permit _____

Occupancy Permit _____

Insurance

Proof of Workman's Compensation

Proof of Liability Insurance

Proof of Liquor Liability

Figure 2.2
(CONTINUED)

Parking

Guest Parking: Number of Spaces _____

Location _____

Restrictions _____

Valet Service Company _____

Phone _____

Staff and Equipment Parking: Number of Spaces _____

Location _____

Restrictions _____

Signage _____

Contracted to _____

Phone _____ Fax _____

Restroom Facilities

Type and Number: Male _____ Female _____

Handicapped Location _____

Signage _____

Emergency/Security Management

Ambulance On-Site _____

First-Aid Location _____

Security Management Contact _____

Phone _____ Fax _____

Number of Security Staff _____

Emergency Evacuation Plan _____

Fire-Exit Locations _____

Signage and Lighting _____

Trash Removal

On Site _____

Contract Removal Contact _____

Phone _____ Fax _____

Figure 2.2
(CONTINUED)

<p>Special Conditions _____</p> <p>_____</p> <p>_____</p> <p>Weather Contingency Plans _____</p> <p>_____</p> <p>_____</p>
--

Figure 2.2
(CONTINUED)






Hotel Food-and-Beverage Facilities

The hotel food-and-beverage department provides food-related guest services throughout a hotel, conference, or resort property. Outlets for food-and-beverage services can include the following:

-  Full-service restaurant
-  Coffee shop
-  Catering facilities
-  Room service
-  Recreational areas
-  Lobby area bars
-  Food market or delicatessen

Food items for these combined foodservice areas are provided from a central kitchen, with the exception of large hotel facilities, where satellite kitchens provide auxiliary production and service areas. An executive chef supervises production for all areas, consulting with the manager of each foodservice area.

Of the seven foodservice areas, catering affords the opportunity for the greatest profit, in addition to yielding much-needed cash flow during periods when room sales are slow. Hotel catering services are usually classified as:

-  Business
-  Convention or conference
-  Social

The volume of catering service a hotel is capable of producing depends on the size and number of facilities that can be used for private functions, as well as the availability of production and service staff and related equipment.

The primary catering market for a hotel is based on three factors:

1. Location
2. Hotel facilities
3. Customer profile

LOCATION

The location of a hotel determines the demand for in-house catering. *In-house catering* is defined as guest-related foodservice functions associated with business meetings, conferences, conventions, and social concerns.

A hotel with a remote location focuses its catering efforts on the business booked into the hotel. Resort locations often provide additional opportunities for catering services at sports facilities and landscape venues throughout the property.

A hotel with a suburban or downtown location can expect to develop a large volume of outside catering business, both business-related and social, in addition to conferences and conventions. The Chicago Hilton, located in downtown Chicago, breaks down its annual catering business into the following percentages:

- 65 percent conference and convention
- 35 percent outside social

The amount of combined catering business that can be handled at any one time in a hotel is based primarily on the number and size of the available facilities. The major function rooms are usually referred to as the *ballroom areas*. These are complemented by a series of meeting rooms, some adjacent to the main ballroom area and some located in other parts of the hotel.

The diagram in Figure 2.3 shows the variety of catering and meeting-room facilities available at the Flamingo Hilton in Las Vegas, Nevada. The main facility is a ballroom that seats 1,620 guests for banquets and 2,400 for theater-style meetings. Adjacent to the ballroom are a series of connecting function rooms. These lead to another series of rooms that begins with an open reception foyer and leads to a second ballroom seating 600 for dinner. An open terrace is adjacent to these rooms, offering an outdoor reception, dining, and entertainment venue. Private meeting rooms are available in other locations throughout the hotel.

CUSTOMER PROFILE

The customer profile for hotel catering services is made up of both business and social clientele. Customers who use the hotel as a location for two- or three-day meetings consider meal functions part of the total meeting package. This arrangement not only enables customers to work within a budget that covers the

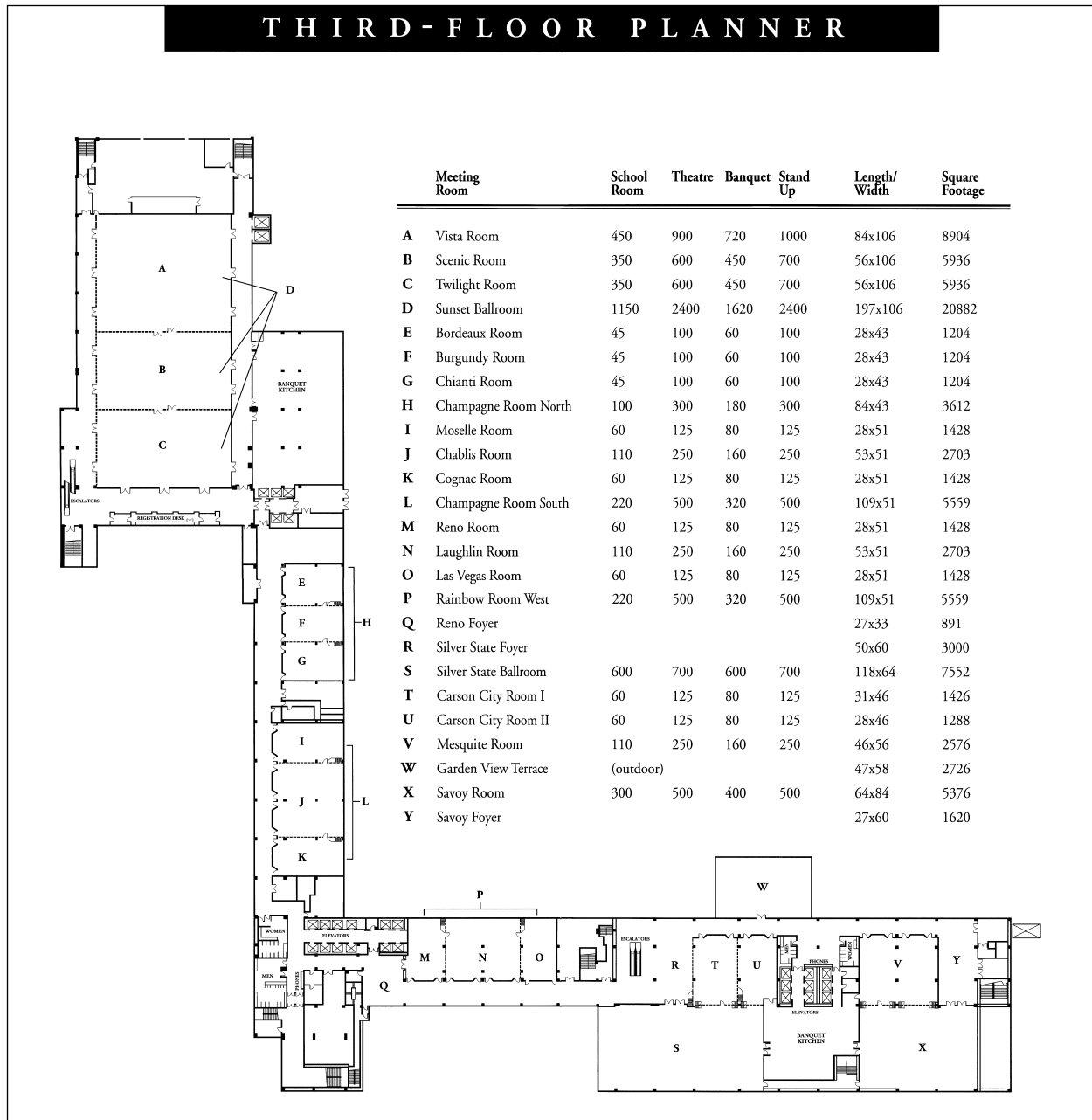


Figure 2.3

THE FLAMINGO HILTON'S FLOOR PLAN
 (Courtesy of the Flamingo Hilton, Las Vegas, Nevada)

entire project but also fits with an approach to planning catering functions that considers the success of the overall meeting rather than each individual function. The catering manager is generally responsible for creating a menu plan for the entire program along with theme functions and special events.

The target market for hotel catering functions comprises customers who reflect the social, business, and economic profile of the community. Hotel catering

services attract a wide base of customers with a broad range of requests. Customers who plan business functions regularly are familiar with the catering staff and services of the hotel. Their needs are often quickly identified and provided for. Customers who plan social functions on a one-time basis, however, need more personal guidance through much of the planning stage. Pricing is a primary concern of this customer group.

OFF-PREMISE

Hotel food-and-beverage departments are often requested to handle the arrangements for functions held away from the hotel property. If a company wants to retain as much revenue as possible from business, convention, and social customers, an off-premise catering policy should be developed.




Using the organizational guide in Figure 2.2, hotel catering departments can easily develop an off-premise catering program. Often, hotels have the facilities in place to offer a limited menu of takeout items. Figure 2.4 shows the takeout menu from the Baur au Lac Hotel in Zurich, Switzerland. The hotel operates a wine store and charcuterie in a storefront outlet on hotel property. The items offered to the general public on a takeaway basis are chosen because the hotel feels they meet its food-and-beverage standards even when subjected to the challenges associated with handling by customers away from the hotel property. The menus offer both à la carte dinner items and buffet menus. In addition, a wide selection of party foods is available.

Hotels have the advantage over many private catering companies of being able to use their own equipment. In addition, kitchen and storage facilities are available to handle large volumes of both food and beverages, as well as equipment. If the volume of on-property business requires the use of hotel equipment, rentals can cover the additional needs, with costs being charged back to the customer.



Catering Halls

A catering hall is a facility, equipped with an on-site production kitchen and staff, that is dedicated to private parties. These facilities can offer a wide range of both in-house and off-premise catering services. The major factors influencing the market for a catering hall are:

-  Style or concept
-  Facilities
-  Customer profile

Catering halls offer customers a self-contained private function space independent of a hotel or restaurant. Many catering halls specialize in social functions

Entrées froides

	p.p.
Viande séchée des Grisons.....	Fr. 26.00
Régal des Grisons (viande séchée, jambon cru, salsiz)...	Fr. 20.00
Foie gras de Strasbourg.....	Fr. 34.00
Mousse de foie gras.....	Fr. 25.00
Melon (selon saison).....	Prix du jour
Salade de poulet.....	Fr. 21.00
Viandes froides assorties.....	Fr. 24.00
Salade niçoise.....	Fr. 19.00
Salade composée.....	Fr. 11.00
Tartare de saumon crû ou et fumé.....	Fr. 25.00
Salade de fruits de mer vietnamienne.....	Fr. 23.00
Vitello tonnato.....	Fr. 25.00
Roastbeef froid jardinière.....	Fr. 28.00

Barbecue et buffet de salades à partir de 30 personne

Sélections de salades de saison et sa garniture, sauce et salades
Grillades, sauces et beurre à votre désir **Prix selon votre choix**

Spécialités asiatiques (minimum 6 personnes) p.p.

Rouleaux de sushi japonais et californien	Fr. 45.00
Rouleaux de langoustines aux vermicelles de riz vietnamien	
Sauce cacahuètes et soja aux piments rouges	
Rouleaux de printemps aux légumes et pousses de soja	
Sauce aigre-doux	

Entrées froides

	p.p.
Caviar Oscière Malossol 100g	Fr. 125.00
Cocktail de crevettes (préparé avec sauce gourmet)	Fr. 19.00
Cocktail de homard (préparé avec sauce gourmet)	Fr. 51.00
Aiguillette de saumon moderne (garnie oeuf fourré, pointes d'asperges, concombres farci, sauce verte)	Fr. 27.00
Saumon fumé Frédéric (garni: oignons, câpres, olives, citron, raifort Chantilly)	Fr. 25.00
Truite fumée (garnie: oignons, câpres, olives, citron, raifort Chantilly)	Fr. 19.00
Anguille fumée (garnie: oignons, câpres, olives, citron, raifort Chantilly)	Fr. 19.00
Langouste montée parisienne (garnie: demi oeuf au caviar, pointes d'asperges, fond d'artichaut)	
minimum 10 médailles	Prix du jour

Potages et consommés

	p.p.
Crème d'asperges	Fr. 12.00
Bisque d'homard à l'estragon	Fr. 17.00
Consommé aux ravioli de ricotta à l'épinard	Fr. 12.00
Essence de queue de boeuf au sherry	Fr. 13.00
Potage Mulligatawny	Fr. 12.00
Gazpacho ou Vichyssoise (en été seulement)	Fr. 12.00

Buffet Campagnard

à Fr. 70.-- par personne, à partir de 20 personnes

Bouillon aux dés de moelle, croûtons
Saucisson en brioche
Jambon en pâte à pain
Carré de veau rôti primeurs
Boeuf bouilli vinaigrette
Plateau de fromages
Salades de pommes de terre, tomates,
concombre et haricots verts
Raifort Chantilly et sauce tartare
Tartes aux fruits de la saison
Meringue et crème double

Buffet chaud et froid

à Fr. 80.00 par personne, à partir de 20 personnes

Froid:

Crevettes en sauce gourmet
Mousse de foie gras
Panaché des Grisons
Truite, anguille, saumon fumés
Roastbeef froid
Cornet de jambon à la mousse de volaille
Terrine de poisson

Chaud:

Ragoût de fruits de mer au Pernod
Célestine de volaille Devonshire
Train de côte de porc rôti
Filet goulache Stroganoff
Riz, nouilles

Entremets:

Crème caramel
Mousse au chocolat
Tarte aux fruits de la saison
Glace vanille
Salade de fruits
Mignardises



Figure 2.4

THE BAUR AU LAC HOTEL'S TAKEOUT MENU
(Courtesy of The Baur au Lac Hotel, Zurich, Switzerland)

such as weddings and design the landscaping and building to enhance such events. The design is also often aimed at a particular segment of the customer market, depending on the location of the hall and the density and ethnic background of the surrounding population.

Catering halls may specialize in large functions, providing space for groups that cannot normally be accommodated in other facilities. Such halls are generally designed to host a wide range of social and business functions and a variety of special-event themes.

❧ FACILITIES ❧

The flexibility and often the originality of function spaces are important to the success of a catering hall. Customers are willing to travel considerable distances to social functions held in facilities that offer a unique setting or experience. Wedding receptions are often planned in locations over an hour away from the site of the ceremony so the bride and groom can have a specific setting for their reception. The Sheraton Moana Surfrider, seen in Figure 2.5, offers several venues



❧ Figure 2.5 ❧

WEDDING CEREMONY

(Provided by the Sheraton Manoa Surfrider and the Royal Hawaiian)

for wedding ceremonies and receptions. The people who organize annual social functions are constantly looking for new or unusual themes to draw attendees. Catering halls can provide the setting for special-event themes ranging from futuristic to country and western, offering menu and entertainment packages to match.

CUSTOMER PROFILE

The customer target market for catering halls, like that for hotels, is based on the social, business, and economic profile of the community. Catering halls, also like hotels, are available in a range of prices, generally appealing to customers looking for menu and function packages within a specific range of prices. Identifying a customer group toward which to target marketing efforts includes surveying the competition, establishing a price range, and determining geographic areas of the community in which potential customers live, based on demographic information such as annual income, family size, and age. Chapter 3 suggests methods of conducting market surveys and identifying customer profiles.

OFF-PREMISE CATERING

Catering halls have a great deal of flexibility with respect to the types of businesses they can solicit. The amount of off-premise catering that can be handled by an operation is limited only by the ability to service it. Location, transportation routes, and population density play major roles in determining this segment of the business. The ability to transport food and equipment and provide service and production staff are other limiting factors. Figure 2.2 is a checklist for organizing off-premise events.



Independent Caterers

Independent caterers are private businesses offering catering services to the general public. These businesses operate with and without permanent facilities of their own in which to hold functions. Those caterers who operate without a formal facility must arrange for kitchen production and storage space. Kitchen space can be rented from schools, churches, senior-citizen centers, and other institutional facilities with commercial refrigeration and production facilities. Storage space can be arranged in self-storage warehouse rental facilities that combine short-term leases with flexible storage space and 24-hour access. Other companies, such as Blackstone Caterers in Washington, D.C., have their own production facilities and warehouse space for handling large volumes of business.

Figure 2.6 shows the final minutes of preparation for a sit-down dinner. Chairs, tables, and the table setup necessary for such a function can be sourced through a local rental supplier. Many independent caterers focus on off-premise



Figure 2.6

OFF-PREMISE FUNCTION SET-UP
(Courtesy of Blackstone Caterers)

catering, maintaining only a small catering hall with limited facilities to house their production and storage needs. Their focus is on both business and social functions within a wide geographical area.

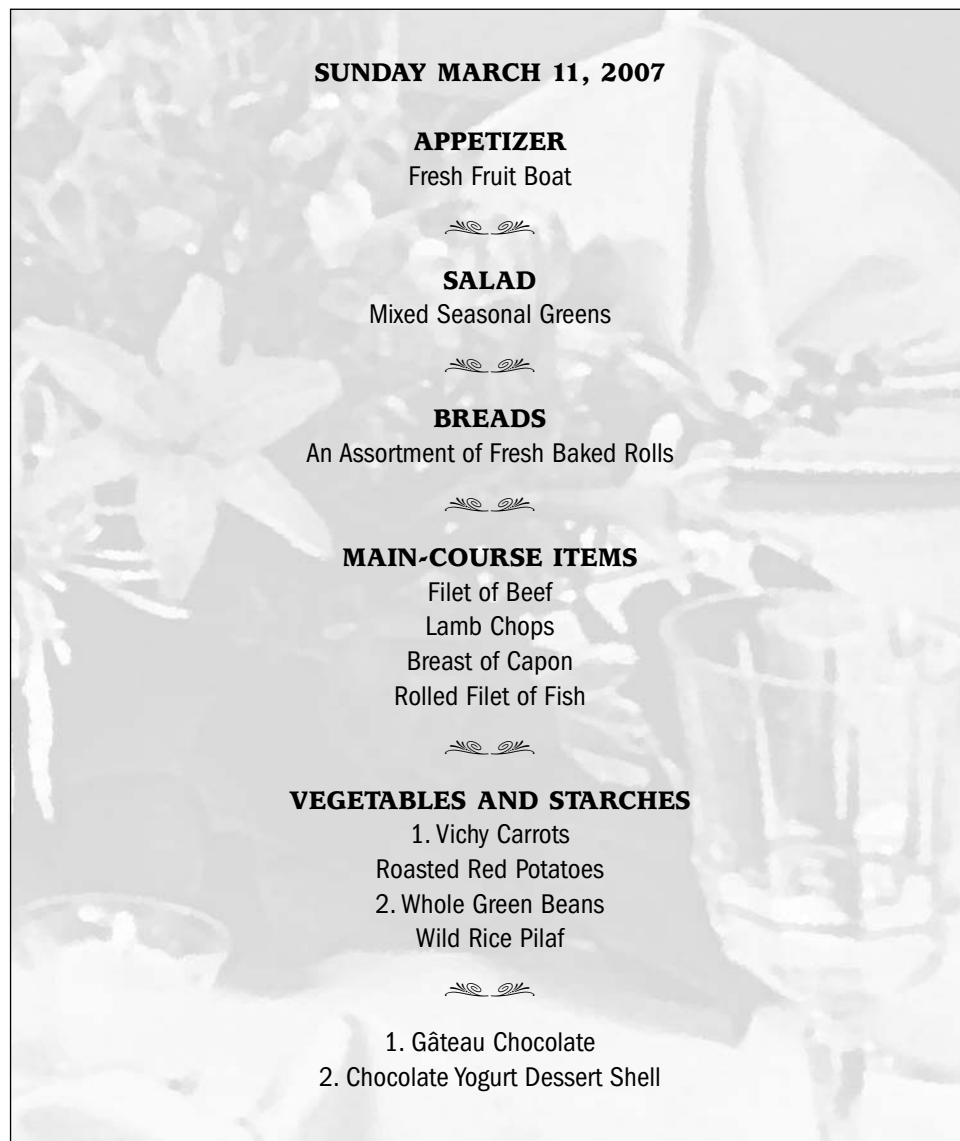
In order to successfully cater simultaneously to as many functions as possible, a catering company must be extremely well organized. Although equipment needs, staffing, and transportation are major concerns, the primary product, food, is the most important issue.

MENU DUPLICATION

The key to successfully providing catering services to a number of functions simultaneously is the duplication of as many of the menu items as possible in order to streamline kitchen production. All surrounding items, salads, and

desserts can be standardized. The main course selection should be limited, if possible, to three or four items on any given day. Menu items should be chosen for their ability to be precooked for completion in another location. Foods should have excellent holding properties and retain heat. An example of a catering menu selection for a busy Sunday is shown in Figure 2.7.

This menu offers one appetizer and salad and two choices of dessert. Dessert #2 is a chocolate dessert shell filled with frozen yogurt that can be preassembled or purchased frozen and transported to function locations within reasonable proximity to the main function kitchen. The gâteau chocolate and the breads are contracted from an outside baking source. The whipped cream served with the cake is a high-quality product from aerosol containers.



— — — — — Figure 2.7 — — — — —

OFF-PREMISE MENU SELECTION FOR A BUSY SUNDAY

The main course offers a choice of two meats, one poultry, and one fish. All four of these items fulfill the requirements for preproduction and holding properties. Two vegetable selections are offered—one appropriate for the meat dishes and one better suited to the poultry and fish—but both are acceptable for any of the main-course selections. Standardization procedures such as these minimize the problems of serving multiple parties in off-premise settings and ensure that food presentation is of the best possible quality.



Private Clubs

Private clubs are self-contained facilities that operate both full-service dining rooms and private function space along with a variety of food-and-beverage outlets. Such clubs are generally dependent on their membership for both dining room and catering business. Functioning as nonprofit organizations, clubs are, in many areas, prohibited by law from accepting or soliciting business from nonmembers. If such is the case, private clubs may, however, cater functions sponsored by members and attended by nonmembers, allowing them to service both social and business activities.

The factors that influence the success of restaurant and hotel catering services—location, facilities, and customer profile—affect private clubs as well. Off-premise catering services can also be offered to private-club members.

Private clubs may contract out their foodservice operation to a contract foodservice operator. An example of this type of arrangement exists between the Concord Inn of Concord, Massachusetts, and the local country club. The inn's management turned to the country club as a source of both kitchen production space and private function rooms. This inn's historic property, located in the middle of a crowded town, has no available adjacent property on which to develop additional catering facilities.

As a means of increasing food-and-beverage revenues without incurring capital expenditures, the catering management team had identified a market for off-premise catering in the suburban Boston area adjacent to Concord. Without additional kitchen production space, however, the project could not go forward. In addition, during heavy business periods throughout the year, the inn could not accommodate all of the requests it received for private functions on-property.

Through an arrangement with the local country club, management now not only has a satellite kitchen in a nearby facility but also can lease function space from the club on an as-available or as-needed basis. This alliance creates revenues and capitalizes on the needs of the Concord Inn and the facilities of the club. A sample of the inn's menu is shown in Figure 2.8.

*We cordially invite you
to share your wedding day
with us*

*Cocktail Reception
White Glove Service*

*Open bar with attendants throughout your function for three hours
serving name brand liquors, our house wines, champagne and beer*

A Fancy Selection of Hot Hors d'Oeuvres

(Choice of Three)

Caviar with Toast Points

Scallops wrapped in Bacon

Smoked Salmon Canapes

Teriyaki Sesame Beef Brochettes

Water Chestnuts and Snow Peas wrapped in Bacon

Chicken Satay with Peanut Ginger Sauce

Crab and Spinach Stuffed Mushroom Caps

Vegetable Egg Rolls

Chesapeake Crab Cakes

Goat Cheese Groustade

Petit Quiches

Spanakopita

Presented From a Skirted Table

Deluxe International Cheese Display on a Mirrored Platter

complemented with Crackers and Fruit

Fancy Crudite Display with House Dip

Chafing Dish Selections

Choice of one:

Swedish Meatballs

Chicken Marsala

Stir Fry Vegetables

Ratatouille Crepes

Chicken Etouffee

Stew of Wild Mushrooms with Fresh Thyme and Polenta

Pasta Station

Choose two pastas prepared in the room by a pasta chef

 Figure 2.8 

SAMPLE OF THE COLONIAL INN'S CATERING MENU
(Courtesy of The Colonial Inn, Concord, Massachusetts)

Appetizers*New England Clam Chowder**Beef Minestrone**Fresh Fruit Compote with Maple Yogurt Dressing**Rainbow Tortellini with Peas and Prosciutto**(Available at an Additional Cost)**Presentation of Chilled Shrimps with Cocktail Sauce* \$7.25 pp*Seafood Vol Au Vent* \$6.75 pp*Smoked Salmon with Champagne Salad & Toast Points* \$7.25 pp**Salads***Traditional Caesar Salad**Mixed Field of Greens with Raspberry Walnut Vinaigrette**Arugula Salad with Goat Cheese***Intermezzo***Fresh Lemon Sorbet in a Lemon Shell***Entrees***Roast Breast of Chicken with choice of one Sauce:* \$95.00 pp• *Green Peppercorn & Brandy Sauce*• *Teriyaki Sesame Glaze*• *Fresh Herb & Zinfandel Cream*• *Green Grape Chardonnay Cream*• *Farragon Asparagus Cream*• *Three Citrus Glaze**Duet Plate: Roast Tenderloin of Beef with Brandied Mushroom Sauce, served with one of the following:* \$105.00 pp• *Half Chicken Breast with One of the Above Sauces*• *Broiled Salmon with Lobster Caviar Cream*• *Seafood Mousse Stuffed Shrimp**Roast Tenderloin of Beef with Brandied Mushroom Sauce* \$110.00 pp*Oven Poached Salmon with Snowcrab, Asparagus and Bernaise Sauce* \$108.00 pp*Roast Prime Rib of Beef with Cracked Pepper Jus* \$110.00 pp*Sauteed Medallions of Veal with Raspberry Cream* \$110.00 pp*All entrees are accompanied by Rolls and Butter, Potato or Rice, and the Freshest Vegetable of the Season
Coffee, Tea, Decaffeinated Coffee***Dessert***Fruit Tarts**Chocolate Dipped Fruit Kabobs**Selection of Miniature Pastries**Vanilla Ice Cream and Strawberry Sauce**Dark Chocolate or Fruit Mousse**Please note: Above price per person includes entire package.**Above prices do not include 5% Massachusetts sales tax and 19% Service Charges*

12/97

Figure 2.8
(CONTINUED)

LOCATION

Clubs are divided into two classifications: private clubs and country clubs. Private clubs are usually situated in the downtown areas of larger towns and cities. The club facility is used primarily as a location for meetings, private dining, and social and business functions. Country clubs require a suburban location and usually promote a combination of golf, tennis, and boating as their primary recreational facilities. Private dining and catering facilities are located in the clubhouse.

Acceptability of location is based primarily on location and accessibility to major transportation routes. Downtown city locations can present parking and security problems for people traveling into the city.

FACILITIES

Club facilities can greatly influence the volume of catering business. Clubs offering spectacular settings, access to garden areas for outdoor functions, or well-designed interiors such as that shown in Figure 2.9, easily attract social business.



Figure 2.9

CLUB FACILITIES

(Courtesy of The Chicago Club, Chicago, Illinois)

OFF-PREMISE CATERING

The ability to accept off-premise catering function business is controlled by the same laws and regulations as the solicitation of nonmember business. Beyond these restrictions, the same considerations for restaurants and hotels concerning transportation, staffing, production, and service apply. The outline in Figure 2.2 suggests the operational considerations for off-premise catering for the majority of food-and-beverage operations. While the specifications apply to almost every business, each must create specifications in each operational area according to individual need, availability of services, and budget.





Contract Feeding

Contract-feeding companies provide institutions such as hospitals, schools, and businesses with in-house meal programs designed to meet specific needs. Food production and service is contracted for long-term periods with designated budget restrictions.

The contract-feeding segment of the foodservice industry has been growing steadily since the late 1980s. Major corporations, such as Marriott International, created large contract-feeding companies to service a wide range of customers. In the late 1990s, a separate company, Sedexho Marriott, was created. This company now operates independently of Marriott International, serving institutional customers internationally.

As food costs have increased and available labor has decreased, institutions and businesses have turned to outside contractors to operate foodservice programs. In most cases, these programs function as services to patients, clients, or employees as subsidized benefits, not as profit-making operations. Businesses find that using a professional contract foodservice operator to handle this area of operations significantly increases the quality of service along with client and employee satisfaction.

The major factors influencing the success of catering services within a contract-feeding location are:

-  Facilities
-  Customer profile

FACILITIES

Contract feeding can be offered in many kinds of dining-room and catering facilities. The type and number of facilities that can be used for function spaces within a business or institutional setting help determine the volume of in-house catering. Catering functions in these settings are usually related to the business, but open spaces can be used by private groups for social functions.

CUSTOMER PROFILE

Identifying the customer profile for large and diverse groups of people in a business situation is initially done by job classification level. Private dining-room service and business-meeting menu selections are based on the expectations associated with the job levels of the people who attend these functions.

The types of food products that are popular in a cafeteria depends on the profile of the employee population group. The proximity of the business to an urban center, the education level of the customer group, along with local and regional food preferences and subsidy budgets determine the range of food products offered.

OFF-PREMISE CATERING

Contract-feeding companies working for a business or institution are often called on to produce foodservice functions in off-premise locations. The organizational principles outlined in Figure 2.2 apply as equally to contract-feeding operations as to restaurants and catering companies.



Gourmet Food Shops and Delicatessens

Gourmet food stores often offer takeout foodservice along with gourmet food products. Many of the food products are used as ingredients in the prepared takeout food items. In some cases, a small seating area is offered for eat-in customers. The trend in home-replacement food is significant to this type of operation. Customers who want something beyond fast food for a take-home meal turn to establishments that can provide food they would like to have prepared for themselves. Home-replacement food is offered in several types of foodservice facilities including upscale supermarkets. Food items made available to individual customers often can also be ordered in advance for private parties and handled as a catering function.

This type of foodservice operation usually specializes in a regional or national cuisine. Menu items range from salads and sandwiches to fully prepared meals. The success of a gourmet food shop depends on two major factors: location and customer profile.

LOCATION

Gourmet food shops should be located where the customer profile supports the level of cuisine offered. Pricing for this type of foodservice operation is generally higher than delicatessens and supermarket-prepared and -packaged food items, requiring a customer base willing to pay for gourmet food products. Smaller independent caterers often operate out of this type of retail outlet, using the

facility for both production and storage, in addition to a means of advertising and promotion. Delicatessens are food stores that sell a variety of food products and offer both eat-in and takeout foodservice. The location should be reasonably close to the targeted customer base. Menu offerings range from sandwiches, salads, and pizzas to prepared meals to go. Takeout foodservice of prepared foods is a major business segment for this type of foodservice operation.

OFF-PREMISE CATERING

Delivery of in-office and at-home prepared food items can be a profitable extension of a delicatessen. From packaged lunches to party trays and platters, delicatessens often provide off-premise food items daily to a wide range of customers. The off-premise menu for Einstein Bros Bagels is shown in Figure 2.10. This menu capitalizes on the restaurant's bagel bakery while also promoting salads, sandwiches, and desserts. Seating for these restaurants is generally limited due to their locations in high-rent districts. Marketing takeout and delivery services creates revenues without significantly increasing costs.

Summary

The opportunities for foodservice operations to offer catering services are many and varied. Catering management in the first part of the twenty-first century will continue to expand in both volume and diversity as the demand for ready-to-serve prepared foods increases.

The ability of a foodservice operation to successfully offer catering services is affected by several factors, notably location, customer profile, facilities, and menu offerings, along with style or concept. These are some of the factors a business must consider before deciding which catering services to offer.

Off-premise catering can be very successful for independent caterers and problematic for full-service restaurants. Equipment and resources are the factors that will often determine how well an operation can conduct off-premise catering.

The availability of catering services is limited only by the ability of foodservice operations to provide them. Whether in the executive dining room of a large corporation or at a garden wedding, it is possible for foodservice operators from five-star hotels to delicatessens to provide high-quality food and service.

(text continues on page 58)



CASUAL CATERING FOR MEETINGS AND GET-TOGETHERS



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SERVED WITH OUR FLATBREADS

CHICKEN CAESAR SALAD

Mind Bagel Caesar served with our asiago & rosemary flatbread and one huge cookie. \$7.50 *Without Chicken* \$6.50

BROS BISTRO™

Mind Bagel Greens tossed with our raspberry vinaigrette, candied walnuts & gorgonzola cheese served with our asiago & rosemary flatbread and one huge cookie. \$6.95

ASIAN CHICKEN

All white meat chicken breast, rice noodles, mind bagel greens, asian veggies, peanut & chow mein noodles with low fat asian sesame dressing served with our peanut sesame flatbread and one huge cookie. \$7.95



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low fat BROCCOLI POPPYSEED COLESLAW
POTATO SALAD

Your choice of Side Salad served family style.
Serves 8-10 \$17.50

A LITTLE SWEET

COOKIE VARIETY BOX
A dozen assortment of our huge cookies packed in a neat little box.
Serves 10-12 \$14.99

HALF-DOZEN SWEETS

Your choice of any combination of 6
Brownies, Rice Crispy Treats or
Poundcake slices. \$9.99

*Coca-Cola® is a registered trademark of the Coca-Cola Company.

BOX LUNCHES

EACH BOX LUNCH INCLUDES UTENSILS, NAPKINS & CONDIMENTS.
ALL SANDWICHES SERVED WITH CHIPS, KOSHER PICKLE SPEAR
AND ONE HUGE COOKIE.

Add a side salad of
low fat Broccoli Poppyseed Coleslaw
or Potato Salad for \$1.00.

SPECIALTY BAGEL SANDWICHES

TRADITIONAL DELI

Your choice of 99% Fat Free
Turkey Pastrami, Smoked Turkey,
Ham, Tuna or Chicken Salad with
Cheese, Lettuce & Tomato.....\$6.95
with a side salad \$7.95

THE VEG OUT® Vegetarian

Reduced Fat Garden Veggie
Cream Cheese Shmear,
Feta Pine Nut Spread, Sprouts,
Lettuce, Cucumber, Tomato
& Marinated Onions.....\$6.50
with a side salad \$7.50

"HOLEY" COW™

Medium Rare Shaved Top Round
of Beef, Cheddar Cheese,
Zesty Horseradish Sauce,
Lettuce & Tomato...\$7.50
with a side salad \$8.50

MEDITERRANEAN Vegetarian HUMMUS & FETA

Hummus and Feta Pine Nut Spread,
Roasted Red Peppers, Tomatoes,
Red Onion & Cucumber...\$6.50
with a side salad \$7.50

THE TASTY TURKEY

Smoked Turkey,
Onion & Chive Cream Cheese,
Lettuce, Tomato, Sprouts &
Cucumber.....\$7.95
with a side salad \$8.95

NY LOX & BAGELS

Smoked Salmon on a Bagel
with Plain Cream Cheese, Tomato,
Sweet Onion & Capers.....\$8.50
with a side salad \$9.50



CHALLAH SANDWICHES

THE COBBIE™

Smoked Turkey & Peppercorn Bacon
with Avocado Spread, Lettuce, Red Onion
Tomato & Gorgonzola Mayo...\$7.95
with a side salad \$8.95

CLUB MEX

Traditional Club with Peppercorn Bacon,
Pepper Jack Cheese, Tomato, Lettuce, Red Onion
and a Zesty Ancho Lime Mayo...\$7.95
with a side salad \$8.95



BAGUETTE SANDWICHES

HAM & SMOKED GOUDA

Ham, Smoked Gouda, Tomatoes, Mind Bagel Greens™ and
Raspberry Grain Mustard...\$7.95 *with a side salad* \$8.95

ROASTED CHICKEN & SMOKED GOUDA

All White Meat Chicken Breast, Smoked Gouda, Tomatoes, and Mind Bagel Greens™
served with Raspberry Grain Mustard...\$7.95 *with a side salad* \$8.95

OUR BIG HERO

Smoked Turkey, Ham & Pepperoni, Provolone Cheese, Mind Bagel Greens™, Tomato,
Marinated Red Onions and Roasted Red Pepper with Balsamic Vinaigrette...\$7.95
with a side salad \$8.95

Figure 2.10

OFF-PREMISE MENU FOR EINSTEIN BROS BAGELS
(Courtesy of Einstein Bros.)

 Questions 

1. Identify the foodservice operations discussed in this chapter that offer catering services.
2. What are the services that catering businesses can offer to both private and corporate customers?
3. In this chapter, a variety of types of catering businesses are reviewed relative to six key factors. Identify each factor and discuss why it is important for each type of catering business.
4. What are the benefits of providing off-premise catering services to a private club, restaurant, or hotel? Identify challenges that can be detrimental to the primary business.
5. Discuss: Independent caterers have more flexibility than other types of businesses offering catering services.



Chapter Three



Catering
Foodservice
Development



Key Terms



Target market	Unit of analysis	Window of opportunity
Market survey analysis	Demographics	Menu program
Market segment	Customer profile	Primary customer group
Perceived value	Home meal replacement	Population group
Expendable income		



What You Will Learn from This Chapter



This chapter reviews the initial concepts and activities related to new business development. These include the market survey profile, development of a target market, and an analysis of the competition. In addition, feasibility estimates must be developed to determine if the business concept is feasible. All of these activities produce the information that provides the foundation for the formal business plan and a basis for deciding whether to continue developing the business concept.



Developing a Catering Business

The successful development of any business rests on a foundation of information identifying the market for the products or services offered for sale. The population group that represents the primary potential customer group is known as the *target market*. Information regarding the target market is gathered through market survey research conducted in the community.

The market survey analyzes the community in which a business is being developed, concentrating on four major segments of the market:

1. Customer
2. Competition
3. Community
4. Labor pool

Each of these four market segments contributes to the success of a foodservice operation. It is important to analyze the segments individually in terms of the type of product or service being offered. In order for a business to be successful, the following questions must be answered:

1. Who constitutes the target market that needs the product or service in the community?
2. Will the target market perceive a value for the product or service equal to the selling price?
3. Is the target market willing to pay for the product or service?
4. Will the business be competitive with others identified as offering a similar price/product/service to the target market?
5. Are sufficient skilled foodservice production and service personnel available within the community to fulfill the requirements of the business?



Market Survey Information

To provide complete information with which to analyze the market, an effective market survey must elicit the following information:

A. *Customer this has never been presented in a survey format before. To do so correctly will take time to design and create the questions in a correct format. Answer is no.*

1. Population breakdown by age
2. Percent population growth forecasted for next five years
3. Percent population growth forecasted for next ten years
4. Number of households
5. Number of two-income households
6. Average family income for 35–60-year-old population group
7. Average family size for 35–60-year-old population
8. Average education level for 35–60-year-old population group

B. *Competition*

1. Number of foodservice operations offering catering services
2. Number of independent catering businesses
3. Number of competitive catering businesses

C. *Community*

1. Number of overall businesses
2. Percent growth in past five years
3. Percent growth in past ten years
4. Percent of retail food and beverage sales to total retail sales
5. Anticipated growth of community for the next ten-year period
6. List of community organizations
7. List of community businesses
8. Percent growth of group meeting and conference business in last five years
9. Percent growth of travel/tourism business in last five years

D. Labor

1. Availability of trained foodservice production personnel
2. Availability of trained restaurant service personnel
3. Projected increase or decrease in overall labor pool in next five years
4. Availability of vocational and/or community-college foodservice programs
5. Community unemployment rate

The market survey results are analyzed according to the needs of the prospective business. The information from the market survey most valuable to foodservice businesses offering catering services indicates the primary influences on prospective customers to patronize a catering foodservice business. A discussion of the significance of these influences follows to help in understanding how to analyze market survey information.

1. *The availability of expendable income to pay for extra food services*

Unit of Analysis: Average family income for the 35–60-year-old population group (Customer item #6)

Due to its work patterns, social and business obligations, and family patterns, the 35–60-year-old group is the population segment most likely to use catering services. Family income should range upward of \$50,000 per year to be eligible for target market designation.

2. *Lack of time for food preparation*

Unit of Analysis: Number of two-income households (Customer item #5)
A high number of two-income households indicates a possible shortage of time for food preparation and a consequent need for prepared food products.

Community demographics and trends influence the patronage of catering businesses. In addition to economic trends, social, religious, and cultural movements within the community affect the volume and scale of catering functions.

3. *A population growth within the age groups that require catering services*

Unit of Analysis: Percent of population growth over five- and ten-year periods (Customer items #2 and #3)

Catering services are required by each population group identified. The 18–25-year-old group needs graduation parties, proms, and weddings; the 25–35-year-old group, weddings and social functions; and the 35–60-year-old group, social, business, and family-related functions. An anticipated population growth in the 35 to 60 age range indicates a healthy demand for catering services over a ten-year period.

4. *The availability of funds for community development and marketing*

Unit of Analysis: Percent of growth of community and businesses (Community items #2, #3, and #5)

Growth in the business community indicates possible availability of funds for community development, charitable as well as industry-oriented, and increased marketing efforts. Both of these factors indicate an increased demand for catering services for private business and social functions.

5. *Strong presence of charitable organizations*

Unit of Analysis: Community organizations (Community item #6)

A survey of community organizations that sponsor fundraising functions for charitable programs allows prospective caterers to assess the need for catering services for private parties.

6. *Strong interest from outside sources in holding meetings and conferences within the community*

Unit of Analysis: Community businesses (Community item #8)

A survey of hotels, conference and convention centers, and the chamber of commerce identifies the level of group meetings and conference business. Meetings lasting two days or longer often need outside sources for entertainment and function planning. Growth in this business segment indicates an increased demand for catering services.

Market survey information profiles the target market and begins to identify characteristics and trends important to the success of a catering business. Using these percentages and statistics as a foundation, management can form a complete picture of the customer, competition, and community. Additional research into the history of local business can also help in forecasting for the future.



Customer

Determining a customer profile for catering services is difficult due to the span of age groups participating in catered functions. Teenagers attend proms and banquets held in locations ranging from school gymnasiums to hotel ballrooms. Weddings are popular in the 20–25-year-old group. The 25–30-year-old group plans both business functions and weddings. The 35–60-year-old bracket uses catering services in settings from tennis tournaments to hospital picnics. Social and business occasions are increasingly served by caterers. The rising demand for home meal replacement, in addition to at-home functions, calls for everything from party trays to full-course dinners.

The shortage of time to prepare food causes many single and two-income families to turn to catering services.

The following customer profile emerges from the market survey and additional observations:

CUSTOMER PROFILE	
Age:	35–50
Average income:	\$70,000
Occupation:	professional
Family profile:	four members, two incomes

This information can be used to target direct-marketing efforts toward the customer group that matches the profile.



Competition

Competing businesses can often provide valuable information to new and developing operations. Catering services that have opened as independent businesses or recently been added to existing foodservice operations indicate the presence of customer and community need. Current trends in takeout meals and home meal delivery reflect both the need and receptiveness of local customers to catering services. The ongoing use of restaurant, charcuterie, and delicatessen services for home meal replacement indicates the customers' perceived value of the time required for home food preparation. Such customers are likely to take advantage of catering services.

A complete analysis of the competition requires a comparison of the variety of catering services, their menu items, and their pricing structure. Catering services often employ a package pricing format that includes food-and-beverage services along with entertainment or theme programs. It is important to identify the number and type of services contained in the packages of each competitive catering business in order to accurately compare prices.

The competition survey in Figure 3.1 outlines the information needed for each catering operation and foodservice facility offering catering services.



Analyzing the Competition

A comparison of competitive catering services reveals trends in private party formats, cuisine menus, themes, and entertainment concepts. The introduction of new theme and menu ideas into the catering market can *create customer* interest. Customers who use catering services on an ongoing basis are constantly looking for original ideas to highlight both business and social functions. The window of opportunity for new and established catering businesses exists in the identification of unique cuisine, entertainment, and theme concepts that result in high-quality food and service at a reasonable price.

Prospective caterers can use the information on the competition survey form to identify the direct competition and determine how their catering services can compete in the established marketplace. An understanding of why customers choose a certain caterer and facility is important in identifying the services or facilities needed by both customers and the community. Price is the primary determinant in the decision-making process for most customers. When, however,

the pricing structure for similar services is reasonably close, customers consider four additional major factors:

1. Availability
2. Location
3. Facilities
4. Service

Style of Catering Operation

Full-service restaurant _____

Hotel food-and-beverage facility _____

Catering hall _____

Independent caterer, delivery only _____

Country club _____

Contract foodservice _____

Charcuterie _____

Delicatessen _____

Other _____

Location

Address _____

Access to major roads _____

Available parking _____

Problems in locating _____

Services

Catering services in-house _____

Outside caterer allowed _____

Meal services available: breakfast _____ lunch _____

dinner _____ coffee service _____ other _____

Full or limited liquor license _____

Table-service styles _____

Entertainment _____

Business-meeting services _____

Conference and convention services _____

Concept and theme party services _____

Cuisine specialty _____

Figure 3.1

SURVEY OF COMPETITIVE CATERING OPERATIONS

Facilities

Number of function rooms _____

Total available seating _____

Breakdown of seating by function room _____

Decorative theme _____

Condition of exterior facilities _____

Condition of interior facilities _____

Dance floors: portable _____ built-in _____ size _____

Bars: portable _____ built-in _____

Floor plans available _____

Availability

Heavily booked _____ Some dates available _____

Many dates available _____

Heaviest booking period _____

Service Reputation

Food service: good _____ average _____ poor _____

Party-planning service: good _____ average _____ poor _____

Theme parties: good _____ average _____ poor _____

Entertainment: good _____ average _____ poor _____

Meeting services: good _____ average _____ poor _____

Overall follow-through: good _____ average _____ poor _____

Invoicing and billing: good _____ average _____ poor _____

Pricing: competitive _____ high _____ low _____

Marketing Materials

Menus _____

Presentation cover _____

Theme brochures _____

Floor plans _____



Maps to location _____

Other _____

Copies of attached _____

Completed by _____

Date _____


 Figure 3.1
 
 (CONTINUED)

AVAILABILITY

Customers have generally identified a specific date when they begin to plan a private function. Although they may have taken the precaution of choosing two or three alternate dates, one date is clearly preferable. The catering service that can offer both price and availability on the primary date will receive first consideration.

LOCATION

In the United States, because most guests drive to private parties, access to major transportation routes, personal security, and availability of parking influence the selection of the final location. Outstanding facilities or locations are often a primary factor in the customer's decision. The ballroom of the Hotel Del Coronado in San Diego, California, shown in Figure 3.2, is a historical structure and overlooks the Pacific Ocean. The ballroom offers a spectacular ocean view, and the interior of the room itself is an elegant setting. While the location of the property requires travel to a remote setting, customers are more than willing to accept the inconvenience in exchange for the facilities and the ocean view.



Figure 3.2

HOTEL DEL CORONADO BALLROOM

(Courtesy of the Hotel Del Coronado, Coronado, California)

❧ FACILITIES ❧

The specific needs of a private party can be the determining factor in the final selection of a facility. Social functions often require reception areas or outdoor settings for cocktail parties. A variety of function areas, dance floors, seating capacities, audiovisual equipment, and special-functions planning are just some of the facility demands customers may consider necessary to the success of their events. Tents, as shown in Figure 3.3, are a popular alternative function area for



❧ Figure 3.3 ❧

TENT FACILITY

(Courtesy of Aztec Tents and Events, Torrance, California)

catering events. Whether permanently attached to a hotel facility or set up temporarily for a specific function, tents have significantly widened the scope of available space for private functions. Tenting is used for sports events in open areas or to create a function space adjacent to private homes, museums, and other venues.

SERVICE

The reputation of a catering service for providing quality product, timely delivery, special customer attention, and creative events influences the customer's decision to select it. Customers consider all of these factors, when making their decision as seen in the following two examples:

Catering Service A: This company can provide service and facilities to match customer needs but does not have the preferred date available. If the customer is flexible with respect to the date, service and facilities will generally be the deciding factors in the decision.

Catering Service B: This company has an excellent location and is available on the preferred date. The facilities are not exactly what is needed but can be adjusted to the function. In this case, location and availability should sway the decision regardless of the compromise on facilities.

Community

Economic health is the single most important community factor affecting the success of a new catering operation. While fast food and casual family restaurants are considered necessary expenses by many people, full-service restaurants and catering services are not. These businesses are supported by expendable income availability that, in times of economic recession and uncertainty, becomes unavailable.

Communities, as well as individuals, adjust their dining and social activities according to the current economic situation. The U.S. economy in the last part of the 1990s flourished. As a result, both personal and community incomes rose, as did expendable income available for increased social activity.

Since 2002, however, many state and local governments are experiencing budgetary problems, forcing them to make significant cutbacks in both services and employees. It will be ill advised for these governments to support catered events such as awards dinners, employee picnics, and business functions when the job stability of many of their employees is questionable. On the other hand, economic difficulties can create the need for alternative funding for many community services, offering a potential market for catering operations with creative and unique special-event and fundraising ideas.



Labor

The availability of labor that is both skilled and able to work the flexible hours required by catering services is essential to the success of a catering business. Restaurants have full-time staff on call to work at catered functions. Independent catering businesses, however, operate with a skeleton staff of full-time employees supplemented by part-time help as needed. While this practice reduces the cost of employees significantly, a ready source of labor is always questionable. The two major classifications of labor that fulfill catering-service needs are kitchen personnel and service staff. Chapter 10 discusses hiring and personnel concerns at greater length.

Labor is one of the most critical supply areas in the foodservice industry for the first part of the twenty-first century. Trained waitstaff is difficult to find and retain. Labor turnover is often high, depending on the type of foodservice operation, geographical location, and average age of the staff.

The benefit of flexible hours and the guaranteed earnings offered by catering work is valued by every age group in the labor pool. Employees who work on a continual part-time basis generally know in advance when functions will be held and can accept work according to their personal schedule, taking into account the needs of family, education, and other jobs. Wages paid by catering services are based on federally mandated guidelines. Gratuities are charged as a percentage of the price of the food and beverages served and are divided equally among the servers.



Location

As location is a significant factor for the catering business, an off-premise catering company such as About Thyme, the case study in this chapter, relies on outside (external) facilities for function locations—private homes, country clubs, public facilities. The primary consideration about location for off-premise caterers is the distance that must be traveled to function locations.

On-premise catering companies must consider how guests will access the facility and the location of other businesses offering catering services. Catering facilities with unique locations or decorative themes can often be located close to competitive businesses without directly competing for customers. Hotels and restaurants offering catering services often have an established customer base. The decisions of restaurants and hotels to renovate or build new facilities should be based on a market survey analysis and feasibility study to determine the time line for a return on investment (ROI).

FEASIBILITY STATEMENT

An integral part of a development proposal for either a new catering business or additions to an existing business is to determine the feasibility of making a profit. Owners and managers need to estimate the amount of revenue and profit that can be achieved by these efforts based on the projected volume of business.





While a restaurant can forecast the volume of business based on the number of daily meal services and estimated table turnovers calculated according to the number of operating days annually, a catering business must forecast future business and have a function history. In addition, it must also identify the number of catering functions available to be booked within the target area. This becomes the projection for new business development. Forecasting is based on the number of functions, group size, and average check rather than table turnovers and daily receipts. Catering facility space is often left unused. The challenge is to capture as many catering sales opportunities as possible while maintaining a standard of quality and profitability.

The feasibility chart in Figure 3.4 is a format for projecting catering food-and-beverage revenue. When attempting to determine the feasibility of adding catering services, estimating new business can be challenging. The more complete the information, the more accurate the revenue estimates. The discussion of breakeven point analysis in Chapter 7 provides the basis for calculation of total operating costs. The chart in Figure 3.4 is based on 300 operating days.



Applying Market Survey Information

Market survey information can be applied to catering menu management in a number of areas of a menu program and is particularly helpful in menu pricing. Competitive catering menu pricing requires a thorough analysis of the competition's pricing. In order to develop a successful pricing structure, management should review the following questions:

-  What is the competition charging for a similar catering menu? Are portion sizes and quality of food items similar to the competition?
-  How important is this menu to the total menu program? Will a lower selling price and the resulting higher food cost of this menu cause the overall food cost to be too high? Will volume sales of this menu create the desired profit at the lower menu price?
-  Will the average catering customer accept this price as meeting their perceived value of all of the menu items included in the menu?
-  Will this menu price blend into the pricing range for the total menu program?

FEASIBILITY ESTIMATES FOR CATERING FOODSERVICE DEVELOPMENT: ONE YEAR			
Total Estimated Operating Costs (including Food and Beverage)			1,600,000.00
20% of Total Costs as Built-in Profit Margin			<u>380,000.00</u>
Total Sales Needed to Cover Costs and Profits			1,980,000.00
<hr/>			
FACILITY _____			
Meal Services: Breakfast, Lunch, Dinner			
Operating Days: 300			
Forecasted Number of Functions per Day:			
Forecasted Number of Covers per Day:			
	Average Check*	Average Function Size	Projected Revenue
Breakfast			
Lunch			
Dinner			
Reception			
Projected Average Revenue per Day			
Annual Projected Revenue			
Total Sales Needed			
Feasibility Margin			
* includes beverage			

Figure 3.4
FEASIBILITY CHART FOR CATERING FOODSERVICE

The responses to these questions will determine how the menu is finally priced. If the original price calculation is higher than that of the competition, management must carefully weigh the benefits and drawbacks of offering a lower price. Unless the average catering customer accepts the price as valid, the menu will not be selected. Management often determines price acceptability by using competitors' efforts as an indication of the probable success of promoting the item for volume sales. The final menu price must blend with the other prices in the menu program to create a range from which customers can choose. Large

discrepancies, or too many similarities, in the range of menu prices can frustrate customers.

Summary

Market survey research is essential to the success of every catering service. The four major interest segments that a market survey must investigate are the customer, the competition, the community, and the labor pool.

Statistics and data from the market survey yield information that can be used to assemble a profile of the average customer. The customer profile is a major means of identifying the target market on which to focus marketing efforts.

Customers base the decision on which catering service to use for a private function on four major factors: availability, location, facilities, and service. A thorough survey of the competition with respect to these factors identifies those restaurants and catering services that are directly competing for the same target market.

The availability of trained foodservice personnel is a critical concern of every catering business. Catering service does, however, offer prospective employees the benefits of flexible hours and guaranteed income. Both of these factors have a significant perceived value in the part-time labor pool. Caterers who can develop a core of reliable part-time employees, both production and service, will be secure in their ability to service customers.

The application of market survey information throughout the menu program can increase sales, as well as customer volume. Menu pricing is one area in which this information can have a significant effect. By thoroughly analyzing the menu prices of the catering businesses identified as direct competition, a pricing structure can be developed to reflect current acceptable menu prices and customer needs.

Questions

1. What are the four market segments surveyed, and why is each important to the overall development plan for a foodservice operation?
2. What information does the customer profile provide that contributes to the development of a catering service?
3. The competition survey provides a range of information. What specific information might help determine whether you should proceed with a business concept?
4. What information is necessary to know or estimate in order to complete a feasibility statement?
5. On what information are menu prices based? How does the competition survey help determine actual selling prices?



Chapter Four



Catering Sales and Marketing and Computer- Software Support

Key Terms

Marketing

Marketing cycle

Customer needs

Trends

Customer interest

Customer response

Product

Place promotion

Pricing strategies

Concepts

One-stop shop

What You Will Learn from This Chapter

Catering sales is a critical function of every catering business. How well sales efforts mirror the marketing plan of a business will help determine its ongoing success. This chapter reviews the concepts of marketing, outlining the marketing cycle, and the marketing mix. Maximizing catering revenue management is a function of sales activity. Packaging catering services provides additional sources of revenue and profit by capturing a percentage of income of products and services from outside contract providers. Measuring customer satisfaction calls for methods that capture information that will help identify areas for improvement. Computer software programs designed to support catering operations include documents and reports that facilitate production and service in addition to sales efforts. This chapter reviews several Catermate system reports and documents that relate to sales and marketing activities.

Marketing is the key to the successful growth and development of catering businesses of all sizes, both in the United States and internationally. Marketing is the process of developing sales plans; recognizing industry trends; identifying customer needs; developing products, prices, advertising and promotion, sales (both direct and indirect); and measuring the success of all of these efforts combined.

Marketing is the activity that, for small businesses, is most often sacrificed to daily operations, in part because the operators are undertrained or inexperienced. Unfortunately, weak marketing plans can lead to business failure.

The principal goals of the marketing process are (1) to recognize trends in cuisine, entertainment, customer lifestyle, and other trends that shape customer needs, and (2) to develop products and services that respond to those needs. Accompanied by appropriate pricing strategies and measurement vehicles, this process is called the *marketing cycle*. The ability to be flexible and respond to customer needs in a timely manner is one of the primary reasons for the growth of the catering segment of the foodservice industry.

The success of a catering business also depends on management's ability to measure profitability and customer satisfaction. While profitability is a measure of the success of business practices, customer response is an accurate gauge of quality performance.



The Marketing Cycle

The American Marketing Association defines *marketing* as “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.”¹

The marketing cycle, or the process of achieving these objectives, is shown in Figure 4.1. In this process, customer needs are identified, products and services are developed to satisfy those needs, customer interest in the product or service is created, and the success of these efforts is measured against both financial goals and customer satisfaction. The information identified and developed in this process is the basis of a marketing plan, the detailed process by which a business will reach its target market with products and services that respond to specific needs. Also included are prices determined to be both acceptable to customer value perceptions and simultaneously profitable to the business. The ability of catering services to adapt to customer demands with an extensive product line and broad service appeal produces dynamic and profitable results.

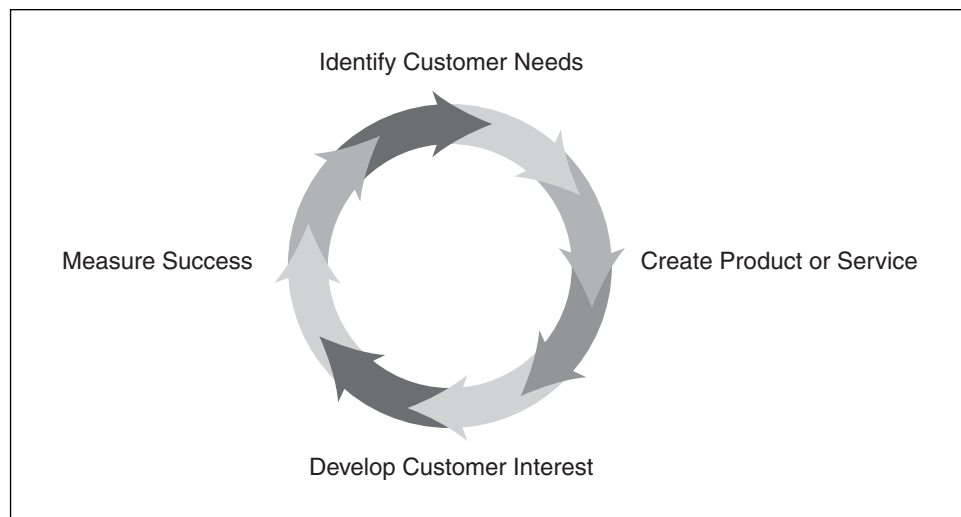


Figure 4.1
MARKETING CYCLE

IDENTIFY CUSTOMER NEEDS

Customer needs are shaped by demographic and social trends. The ability to perceive these trends and apply them to a catering service expands marketing opportunities. Trends contributing to the current growth in catering opportunities are the demographic increases in two-income families, working mothers, and the aging of the overall population. These three factors, combined with increased retail food costs, have created demand for prepared food items.

Customers often choose to purchase prepared food items when they perceive that the cost of retail food, including the indirect costs of preparation time, approaches or equals the price of prepared products. These “convenience” foods satisfy the two major customer priorities for foodservice in the beginning of the twenty-first century: convenience and time management.

CREATE A PRODUCT OR SERVICE

The identification of customer needs provides an opportunity to create new catering products and services. Customer surveys, focus groups, and function comment forms, combined with national and local trends, will present a range of idea options from which to choose new products and services. Before responding to perceived customer needs, ask the following question: Will sales volume justify the purchase of support materials, advertising materials, time, and labor costs dedicated to research and development of new product design and the initial trial period for the resulting products and services? It is tempting to respond to an interesting product idea with a frenzy of activity before measuring the return on the investment of time and resources. For small catering companies where time and finances are limited, this error can be especially costly.

DEVELOP CUSTOMER INTEREST

Customer interest for catering functions is developed through a combination of advertising and in-house promotions. The broad range of clients served by catering operations necessitates the use of a variety of promotional vehicles. Hotel and conference facilities can post display boards advertising new catering services. A direct-mail campaign of brochures or newsletters to a customer list is an effective way to advertise specials and promotions. Internet technology applications such as interactive Web sites and e-mail can also be excellent methods to reach both new and old customers. Figure 4.2 features a custom promotional postcard from Blackstone Caterers. This type of advertising material is particularly effective when sent to newly engaged couples or included in billing statements and promotional literature.



Figure 4.2

CUSTOM PROMOTIONAL POSTCARDS

(Courtesy of Blackstone Caterers)

EVALUATE SUCCESS

The success of catering functions is measured by customer response. Interest from guests who have attended a function is one indication of success. Another is requests from clients who plan business functions on an ongoing basis. Financial success can be directly measured by sales volume in the periods during and following promotions. Additional measurement formats are discussed on page 97.



The Marketing Mix

The marketing mix includes the marketing strategy elements and may be conducted either as an alternative to the marketing cycle or as a continuing activity in the marketing process. As illustrated in Figure 4.3, the marketing mix incorporates product, place, promotion, and price into the overall strategy of marketing a product or service.

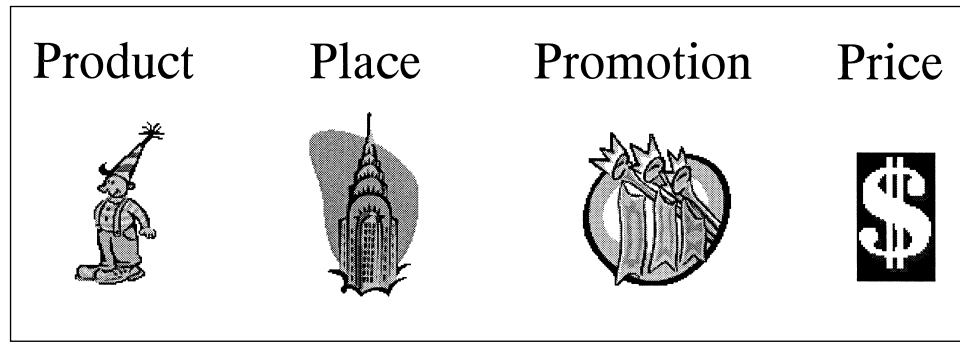


Figure 4.3
MARKETING MIX: THE “FOUR PS” OF MARKETING

PRODUCT

While this element was discussed on a general level in the marketing cycle section, *product* can refer to separate details of a larger product concept. For example, entertainment can be a highly profitable service product created through a series of strategic alliances with external resources. A wide variety of customer needs for entertainment can be met with musicians, entertainers, and DJs with whom a catering company is comfortable arranging for as part of their overall product.

PLACE

In this process, *place* refers to how and where the product will be made available to the customer. This includes not only the physical environment in which the product is presented but also the reservation process. By including the reservation process as part of the product, it becomes a functional component, planned into the product's overall design.

PROMOTION

Promotion refers to the advertising and public relations activities supporting a product or service. For example, the wedding segment of a catering business is often treated as an individual product, accompanied by separate promotional material, displays, advertising, and promotional calendar within the marketing plan. Figure 4.4 shows the wedding package brochure for the Colorado Springs Garden of the Gods Holiday Inn. This mailing piece is sized to fit into a standard business envelope with a personalized letter in response to an inquiry for information. New Year's Eve and other holiday functions are examples of individual catering products treated in a similar manner. The regional location of a catering business is a source for a product promotion calendar reflecting local holidays and events in addition to traditional catering function demands.



The Holiday Inn, Garden of the Gods, specializes in wedding receptions. Our team of experienced professionals are here to assist you in planning this important occasion.

Whether you want a small intimate gathering of just 25 close friends, or a gala affair for up to 400, rest assured that we can provide the quality service that you need to make it the most special day of your life. We offer a complete range of plated and buffet meals as well as a selection of hot or cold hors d'oeuvres to meet your needs and your budget.

You will be able to take advantage of the following special wedding reception services:



Your private banquet room will be set with table linens in colors closely matching your wedding colors.

We will provide floral arrangements and candles for all tables at no charge.

Complimentary use of our parquet dance floor.

Champagne fountain (based on availability, minimum of 150 people).

Your wedding cake displayed on our special cake table - decorated with lace skirting, complimented with lights.

Full private bar set-ups available for hosted or cash cocktails.

Complimentary honeymoon suite and bottle of champagne waiting for you on your wedding night (based on availability with minimum of 150 people attending reception).

Free use of our private banquet room for your rehearsal dinner with a minimum of 25 persons attending reception.

All receptions are serviced with full chinaware, glass and linen.

Ice Carvings - 1 Block (heart, swan or dove) with a minimum of 150 attending reception.

Wedding Dinner Buffet

- ❖ Tossed Green Salad
- ❖ Crudite of Vegetables & Dip
- ❖ Chilled Pasta Salad
- ❖ Imported Cheese Display
- ❖ Seasonal Fresh Fruit Display
- ❖ Choice of Potato or Rice Pilaf

Choice of Two Entrees:

- ❖ Carved Roast Baron of Beef
- ❖ Chicken Marsala
- ❖ Sliced London Broil served with a Sherry Mushroom Sauce
- ❖ Chicken Dijon

Served With:

- ❖ Steamed Fresh Vegetables
- ❖ Assorted Fresh Baked Rolls
- ❖ Coffee or Tea

\$16.95 Per Person

Plus 17% gratuity & applicable tax

Wedding Hors d'oeuvres Buffet

- ❖ Fresh Vegetables & Herb Dip
- ❖ Assorted Cheese & Cracker Display
- ❖ Mixed Variety of Deli Meats & Cheeses served with Assorted Breads & Condiments
- ❖ Seasonal Fresh Fruit Platter

Choice of Three Hot & Two Cold Hors d'oeuvres:

- ❖ Stuffed Mushrooms
- ❖ Breaded Hot Buffalo Wings
- ❖ Chicken Finger Filets served with a Honey Mustard Dipping Sauce
- ❖ Miniature Quiche
- ❖ Honey-Mustard Shaved Ham served with Cocktail Rolls
- ❖ Beef & Shrimp Kabobs
- ❖ Swedish Meatballs

- ❖ Marinated Artichoke Hearts
- ❖ Flaked Cucumber with Cream Cheese
- ❖ Assorted Cold Canapes
- ❖ Chile Con Queso served with Corn Tortilla Chips, Salsa & Guacamole
- ❖ Salami Coronettes

\$13.95 Per Person

Plus 17% gratuity & applicable tax

Also Available:

- ❖ Carved Steamship Round of Beef served with Horseradish Cream, Imported Mustard & Cocktail Rolls

\$14.95 Per Person

Plus 17% gratuity & applicable tax

Figure 4.4

GARDEN OF THE GODS, HOLIDAY INN'S WEDDING PACKAGE BROCHURE
(Courtesy of The Holiday Inn, Garden of the Gods, Colorado Springs, Colorado)

Banquet Liquor & Wine

Call Liquor & Schnapps \$3.25

- ❖ Amaretto
- ❖ Bacardi
- ❖ Tanqueray
- ❖ Jack Daniels
- ❖ Kahlua
- ❖ Peach Schnapps
- ❖ Smirnoff
- ❖ Canadian Club
- ❖ Dewars
- ❖ Seagrams V.O.
- ❖ Jim Beam
- ❖ Peppermint

Well Liquor \$3.00

- ❖ Bourbon
- ❖ Rum
- ❖ Tequila
- ❖ Gin
- ❖ Scotch
- ❖ Brandy

Liqueurs & Drinks

- ❖ White Russian or Black Russian \$3.75
- ❖ Creme De Menthe \$3.75
- ❖ Long Island Iced Tea \$5.50
- ❖ Margarita \$3.50
- ❖ Mixed Drinks \$3.25
- ❖ Juices \$1.25
- ❖ Sodas \$1.25

Wine

- ❖ House Wine/ Glass \$2.75
- ❖ House Wine/ Carafe \$9.00
- ❖ Wine Coolers \$3.00
- ❖ Premium Wine/ Glass \$3.50
- ❖ Champagne/ Bottle \$9.25

Banquet Punch & Beer

Punch

- ❖ Non-alcoholic Fruit Punch \$15.00 gallon
- ❖ Champagne Punch \$28.75 gallon

Beer

- ❖ Domestic \$2.75
- ❖ Imported \$3.25

Bar Services


Cash Bar

- ❖ \$150 minimum in bar sales at the bar
- ❖ \$50 in sales each hour after minimum sales is attained or a \$30 bartender fee will be applied

Host Bar

- ❖ \$150 minimum in bar sales at the bar
- ❖ \$50 in sales each hour after minimum sales is attained or a \$30 bartender fee will be applied
- ❖ All host bar sales are subject to a 17% gratuity charge at the end of the evening

**We're here to
make sure your
Wedding Day
goes just the way
you planned it!**



If there is any way that we may be of assistance to you please contact our Sales Department at:

719-598-7656 Ext: 744
1-800-962-5470 Ext: 744

Or write to us at:

**Holiday Inn
Garden of the Gods
Attn: Sales Department
505 Popes Bluff Trail
Colorado Springs, Co
80907**

 Figure 4.4 
(CONTINUED)

 **PRICE** 

The development of pricing strategies, the financial measurement of a successful product planning and promotional effort, is a critical business activity. *Price*, in the marketing mix, is concerned primarily with identifying a price that both reflects the profit-and-cost reality of the business and is acceptable to the consumer on a perceived-value basis.



Cuisine, Entertainment, and Concept Trends

Trends, as they relate to catering menu management, reflect changes in the patterns of customer requests for catering services. Current trends in catering functions incorporate media technology, computerized laser-light shows and indoor fireworks displays, often simultaneously, in the production of entertainment performances and corporate presentations. Social functions such as bar mitzvahs and weddings include video presentations of the participants. Reception themes incorporate guest activity to create an interactive entertainment atmosphere into a traditional food-and-beverage function format. Function locations have expanded far beyond the catering facility to create unique venues and events. Manufacturers' designs have responded to the need for portable, flexible service and production equipment. Simple meal functions have become theme parties complete with stage sets, lighting, costumed service personnel, music, and entertainment. The biggest trend in the catering industry of the early part of the twenty-first century is special events and "The Show."

The menu in Figure 4.5, featuring a Caribbean cuisine buffet, provides the central focus for an island party theme that includes decorations, music, entertainment, and costumes. Guests are advised of the theme in advance and tropical shirts made available to those who come without costumes. The opening reception features specialty beverage bars and island drinks, while action stations serve the hors d'oeuvre menu in Figure 4.6. Guests are offered the opportunity to take part in beach volleyball, create personalized island favors, and try playing the steel drums with the band. A beach scene is established with a stage set; full-size tropical trees, plants, and flowers; plus sand and a shallow wading pool. The dinner buffet allows guests to circulate throughout the room while the band provides Caribbean background music. After-dinner entertainment includes a calypso floorshow in which guests are invited to participate. Dancing to island themes is followed by a traditional dance band.

Concepts and themes can be worked into small off-premise and on-premise catering functions. For example, the meeting breaks and lunches to go shown in Figure 4.7 can be packaged in baskets, boxes, bags, and other colorful containers for delivery to offices and conference centers or sent along with off-property

DINNER BUFFETS***CARIBBEAN BUFFET******Tropical Fruit Salad with Papaya Seed Dressing******Mixed Salad Greens with Heart of Palm******Pickled Seafood Salad with Avocado*****************Grilled Mahi Mahi******Served with Mango and Scotch Bonnet******Pepper Beurre Blanc*******Roast Loin of Pork with******Jerk Spices and Island Rum******Tamarind Glazed Chicken, Fruit Chutney******Candied Yams, Seasonal Vegetables,
and Fried Plantains******Authentic Paella to Include******Shrimp, Chicken, Mussels and Spicy Sausage****************Key Lime Pie, Coconut Cream Pie and Banana Mousse***************Freshly Baked Peabody Rolls and Butter******Freshly Brewed Coffee, Decaffeinated Coffee and Tea*******Carver Required******\$85.00******\$53.25 Per Person******Minimum 50 People***

***Please add 19% service charge and 6% tax to all prices.
All prices are subject to increase until signed Banquet Event Orders
are received by the Catering Office.***

— Figure 4.5 —

THE PEABODY HOTEL'S CARIBBEAN CRUISE BUFFET MENU

(Courtesy of The Peabody Hotel, Orlando, Florida)

CARIBBEAN RECEPTION ACTIVITY STATIONS**HOT BEACH STATION**

Coconut Shrimp
Oysters Rockefeller
Clams Casino
Lobster Turnovers
Crabmeat Rangoon
Petite Crabcake, Roasted Red Pepper Remoulade

ICED ISLAND STATION

Jumbo Shrimp on Ice
Iced Crab Claws
Oysters on the Half Shell
Little Neck Clams
Smoked Mussels
Marinated Scallop Brochettes

ISLAND VEGETABLE MEDLEY

Roasted Red and Yellow Peppers
Carrot, Asparagus and Green Squash Baskets
Island Flavor Dressings
Jamaican Tomato Relish on Sweet Bread Rounds

WILD MUSHROOM STATION

Assorted Wild Mushrooms Sautéed with Lemon
and Garlic, served with Mango Chutney
Red Pepper Corn Cakes

Figure 4.6

ACTION STATIONS SERVING THE HORS D'OEUVRE MENU

(Courtesy of The Peabody Hotel, Orlando, Florida)

LUNCHES TO GO

STANDARD BOX LUNCH
 Choice of Roast Beef, Smoked Turkey or
 Ham and Cheese Sandwich
 Potato Chips
 Fresh Fruit
 Oatmeal Cookie
 \$16.75 Per Person

EXECUTIVE BOX LUNCH
 Rolled Lavosh with Turkey, Ham or Roast Beef
 and your Choice of Cheese
 and
 Chicken on a Whole Grain Roll with Sprouts, Avocado and Tomato

Jumbo Amaretto Cookies
 \$25.00 Per Person

DELUXE BOX LUNCH
 Fresh Flaked Yellowfin Tuna Salad on a Kaiser Roll
 and
 Chicken or Beef Fajita Sandwich
 with Cheddar Cheese, Guacamole and Roasted Peppers rolled in a Flour Tortilla

Fresh Vegetable Slaw or Pasta Salad

Fresh Fruit
 Amaretto Cookies & Chocolate Pirouettes
 \$21.25 Per person

FITNESS BOX LUNCH
 Sliced Fresh Fruit, Low Fat Cheddar
 or Cottage Cheese and Low Fat Fruit Muffins
 or
 Low Fat Cheese and Veggie Sandwich
 on Whole Grain Bread with Fruit Salad and Chips
 \$16.50 Per Person

All box lunches include appropriate condiments, napkins and cutlery.

Please add 19% service charge and 6% tax to all prices.
 All prices are subject to increase until signed Banquet Event Orders
 are received by the Catering Office.

3/3/99

CONTINENTAL BREAKFASTS
AND MID-MORNING REFRESHERS

FEELING DUCKY HEALTH BREAK
 Assorted Fruit and Vegetable Juices

Multi-grain Muffins and Assorted Low Fat
 Fruit Muffins

Whole and Sliced Fruit

Breakfast Bars

Jellies, Jams, Cream Cheese
 and Honey

Assorted Yogurt

Assorted Dried Fruit and Nuts

Mineral Water

Freshly Brewed Decaffeinated Coffee
 Herbal Teas
 Skim Milk
 \$16.50 Per Person

PEABODY DRAKE BREAK
 Orange and Grapefruit Juice

Cranberry Pecan Bread

Southern Style Biscuits with Shaved Ham and
 Cheddar Cheese

Assorted Muffins with Honey

Buttered Croissants

Jams, Jellies and Duck Butter

Sliced Fresh Seasonal Fruits

Whole Fresh Strawberries

Nut and Fruit Bars

Freshly Brewed Coffee, Decaffeinated Coffee and
 Tea
 \$16.50 Per Person

CITRUS BREAK
 Orange Juice, Grapefruit Juice,
 and Lemonade

Fresh Fruit Cubes and Citrus Segments

Orange Muffins
 Lemon and Poppy Seed Bread

Freshly Brewed Coffee, Decaffeinated Coffee and Tea
 \$13.00 Per Person

Please add 19% service charge and 6% tax to all prices.
 All prices are subject to increase until signed Banquet Event Orders
 are received by the Catering Office.

3/3/99

 Figure 4.7 

THE PEABODY HOTEL'S MENU OF LUNCHES "TO GO"

(Courtesy of The Peabody Hotel, Orlando, Florida)

meetings. The dinner function, pictured in Figure 4.8, is set for 180 guests as a black-tie gala dinner set in the dining room of a mountain retreat in Switzerland. Figure 4.9 details the menu.

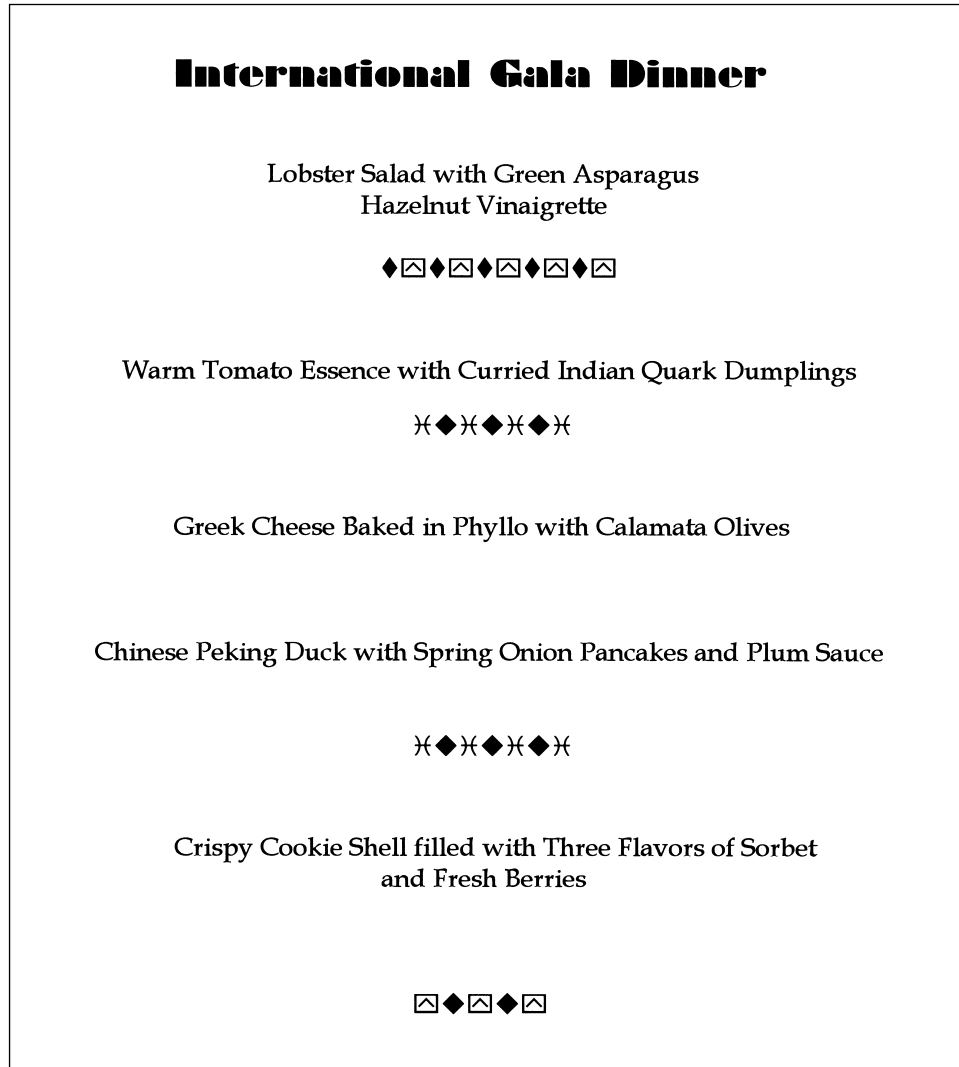
Off-premise catering has become a major source of business for large catering firms. The PGA Golf Championship was serviced through a village of tents representing corporate sponsors. In order to carry out this function for 20,000 guests, the design graphics department for the catering firm created a technical and operational layout. Color-coded keys identify satellite kitchens, warehouses, freezers, and dumpsters.

Menus for off-premise events are developed around menus that can be prepared in a central commissary or fully prepared on site. Consideration is given to items that can withstand adverse weather conditions and lengthy holding times. The menus for the PGA function were coordinated to reduce the overall number of food items to be prepared while still providing corporate sponsors with customized cuisine themes.



Figure 4.8

OFF-PREMISE DINNER SET-UP
(Courtesy of PhotoDisc/Getty Images)



🌿 Figure 4.9 🌿

MENU FOR THE BLACK-TIE GALA DINNER IN SWITZERLAND
(Courtesy of the Swiss School of Hotel and Tourism Management)



Maximizing Catering Revenue Management

Catering services often experience both busy and slow periods, regulated by season, business activity trends, social calendars, and regional customs. In a period of high demand for specific dates and times, prices can be regulated accordingly. Figures 4.10, 4.11, 4.12, and 4.13 offer catering sales personnel product information and pricing options for receptions, buffets, and entrée menu items.





Packaging Catering Services

Packaging catering services into one price for customers can provide additional sources of revenues and profit by capturing a percentage of the income that would otherwise go to outside contractors such as florists, photographers, entertainment, prop and staging companies, and printers. A discussion of pricing methods to maximize profits for catering packages is found in Chapter 7. This discussion focuses on the marketing concepts and practices that can be applied to catering package programs. The wedding reception plan in Figure 4.14, from Blackstone Caterers, Newport, Rhode Island, offers a considerable list of services ranging from theme receptions to limousine service.

The concept of traveling to a destination for both the wedding ceremony and the reception is becoming increasingly popular. As a result, hotels and catering companies are being asked to expand their services to include ceremonies as well as reception details. The Flamingo Hilton in Las Vegas, Nevada, has created a series of packages designed to both pamper and entertain the bride and groom, as seen in Figure 4.15. From spa treatments to floral decorations to

OFF PEAK	PEAK	MENU DESCRIPTION
		12 pieces per person, 3 stations
		10 pieces per person, 3 stations
		10 pieces per person, 2 stations
		8 pieces per person, 3 stations, Fresh Vegetable Garden and Specialty Cheeses
		6 pieces per person, 2 stations
		6 pieces per person, 1 station
		6 pieces per person
		4 pieces per person
		3 pieces per person (select 2 hot, 1 cold)
		Fresh Vegetable Garden and Specialty Cheeses
		Assorted Chips, Dry Snacks, and Dips

 Figure 4.10 

RECEPTION BUFFETS PRICE SHEET

HOT HORS D'OEUVRES

- | | |
|---|---|
| <u>✓</u> Chicken Sate with Peanut Sauce | <u>✓</u> Dim Sum |
| <u>✓</u> Spanokopita | <u>✓</u> Coconut Shrimp |
| <u>✓</u> Cheese Quesadillas | <u>✓</u> Chicken Flauta |
| <u>✓</u> Miniature Egg Rolls | <u>✓</u> Tumbleweeds (Black bean, spinach, mozzarella cheese, and jalapeno in won ton skin) |
| <u>✓</u> Maryland Crab Cakes with Melon Salsa | |
| <u>✓</u> Beef Sate with Peanut Sauce | |

COLD SELECTIONS

- | | |
|---|--|
| <u>✓</u> Chilled Grilled Shitake Mushrooms with Shaved Parmesan | <u>✓</u> Italian Antipasto |
| <u>✓</u> Miniature Vol au Vent filled with Boursin Cheese | <u>✓</u> Smoked Brook Trout with Horseradish and Lemon |
| <u>✓</u> Vegetable Crudite Baskets | <u>✓</u> Assorted Cold Canapes |
| <u>✓</u> International Cheese Board | <u>✓</u> Vegetable Sushi |
| | <u>✓</u> Smoked Chicken with Cranberry Relish |

STATIONS

- | | |
|--|--|
| <u>✓</u> Sliced Strip Loin of Beef | <u>✓</u> Carved Lamb Chops with Herb Crust |
| <u>✓</u> Cheese Tortellini Mediterranean | <u>✓</u> Roma Tomato Bruschetta |
| <u>✓</u> Rigatoni with Spinach and Asparagus | <u>✓</u> Fajitas |
| <u>✓</u> Carved Tenderloin of Beef | <u>✓</u> Smoked Side of Salmon |



✓ Figure 4.11 ✓
RECEPTION BUFFET FOODS

wedding-night entertainment and dinner, these packages are designed to include as many services as possible. By including these costs in one package, the hotel guarantees itself *all* of the revenue associated with the wedding, eliminating outside vendors and their potential to take away profitable service ventures from the hotel. Figure 4.16 is the wedding ceremony plan from the Bellagio Hotel in Las Vegas.

This one-stop-shopping marketing strategy takes advantage of the customer's need for timesaving convenience that simultaneously assures the quality of the optional services, thus conveying a sense of quality assurance for the customer.

Marketing catering service packages requires print materials that relay the full range of service to the customer and establish a perceived value for the catering services. Figure 4.17 shows the wedding chapel package brochure layout from the Bellagio Hotel. This multipage format identifies each area of service offered by the wedding chapel. Figure 4.18 is a simpler format for wedding-reception packages that offers a highly colorful and interesting die-cut design. The side pocket holds menu and package information.

OFF PEAK	PEAK	MENU DESCRIPTION
		Upgrade meats to roasted strip loin and smoked turkey breast, both carved tableside
		Buffet: Add salad bar, add 2 meats: marinated pork loin, sliced roulade of chicken breast, Italian Capicola, or prosciutto
		ITALIAN DELI LUNCHESES
		Buffet: Soup (see cycle), 3 cold salads (see pick list), sliced meats and cheeses, condiments, breads, rolls, 3 desserts (see cycle)
		Roll-in buffet: soup, choice of 2 premade sandwiches, condiments, 1 dessert
		Plated: soup, choice of 2 premade sandwiches, condiments, 1 dessert
		Buffet: soup, salad bar, premade sandwich, 2 desserts
		Plated: soup, 1 premade sandwich, condiments, 1 dessert

 Figure 4.12 

LUNCHEON: SANDWICHES AND DELI BUFFETS

Equipment and tent rentals, though initially costly to stock, can be profitable for catering services that specialize in off-premise catering. Creative catering firms can also use subcontractors to gain the flexibility necessary to provide a wide range of theme parties and special events.



Measuring Customer Satisfaction

The level of satisfaction of guests attending catering functions is difficult to evaluate. As noted in the section on measuring success, the client who booked the function is the principle source of comments. A customer comment form that elicits the information most useful to improving operations and assessing service

OFF PEAK	PEAK	MENU DESCRIPTION
		À la carte entrée: Filet/Peppercorn, Seared Salmon Almandine, Seared Chicken Mardi Gras, Vegetarian
		Italian Family-Style Dinner: 3 entrées
		Filet Mignon
		Carved Tenderloin of Beef
		Italian Family-Style Dinner: 2 entrées
		Roasted Strip Loin of Beef
		Roasted Boned Game Hen
		Seared Salmon Agmatine
		Swordfish Parmesan
		Chicken Forestiere
		Chicken Mediterranean
		Chicken Casa Blanca
		London Broil
		Roasted Loin of Pork
		Carved Breast of Turkey
		Roasted Half Chicken

Figure 4.13

DINNER: MAIN-COURSE ITEMS

quality and is shown in Figure 4.19. This format lists questions about function area conditions, service activities, food-and-beverage products, and billing. In order for comment information to be as useful as possible, the form should be included with the thank-you letter sent immediately after the function.



Catering Computer Management and Software Support

In the business environment of the 2000s, the integration of computer systems into the management of any type of business is essential. The consistent appli-

The Royal Hotel

Deluxe Wedding Package

Wedding Ceremony

In the Arbor of the ROSE GARDEN

String Musician
Processional Setup
to Include Floral Decorations

Cocktail Reception to Include

Open Bar for One Hour
Hor D'oeuvres to Be Passed
Champagne Toast

Five-Course Wedding Dinner

Wine with Dinner
Wedding Cake

Dancing to Follow

Open Bar for Three Hours
Four-Piece Dance Band

Limousine Service to and from the Hotel
Changing Room for the Bride and Groom
Complimentary Bridal Suite for One Night



Figure 4.14

WEDDING RECEPTION PLAN

(Photo Courtesy of Corbis Digital Stock)

cation of management principles to restaurant and catering operations is necessary in order to generate the profits required to sustain a healthy business. Small catering businesses, in particular, often find the details of business the most difficult part of the operations to manage. Computer software systems offer a wide range of management options for accounting systems and contract and function booking management, along with sales and marketing activities.


Computer systems and software available to catering operations vary in both complexity and pricing. While restaurant operations require front-of-the-house

Plan a Wedding in Paradise

Just imagine the waterfalls, the enchanting pathways and the serene setting. The Garden Chapel provides a breathtaking backdrop to your wedding.

No other Chapel can give you the accommodations, including special wedding guest room rates, in the style of the Flamingo Hilton. Your wedding at the Flamingo Hilton Chapels feature:

- Two wedding chapels in a tropical garden setting: Our Garden Chapel can accommodate 60 guests, and our Gazebo Chapel can accommodate 40 guests
 - A variety of ceremony and reception packages
 - Professional staff of bridal consultants
 - Reception facilities with full service catering staff
 - Religious and civil services
 - Unity candle ceremonies
 - Full service floral packages
 - Photography and video services
 - Tuxedo and gown rental referrals
 - Special room rates for wedding guests



3555 Las Vegas Boulevard South • Las Vegas, NV 89109 • (702) 733-3111 • (800) 933-7993

The Orchid Package

- Wedding Ceremony.
- Wedding Coordinator.
- A half hour Spa treatment for two.
- Pianist for Ceremony.
- Mini-suite accommodations for one night.**
- Breakfast in bed (*tax and gratuity included*).
- Deluxe Bridal Bouquet and matching Groom's Boutonniere including orchids, stephanotis and assorted seasonal accent flowers with your choice of rose color.
- Twelve 4X6 photographs in exclusive souvenir album.
- Wedding Video.
- Dinner for two at Conrad's Gourmet Restaurant with wedding cake for two (*tax and gratuity included*).
- Rockettes evening cocktail show with champagne toast.

Sun. - Fri. \$1,200.00*/Sat. and Holidays \$1,300.00*

Without mini-suite Mon. - Fri. \$1,100.00
Sat. and Holidays \$1,200.00
With one-bedroom luxury suite add \$100.00*

The Rose Package

- Wedding Ceremony.
- Wedding Coordinator.
- One-bedroom suite accommodations for one night.*
- Pianist for Ceremony.
- Large Bridal Bouquet.
- Maid of Honor Bouquet.
- Groom's and Best Man's Boutonnieres.
- Twelve 4X6 photographs in exclusive souvenir album.
- Wedding Video.
- Exclusive Flamingo Hilton Las Vegas souvenir.

Sun. - Fri. \$900.00*/Sat. and Holidays \$995.00*

Without one bedroom suite Sun. - Fri. \$700.00
Sat. and Holidays \$800.00

The Tulip Package

- Wedding Ceremony.
- Wedding Coordinator.
- Mini-suite accommodations for one night.**
- Pianist for Ceremony.
- Medium Bridal Bouquet and Groom's Boutonniere.
- Twelve 4X6 photographs in exclusive souvenir album.
- Wedding Video.
- Exclusive Flamingo Hilton souvenir.

Sun. - Fri. \$600.00/Sat. and Holidays \$700.00****

Without Mini-suite Sun. - Fri. \$575.00
Sat. and Holidays \$600.00

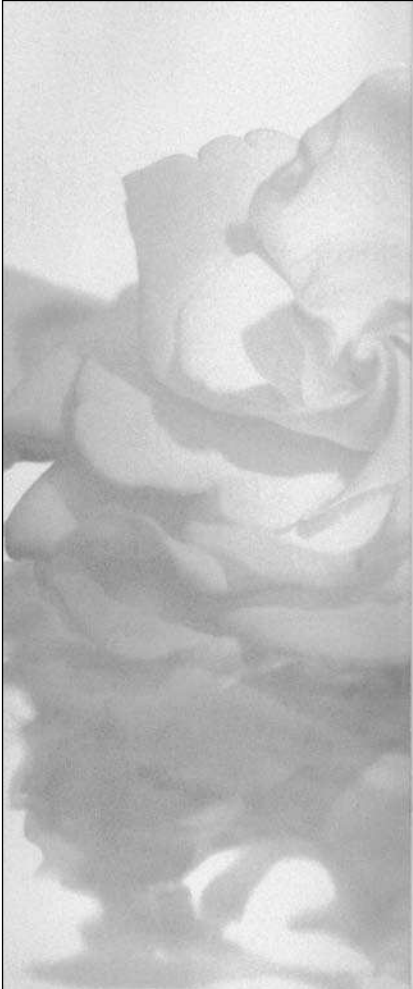
🌸 Figure 4.15 🌸

THE FLAMINGO HILTON'S SERIES OF WEDDING PACKAGES

(Courtesy of The Flamingo Hilton, Las Vegas, Nevada)

terminals, keyboards, and printers, independent catering operations can limit their investment to a microcomputer, software programs, a laser printer, and a modem. Desktop publishing software is available for any level of business volume.

Restaurants entering the catering business can integrate compatible software programs for catering management into their existing systems. Because many of these software programs are compatible with a variety of hardware systems, the catering department of a large hotel or restaurant can implement them just as effectively as an independent caterer or contract feeder. This chapter presents a sampling of the forms available through catering management software



Bellagio gives you a choice of two classically styled chapels that are accented in gentle hues of cream, rose, antique green, peach and bride's blue. These elegant chapels have timeless European touches such as ornate lamps, amethyst Venetian glass chandeliers and opulent stained glass windows traced with gold leaf.

The smaller of the chapels seats up to 35 guests while the larger seats over 100 of your family members and friends. Please see the enclosed Bellagio floor plan.

The Deluxe Wedding Package includes:

- One hour of chapel time (East Chapel)
- Officiant fee
- Personalized wedding ceremony video
- A bottle of champagne
- Custom chocolates
- Deluxe wedding gift box
- Bellagio wedding certificate
- Wedding music (CD selection)
- Limousine (available to Bellagio, Mirage and Treasure Island guests only)
- Personal bridal dressing room (available ½ hour prior to ceremony)
- Express mailing of photography package

Sunday through Thursday—\$700 excluding tax
Friday and Saturday—\$850 excluding tax

A floral and photography package must be chosen in addition to the Deluxe Wedding Package. All floral and photography services are to be provided exclusively by the Wedding Chapels at Bellagio.

Chapel space and services are subject to availability. Prices are subject to change.

A \$100 premium will apply to parties with 35 or more guests using the South Chapel. Additional fees will be applicable for extended chapel time and holidays. The Deluxe Wedding Package is also subject to 7% tax.

PHOTOGRAPHY

FLORAL PACKAGES

Figure 4.16

THE BELLAGIO HOTEL'S WEDDING CEREMONY PLAN,
BELLAGIO HOTEL, LAS VEGAS, NEVADA
(Courtesy of Mirage Resorts, Incorporated)

programs. The forms illustrated in the following figures are provided by Catermate Software. All names and logos in these figures are fictitious.

MARKETING

The application of computer foodservice management systems to the marketing process is invaluable in relation to saving time, customer follow-up, planning, and function follow-through. Software, such as Catermate, includes programs that track correspondence on individual client accounts, create future reminders, and compile account contact histories that can be accessed instantly. In addition, marketing efforts can be tracked and lost leads maintained in a file for future solicitation.



Figure 4.17

THE BELLAGIO HOTEL'S WEDDING CHAPEL BROCHURE LAYOUT, BELLAGIO HOTEL, LAS VEGAS, NEVADA
(Courtesy of Mirage Resorts, Incorporated)

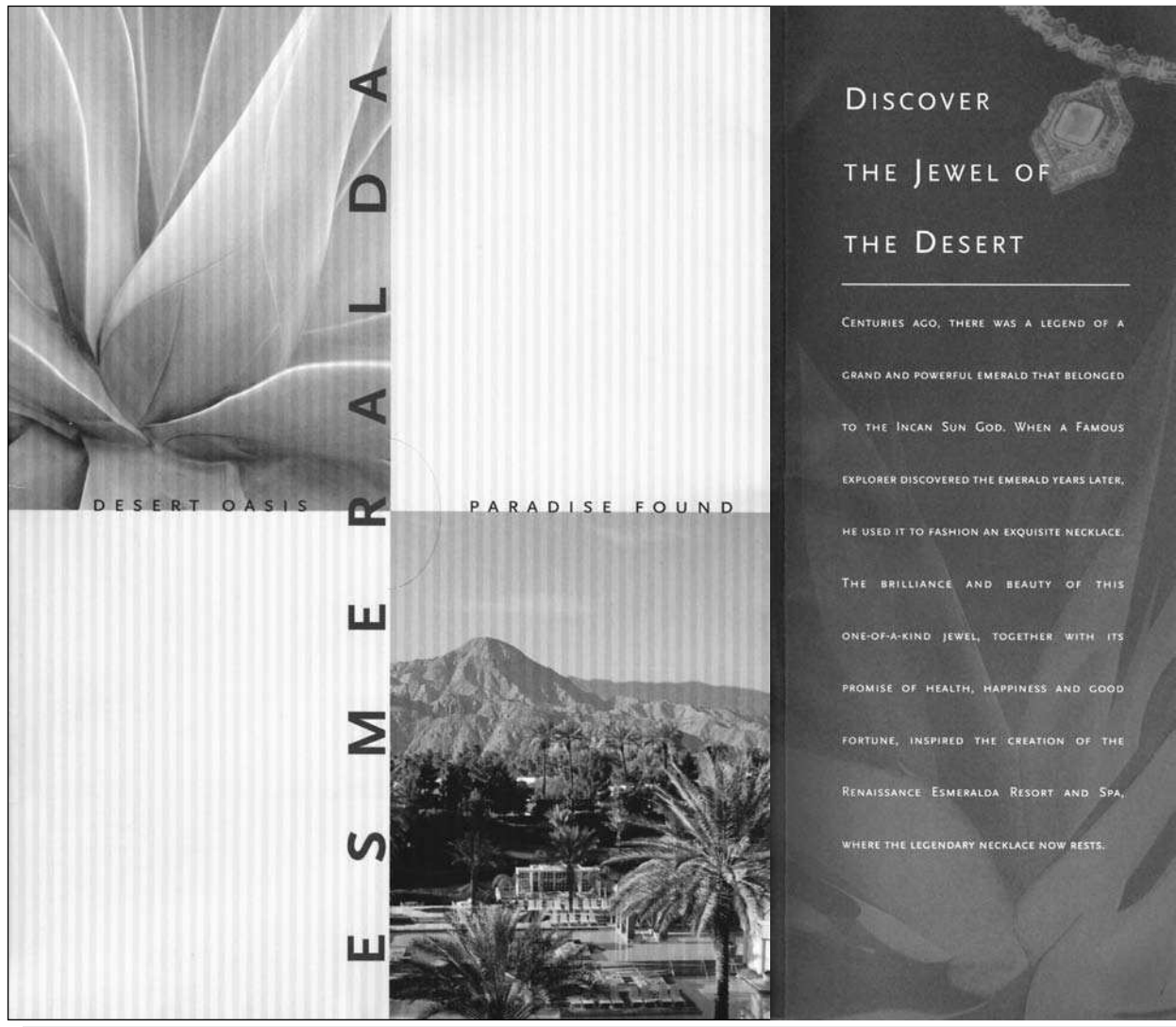


Figure 4.18

RENAISSANCE ESMERALDA RESORT AND SPA, INDIAN WELLS, CALIFORNIA
(Courtesy of Renaissance Esmeralda Resort and Spa)

Generating letters using a merge-field function allows a standard letter format, such as that shown in Figure 4.20, to be easily customized into a personal thank-you letter. Additional comments can be inserted into the body of the text to enhance the personal tone of the letter.

Sales contracts can be completed at the time of booking and promptly delivered to customers by fax or in person. Figure 4.21 features a completed sales/catering contract. In this example, the menu is identified along with the date, time, and location of the function. In addition, an estimated cost is calculated for the customer. The sales contract information is calculated and posted as part of the software program, thereby eliminating errors in function cost cal-

CATERING CUSTOMER COMMENT FORM**Customer Name:** _____**Date of Function:** _____**Type of Function:** _____

To help us to better serve you in the future, please indicate your satisfaction with the following activities surrounding your function.

Location:

Was it adequately accessible to your guests: _____

Was it clean and attractive: _____

Services:

Bar and beverage services: _____

Reception or cocktail service: _____

Main meal service: _____

Quality of food service: _____

Courtesy of waitstaff: _____



Audiovisual equipment: _____

Entertainment: _____

Function arrangements: _____

Billing: _____**Comments:** _____

Thank you for your comments. We welcome your calls to discuss any aspects of your function, as well as suggestions that you might have to help us better meet your future needs.

 Figure 4.19 
CUSTOMER COMMENT FORM

culations. By having the sales representative complete the contract at the time of booking, the necessity for secretarial assistance is minimized.

EVENT INFORMATION AND REPORTS

The event contract precedes the distribution of the event sheet, the principal form of communication within a catering operation. By forwarding an event contract to the customer for approval and signature, the sales department is assured of the customer's agreement and compliance with the organizational features of the event as well as the menu, prices, and additional contract services. Figure 4.22 outlines the event order contract complete with menu, detailed costs, and charges. Figure 4.23 is an example of a staff scheduling report. In this example, staff members are identified by position and schedule times. This allows not only an accurate calculation of labor costs but also an overview of staffing allocation as related to function requirements.

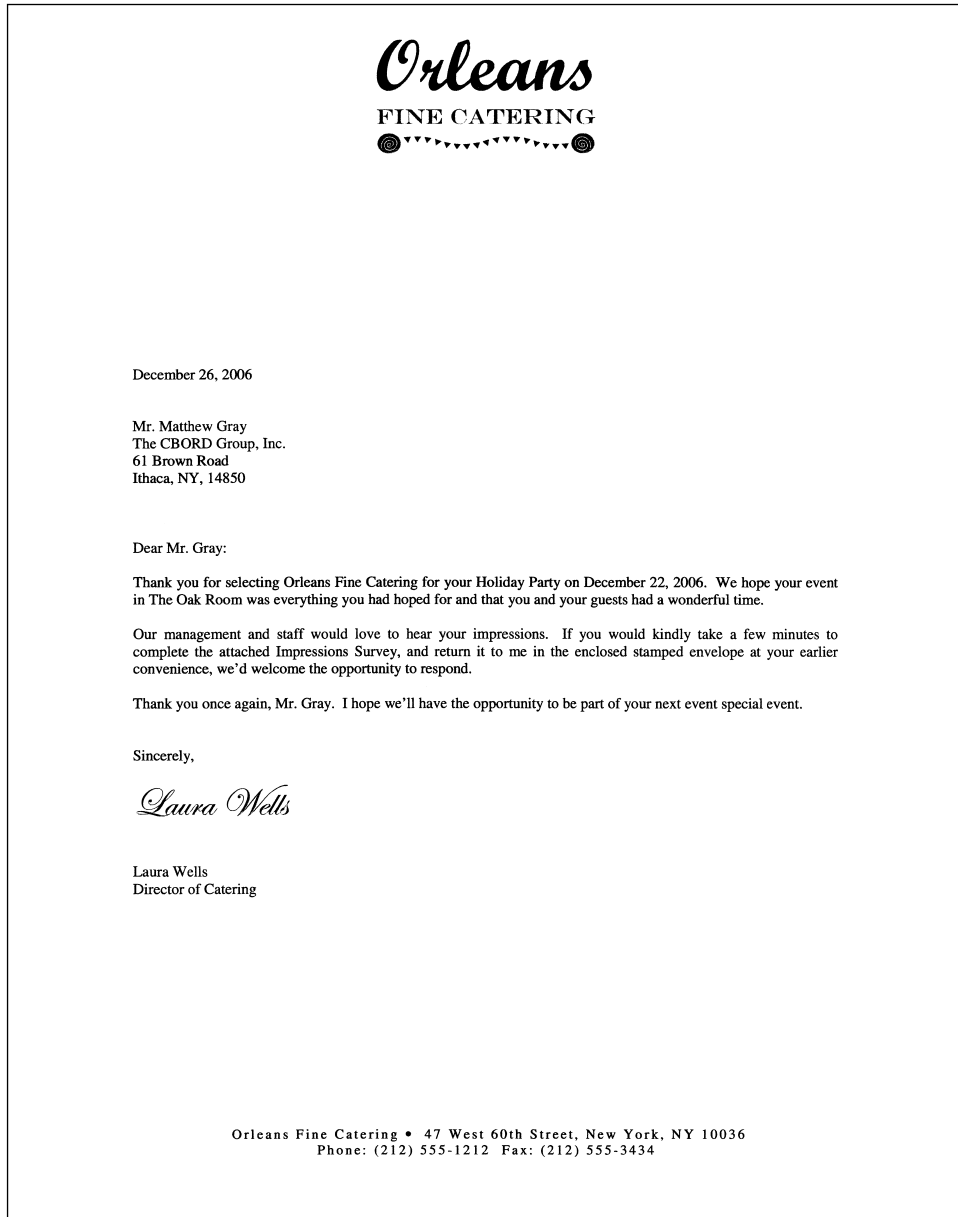
PURCHASING

On the purchasing summary form in Figure 4.24, purchasing requirements for functions booked from November 5 to 12 are detailed for breakfast functions. Quantities are estimated based on the expected attendance for each function. Menu item details and guest counts are taken from the individual function event orders. In this example, the software program has summarized the food items required in the report form from the data input on each event order.

To complete the purchasing process, the software program compares purchasing requirements with current inventories and issues a purchasing requisition from which orders are placed. Figure 4.25 shows a purchasing specification form for the individual food item, bacon, as listed in the purchasing directory. This example identifies the portion size (serving unit), purchasing measure (extended description), and UOM (unit of measure; here, servings per delivery unit) in strips, and established food cost (\$1.35 per pound). Portion size is 4.5. Also known as a *cost card*, this details the bulk food cost of each menu item and the quantity in which it is purchased.

COST ANALYSIS

Following each function, a cost analysis report, such as that shown in Figure 4.26, is issued. The total cost for each category is listed and compared with the final selling price. The cost percentage is determined for each category, and a final contribution to profit margin is calculated and posted. A similar calculation is made for the total function and for each guest. These final calculations assist in analyzing the profitability of the function and in developing pricing policies for future functions.



~ Figure 4.20 ~

CUSTOMIZED PERSONAL THANK- YOU LETTER
(Courtesy of Catermate Software from The CBORD Group, Inc.)

~ ACCOUNTS RECEIVABLE ~

An initial step in the accounts receivable process is to issue an invoice for payment. Figure 4.27 details each item, prices, quantities charged for, and totals. Credits to the account are itemized and reflected in the final amount due. Figure 4.28 features an accounts receivable chart of the trial balance from 0 to over 90 days outstanding. This allows management to identify the number of events for



July 24, 2006

Mr. Matthew Gray
The CBORD Group, Inc.
61 Brown Road
Ithaca, NY 14850

Dear Mr. Gray:

Thank you for selecting Orleans Fine Catering for your holiday party on December 22, 2006. It is our pleasure to confirm for you the following reservation:

*Friday, December 22, 2006 The Oak Room— 350 guests Starts at 7:00 pm
End at 11:30 pm*

Please sign this letter, and send it along with a signed copy of the terms and conditions. Our fax number is (212) 555-3434.

I will be in touch with you soon to review the menus and décor. My staff and I very much look forward to working with you and creating what we hope will be a truly memorable event for you and your guests!

Sincerely,

Laura Wells

Laura Wells
Director of Catering

Approved By Matthew Gray _____
Date

Orleans Fine Catering • 47 West 60th Street, New York, NY 10036
Phone: (212) 555-1212 Fax: (212) 555-3434

~ Figure 4.21 ~

COMPLETED SALES/CATERING CONTRACT

(Courtesy of Catermate Software from The CBORD Group, Inc.)

which invoices are still outstanding. In addition, it allows for a profile of payments showing that a total of \$14,614.76 is outstanding. The sales department can be asked to assist accounting by calling these companies to try to expedite payments while still maintaining a good client relationship. This analysis also flags accounts that should be evaluated before accepting future bookings.

July 15, 2005

Orleans

Contract # 01003910

CATERING CONTRACT

CUSTOMER	EVENT INFORMATION
Mr. Matthew Gray The CBORD Group, Inc. 61 Brown Road Ithaca, NY, 14850 Phone: 607-257-2410 Account Number: 1230222123	Event Date: Friday, December 22, 2006 Time: 7:00 pm – 11:30pm Description: Holiday Party Guest Count: 350 Guarantee: 320 Room: The Oak Room

MENU & SERVICES

~~ FIRST COURSE ~~

Field Green Salad with
Radicchio

~~ SECOND COURSE ~~

Tempura Shrimp

~~ THIRD COURSE ~~

Grilled Free Range Chicken

~~ DESSERT ~~

Dessert Assortment

\$45.00 PER PERSON* 15,750.00

~~ OPEN BAR ~~

Premium Liquor
Imported and Domestic
Beer
Evian Water
San Pellegrino Water
Fresh Juices / Sodas /
Espresso\$24.00 PER PERSON* 8,400.00*Based on guarantee
count or actual

~~ SELECTED WINES ~~

Piper Sonoma Blanc de Noirs, California	70 ea. @ 34.00	<u>2,380.00</u>
Chardonnay, Rlichemont, Vin De Pays D'oc,	70 ea. @ 28.00	<u>1,960.00</u>
Merlot, Hunter Ashby, California	70 ea. @ 36.00	<u>2,520.00</u>

SUMMARY OF CHARGES

Room Charges:	200.00
Subtotal:	31,210.00
NY Sales Tax:	2,574.83
Gratuity:	5,929.90
Total:	39,714.73



Customer Signature

Date

Sales Representative

Date

Signature indicates agreement with the menu & services described above, and with the following terms and conditions: **A deposit of \$3,000 is required by July 25, 2006 to hold this reservation.** A 19% gratuity and 8.25% sales tax are applicable to all charges. No outside food or beverages may be brought on the premises without written agreement by Orleans. The customer is responsible for his or her guests along with any damages that may be caused as a result of their actions.

 Figure 4.22 
EVENT ORDER CONTRACT COMPLETE WITH MENU, DETAILED COSTS, AND CHARGES

(Courtesy of Catermate Software from The CBORD Group, Inc.)

Staffing Required

Event Information

Contract #: 01003910
Description: Holiday Party
Event Date: 12/22/2006
Event Time: 7:00 pm to 11:30 pm
Guests: 350
Event Type: Dinner
Service Type: Served Dinner
Setup Type: Rounds of 10
Location: The Oak Room
Status: Definite Contract

Customer Information

Customer: Matthew Gray
Company: The CBORD Group, Inc.
Contact: Matt Gray
Phone: 607-257-2410
Address: 61 Brown Road
 Ithaca, NY 14850

Staffing Information

Name	Skill	Schedule Time	In	Out	Hours
Bob Carpenter	Bartender	6:00 pm to 9:00 pm	_____	_____	_____
George Haverford	Bartender	6:00 pm to 9:00 pm	_____	_____	_____
Brian Anderson	Bartender	6:30 am to 9:00 pm	_____	_____	_____
Joseph Paulson	Bartender	7:00 pm to 9:00 pm	_____	_____	_____
James Sewerd	Waiter	5:00 pm to 11:30 pm	_____	_____	_____
Erika Mann	Waiter	5:00 pm to 11:30 pm	_____	_____	_____
Marie Denaston	Waiter	5:00 pm to 11:30 pm	_____	_____	_____
Vaclav Sonorak	Waiter	5:00 pm to 11:30 pm	_____	_____	_____
Ellie Lourd	Waiter	7:00 pm to 11:30 pm	_____	_____	_____
Jeff Jones	Supervisor	4:00 pm to 11:30 pm	_____	_____	_____

Report Criteria:

Site 'Orleans Fine Catering' is using Database 'eventmaster'; Selected Event is 'Holiday Party' at 7:00 pm on 12/22/06 for customer 'MFG0001'

Total Number of Records Printed: 1

Figure 4.23

STAFF SCHEDULING REPORT

(Courtesy of Catermate Software from The CBORD Group, Inc.)

FORECASTING

An essential marketing tool for any organization is forecasting. In catering operations, forecasting is generally done quarterly for the upcoming six-month period.

Forecasting is a critical function for any business operation. Management needs to have an honest appraisal of both the volume and estimated value of future business. This overview can produce marketing analysis and sales programs to increase business volume or analysis of costs and profitability margins to ensure that maximum profits are made from each function. Not having a valid understanding of future business can result in business failures.

ORDER REQUIREMENTS WORKSHEET					
Event Date Range: 12/11/06-12/12/06					
Orleans Fine Catering					
Item Change Date (All)					
Item Change Time (All)					
PREP LOCATION	ITEM DESCRIPTION	UNIT	EVENT DATE		GRAND TOTAL
			12/11/2006	12/12/2006	
Bev/Coffee Pantry	Coffee (2.5 Gal)	Ea	10	3	13
	Decaf Coffee (2.5 Gal)	Ea	10	3	13
	Fresh Breakfast Pastries	Dozen	30	9	39
	Herbal Tea Selection (Serves 35 Cups)	Package	5	2	7
	Milk-2% (Gal)	Gallon	5	1.5	6.5
	Cold Food	Seasonal Sliced Fruit Tray (Serves 25)	Tray	20	6
To-Go Box Breakfast		Box	35	11	46
Whole Fresh Fruit		Each	100	30	130
Hot Food		Bacon Strips	Lb	50	15
	Biscuits-Buttermilk	Dozen	30	9	39
	Eggs, Scrambled	Lb	75	22.5	97.5
	Fresh Breakfast Potatoes	Lb	100	30	130
	Sausage Links	Lb	35	11	46

Figure 4.24

PURCHASING SUMMARY FORM

(Courtesy of Catermate Software from The CBORD Group, Inc.)

REPORTING FORMS

A variety of additional reports and forms can be generated by catering software programs. Function room diagrams, booking allocation records, and calendar reports keep catering sales management and staff informed of the current status of the sales of function rooms.

Off-premise catering functions can be assisted by packing sheets such as that featured in Figure 4.29. Here, columns are added to indicate which items were sent from the kitchen to the off-premise location and subsequently returned. This system of checks and balances can help quickly identify last-minute missing items before service time. In Figure 4.30, the software program has generated an overview of events scheduled for Friday, December 8, 2006. This form is issued to all departments to identify potential problems, conflicts, and overall business volume.

Catering and foodservice software programs can also track recipe cards, sales mix analysis reports, inventory reports, and other information management needs regarding the current status of business. This knowledge is vital to successful management practices.

DESKTOP PUBLISHING

As discussed in the chapter on catering menu design, generating menus using design-oriented software is effective in reducing costs. A number of examples are reviewed and discussed in Chapter 8. Figure 4.14 is an example of a catering promotion for a wedding package that was prepared with a desktop publishing system. Photographs were scanned and transferred to the page setup as a theme illustration. Printed in color, this attractive page design will stand out among competitors' packages that are being considered.

Item Sheets

Crisp Bacon

<i>Code:</i>	BACON	<i>Delivery Unit:</i>	Lb
<i>Category:</i>	A-Bar	<i>Cost:</i>	\$1.35
<i>Prep Location:</i>	Hot Food	<i>Price:</i>	-
<i>Vendor:</i>		<i>Serving Unit</i>	4.50
<i>Tax Type:</i>	Food	<i>Servings Per Person:</i>	0.80
<i>Charge Method:</i>	No charge	<i>Servings / Delivery Unit:</i>	Strips
<i>PLU Number:</i>		<i>Show when No-Charge:</i>	No
<i>Alternate Inventory Code:</i>	0	<i>Allow Item To Scale:</i>	Yes
<i>Quantity on Hand:</i>	0	<i>Show Trailing Zero:</i>	No
<i>Rounding Preference:</i>	Half Units		
<i>Image Path:</i>	Bacon.jpg		
<i>Extended Description:</i>	18-22 Slice Count Raw Bacon, Flat Pak		Pack: 2/10 lb.; Size: 18-2

Figure 4.25

PURCHASING SPECIFICATION FORM

(Courtesy of Catermate Software from The CBORD Group, Inc.)

Total Cost Analysis

Customer:	Mr. Matthew Gray	Contract #:	01003910
Description:	Holiday Party	Status:	Definite Contract
Event Date:	12/22/2006	Contact:	Matt Gray
Event Time:	7:00 pm to 11:30 pm	Phone:	607-257-2410
Guests:	350	Company:	The CBORD Group, Inc.
Event Type:	Dinner	Address:	61 Brown Road
Service Type:	Served Dinner		Ithaca, NY 14850
Setup Type:	Rounds of 10		
Location:	The Oak Room		

Category	Cost	Price	Cost %	Margin
Food	\$3,979.50	\$15,750.00	25.27%	\$11,770.50
Alcohol	\$2,100.00	\$8,400.00	25.00%	\$6,300.00
Beverage	\$1,540.00	-	0.00%	\$(1,540.00)
Wine	\$1,680.00	\$6,860.00	24.49%	\$5,180.00
Rentals	-	-	0.00%	-
Equipment	-	-	0.00%	-
Flowers & Decor	-	-	0.00%	-
A/V	-	-	0.00%	-
Other	-	-	0.00%	-
Purchased Materials	-	-	0.00%	-
Staffing	\$417.39	-	0.00%	\$(417.39)
Outside Services	-	-	0.00%	-
Room Charge	-	\$200.00	0.00%	\$200.00
Event Subtotal:	\$9,716.89	\$31,210.00	31.13%	\$21,493.11
NY State Tax		\$2,574.83		
Tax 2		-		
Surcharge		-		
Gratuity		\$5,929.90		
Discount		-		
Event Grand Total:	\$9,716.89	\$39,714.73	31.13%	\$21,493.11

Per Person Summary

Category	Cost	Price	Cost %	Margin
Per Person Subtotal:	\$27.76	\$89.17	31.13%	\$61.41
NY State Tax		\$7.36		
Tax 2		-		
Surcharge		-		
Gratuity		\$16.94		
Discount		-		
Per Person Grand Total:	\$27.76	\$113.47	31.13%	\$61.41

Report Criteria:

Site 'Orleans Fine Catering' is using Database 'eventmaster'; Selected Event is 'Holiday Party' at 7:00 pm on 12/22/06 for customer 'MFG0001'

Total Number of Records Printed: 1

Figure 4.26

COST ANALYSIS REPORT WITH CALCULATIONS
(Courtesy of Catermate Software from The CBORD Group, Inc.)

Invoice

Orleans

Orelans Fine Catering
47 West 60th Street
New York, NY 10036
(212) 555-1212

Invoice Number: 01491034
Invoice Date: 12/22/2006
Due Date: 1/22/2007
Reference: Holiday Party

CUSTOMER
Mr. Matthew Gray The CBORD Group, Inc. 61 Brown Road Ithaca, NY, 14850 Phone: 607-257-2410 Account Number: 1230222123

Bill to
The CBORD Group, Inc. Attn: Accounts Receivable 61 Brown Road Ithaca, NY, 14850 Phone: 607-257-2410

CHARGES			
Item	Qty	Amount	Total
Food	331	\$45.00	\$14,895
Bar	331	\$24.00	\$7,944
Piper Sonoma Blanc de Noirs, California	53	\$34.00	\$1,802.00
Chardonnay, Richemont, Vin De Pays D'oc,	54	\$28.00	\$1,512.00
Merlot, Hunter Ashby, California	87	\$36.00	\$3,132.00
Room Charge			\$200.00

totals	
Subtotal:	\$29,485.00
NY Sales Tax:	\$2,432.52
Gratuity:	\$5,602.15
Total:	\$37,519.67
Total Payments:	\$3,000.00
Amount Due:	\$34,519.67

Please make checks payable to **Orleans Fine Catering**

Thank you.

Orleans Fine Catering • 47 West 60th Street, New York, NY 10036
Phone: (212) 555-1212 Fax: (212) 555-3434

~ Figure 4.27 ~

INVOICE FOR PAYMENTS

(Courtesy of Catermate Software from The CBORD Group, Inc.)

Aging by Customer							
Account #	Event Date/ Invoice #	Description/ Company	0 - 30	31 - 60	61 - 90	Over 90	Ledger Balance
Customer/	Contact #						
AGA							
8497001716	11/1/2006	Meeting - Lunch	-	-	-	\$1,272.50	\$1,272.50
AGA	00000018	American Generics Association					
	01003938						
8497001716	11/1/2006	Meeting - Breakfast	-	-	-	\$136.25	\$136.25
AGA	00000017	American Generics Association					
	01003938						
8497001716	11/1/2006	Meeting - Afternoon Break	-	-	-	\$481.01	\$481.01
AGA	00000019	American Generics Association					
	01003939						
AGA Subtotal:			-	-	-	\$1,889.76	\$1,889.76
USCORP							
1230222120	12/15/2006	Holiday Cocktail Party	-	\$12,725.00	-	-	\$12,725.00
USCORP	00000021	US CORP OF AMERICA					
	01003940						
USCORP Subtotal:			-	\$12,725.00	-	-	\$12,725.00
Total:			-	\$12,725.00	-	\$1,889.76	\$14,614.76
Report Criteria: Site 'Orleans Fine Catering' is using Database 'eventmaster'; All Customers with Ledgers from 7/01/99 thru 1/31/07 Total Number of Records Printed: 4							

Figure 4.28

ACCOUNT HISTORY REPORT

(Courtesy of Catermate Software from the CBORD Group)

Packing List						
Event Information			Customer Information			
<i>Contract #:</i>	00000015	<i>Customer:</i>	Ms. Kerry Quinn			
<i>Description:</i>	Building Party	<i>Company:</i>	Private			
<i>Event Date:</i>	7/1/2006	<i>Contact:</i>	Kerry Quinn			
<i>Event Time:</i>	6:00 pm to 10:00 pm	<i>Phone:</i>	212-555-3277			
<i>Guests:</i>	35	<i>Address:</i>	131 W 24th Street			
<i>Event Type:</i>	Picnic		Apt 16c			
<i>Service Type:</i>	Picnic		New York, NY 10010			
<i>Setup Type:</i>	See Diagram					
<i>Location:</i>	(Off Premise Location)					
<i>Status:</i>	Definite Contract					
Off-Premise Delivery Address						
Inner courtyard of building						
131 W 24th Street						
Apt 16c						
New York						
NY10010						
Directions:						
Enter through rear on left. Elevator to 16th Floor.						
Storage and staging from basement.						
Event Times						
<i>Setup Time:</i>	Saturday, July 01, 2006 at 4:30 pm					
<i>Vacate Time:</i>	Saturday, July 01, 2006 at 11:30 pm					
Order						
Name	Code	Unit	Quantity	Sent	Returned	
Equipment and Disposables For Buffet	BV08P	Guests	35	_____	_____	
Highball Glass Plastic 10 oz.	PP008	Each	50	_____	_____	
Table Cloth plastic 108 x54	PP002	Paper	2	_____	_____	
Tablecover 82x82 White Paper	PP043	Each	5	_____	_____	
Plate 10 1/4" Foam	PP024	Each	39	_____	_____	
Bowl 12oz. Foam	PP027	Each	39	_____	_____	
Forks Heavy Duty Plastic	PP036	Each	39	_____	_____	
Knives Heavy Duty Plastic	PP035	Each	39	_____	_____	
Soup Spoons Heavy Duty Plastic	PP038	Each	39	_____	_____	
Napkins, Cocktail White	PP006	each	53	_____	_____	
Napkins, Dinner 2 Ply	PP011	Each	53	_____	_____	
Chafing Dish Stainless New	QB0005	Each	2	_____	_____	
Waterpan Stainless Wide Lip	QB0011	Each	2	_____	_____	
Sterno Large Buffet	QE0085	Each	3	_____	_____	
Tongs Small	PP017	Each	2	_____	_____	
Serving Spoon Plastic	PP015	Each	3	_____	_____	
Equipment for Kitchen	EQUIP	Guests	35	_____	_____	
Trash Barrels	QE0006	Each	4	_____	_____	
Propane	QE0010	Each	4	_____	_____	
Pan Racks	QE0024	each	4	_____	_____	
Extension Cords	QE0025	Each	4	_____	_____	
Coffee Maker Bunn Machine	QE0019	Each	4	_____	_____	
Work Lights	QE0021	Each	4	_____	_____	
Cutting Board	QB0022	Each	35	_____	_____	
Chafing Dish Wire Rack	QB0004	Each	7	_____	_____	

Figure 4.29

PACKAGING SHEET FOR CATERING OFF-PREMISE
(Courtesy of Catermate Software from the CBORD Group)

Master Schedule by Event Date

Event Date/ Booking Status	Start Time/ End Time	Room/ Service Type	Contract #	Description/ Company	Contact Person/ Phone	Guests	Delivery Address
Friday, December 8, 2006							
12/8/2006 Definite Contract	12:00 pm 3:00 pm	HELLEN Set Buffet	01003933	Meeting Private	Sharon McNally 917-555-2345	25	
12/8/2006 Definite Contract	12:00 pm 3:00 pm	SPART Set Buffet	01003934	Meeting - Lunch National Academy Of Sciences	Joseph Turner 212-555-9876	12	
12/8/2006 Definite Contract	6:00 pm 11:00 pm	LRG TH Set Buffet	01003935	Holiday Party National Academy Of Sciences	Joseph Turner 212-555-9876	125	
12/8/2006 Tentative Hold	6:00 pm 11:00 pm	MACED Served Dinner	01003936	Rehearsal Dinner Private	Stacy Pierce 212-555-2323	75	
12/8/2006 Definite Contract	7:00 pm 11:30 pm	OAK Served Dinner	01003914	Holiday Party Merck Pharmaceuticals	Fred Auzenne 212-555-4400	300	
12/8/2006 Tentative Hold	7:00 pm 10:00 am	PRIORY Served Dinner	01003927	Dinner Aerospace Products International	Kathryn Jones 212-555-1212	47	
12/8/2006 Definite Contract	7:00 pm 10:30 pm	SM THE Served Dinner	01003932	Dinner Private	Debra White 516-555-1212	200	
Friday, December 8, 2006 SubTotal						784	Number of Events: 7
Total:						784	Number of Events: 7

Report Criteria:

Site 'Orleans Fine Catering' is using Database 'eventmaster'; Selected Events from 12/08/06 thru 12/08/06 for all Booking Statuses for all Customers for all Contract # for all Rooms for all Service Types All Event Groups and excluding Cancelled Events

Total Number of Records Printed: 7

🌿 Figure 4.30 🌿

EVENT SCHEDULE

(Courtesy of Catermate Software from the CBORD Group)

Summary

Meeting the objectives of marketing—identifying customer needs, developing products and services with appropriate pricing strategies, and effectively promoting them—is critical to the ongoing success of catering businesses. Catering services must possess the flexibility to respond to a wide variety of customer needs. Marketing opportunities are created through customer needs identified for product or service development.

Entertainment and concept packaging provides dynamic and profitable ways to expand catering services. Decorations, entertainment, and cuisine themes combine to create festive settings for business and social functions. Package pricing of food, beverages, and services responds to customers' needs for time-saving services in the catering function planning process.

Computer software programs provide catering management valuable tools with which to achieve profitable and efficient operations. Software programs offer a range of reporting facilities and capabilities. Foodservice operators expanding into catering areas find that many of these programs are compatible with their existing computer systems.

The success of a catering foodservice business is greatly enhanced by using software programs in marketing, purchasing inventory, production forecasting and analysis, sales mix, costing, and accounting. Word processing has numerous applications, including sales files, contracts, and correspondence. Desktop publishing software programs can assist marketing efforts with the production of newsletters, brochures, and menu package design. The ability to create menu design with typeface fonts and symbols allows every catering operation the ability to design its own menus in-house.

Endnote

1. American Marketing Association, 1985.

Questions

1. The marketing cycle includes four key steps. Discuss how each contributes to the success of a marketing activity.
2. How does the marketing mix identify the overall strategy of a marketing plan?
3. Destination marketing for social functions provides an opportunity for hotels and resorts to provide what types of packages and services?

4. The application of computer software programs to catering sales and marketing has a number of benefits. Identify the reports that support catering sales and marketing, and explain the benefits of each.
5. Explain how costing analysis catering reports help sales managers evaluate the profitability of functions.



Chapter Five



Catering
Menu Program



Key Terms

Auguste Escoffier
Sorbet
Russian service
Brigade de cuisine

Brigade de service
Food cost percentage
French service
American service







Cuisine
À la carte
Fixed price
Banquet specification

What You Will Learn in This Chapter

The objective of this chapter is to identify the components of a catering menu program and the factors that control success or failure in operation. The types of menus that are successful in catering applications are reviewed and the classical menu formats illustrated by menus from current catering facilities. French, Russian, and American table-service styles are discussed relative to their application to catering functions. Menu-item selection considerations are identified, and production demands for volume cooking are discussed. The challenges for seasonal menu application in catering menus are addressed, as is the need to adapt to market trends and customer needs.

The Catering Menu Program

The catering menu program in any foodservice operation includes all of the menus for the range of meal services offered for private functions, including menus for receptions as well as theme functions. The basic menus that can be included in a catering program are:

-  Breakfast, lunch, and dinner menus
-  Hors d'oeuvre menu
-  Reception menu
-  Special-function menus
-  À la carte menus (dessert or salad menus)
-  Beverage menus (wine, liquor, cordial, and specialty)

Each menu in the program represents a selection of items presented in the format identified for a specific meal service. The identification of specific menu items is based on six major factors relative to a catering operation.

1. *Style of service* determines equipment, staffing, and food production needs.
2. *Price range* determines both the monthly forecasted catering sales volume and the anticipated annual profit.

3. *Menu item selection* is based on the skill levels of the kitchen production personnel along with management's goals and objectives for the overall catering operation.
4. *Cuisine orientation* helps determine the pricing structure of the menu program.
5. *Food production capabilities* identify menu items within the cuisine that can be successfully produced for catering services based on the available equipment and the skill level of the production personnel.
6. *Awareness of customer needs* is reflected in a knowledge of current trends in dining and eating patterns.

A creative and flexible menu program requires that catering specifications be developed for every item in the catering menu file. These specifications are the basis for pricing individual menu portions of menu items, a process that allows management to adjust the menu content and price according to customer needs.

Creativity and flexibility also involve the ability of the entire operation to react to new and unique concepts and ideas in catering menu development, theme, and entertainment packaging. This ability sets a catering service apart from its competition within the market segment in which it is established.



Menu Formats

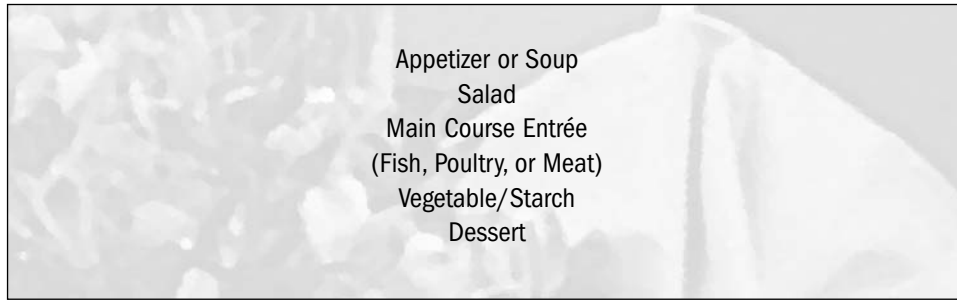
The basic menu formats used to develop catering menus are based on the classical French menu plans for dinner, luncheon, and breakfast. Laid down by Auguste Escoffier in the early 1900s, these are used, either whole or in part, to present a series of menu items for a planned meal program in both institutional and commercial settings.

The classical dinner format for catering service, as shown in Figure 5.1, offers eight courses. Including both a fish course and a meat course, it places the

Appetizer	Wine No. 1
Soup	
Fish Entrée	Wine No. 2
Sorbet	
Poultry or Beef Entrée	Wine No. 3
Vegetable/Starch	
Salad	
Dessert	Wine No. 4
Cheese	Wine No. 5

Figure 5.1

CLASSICAL DINNER FORMAT



— Figure 5.2 —

COMMERCIAL CATERING ADAPTATION OF THE CLASSICAL DINNER MENU

salad course after the main meat course. American versions of this menu often place the salad course between the soup course and fish course. A sorbet (frozen ice) is offered between the fish course and meat course as a palate cleanser. The use of this menu format in its entirety is usually reserved for formal occasions, as in the menu in Figure 5.2. The accompanying beverage program for this menu format offers appropriate wines with the appetizer, fish, meat, dessert, and cheese courses. After-dinner cordials are offered at the completion of the menu service.

The commercial adaptation of the classical dinner menu format most commonly used by catering services is shown in Figure 5.2. The first course is either a soup or appetizer selection. In American service, only one main-course selection is offered, and the salad course precedes the entrée selection. Cheeses are eliminated from the menu. A sample commercial catering menu using this menu format is shown in Figure 5.3.



— Figure 5.3 —

COMMERCIAL CATERING MENU FOLLOWING THE CLASSICAL DINNER-MENU FORMAT



Figure 5.4
CLASSICAL LUNCHEON FORMAT

The catering luncheon menu format is governed by the type of function at which it is served. Business luncheons need to be brief to accommodate either speaker programs or afternoon meeting schedules. Menus for social luncheons are designed around the theme of the occasion. The classical format from which luncheon menus are adapted is given in Figure 5.4.

Breakfast is not a formal part of traditional French cuisine. Many Europeans prefer a breakfast that offers a fruit, cheese, and meat, while other cultures include spicy foods, tofu, or nori (a type of Japanese seaweed). The British formal breakfast format includes fish and/or meat, breads, jams, and butter, and it often begins with a hot porridge.

The nineteenth-century American breakfast was based on the British menu, with the primary objective of providing a full meal prior to a day of heavy agricultural labor. The breakfast dishes listed in Figure 5.5 are selected from a cookery collection published in 1901 by George W. Jacobs in Philadelphia titled *365 Breakfast Dishes*.

In the 2000s, this grouping of hearty dishes would be more appropriate for the main course of a catering luncheon or dinner than for breakfast. A comparison of this listing of breakfast items and the contemporary average American breakfast indicates the major changes that have taken place in diet and eating patterns since the late nineteenth century.



Figure 5.5
MAIN COURSE BREAKFAST DISHES, 1901
(Source: *365 Breakfast Dishes*, 1901)



Figure 5.6
CATERING BREAKFAST FORMAT

Today's catering breakfast menu reflects both current trends in meal planning and healthy eating concerns. The general catering breakfast menu outline is given in Figure 5.6.

Styles of Service

Establishing the level and type of table service that a catering service offers as a daily standard of operation is necessary to the menu development process. The selection of service style is influenced by the following factors:

- Skill level of available waitstaff
- Cuisine being served
- Available equipment
- Menu price range
- Customer profile

The styles of table service adaptable for banquet service are:

- French service
- Russian service
- American service
- Buffet service

FRENCH SERVICE

French service in American foodservice operations is often combined with aspects of Russian service. Classical French service requires a brigade de service, or six-member dining-room staff, and is inappropriate for catering service due

to high labor demands and costs. However, aspects of tableside preparation, such as preparing a Caesar salad, slicing a whole filet of beef, and completing a flambé dessert, are easily incorporated into formal catering menu presentations. Tableside preparations require that table captains be properly trained so that these menu items match the quality of the balance of the menu as it is served from the kitchen. An extra per-person charge is generally added to the total bill for each additional service activity. Tableside service requires specific equipment, including rolling carts, richau stoves, burners, and sauté pans.

RUSSIAN SERVICE

The most appropriate and popular style of table service used in formal catering is Russian service. This service style is ideally adapted to table seatings of 6 to 12 guests. All food items are arranged on platters and serving dishes. Servers portion and serve the food directly to the guest at the table, as seen in Figure 5.7. Previously discussed aspects of French service are often incorporated with Russian service techniques. Labor requirements for this type of service include skill training in Russian and French service. In addition, a high ratio of server to guest increases labor costs. The number of waitstaff required to successfully accomplish this service style is higher than for American service.



Figure 5.7

RUSSIAN-STYLE TABLE SERVICE

(Courtesy of and © by Johnson and Wales University, Providence, Rhode Island)

AMERICAN SERVICE

American service is the style of table service most commonly used in catering in the United States. All food is prepared and served onto plates in the kitchen. The main-course item, surrounding vegetables, and starches are served on one plate. A plate cover is fitted tightly over the main plate, keeping the meal warm and allowing plates to be stacked by servers onto large banquet trays. Once in the dining room, the wait-staff can serve large numbers of guests quickly. This style of table service employs a minimum number of servers and requires basic table-service skills.

BUFFET SERVICE

Buffet service is a popular style of service for private functions and is often combined with American service. Appetizer, beverage, and dessert may be served to the table, with salads, vegetables, and main-course items featured on the buffet. The service style does, however, require more time for the overall meal. Guests must wait until they are directed to approach the buffet. To expedite buffet service, sections of the buffet table are often set up around the room, as pictured in Figure 5.8. Iced-shellfish displays, salad-bar presentations, and dessert tables complement a main course buffet that can include vegetables, starches, entrée items, and, often, a carving station with a chef slicing meat to order. An example of a catering buffet menu featuring a variety of table stations is seen in Figure 5.9.

Buffet service requires the least amount of labor, both kitchen and service. A busy catering operation can increase its flexibility by applying this style of service to one large function while simultaneously serving another party with American service. Once the buffet food items have left the kitchen, the kitchen staff can plate the second party's main-course items for service.



Figure 5.8

PEABODY HOTEL BUFFET-STYLE SERVICE
(Courtesy of The Peabody Hotel, Orlando, Florida)



Figure 5.9
SPECIALTY CUISINE STATIONS MENU FOR BUFFET PRESENTATION

Price Range

The pricing structure for catering menus established by management to meet both customer needs and profit goals controls three major aspects of the menu program:

1. The level of cuisine
2. The menu items selected
3. The quality of food product

The selection of menu items offered to the customer for any given meal service or function should represent a range of prices identified as acceptable to the average customer of the foodservice operation. In order for a menu program to be successful, the customer's perceived value of the total menu and its assigned price must match. This marketing pricing theory applies to all of the catering menus, including beverage. The pricing methods for a menu program are covered in detail in Chapter 7.



Menu-Item Selection

The ability to serve guests the same menu items within a given period in a private function setting, for an established price per person, is the basic objective when selecting menu items for catering menus. Catering menu items should be chosen according to how well they fulfill three basic purchasing requirements:

1. The item can be purchased in large volumes at the required quality.
2. The item is available for purchase through normal distribution channels year-round.
3. The item is available for purchase at a price that results in an overall food cost that yields an acceptable food cost percentage.



Cuisine

Catering operations can offer a wide variety of cuisines priced according to the target market's customer needs. Ethnic and regional menu item specialties can easily be incorporated into menus for business and social functions as well as special event themes. The per-person price of the menu determines the food items and preparation styles of the actual menu items to be included.

The menu in Figure 5.10, for example, would be used for a wedding when the customer has requested an emphasis on Italian cuisine. This catering menu is priced to meet the demands of middle-income families while providing food items perceived as acceptable for a wedding dinner. The Southwest holiday buffet theme menu in Figure 5.11 would be appropriate for a wide range of social



Figure 5.10

ITALIAN CUISINE WEDDING DINNER



SOUTHWEST HOLIDAY BUFFET
(Minimum of 100 People)

Hearty Posole
With Pork and New Mexico Red Chile

Grilled Jalapeño Caesar Salad
Jicama and Orange Salad
With Peanuts and Cilantro

Black Bean, Cucumber and Red Onion
With Chipotle Vinaigrette

(Select Three Entrees)
Chile Rellenos
With Green Chile Sauce and Sour Cream

Pork Tamales
Smothered with Monterey Jack Cheese
and Red Chili

Beef Enchiladas
Layered with Red and Green Chiles

Blue-Corn Crusted Trout
With Roasted Corn and Tomatillo Salsa

Calabacitas Con Queso
Spanish Rice with Tomatoes and Garbanzos
Fresh Tortillas

Display of Fresh Baked Biscochitos and Empanaditas
Warm Bread Pudding with Rum Sauce
Mountain Berry Flan
Fresh Brewed Coffee, Decafe and Tea Selection

33.00++

Prices Do Not Include 19% Service Charge and New Mexico State Sales Tax
Buffet Charge of \$50.00 will be charged for groups under 100 people

❧ Figure 5.11 ❧

SOUTHWEST HOLIDAY BUFFET

(Courtesy, Hyatt Regency Albuquerque, New Mexico)

and business functions. The main-course item can be changed according to customer budget and requirements.



Food Production

The capability of a foodservice operation to carry out the preparation and service of a menu is based on the production capacities of both equipment and labor.



The ability of kitchen staff to produce menu items in the volumes required for catering menus is a major management concern. Before offering a customer what menu items are offered, the availability of menu items, catering management should consult with the executive chef to ensure that skilled staff is available to produce the items at the established level of quality in the volumes required to satisfy customer needs.

Not all prospective menu items can be produced in large volumes to the standard of presentation and taste that customers expect. A good example is eggs Benedict. Hollandaise sauce, a major ingredient of this dish, requires very specific temperature and time controls in order to be served properly. Hollandaise sauce separates if cooked too long or held above certain temperatures. In addition, the dish must be served immediately after the sauce is poured over the eggs or it will thicken and form a tough skin. Attempting to serve eggs benedict with American service for 250 guests simultaneously poses major production and equipment challenges. When stainless-steel plate covers are stacked, condensation forms inside that drips down onto the sauce, breaking through the skin and causing the sauce to separate. Timing must be extremely well coordinated between the *maitre d'* and the kitchen in order to plate the eggs and get them to the guest as quickly as possible.

Equipment is a major concern in the production of large-volume catering functions. Table-service equipment is often supplemented by rental equipment for large parties. Kitchen production equipment, on the other hand, cannot easily be adapted or added to. Expensive rentals pose the problem of finding both space and an energy source. An accurate assessment of the capacity of existing equipment to produce a complicated menu should be made before committing to the customer.

The dinner menu in Figure 5.12 is designed to serve 1,000 guests. The production schedule in Figure 5.13 identifies each menu item in the order in which it is served along with the preparation and holding areas of the kitchen required. In addition, pre-preparation as well as service preparation times are noted. The combination of food production methods used to prepare menu items and the ability of existing equipment to hold courses at specified temperature levels prior to service determines the final menu selection. The menu in Figure 5.12 can be served in volumes of this size precisely because catering management identified

Menu Selection	Speise Karte
	
Austern Kaiser Wilhelm (Broiled Oysters in Herb Sauce)	
Pilza Suppe (Cream of Mushroom Soup)	
Bohen Salat (Green Bean Salad)	
Poschiertes Serzunge (Poached Fillet of Sole)	
Sorbet Weis (Champagne Sorbet)	
Rouladen Krautnusse (Rolled Beef with Brussel Sprouts and Nuts)	
Rotkohl (Red Cabbage)	
Deutsches Kartoffelsalat (German Potato Salad)	
Schwartzbrot (Black Bread)	
Schwartzwalder Kirsh Torte (Black Forest Cake)	
Kaffe (Coffee)	

 Figure 5.12 

SIX-COURSE GERMAN CUISINE MENU FOR 1,000 GUESTS

items that can be pre-prepared and purchased from outside vendors to complement items that must be prepared at the time of service. In addition, enough equipment needs to be available to hold the prepared food items. The service strategy for this menu requires split-second timing and a great deal of cooperation between the kitchen and service staff.

MENU ITEM	NUMBER OF PORTIONS	PREPARATION STATION	HOLDING AREA	PREPARATION TIME
Oysters, herb butter	1,000	Line: broiler	Banquet box	At service
Mushroom soup	1,000	Range top	Banquet kitchen	Day before or frozen, reheat prior to service
Green bean salad	1,000	Prep kitchen	Walk-in box	Salad: day before Setup: afternoon
Fillet of sole	1,000	Banquet oven	Banquet box	At service
Champagne sherbet	1,000	Prep kitchen	Pantry freezer	Two days before
Rolled beef	1,000	Banquet kitchen	Walk-in box/ banquet oven	Day before, reheat for service
Red cabbage	1,000	Canned/banquet kitchen	Banquet range	At service
German potato salad	1,000	Banquet kitchen	Walk-in box/front line ovens	Two days before, reheat for service
Black bread	1,000	Vendor/pantry area	Pantry area	Day of delivery
Black forest cake	1,000	Vendor/pantry area	Tray racks Portion sliced	Day of delivery Tray up: afternoon

Figure 5.13

PRODUCTION SCHEDULE FOR A DINNER FOR 1,000



Seasonal Menus

Keeping the menu fresh in the eyes of returning and prospective customers is a great challenge for restaurant operators. Various menu-planning formats offer a number of ways to achieve this, including cycle entrée menus built into standard menu formats, daily specials that rotate on a five- to seven-day schedule, and a fixed-price menu supported by à la carte and semi à la carte items.

An exciting variation in menu planning that is underused or overlooked is the seasonal menu. Seasonal menu offerings are often placed in the middle of the regular menu as a response to the “What’s new?” query. Creating a complete seasonal menu requires that every course, from appetizer to cheese plate, features menu items whose primary ingredient is seasonal. This does not preclude those items from appearing at another time of the year. On the contrary, a potato leek pancake with sour cream and red caviar served in November can reappear in April featuring spring onions, fresh mushrooms, and watercress.

From an organizational perspective, seasonal menu items are planned for on a 12-month basis, subject to cost and availability. The kitchen’s menu repertory

	POTATO	CRANBERRY	PUMPKIN
appetizer	potato-leek pancake with red caviar and sour cream	cranberry-stuffed peach	pumpkin mousse
soup	hot potato chowder with red bell peppers	cream of chicken with cranberries and onions	roasted pumpkin soup
entrée	golden-roasted potato-onion soufflé with three cheeses	wild mushroom and cranberry risotto with cheese	baked pumpkin stuffed veal sausage and sage
bread	baked potato rolls	cranberry-pecan muffins	walnut-pumpkin bread
dessert	chocolate-potato cake	cranberry-orange nut crisp with crème anglaise	pumpkin sorbet

Figure 5.14

SEASONAL MENU PLAN I

(Courtesy of American Culinary Federation, Inc. © 2001)

includes the recipes and costs of all of the seasonal menu items, making them available for use throughout the year.

Seasonal menus can be developed from different directions. One direction selects seasonal vegetables and features them throughout the menu while maintaining standard and signature main dishes. A winter seasonal menu might focus on one of the groups of menu items shown in Figure 5.14.

A second direction features seasonal fixed-price menus or a cycle menu that rotates specialty courses around an established core of seasonal entrées. This format allows for a menu of signature and standard main dishes to be supplemented by seasonal menu tastes and presentations. Figure 5.15 is a suggested winter season menu.

Keeping the menu timed appropriately in a rotating seasonal menu includes anticipating the desire of restaurant customers for the taste and smell of the next season. A good guideline for a season is three months, beginning in the middle of a month. An appropriate time to introduce the winter menu is the middle of November, before Thanksgiving; this menu is then continued until the middle of February. Introduce the spring menu on Valentine's Day, building toward the spring religious holidays. By mid-May, it's time to bring summer onto the menu. In mid-August, when restaurant customers are ready for something heavier; offer them an early fall selection of late summer and harvest foods.

Of course, seasonal menu selections have the added variety of region and cuisine preference. The Internet and global access to product makes this aspect of menu planning even more challenging. Customer needs also control the scope of seasonal menu planning that can be included in a restaurant menu. Seasonal menu plans offer an effective way to create interest for new and returning

appetizer	<ul style="list-style-type: none"> • Duck terrine with foie gras ravioli • Roasted sweet potato salad with ginger and citrus • Mushrooms stuffed with oysters 	
soup	<ul style="list-style-type: none"> • Turnip, sorrel, and potato soup • Carrot, leek, and chestnut soup 	<ul style="list-style-type: none"> • Red beet and white bean soup • Fish chowder with common crackers
entrée	<ul style="list-style-type: none"> • Roast leg of venison • Saddle of moose • Roasted sea bass 	<ul style="list-style-type: none"> • Fricassée of rabbit • Chicken and apple sausage links
vegetable	<ul style="list-style-type: none"> • Yellow turnip purée • Glazed grilled root vegetables • Brussels sprouts with caraway purée 	<ul style="list-style-type: none"> • Rutabaga mashed with sour cream and nutmeg • Purple wax beans • Baby maroon carrots
bread	<ul style="list-style-type: none"> • Walnut bread • Apple-apricot-nut bread 	<ul style="list-style-type: none"> • Potato-onion-dill bread • Cranberry loaf
dessert	<ul style="list-style-type: none"> • Stewed dried fruits • Maple Bavarian cream • Baked fig pudding 	<ul style="list-style-type: none"> • Cranberry sorbet • Apple-raisin-nut strudel with hot custard

Figure 5.15

SEASONAL MENU PLAN, TWO-MENU REPERTORY

(Courtesy of American Culinary Federation, Inc. © 2001)

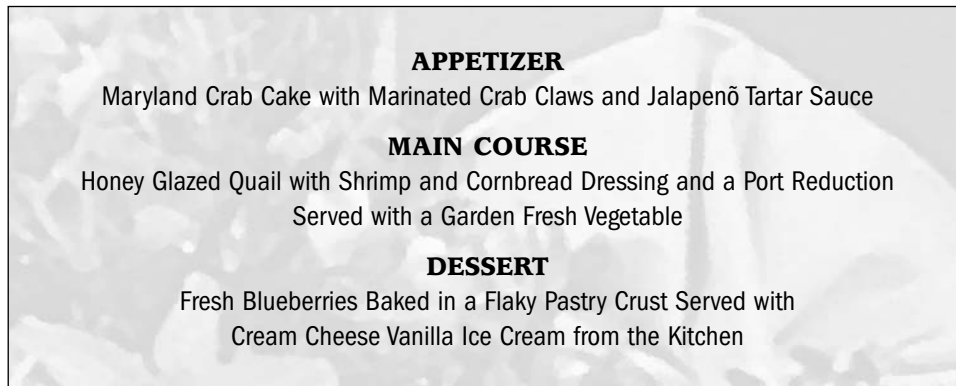
customers alike and give staff the opportunity to freshen their kitchen and service skills. The menus in Figure 5.16 and Figure 5.17 are seasonal catering menus for the fall featuring regional specialties.

SOUP
Cream of Pumpkin Garnished with Cranberry Coulis
MAIN COURSE
Julienne Zucchini and Winter Squash with Haricot Vert Pecan Crusted Sweet Potatoes
DESSERT
Pumpkin Pecan Torte Seasonal

Figure 5.16

SEASONAL CATERING MENU, FALL

(Courtesy of American Culinary Federation, Inc. © 2001)



❧ Figure 5.17 ❧

SEASONAL CATERING MENU, SUMMER

(Courtesy of American Culinary Federation, Inc. © 2001)



Awareness of Customer Needs

Understanding the impact of current trends in both dining customs and eating patterns in today's society is an important skill for every catering manager to develop. The catering service market is highly competitive and requires an ability on the part of management to respond to customer needs, often before they are indicated.



Major trends in today's society center around healthy dining. Catering services need to recognize this by offering menus that are both interesting and healthy. Fried foods, heavy sauces, high levels of salt, and rich desserts are discouraged by healthy dining programs. Menus that concentrate on broiled or grilled foods, salads, fruits, and low-fat food items respond to current customer demands. The menu in Figure 5.18 features a healthy catering menu.



❧ Figure 5.18 ❧

HEALTHY DINING MENU

MENU ITEM	PORTION SIZE	COST PER
APPETIZERS		
Fruit Cup	6 oz mixed fresh and canned fruit	.93
Melon	1/2 fresh seasonal melon	1.02
Marinated Shrimp	6 oz baby shrimp papaya slice	1.10
Consomme en Tasse	6 oz consomme	.51
	2 cheese straws	
Clam Chowder	6 oz New England	.37
SALAD		
Caesar Salad	6 oz greens with dressing	.59
Marsailles Salad	6 oz mixed greens with dressing	.72
Marinated Vegetable	7 oz mixed vegetable	.90
ENTREES		
Stuffed Breast of Chicken/Boursin	8 oz breast stuffed	3.75
Poached Salmon	6 oz fresh	3.20
Prime Rib	12 oz prime rib	5.28
Roast Sirloin of Beef, Sliced	8 oz sirloin wild mushroom sauce	3.60
DESSERT		
Chocolate Mousse	3 oz chocolate mousse whipped cream	.55
Key Lime Pie	1/6 slice of pie	.80
Bombe Marie Louise	frozen bombe	.83


 Figure 5.19
 
BANQUET SPECIFICATION FORM

The flexibility of the menu program determines management's ability to respond to customer needs and change overall menu pricing. Each item is reviewed by both catering management and the kitchen for content, quality, and interchangeability with other menu items. The portion size, garniture, and cost for each item are listed on a printed format called a *banquet specification form*, as shown in Figure 5.19.

Banquet specifications outline each menu item individually so the selection on any given menu can be changed in order to adjust the price up or down. The use of banquet specifications assures management that the actual food cost of the total menu reflects the desired food cost and produces a quality product for the guest. The application of banquet specifications to customized menu item pricing is discussed in Chapter 7.

Creativity and flexibility are attitudes and skills that encourage caterers to adapt to new and unique ideas for catering functions. Catering menu specifications, flexible kitchen formats, creative menu planning, and the ability to communicate with both staff and customers can provide a catering operation with a leading edge in today's highly competitive market.

Summary

The catering menu program includes a series of menus that reflect a variety of catering services and meals. Factors that influence the success of the menu program are table-service style, price range, cuisine orientation, food-production capabilities, customer awareness, and the ability to be creative and flexible with function planning as well as menu development and pricing.

Basic menu formats for dinner, luncheon, and breakfast outline the course presentation of items for catering service. Each format is adaptable to the needs of individual customers. The actual number of items offered in a menu format depends on the style and service of the catering operation.

The style of table service selected by a caterer reflects staff capabilities and the level of cuisine being served. The styles of table service most appropriate for catered functions are Russian service and American service. Buffet service combines aspects of several methods of table service, food production, and presentation.

Menu item selection is based on the need to provide high-quality food products in large volumes. These items should be available for purchase year-round at a price that allows the caterer to meet the desired overall food-cost percentage for the menu.

Caterers who offer a variety of cuisines can flexibly respond to customer needs. Ethnic and regional items, as well as diet and health-related foods, can easily be incorporated into menus.

The ability of both service and kitchen personnel to produce required menu items is basic to the success of the menu program. It is important that management accurately assess the production capabilities of both labor and equipment when selecting menu items.

A successful menu program is flexible and open to new unique ideas in menu development. Competition for catering service business requires that operators be able to adjust their pricing structure and production capabilities to meet the demands of both business and social customers.

Questions

1. Define the factors used to identify menu items for catering operations.
2. What impact will the factors that influence the selection of service style have on French, Russian, American, and buffet service?
3. Identify the basic purchasing requirements for selecting catering menu items. Discuss how each of these requirements affects the production of a catering menu.
4. Discuss the options for the development of seasonal menus. Identify the benefits of each option for a catering menu program.
5. Banquet specifications provide the basis for what activity in the menu program?



🌿 Chapter Six *🌿*

**Food-and-
Beverage
Operational
Controls**



Key Terms



Productivity
Purchasing
Production
Presentation

Plate presentation
Sales mix
Quality control
Standardized recipe

Portion size
Yield
Production sheet



What You Will Learn from This Chapter









The operation of a food-and-beverage business requires policies and procedures to ensure a consistent standard of purchasing, production, and presentation. This chapter details operational controls, including costing, pricing, purchasing, production, presentation, and service. Recipe cards, along with a production sheet and sales-mix format, are three of the operational controls reviewed. Food-and-beverage production controls are included in this discussion.



Operational Controls

The success of an ongoing catering operation depends on the operational controls management establishes for monitoring the daily productivity and profitability of the business. Operational controls are functions carried out within a foodservice operation to ensure that food-and-beverage products meet established standards of quality as efficiently as possible. Operational controls cover the following areas:

-  Costing
-  Pricing
-  Purchasing
-  Production
-  Presentation
-  Service

Costing and pricing were discussed in Chapters 5 and 6, and service is a major topic in Chapter 10. This chapter focuses on purchasing, production, and presentation. *Quality control* is the term used for the process employed to meet the standards set for these activities. The objective is to produce food-and-beverage products following standardized recipes using ingredients purchased at prices that meet established food-cost guidelines.

Purchasing controls define the criteria for quality by which food items are selected. These criteria, combined with established food-cost goals, determine which products are purchased. Professional purchasing requires knowledge of a wide range of food products and their expected yields. An awareness of waste-reducing and labor-saving products and their applications can enhance the profitability of a catering service operation.



Production controls ensure consistency in the amount of each ingredient used, the set of directions followed, the number of portions yielded, and the taste and texture obtained each time a food product is prepared. To accomplish this goal, a standard recipe for a specific portion size and yield must be developed for every item in the menu file.

Presentation controls establish guidelines for the size and type of dish or glass to be used, the portion size of the food or beverage product, and the sauce and/or garniture. Often called *plate architecture*, plate presentation is important for maintaining customer satisfaction as well as standardizing costs.






Purchasing Controls

Establishing and directing a purchasing program is an important part of effective foodservice management. The objectives of a purchasing program are to:

1. Purchase the quality of product necessary to fulfill the production requirement at a price that meets established food-cost guidelines.
2. Minimize the cost of waste realized by loss of product in receiving, storage, or distribution by developing step-by-step procedures that maximize the shelf life of the product.
3. Follow purchasing procedures that help ensure that management purchases the desired quality of product at the best available price. These procedures include the following functions:
 -  Establish written purchasing specifications for every product purchased.
 -  Select purveyors who can best supply product, following the established guidelines for quality, pricing, delivery, and payment.

Purchasing controls, usually called *purchasing specifications*, identify the exact requirements for the quality and quantity of a food product as well as the purpose for which the food product is to be used. Specifications include the following information:

-  Product name, with preferred brand names if available
 -  Quantity to be purchased, designated by purchasing unit, such as a case, pound, or bunch
 -  Indication of federal grade, such as U.S. Grade A
-

- ew* Unit by which prices are quoted, such as dozen, #16s, or gallon
- ew* Identification of the intended use of the product and any factors that can further describe the item to be purchased

The bid form in Figure 6.1 lists the simplified purchasing specifications for four poultry items. The unit price and total amount are completed by the purchasing agent once the price is received from the vendor bidding on this purchasing order.

The purchase of quantity food products that consistently yield a specified number of portions helps control food costs not only for individual items but also for the overall menu. In order for a menu price to generate a consistent food-cost percentage, menu-item costs must remain constant. Figure 6.2 outlines purchase quantities for fish and shellfish.

In this example, a 1-pound fillet of fish yields two to three portions between 3.4 and 5.1 ounces in size. A yield of 100 portions requires between 19³/₄ pounds and 29¹/₂ pounds of fish fillets. The exact amount of fish fillets to be ordered de-

ITEM	SUPPLIES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1.	Chicken, fresh chilled fryer, 2½-3 lb., ready-to-cook, U.S. Grade A	500	lb.		
	To be delivered				
2.	Chicken, fresh chilled fowl, 3½-4 lb., ready-to-cook, U.S. Grade B	100	lb.		
	To be delivered				
3.	Turkey, frozen, Young Tom 20-22 lb., ready-to-cook, U.S. Grade A	100	lb.		
	To be delivered				
4.	Ducks, frozen roaster duckling, 5-5½ lb., ready-to-cook, U.S. Grade A	50	lb.		
	To be delivered				
Vendor _____					

ew Figure 6.1 *ew*

PURCHASING SPECIFICATIONS

(Source: Kotschevar, *Quantity Food Processing*, 2nd ed., p. 34)

ITEM: FISH, FRESH OR FROZEN	UNIT WEIGHT OF PURCHASE	% YIELD AS COOKED	NUMBER OF COOKED PORTIONS PER UNIT	SIZE (OZ.) OF PORTIONS PER PURCHASE UNIT	NUMBER OF UNITS PER 100 PORTIONS
Filletts	1 lb.	64	2 to 3	3.4 to 5.1	19 ³ / ₄ to 29 ¹ / ₂
Steaks	1 lb.	58	2 to 3	3.1 to 4.6	21 ³ / ₄ to 32 ¹ / ₂
Dressed	1 lb.	45	2 to 3	2.4 to 3.6	28 to 41 ³ / ₄
Drawn	1 lb.	32	2 to 3	1.7 to 2.6	39 ¹ / ₄ to 58 ¹ / ₂
Whole (round)	1 lb.	27	2 to 3	1.4 to 2.2	46 ¹ / ₂ to 69 ¹ / ₂
Breaded, raw	1 lb.	85	3 to 4	3.4 to 4.5	22 to 29 ³ / ₄
Breaded, fried	1 lb.	95	3 to 4	3.8 to 5.1	19 ³ / ₄ to 26 ¹ / ₂
Lobster, in shell	1 lb.	25	16 to 20	About one	100 to 125
Lobster meat	1 lb.	91	2 to 3	4.9 to 7.3	13 ³ / ₄ to 20 ³ / ₄
Oysters, shucked	1 lb.	40	2 to 3	2.1 to 3.2	31 ¹ / ₄ to 47
Scallops, shucked	1 lb.	63	2 to 3	3.4 to 5.0	20 to 30
Shrimp, cooked	1 lb.	100	2 to 3	5.3 to 8.0	12 ¹ / ₂ to 19
Shrimp, raw	1 lb.	50	2 to 3	2.7 to 4.6	25 to 37 ¹ / ₂
Shrimp, raw	1 lb.	62	2 to 3	3.3 to 5.0	20 ¹ / ₄ to 30 ¹ / ₂

Figure 6.2
PURCHASE QUANTITIES

(Source: Kotschevar, *Quantity Food Processing*, 2nd ed., p. 447)

depends on the actual production portion size, which is determined in the final production specifications.

Efficiency is an important consideration in purchasing. Advances in food technology have resulted in innovative food-preparation methods for prepared or preportioned food products. For catering menu management, these methods can provide significant savings in both food product and labor costs. Food products from beef to vegetables are available in single- or multi-portion packs. Sealing and packaging techniques ranging from the Cryovac method to quick-chill have made available food products whose quality and safety is assured over a long shelf life.

Quick-chill combines bulk-food-preparation methods with refrigeration and freezing to create specified portion packages. This process is applied mainly to soups, sauces, vegetables, and bulk ingredients and is used in large contract feeding situations, multichain-restaurant food-distribution systems, and institutional

foodservice operations. In the final cooking process, water is drawn off from the product, reducing both weight and volume. The temperature is rapidly lowered as the product is quickly packaged and sealed. Refrigeration during processing under constant temperatures in an atmosphere relatively free of bacteria that cause food spoilage reduces the risk of food-borne illness. Quick-chilled food products can be shipped easily over long distances and stored for extended periods.

Sous vide is a food processing method that is revolutionizing the foodservice industry, with dramatic implications for catering in particular. Raw food products are packaged in individual or multiportioned packs using the Cryovac sealing method, whereby air inside the package is drawn out and the package closure is heat-sealed. Packs are then marked for storage under refrigeration for specified periods of time. *Sous vide* food products are put into production by placing them in hot water for a designated cooking period.

Both the quick-chill and *sous vide* methods provide catering managers with cost-saving food products that meet quality and quantity purchasing standards.



Production Controls

A standard recipe consists of a written set of directions for combining specified amounts of ingredients to produce a desired product. Recipes are standardized in order to control the consistency of taste, texture, and yield in the completed product.

The ideal standardized recipe includes a list of ingredients, their appropriate weights or measures, and specific directions for incorporating them into the product. A card format works best for most operations, although computer software programs provide access to a variety of recipe formats.

The recipe card divides the recipe into sections that are easy to identify, read, and follow while cooking. For example, the recipe card shown in Figure 6.3 is formatted in three sections: one with instructions for preparing the salad greens; a second, the salad ingredients; and a third, the beef. In the middle section, directions are also given for the plate setup of individual salad plates. In the third section, directions are again given for a single portion of meat to be sliced and plated.

Figure 6.4 shows a recipe card for 24 servings of a full beef tenderloin. The first section identifies the ingredients, weights, measures, and directions for the sauce, while the second focuses on the preparation of the beef itself. The third section is concerned with plating the individual servings. Both cards have photographs on the reverse side to help in standardizing plate presentation.

INGREDIENTS

Any food item included in the preparation of the recipe must be listed regardless of the amount used. In order for a recipe to produce consistent taste, texture, and yield, the same ingredients and proportions must always be used. Each ingredi-

STEAK CAESAR SALAD

INGREDIENTS	WEIGHTS	MEASURES	DIRECTIONS
Torn Romaine lettuce leaves	5 pounds, 4 ounces		1. Combine ingredients. Chill.
Cherry tomatoes, halved	3 pounds, 6 ounces		
Red onions, thinly sliced	12 ounces		
Romaine lettuce leaves		As needed	2. For <i>each serving</i> : Line 1 dinner plate with whole lettuce leaves. In bowl combine 5 1/2 ounces lettuce mixture, 3/4 ounce croutons, 1/2 ounce cheese; toss with 2-ounce ladle salad dressing. Plate mixture on whole lettuce leaves.
Parmesan <i>and/or</i> Romano cheese, shredded	12 ounces		
Prepared seasoned croutons	1 pound, 2 ounces		
Prepared Caesar salad dressing		6 cups (48 fl. ozs.)	
Beef Loin, Top Sirloin Butt Steaks, Center-Cut, Boneless, (NAMP/IMPS 1184B)	6 pounds	24 (4-ounce steaks)	3. Lightly coat both sides of 1 steak with pepper. Grill steak to desired doneness, turning once. Thinly slice steak. Arrange steak slices on 1 plate salad mixture. Sprinkle with cheese, if desired. Accompany with lemon wedge; serve immediately.
Cracked black pepper		As needed	
Parmesan <i>and/or</i> Romano cheese, shredded		As needed	
Lemon wedges		24	

NOTE: Six pounds Beef Strip Steaks, Boneless, (NAMP/IMPS 1180A) or Beef Tenderloin Steaks, Skinned, (NAMP/IMPS 1190 or 1190A) may be substituted for Top Sirloin Butt Steaks.

Yield: 24 Servings

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Figure 6.3

RECIPE CARD FOR STEAK CAESAR SALAD

(Courtesy of the National Cattlemen's Beef Association)

ent must be described accurately with limited preparation directions, such as *shredded* Romano cheese, *prepared* croutons, *cracked* black pepper, and red onions, *thinly sliced*.

WEIGHTS AND MEASURES

Either the weight or the measure of each ingredient must be included in the recipe. Some cards list both in order to make production more accurate. For example, in Figure 6.3, Caesar dressing is listed in both liquid measure and standard measure. Weight for steaks is given, as is piece count.

Measure is listed by pieces, cans, slices, bunches, or by indication of standard measure. For example, in Figure 6.3, lettuce leaves are measured by the pound, dressing by the cup, and cheese by the pound.

DIRECTIONS

Directions should be stated as simply and as clearly as possible. As English is the second language in many kitchens, staff members may have difficulty reading long preparation instructions. The directions in Figure 6.4, for example, are accurate and to the point.

YIELD

The yield is the number of portions that a recipe produces. A portion is the amount of food product allotted for a single serving. Portions are given by weight or measure. For example, the recipes in Figures 6.3 and 6.4 yield 24 servings each. In Figure 6.3, the determined portion of beef per serving is 4 ounces.

The recipe in Figure 6.5 yields 24 portions of Poached Chicken Breast Princesse. This example of a professional cooking recipe provides weight and

THE CHURRASCO

INGREDIENTS	WEIGHTS	MEASURES	DIRECTIONS
<i>Chimichurri Sauce:</i>			
Fresh parsley, finely chopped	10 ounces		1. Combine ingredients; remove and reserve 2 cups sauce to serve with cooked beef.
Olive oil		2 cups (16 fl. ozs.)	
White wine vinegar		1 cup (8 fl. ozs.)	
Garlic, minced	3 ounces		
Black pepper		1 1/2 teaspoons	
Salt		1 1/2 teaspoons	
Beef Loin, Full Tenderloin, Side Muscle Off, Skinned (NAMP/IMPS 190A)	15 to 20 pounds	3 to 4 tenderloins, about 5 pounds <i>each</i>	2. Cut <i>each</i> tenderloin crosswise into 4-inch wide chunks. With sharp knife and starting lengthwise, cut <i>each</i> tenderloin chunk jelly-roll-fashion, "unrolling" tenderloin to lay flat.
			3. For <i>each</i> serving: Brush both sides of 1 piece tenderloin with 2 tablespoons Chimichurri Sauce. Grill over high heat to desired doneness, turning once. Plate steak; drizzle with generous 1 tablespoon reserved sauce.

*For smaller 5- to 6-ounce portions, prepare beef as above; cut *each* piece in half.

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Yield: 24 Servings*
(From Churrascos South American Restaurant, Houston, Texas)

Figure 6.4

RECIPE CARD FOR THE CHURRASCO

(Courtesy of the National Cattlemen's Beef Association)

measure for all ingredients as well as the conversion to metric measurement. It can be used conveniently by cooks and chefs from different backgrounds.

Accurate and easy-to-read recipe cards are an important part of quality control. They help assure a quality food product and are instrumental in maintaining food-cost control.

Poached Chicken Breast Princesse			
Portions: 24		Portion size: ½ chicken breast 2 oz (60 mL) sauce, plus garnish	
U.S.	Metric	Ingredients	Procedure
24	24	Boneless, skinless half twelve chicken breasts, from 3-lb (1.2-kg) chickens	1. Select a baking pan just large enough to hold the chicken breasts in a single layer. Butter the inside of the pan.
as needed	as needed	Butter	2. Season the chicken breasts with salt and pepper. Place them in the pan, presentation side (that is, the side that had the skin on) up.
as needed	as needed	Salt	3. Sprinkle with the lemon juice and add enough chicken stock to barely cover the chicken.
as needed	as needed	White pepper	4. Cover the chicken with a buttered piece of parchment or waxed paper.
¼ cup	60 mL	Lemon juice	5. Bring to a simmer on top of the stove. Finish poaching in a 325°F (165°C) oven or over low heat on the stove. Cooking time will be 5–10 minutes.
1½ qt (approximately)	1.5 L (approximately)	Chicken stock, cold	6. Remove the chicken breasts from the liquid. Place them in a hotel pan, cover, and keep them warm.
		Beurre manié:	7. Reduce the poaching liquid over high heat to about 2½ pt (1.1 L).
3 oz	90 g	Butter, softened	8. Knead the butter and flour together to make a beurre manié (p. 120).
3 oz	90 g	Flour	9. With a wire whip, beat the beurre manié into the simmering stock to thicken it. Simmer a minute to cook out any starchy taste.
2½ cups	600 mL	Heavy cream, hot	10. Add the hot cream to the sauce. Season to taste.
to taste	to taste	Salt	
72	72	Asparagus tips, cooked, hot	11. Place each chicken breast, well drained, on a plate and coat with 2 oz (60 mL) sauce. Garnish with 3 asparagus tips. Serve immediately.

Figure 6.5

EXAMPLE OF A PROFESSIONAL COOKING RECIPE

(Source: *Professional Cooking, Sixth Edition* by Wayne Gisslen. This material is used by permission of John Wiley & Sons, Inc. © John Wiley & Sons, Inc. 2006)

PRODUCTION SHEET

The final step in reaching the goal of consistency in production is the production sheet. The information on a production sheet about the menu and the number of expected guests is taken from catering function sheets that present all of the details for a catering function (see Figure 6.6). For each menu item to be produced

Listing:		Person in Charge:	
Organization:		Bus. Phone	Res. Phone
Person Calling:		Bill To:	
Address:		Organization:	
City	State	Zip	Address:
Bus. Phone	Res. Phone	City	State Zip

DAY & DATE			
Function	DINNER	RECEPTION	
Room	LAFAYETTE	LAFAYETTE FOYER	
Time	7:00 P.M.	6:00 P.M.	
Attend.	175	175	
	Guar. 170 Set 180	Guar. Set	Guar. Set

MENU: Bibb & Frisee Salad Filet of Sirloin pecan-basil crust Madagascar pepper sauce Green Beans & pimento Roasted Red Potatoes Rolls & Butter Grand Marnier Mousse Coffee/Tea	SPECIAL INSTRUCTIONS:	<input type="checkbox"/> Auditorium _____ <input type="checkbox"/> Schoolroom _____ <input type="checkbox"/> Conference _____ <input type="checkbox"/> U Shape _____ <input type="checkbox"/> Rounds _____ <input type="checkbox"/> Hollow Sq. _____ <input type="checkbox"/> Lounge _____ <input type="checkbox"/> Head Table <u> 8 </u> <input type="checkbox"/> Exh. Table _____ <input type="checkbox"/> Reg. Table _____ <input type="checkbox"/> Blackboard _____ <input type="checkbox"/> Easel _____ <input type="checkbox"/> Flip Chart _____ <input type="checkbox"/> Piano _____ <input type="checkbox"/> Platform _____ <input type="checkbox"/> Entert. _____ <input type="checkbox"/> Dance Floor _____ <input type="checkbox"/> Linen Color _____ <input type="checkbox"/> Flowers _____ <input type="checkbox"/> Incoming Mer. _____ <input type="checkbox"/> Candelabra _____ <input type="checkbox"/> Table Nos. _____ <input type="checkbox"/> Telephone _____ <input type="checkbox"/> Screen _____ <input type="checkbox"/> 16 MM _____ <input type="checkbox"/> 35 MM _____ <input type="checkbox"/> Overhead _____ <input type="checkbox"/> Other _____ <input type="checkbox"/> Projector Table _____ <input type="checkbox"/> Tape Recorder _____ <input checked="" type="checkbox"/> Standing Podium <input type="checkbox"/> Mike <input type="checkbox"/> Table Podium <input type="checkbox"/> Mike <input type="checkbox"/> Standing Mike _____ <input type="checkbox"/> Neck Mike _____ <input type="checkbox"/> Table Mike _____
--	------------------------------	--

NUMBER SERVED _____ CAPT. _____	<input type="checkbox"/> BAR <u>Cash Bar</u> <input type="checkbox"/> HOUSE _____ <input type="checkbox"/> PREMIUM <u>Premium Brands</u> <input type="checkbox"/> BEER _____ <input type="checkbox"/> BAR _____ <input checked="" type="checkbox"/> BARTENDER <u>50.00</u> <input type="checkbox"/> CASHIER _____	<input type="checkbox"/> WINE (RECP.) _____ <input type="checkbox"/> WINE (MEAL) _____ <input type="checkbox"/> CHAMPAGNE _____ <input type="checkbox"/> MINERAL WATER _____ <input type="checkbox"/> SOFT DRINKS _____ <input type="checkbox"/> CORDIALS _____ <input type="checkbox"/> OTHER _____
---------------------------------	---	--

Figure 6.6
CATERING FUNCTION SHEET I
(Courtesy of Hotel Du Pont, Wilmington, Delaware)

CATERING PRODUCTION SHEET								
TOTAL ESTIMATED CUSTOMER COUNT: 375					ACTUAL # SERVED:			
DATE:			TIME:		CHEF:			
ITEM	# OF ITEMS TO BE SERVED	FOOD COST	TOTAL FOOD COST	ACTUAL # SERVED	ACTUAL FOOD COST	SELLING PRICE	TOTAL REVENUE	F.C. %
Bibb Salad								
Sirloin/F								
Chicken/Br								
Salmon/F								
Green Beans								
Red Potatoes								
Rice Pilaf								
Cream Puff								
Mousse/GM								

Figure 6.7
PREFUNCTION PRODUCTION SHEET

during a given meal service, the production sheet lists the number of portions to be prepared, the food cost, and the selling price. After the function, the actual number served is noted and the value of the waste from overproduction calculated.

The production sheet is also a tool that allows management to organize the production of multiple parties, indicating where a duplication of menu items will make kitchen production more effective. Figure 6.7 shows a catering production sheet.

The menu in Figure 6.8 is posted on the production sheet seen in Figure 6.6, as are two other functions. The total production count for this meal period is 375. Although three different entrées are being served, the salad and dessert are duplicated on two menus, the vegetables on all three, and the potatoes on two.

TOTAL ESTIMATED CUSTOMER COUNT: 375					ACTUAL # SERVED:			
DATE:			TIME:		CHEF:			
ITEM	# OF ITEMS TO BE SERVED	FOOD COST	TOTAL FOOD COST	ACTUAL # SERVED	ACTUAL FOOD COST	SELLING PRICE	TOTAL REVENUE	
Bibb Salad	375	\$1.31	\$491.25	380	\$497.80	\$3.75	\$1,425.00	
Sirloin/F	175	\$4.59	\$803.20	180	\$826.20	\$17.00	\$3,060.00	
Chicken/Br	145	\$2.88	\$417.60	148	\$426.24	\$11.50	\$1,702.00	
Salmon/F	55	\$4.65	\$255.75	53	\$246.45	\$17.25	\$914.25	
Green Beans	375							
Red Potatoes	175							
Rice Pilaf	200							
Cream Puff	145	\$1.31	\$189.95	147	\$192.57	\$3.75	\$551.25	
Mousse/GM	230	\$0.88	\$202.40	233	\$205.04	\$2.50	\$582.50	
	1875	\$15.62	\$2,360.15	1141	\$2,394.30	\$55.75	\$8,235.00	

Figure 6.8
COMPLETED CATERING PRODUCTION SHEET

Kitchen management for these three functions is greatly simplified by the ability of the chef to review the combined menu requirements on the production sheet.

Both purchasing staff and the kitchen receive menu requirements well in advance of the functions. Two weeks of planning time is needed by most hotels and caterers. This allows last-minute functions, changes, and emergencies to be handled as efficiently and cost-effectively as possible by means of written catering function change memos.

Following production, the actual number of items served as well as the actual food cost is entered in the appropriate columns. Total food cost and food-cost percentage can now be calculated for each function as well as for the meal period by applying the food-cost formulas presented in Chapter 7.

$$\text{total food cost} \div \text{total revenue} = \text{food cost \%}$$

Fluctuations in individual item costs as well as food-cost percentages can be identified for each function. Overage can also be analyzed and its source traced to either a reduction in the number of expected covers or overproduction in the kitchen. Most catering functions have a guarantee policy that requires payment for a predetermined guest count, helping the caterer absorb food costs when actual guest counts fall short of the expected numbers.

The completed production sheet in Figure 6.9 details the actual food costs, revenues, and food-cost percentages for the meal period. For the sirloin filet, 175 portions were prepared, with an individual food cost of \$4.59 and a total food cost of \$803.20. The actual number served was 180, for an actual food cost of \$826.20. The selling price was \$17, with total revenue of \$3,060. Food-cost percentage was calculated as 27 percent. Production overage was five portions with

CATERING PRODUCTION SHEET												
TOTAL ESTIMATED CUSTOMER COUNT: 375						ACTUAL # SERVED: 381						
DATE:			TIME:			CHEF:						
ITEM	# OF ITEMS TO BE SERVED	ITEM COST	FOOD COST	TOTAL FOOD COST	ACTUAL # SERVED	ACTUAL # FOOD COST	SELLING PRICE	TOTAL REVENUE	F.C.%	OVERAGE	OVERAGE VALUE	WASTE F.C. %
Bibb Salad	375	\$1.31	\$491.25	\$491.25	380	\$497.80	\$3.75	\$1,425.00	35	5	\$18.75	
Sirloin/F	175	\$4.59	\$803.20	\$803.20	180	\$826.20	\$17.00	\$3,060.00	27	5	\$85.00	
Chicken/Br	145	\$2.88	\$417.60	\$417.60	148	\$426.24	\$11.50	\$1,702.00	25	3	\$34.50	
Salmon/F	55	\$4.65	\$255.75	\$255.75	53	\$246.45	\$17.25	\$914.25	27			
Green Beans	375											
Red Potatoes	175											
Rice Pilaf	200											
Cream Puff	145	\$1.31	\$189.95	\$189.95	147	\$192.57	\$3.75	\$551.25	35	2	\$7.50	
Mousse/GM	230	\$0.88	\$202.40	\$202.40	233	\$205.04	\$2.50	\$582.50	35	3		
	1875	\$15.62	\$2,360.15	\$2,360.15	1141	\$2,394.30	\$55.75	\$8,235.00	30	18		

Figure 6.9
COMPLETED PRODUCTION SHEET

a value of \$85. The chef was required to locate five additional portions of sirloin filet to meet service needs. Total actual number served for the meal period was 381. Total actual food cost was \$2,394.30 and total revenue \$8,235. Overall food-cost percentage for all three functions was 30 percent.

SALES-MIX EVALUATION

The sales mix is an evaluation of the sales pattern of major catering menu items. Item sales are recorded over an established period and evaluated on the basis of two major factors: popularity and contribution to sales. In Figure 6.10, the sales of appetizer, entrée, and dessert items for a hotel catering department are recorded. At the end of the period, sales for each item are totaled and the percentage of sales that each item represents calculated. The item is then ranked according to total sales in order to rate its popularity. The final step in the sales-mix process is to calculate the contribution to profit for each item. Decisions are then made about which items will remain on the catering menu item list and which will be deleted.




CATERING MENU SALES MIX					
Items	Week 1	Week 2	Week 3	Week 4	Week 5
Shrimp Cocktail					
Crabmeat Mushrooms					
Vegetable Crudités					
Escargot					
Soup: French					
Soup: Lobster Bisque					
Fruit w/Yogurt					
Total Appetizer:					
N.Y. Sirloin					
Chicken Veronica					
Veal Oscar					
Filet Mignon					
Prime Rib					
Swordfish					
Stuffed Flounder					
Total Entrée:					
Mousse					
Chambord Cake					
Cheesecake					
Derby Pie					
Total Dessert:					

Figure 6.10
CATERING MENU SALES MIX







Presentation Controls

Presentation standards include three important elements that contribute to the maintenance of a consistent quality in the appearance of the finished product as it is presented to the guest:

-  Size and type of dish
-  Portion size
-  Garnish

The visual appearance of the portion size of food items must fit the plate size so that kitchen staff do not add to the portion in order to fill up the plate. Consistent portion size is significant, having a profound effect on both guest satisfaction and profitability. The final garnish is often overlooked in the development and production of menu items.

Plate architecture is the design of the actual placement of food items on the plate. In addition to the elements listed above, these other concerns are important to the overall design of the plate presentation:

-  Colors and textures are interesting and appetizing.
-  Food is layered for height in the presentation.
-  The plate is designed into the presentation.
-  The overall presentation is balanced in texture, height, and color.

Every plate design should be evaluated for balance in the overall design. A photograph of the completed plate design accompanies the recipe card as a guide for the final step in the production process. Figure 6.11 shows the design sketch for a plate design, and Figure 6.12 is a photograph of the final plate setup.

Many catered functions, particularly business occasions, are often attended by the same people on a routine basis. Whether as guests or as customers, people develop a level of expectation for the quality of food and service of catering operations. Maintaining a consistent presentation is an important part of meeting customer expectations.



Catering Menu Meeting

As an additional operational control, weekly catering menu meetings bring together key management personnel to review upcoming functions. Communication between production and service staff is necessary to successfully carry out a number of catering functions within the same time period.

Identifying possible logistical problems for multiple functions, such as shortages in service staff, timing schedules between functions, and availability of table-service equipment, linens, tables, and chairs, is an important goal of menu meetings.

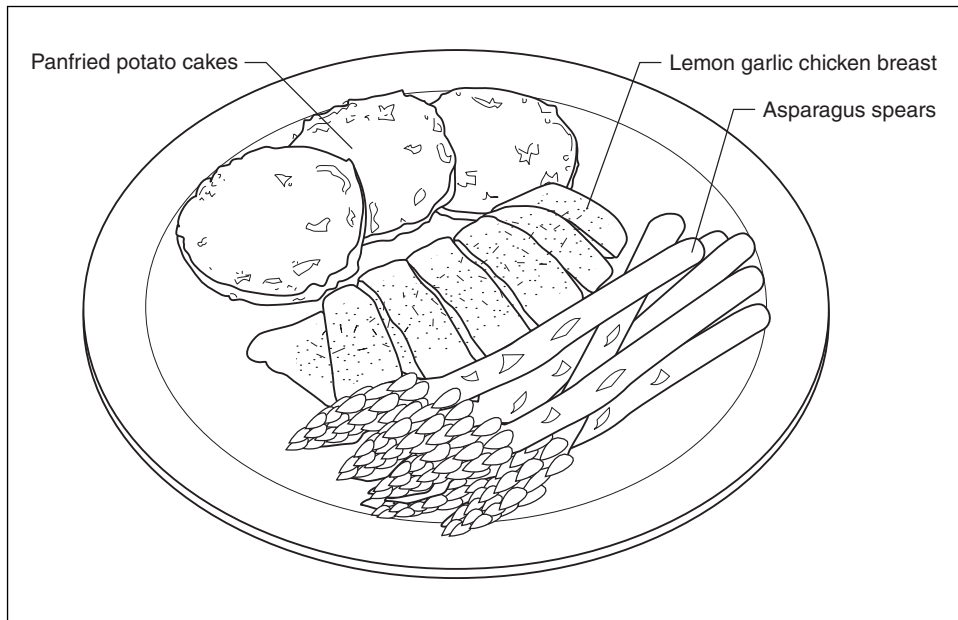


Figure 6.11
EXAMPLE OF THE DESIGN SKETCH OF A PLATE DESIGN



Figure 6.12
A PHOTOGRAPH OF THE FINAL PLATE SETUP

Purchasing is another area where menu meetings are often highly effective. Function sheets are reviewed with the chef, purchasing agent, maître d'hôtel, and sales staff. Current fluctuations in the prices of main menu items such as beef and fish can be recognized and steps taken to restructure menus to account for increased food costs.

Catering menu meetings should be held on a regularly scheduled basis as an ongoing method of operational control. When key staff members understand that they have a formal venue for discussing areas of interest and concern with other staff members, they use this time effectively and reduce haphazard communications.



Beverage Controls

Profitable beverage management requires many of the same controls as food production, including standard recipes, purchasing specifications, and presentation standards.

STANDARD RECIPES





A thorough knowledge of established beverage recipes is important if the desired taste, texture, and yield of beverages are to be consistently achieved. Management must issue standard beverage recipe guidelines to enable the same beverage to be produced at the same time in a variety of locations by different bartenders. The beverage recipes in Figure 6.13 are examples of one style of recipe format.

Figure 6.14 offers an alternative format for beverage recipes. This format uses abbreviations to shorten the directions and provide workable bar recipe references. Beverages are separated into categories.

PURCHASING

Purchasing for alcoholic beverages requires a knowledge of spirits and wines. A purchasing agent should be well informed about types of wines, vintages, and the appropriate marriage of wines and foods in order to construct a well-developed wine list. Maintaining an adequate inventory is the most important factor of profitable beverage purchasing. Stock levels must be kept as low as possible while still providing sufficient beverages to service functions.

Alcoholic-beverage purchasing specifications include the following information:

-  Product name, with preferred brand names listed
-  Quantity to be purchased, such as liter, fifth, gallon
-  Indication of proof, such as 80% proof, 100% proof, or 175% proof
-  Unit by which prices are quoted, such as case, keg, or barrel

MARTINI		
MEASURE	INGREDIENT	DIRECTIONS
1¾ oz.	Gin	1. Chill stemmed glass
¾ oz.	Vermouth (dry)	2. Fill mixing glass half full ice
	Olive or	3. Pour gin into mixing glass
	Lemon zest	4. Pour vermouth into mixing glass
		5. Using stirrer, gently mix liquids
		6. Use spring strainer to pour mix into chilled glass
		7. Add olive or lemon zest
WHISKEY SOUR		
MEASURE	INGREDIENT	DIRECTIONS
1½ oz.	Whiskey	1. Fill mixing glass half full ice
2 oz.	Lemon mix	2. Pour lemon mix into mixing glass
	Cherry	3. Pour whiskey into mixing glass
		4. Use metal cup as cover, shake in quick even movements
		5. Use spring strainer to pour mix into sour glass
		6. Add cherry

Figure 6.13
BEVERAGE RECIPE FORMAT

The principal advantage to beverage purchasing for catering operations is that beverage requirements can be estimated well in advance of functions. Catering functions generally maintain standard bars, limiting the variety of drinks and liquors served. A standard catering bar offers drinks made from scotch, gin, vodka, rye, bourbon, and wine. Additions are made at the discretion of the customer.

Theme bars are popular for catering functions. Bars feature either a regional theme, such as Caribbean or Southwest, or focus on a particular type of spirit or drink, such as martini, margarita, or vodka. Figure 6.15 is the menu for a reception that features several themed beverage bars to accompany food stations.

PRESENTATION

Beverage presentation is supported by an established selection of glassware associated with specific wines and drinks. Often, the shape of the bowl of the glass is designed to enhance the bouquet or supply adequate space for ice and liquid. Garniture can add to the customer's perceived value of the drink by creating a pleasing presentation. Theme drinks often include decorative stirrers or other items to create interest and highlight the beverage recipe or concept.

2. Medium Cocktails

Name	Where	What/How	Glass
Daiquiri	SH / BL	1 / 4 MGL Lemon 3 / 4 MGL white Rum 1 - 2 BS Sugar Garnish: no	Cocktailglass
Side Car	SH / BL	1 / 3 MGL Lemon 1 / 3 MGL Cognac 1 / 3 MGL Cointreau	Cocktailglass
White Lady	SH / BL	1 / 3 MGL Lemon 1 / 3 MGL Gin 1 / 3 MGL Cointreau	Cocktailglass
Old Fashioned	DI	3 / 4 MGL Bourbon Whisky 3 D Angostura Bitter 1 D Lemon 1 Siger cube	Tumbler
Whisky Sour	SH / BL	3 / 4 Bourbon Whisky 2 BS Suger 1 / 4 Lemon / Soda Water Garnish: Orange/Lemon/Cherry on a Cocktailstick	Tumbler
Gin Fizzle	SH / BL	3 / 4 Gin 2 BS Suger 1 / 4 Lemon / Soda Water	Short Tumbler

3. After Dinner Cocktail

Alexander	SH / BL	1 / 3 MGL Cognac 1 / 3 MGL Creme de Cacao Liquor 1 / 3 MGL Cream Garnish: Muscat (Nutmeg)	Cocktailglass
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4. Long Drink Cocktails

Champagne Cocktail	DI	1 Sugar cube 1 D Angostura Bitter 1 BS Grand Marnier Champagne Garnish: Cocktail-Cherry Lemonspiral	Champagne glass
Screw Driver	DI	3 / 4 Vodka 10 cl. Orangejuice	Long drink glass

Figure 6.14

ALTERNATE FORMAT FOR BEVERAGE RECIPES

(Courtesy of the Swiss School of Hotel and Tourism Management)

Banquet Beverage Stations

Vodka Station

A Selection of Premium Vodkas, Chilled

Hors d'oeuvre Table

Imported Caviar Service

with Onions, Chopped Eggs and Crème Fraiche
Traditional Toast Points, Capers and Lemon Slices

Whole Smoked Salmon

English Cucumbers, Slivered Radishes, and Fresh Dill
Served with a Cucumber and Dill Sauce

Scotch Bar

A Selection of Premium Single Malt Scotch

Hors d'oeuvre Table

Carving Station



to serve

Roast Sirloin of Beef with Horseradish Sauce
Roast Smoked Turkey with Spiced Cranberry Relish
Honey Baked Ham with Pineapple-Mango Chutney

Grilled Baby Lamb Chops and Mint Sauce

Sliced Beef Wellington En Croute

A selection of Fresh Breads and Condiments

 Figure 6.15 

MENU FOR A RECEPTION THAT FEATURES A VARIETY OF
BEVERAGE BARS TO ACCOMPANY FOOD STATIONS

Summary

Three sets of controls important to establish in a foodservice operation cover the areas of purchasing, production, and presentation. The goal of these controls is to achieve a consistent quality of food-and-beverage production and service. Quality controls should be implemented to carry out the steps necessary to achieving and maintaining the standards set by the operation.

Successful purchasing requires that specifications identifying desired quality and quantity be developed for each food item. These specifications provide the basis for the bidding process, ensuring that the highest-quality product is purchased for the lowest price.

Successful production requires that a standard recipe card be developed for every new item as a guideline to produce a food product with a consistent taste, texture, and yield. The production sheet outlines each menu item to be prepared prior to production and records the actual amounts produced and served, as well as total costs and sales revenues. The catering sales mix uses the information from the production sheet to evaluate the sales and profitability of each menu item.

Successful presentation requires that the plate size, portion size, and garnish for each menu item be established in order to serve the same product consistently.

Profitable beverage management employs many of the same operational controls as food production, including beverage specifications, drink recipes, and established presentation styles.

Questions

1. What role do purchasing, production, and presentation have in the operational control process of a food-and-beverage business?
2. Identify the operational control areas discussed in this chapter and give a short definition of each.
3. Discuss the importance of recipe cards for food-and-beverage control. What function do they serve in the production process?
4. How does a production sheet contribute to operational controls in the kitchen? What information does this form communicate to purchasing?
5. The sales-mix process helps determine what ongoing analysis in the area of operational controls?



Chapter Seven



Catering Menu Pricing and Controls

Key Terms

Food-and-beverage costs	Actual-cost method	Table d'hôte
Overhead costs	Factor pricing	Semi à la carte
Fixed-costs	Sales mix	Package pricing
Fixed-price method	Labor costs	Food-cost percentage method
Mixed pricing method	Profit	Contribution to profit method
À la carte	Variable costs	Gross profit

What You Will Learn in This Chapter

Menu pricing is an important management control that is directly related to the overall profitability of a foodservice operation. Effective and accurate menu pricing requires a thorough knowledge of a foodservice operation's costs and profit goals. Successful menu pricing also requires a knowledge of what customers find acceptable and the prices charged for similar menus and packages by competitive foodservice operators. This chapter reviews the formulas for calculating costs, breakeven points, and profits. Catermate software reports that reflect these activities are reviewed. Package pricing can capture revenues that might otherwise go to outside vendors. Revenue management practices can help increase the value of individual functions by creating inclusive package prices.



Costs and Profit

Prior to calculating menu prices, it is necessary to determine how much profit a foodservice operation must generate in order to cover operating costs. Profit is the portion of revenue that remains after *all* operating costs are paid. Costs are all expenses required to conduct business, including rent or mortgage, taxes, licensing fees, and contracts such as laundry, pest control, equipment service, and trash removal, plus food, labor, supplies, telephone, heat, electricity, water, advertising, and printing, to name a few. Costs are broken into three major categories:

1. Food-and-beverage costs: The cost of all food-related purchases required to produce completed menu items
2. Labor costs: The costs associated with labor, including benefits, taxes, wages, meals, and uniforms
3. Overhead costs: The costs of operating the business

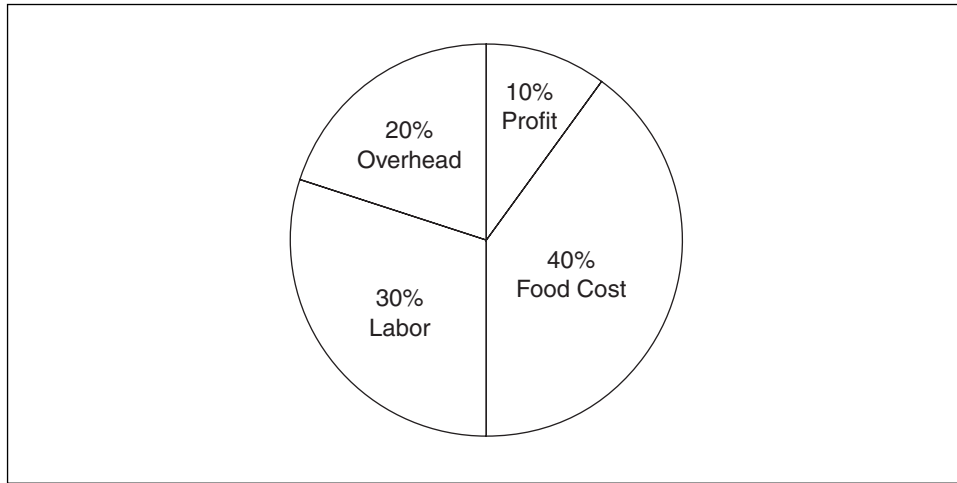


Figure 7.1
PIE CHART OF COSTS AND PROFIT

To these three costs can be added profit:

4. Profit: Funds remaining after all costs have been paid from revenues

In the average foodservice operation, these four factors generally are allocated the percentages shown in Figure 7.1.

Breakeven Analysis

A method of identifying how much revenue must be generated before an operation begins to make a profit is called a *breakeven analysis*. In this analysis, costs are distributed in two categories: fixed costs and variable costs. *Fixed costs* are those costs that remain constant regardless of the volume of business. *Variable costs* are those costs associated with the volume of business and are flexible. These two categories combined are *total costs*. The breakeven chart in Figure 7.2 posts costs of sales on the vertical axis and revenue from sales on the horizontal axis. Fixed costs are established and posted as a solid horizontal line across the graph. Variable costs are posted as a line that begins at the fixed-costs point. This line is plotted to rise across the graph on an angle to the point, which represents total variable costs for the period being calculated.

This now combines both fixed and variable costs as the total cost line. Revenues are then posted on the graph. The point at which the revenue line crosses the total-costs line is the *breakeven point*—the point at which revenue has covered costs and can become profit. Note that costs still increase in order to continue producing catering services and products.

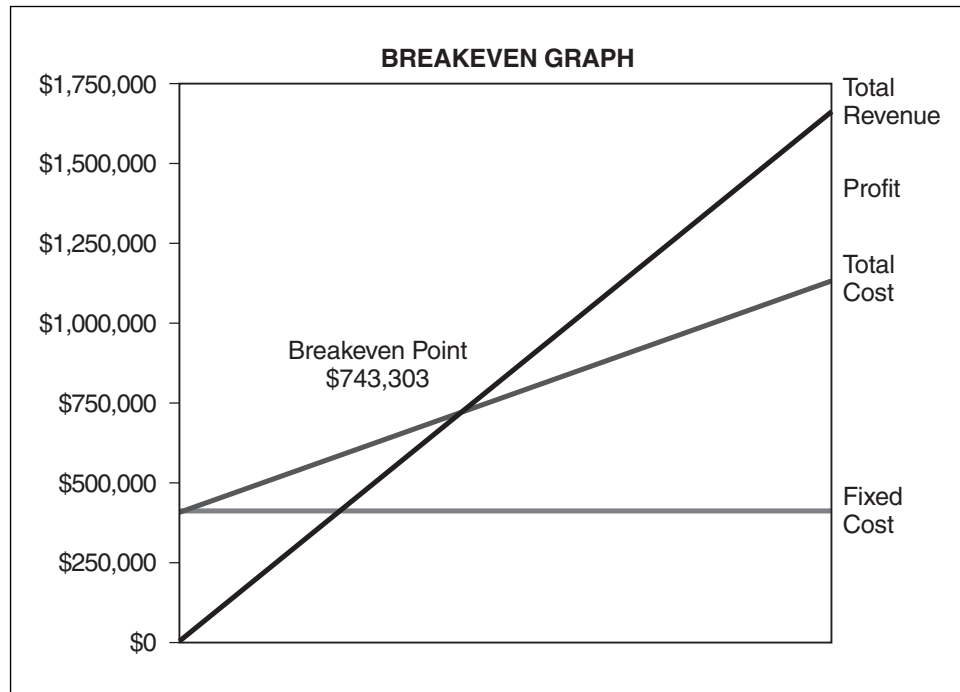


Figure 7.2
BREAKEVEN GRAPH

Figure 7.3 illustrates the calculation of the breakeven point by means of the breakeven-analysis process. To calculate the breakeven point, it is necessary to know the variable rate and the contribution rate. The *variable rate* (the percentage of sales that variable costs represent) is found by dividing variable cost by sales. Here, \$402,375 divided by \$925,000 finds a variable rate of 0.435. The *contribution rate* (the percentage of profit that the contribution margin represents) is calculated by subtracting the variable rate from 1 (or 100). Thus, $1 - 0.435 = 0.565$. The breakeven point is then calculated by dividing the contribution rate into the total of fixed costs. In Figure 7.3, this figure is calculated as \$743,303. It is now possible to evaluate future catering reservations and forecast how much additional revenue must be booked or understand the value of current reservations in relationship to the overall profitability of the business. Once an operator knows how much revenue is required to cover costs and make a profit, the volume of business needed for the business to succeed can be established.



Menu Pricing

Menu pricing for catering menus is based on three primary costing formats, all of which can be varied slightly. These formats are:

Breakeven point:

$$\text{Sales} = \frac{\text{Fixed Cost}}{\text{Contribution Rate}}$$

$$\text{Contribution Rate} = 1 - \text{Variable Rate}$$

$$\text{Variable Rate} = \frac{\text{Variable Cost}}{\text{Sales}}$$

Example:

$$\text{Sales} = 925,000$$

$$\text{Variable Cost} = 402,375$$

$$\text{Fixed Cost} = 416,250$$

$$\text{Variable Rate} = \text{Variable Cost/Sales} = 402,375/925,000 = 0.435$$

$$\text{Contribution Rate} = 1 - \text{Variable Rate} = 1 - 0.435 = 0.565$$

Breakeven Point:

$$\text{Sales} = \frac{\text{Fixed Cost}}{\text{Contribution Rate}}$$

$$= \frac{416,250}{0.565} = 743,303$$

Figure 7.3
BREAKEVEN ANALYSES

- Fixed price, or table d'hôte
- Mixed pricing, or semi à la carte
- Individual-course pricing, or à la carte

FIXED PRICE, OR TABLE D'HÔTE

Caterers traditionally rely on fixed-price menus to control costs, production, service, and profit. Choosing the fixed-price method for a menu program requires that operators consider how to establish a selling price and still maintain a profitable overall food-cost percentage. Grouping menu items for food compatibility is essential, but so is looking at each item's food cost as it affects the final selling price. Catering pricing applies the strategy of a fixed-cost-menu pricing format to determine preplanned fixed-price menus (see Figure 7.4).

Using this pricing format, individual menu items can be changed without affecting the food-cost percentage and selling price. After adjusting the selling price

MENU ITEM	COST	SELLING PRICE
		\$25.00
Soup	.78	
Salad	.65	
Chicken	3.78	
Vegetable	.53	
Starch	.39	
Roll and butter	.32	
Dessert	1.15	
Total Food Cost	7.60	
Selling Price	21.71	
Actual Food Cost %	35%	
Adjusted Selling Prices	25.00	20.00
Selling Cost Food Cost %	30%	38%

Figure 7.4
FIXED-COST-MENU PRICING FORMAT

for menu marketing, the new food-cost percentage calculations allow adjustments to pricing according to the competition or customer perceived values. Choosing the higher price allows for the menu price to be set for a six-month period (or longer) and absorb rising costs without threatening the stability of the food-cost mix.

Fixed price, or table d'hôte, presents a catering menu with a price that includes all food and beverage items, as in Figure 7.5. This menu offers five lunch buffet menus priced per person for the total menu. A service note at the bottom of the menu page advises guests of an optional location setup fee and that gratuities and taxes are not included in the per-person price. The menu in Figure 7.6 lists five breakfast menus at an inclusive per-person price and offers an upsell option for each menu for the first course. Figure 7.7 presents six lunch and dinner menus priced per person. Prices are posted on a separate sheet coded to the menu number.

MIXED PRICING, OR SEMI À LA CARTE

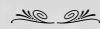
With this menu pricing format, the customer is offered a set price menu with the option of changing some courses for an additional charge per person. Figure 7.8 lists the à la carte menu offerings for the appetizer, salad, and dessert courses that may replace those on the established menu. In this way, customers may individualize their menu, adjusting the per-person price as it suits their budget.

THEME LUNCH BUFFETS

(20 Person Minimum)

COUNTRY WESTERN

Iceberg Salad with 2 Dressings
 3 Bean Salad Western Fries
 Chuck Wagon Beans
 Corn on the Cob
 Barbeque Chicken Breast
 Corn Bread with Butter
 Peach Cobbler
 Coffee, Tea and Decaf
 \$24.00++

**MEXICAN FIESTA**

Ensalada Toppopo with Avocado, Grilled
 Chicken, Jicama, Tomato and Corn Chips
 Refried Beans Spanish Rice
 Creamy Chicken Enchiladas with Sour Cream,
 Tomato and Cilantro
 Beef Fajita Bar, with Sweet Peppers and Onions
 Flour Tortillas, Pico De Gallo
 Sopaipillas with Honey Butter
 Mexican Flan
 Coffee, Tea and Decaf
 \$27.00++

**TOKYO LUNCHEON BUFFET**

California Roll
 Oriental Spinach Salad
 Chicken Teriyaki with Vegetable Spring Roll
 Steamed Rice Sesame Butterfly Noodles
 Fresh Melon Salad
 Coffee, Tea and Decaf
 \$26.00++

PASTA BUFFET

Mista Verde Salad—The Giorgio's House Salad
 Assorted Antipastos
 Chef's Selection of Two Hot Pastas—
 One Vegetarian and One with Meat
 Italian Bread and Butter
 New York Style Cheesecake
 Coffee, Tea and Decaf
 \$20.95++

**ITALIAN BUFFET**

Mista Verde Salad—The Giorgio's House Salad
 Pomodoro Salad—of Homemade Mozzarella, Vine
 Ripened Tomatoes and Bermuda Onions
 Grilled Chicken Breast—with Sauce Rustica,
 Roasted Peppers, Olives and Homemade
 Mozzarella
 Saffron Orzo
 Fresh Vegetables
 Italian Bread & Butter
 Canolis & Petit Fours
 Coffee, Tea and Decaf
 \$23.95++

*IF DONE OUTSIDE ON THE PATIO AN ADDITIONAL \$2.00++ PER PERSON WILL BE ADDED.

ALL PRICES SUBJECT TO 18% GRATUITY AND 7.3% SALES TAX



Figure 7.5

BELLAGIO HOTEL FIXED-PRICE THEME LUNCH BUFFET

(Courtesy of Mirage Resorts, Incorporated)

PLATED BREAKFASTS	
<p>POACHED EGGS FLORENTINE with Crisp Bacon and Hollandaise Sauce Basket of Warm Sourdough Bread Coffee, Tea and Decaf \$14.50++</p> <p>Fresh Fruit Plate with Berries as the 1st Course \$18.00++</p> <p style="text-align: center;">❧</p> <p>ITALIAN SCRAMBLED EGGS with Tomatoes and Fresh Herbs Bacon, Ham or Turkey Sausage Roasted Red Potatoes Basket of Toasted Panettone Coffee, Tea and Decaf \$13.50++</p> <p>Fresh Fruit Plate as the 1st Course \$16.50++</p>	<p>FRENCH TOAST ITALIANO with a Corn Flake Crust, Maple Syrup, Whipped Cream, and Strawberries Crisp Bacon Coffee, Tea and Decaf \$16.75++</p> <p>Fresh Fruit Plate as the 1st Course \$19.75++</p> <p style="text-align: center;">❧</p> <p>EGGS BENEDICT with Canadian Bacon and Hollandaise Hash Brown Potatoes with Peppers and Onion Assorted Breakfast Breads Coffee, Tea and Decaf \$14.50++</p> <p>Papaya and Banana on Cinnamon Cream \$17.00++</p>
<p>BELGIAN WAFFLES with Cinnamon Whipped Cream, Strawberries and Maple Syrup \$11.75++</p> <p>with Papaya and Wild Berries \$15.75++</p> <p>(20 Person Maximum)</p>	
<p><small>*ALL INCLUDE YOUR CHOICE OF JUICE: FRESH SQUEEZED ORANGE, APPLE, CRANBERRY OR TOMATO ALL PRICES ARE SUBJECT TO A 18% GRATUITY AND 7.3% SALES TAX</small></p>	

❧ Figure 7.6 ❧

BREAKFAST MENUS AT AN INCLUSIVE PER-PERSON PRICE

(Courtesy of The Peabody Hotel, Orlando, Florida)

CAYLABNE BAY RESORT	
SET LUNCH OR DINNER MENUS	
SEAFOOD MENUS	
MENU #17	MENU #18
Mixed Seafood Minestrone	Spicy Prawn Soup
Iceberg Lettuce w/Thousand Island Dressing	Hawaiian Salad
Grilled Medallion of Tuna Fillet	Steamed Baby Lapu-Lapu with Soy Sauce
Parsley Potatoes, Steamed Rice	White Rice
Buttered Vegetables, Garlic/Chili Sauce	Boiled Vegetables
Mixed Tropical Fruits	Mango à la Mode
Bread and Butter	Bread and Butter
Coffee or Tea	Coffee or Tea
❧	❧
MENU #19	MENU #20
Shrimp Bisque	Mixed Seafood Chowder
Exotic Salad	Avocado Shrimp Salad
Oven-Bake Lapu-Lapu in Creamy White Sauce	Crispy Sided Kingfish with Trio Color Pasta
Crepe Caramel	Buko Pie
Bread and Butter	Bread and Butter
Coffee or Tea	Coffee or Tea
❧	❧
MENU #21	MENU #22
Mussel and Ginger	Corn and Prawn Soup
Rolled Fish Fillet	Fish Terrine
Panache of Seafood en Croute	Grilled Fillet of Lapu-Lapu Meunierre
Crepe Caramel	Buttered Vegetables
Bread and Butter	Steamed Rice
Coffee or Tea	Tiramisu with Fresh Fruits
	Bread and Butter
	Coffee or Tea

❧ Figure 7.7 ❧

CAYLABNE BAY RESORT LUNCH AND DINNER MENUS PRICED PER PERSON

(Courtesy of The Caylabne Bay Resort, the Philippines)

To Add an Upscale Touch to Your Dinner, We Offer the Following:



APPETIZERS

Please Add \$2.50 per Guest

- Scallop and Spinach Sauté with a Pernod Cream Sauce
- Tomato Ravioli Stuffed with Chicken and Mushrooms Sauced with Marinara
- Cold Poached Jumbo Shrimp Bedded on Shredded Red Cabbage Slaw with Balsamic Vinaigrette
- Grilled Chicken Breast and Tomato Fettuccini with a Mild Dried Ancho Pepper Cream Sauce



SALADS

Please Add \$1.75 per Guest

- Caesar Salad
- This Classic Features In-Room Presentation
- Warm Ratatouille Served on Our Own Cheese Bruschetta
- Wild Field Greens with Raspberry Vinaigrette and Toasted Walnuts Tossed in Room



DESSERTS

Please Add \$1.75 per Guest

- Cranberry Italian Ice
- Eli's Chicago Cheesecake with Fresh Strawberries
- Praline Ice Cream Bombe
- White Chocolate Mousse with Raspberry Sauce Served in a Dark Chocolate Cup
- Fresh Berries within Grand Marnier Cream
- Banana Chocolate Gelato

Figure 7.8

À LA CARTE MENU OFFERINGS FOR THE APPETIZER, SALAD, AND DESSERT COURSES

(Courtesy of The Peabody Hotel, Orlando, Florida)

INDIVIDUAL COURSE PRICING, OR À LA CARTE

À la carte menu pricing offers every course item on the menu for a separate per-person price. Figure 7.9 displays the à la carte luncheon menu program for the Bellagio Hotel in Las Vegas, Nevada. Customers can build their own menu according to individual taste and budget. Rolls and butter, along with the coffee and tea

LUNCHEON A LA CARTE SELECTIONS

Three Course Minimum

Your Luncheon will Include Freshly Baked Bellagio Hearth Breads
Coffee and Tea Service

APPETIZERS

Smoked Scottish Salmon with Simmered Fingerling Potatoes and Cucumber Slaw @ \$9.50

French Couscous Salad with Assorted Grilled Vegetables
and a Light Sherry Vinaigrette @ \$7.00

Buffalo Mozzarella and Ripe Tomatoes with Basil, Extra Virgin Olive Oil
and Balsamic Vinegar @ \$6.50

Fresh Rock Shrimp Cocktail with Avocado, Tomato, Shaved Fennel
and a Light Lime Dressing @ \$9.50

Grilled Asparagus with Canadian Bay Shrimp in a Vinaigrette @ \$8.00

SOUPS

Wild Mushroom Cappuccino @ \$4.50

Chicken-Lime Soup with Cilantro and Crispy Tortilla Chips @ \$4.50

Lobster Bisque with Aged Armagnac @ \$8.50

Chicken Consommé with Orzo Pasta Printaniere @ \$4.50

Cream of Asparagus Soup with Chervil @ \$5.00

Tomato Soup with Basil and Garlic Croutons @ \$4.50

Chilled Melon Soup with Berries and Mint @ \$5.00

SALADS

Spinach Salad with Crispy Pancetta, Chopped Eggs and Caramelized Onion
with a Grain Mustard Vinaigrette @ \$5.50

Romaine with Shaved Romano, Garlic Croutons and Caesar Dressing @ \$5.75

Baby Greens and Teardrop Tomatoes with a Red Wine Garlic Vinaigrette @ \$5.00

Radicchio, Bibb, Watercress and Frisée with
Toasted Pecans and Raspberry Vinaigrette @ \$5.50

Romaine, English Cucumber, Peppers, Feta Cheese and Greek Olives
with Oregano Vinaigrette @ \$6.00

California Greens, Tomatoes, Carrots with Honey Mustard Dressing @ \$5.00

Japanese Chopped Vegetable Salad with Fried Wontons
and Miso Dressing in Radicchio Cup @ \$6.50

Mixed Greens with Goat Cheese Crouton, Vine-Ripened Tomatoes
and Aged Sherry Vinaigrette @ \$6.00

Frisée and Lollarosa with Grilled Vegetables with a Balsamic Vinaigrette @ \$6.50

Prices are subject to 7% tax and 18% gratuity

10/98

Figure 7.9

BELLAGIO HOTEL À LA CARTE MENU PRICING

(Courtesy of Mirage Resorts, Incorporated)

LUNCHEON A LA CARTE SELECTIONS

Continued

COLD ENTRÉES

**Smoked Breast of Chicken with Pear, Toasted Walnuts,
Gorgonzola Cheese on a Zesty Orzo Pasta Salad @ \$16.50**

**Scallops, Shrimp and Lobster in a Lemon Shallot Vinaigrette
with Chilled Vegetables @ \$22.50**

**Lightly Cured Smoked Salmon Medallion with a
Horseradish Crème Fraîche and French Lentil Salad @ \$16.00**

**Peppered Beef Tenderloin Roasted with Yukon Gold Potato Salad and
Grilled Vegetables in a Herb Aioli @ \$18.50**

**Poached Salmon with Artichokes, Asparagus, White Beans
and a Roasted Red Pepper Coulis @ \$16.50**

**Seared Ahi Tuna on Sushi Rice with Wasabi Cream, Ginger
and Pickled Cucumber @ \$20.00**

Shrimp and Roasted Vegetables on Fusilli, Champagne Vinaigrette @ \$16.50

Prices are subject to 7% tax and 18% gratuity

10/98

LUNCHEON A LA CARTE SELECTIONS

Continued

HOT ENTRÉES**Filet of Chilean Sea Bass with Lemon and Caper Beurre Blanc @ \$18.00****Norwegian Salmon Medallion Coated with Chinese Mustard @ \$16.00****Ahi Tuna Steak Charred Rare with Thai Spiced Lentils and Mango Chutney @ \$20.00****Orange Roughy Grilled with Bananas and Macadamia Nuts @ \$16.00****Grilled Swordfish Steak with Roasted Chili Salsa @ \$18.50****Breast of Chicken Saltimbocca with Madeira Jus Lie @ \$14.00****Breaded Breast of Chicken Paillard with Lemons and Herb Butter @ \$14.00****Grilled Double Lamb Chop with Dijon Mustard Sauce @ \$25.00****Herb Crusted Veal Rib Eye with Sun-dried Tomatoes and Roasted Shallots @ \$24.00****Petite Filet Mignon with Red Wine and Tarragon Sauce @ \$22.00****Sicilian Grilled Beefsteak with Peperonata @ \$20.00****Our Chef's Choice of Fresh Seasonal Vegetables and
Appropriate Starch will Complement Your Hot Entrée Selection**

Prices are subject to 7% tax and 18% gratuity

10/98

LUNCHEON A LA CARTE SELECTIONS

Continued

DESSERTS

Triple Chocolate Terrine with Praline, White and Dark Chocolate Mousse,
Fresh Raspberries @ \$6.00

Oreo Cookie and Cream in Chocolate Bird's Nest @ \$5.50

Lemon Meringue Torte with Blackberry Sauce @ \$5.00

Espresso Tiramisu with Kahlúa Sauce @ \$6.50

Pecan Fudge Decadence with Bourbon Ice Cream @ \$5.50

White Chocolate Mousse in a Chocolate Tulip with a Shortbread Cookie @ \$6.00

Baked Chocolate Flan with Orange Sauce and Whipped Cream @ \$5.00

Georgian Peach Cobbler with Vanilla Sauce @ \$5.00

Spiced Pear Torte, Caramel Sauce and Whipped Cream @ \$5.00

Choice of Gelato, Ice Cream or Fruit Sherbet Served with a
Gingersnap Wafer and Seasonal Berries @ \$5.00

Warm Chocolate Cake Pudding with Banana Macadamia Ice Cream @ \$7.00
500 Person Maximum

Prices are subject to 7% tax and 18% gratuity

10/98

service, are included in the per-person price. The program stipulates that there is a minimum of three courses and that gratuity and tax are additional.



The à la carte menu program in Figure 7.10, from the Opryland Hotel in Nashville, Tennessee, allows guests to design their own menu by first choosing an entrée item from the appropriate lunch or dinner menu and then selecting appetizer, salad, and dessert, from a separate listing. Items that are not priced are included in the base menu price for every entrée item.

COLD APPETIZERS	
JUMBO SHRIMP COCKTAIL with Tangy Cocktail Sauce	\$9.50
RIPE CANTALOUPE MELON WEDGE with Thinly Sliced Italian Prosciutto and Cracked Pepper/Mayonnaise Dressing ...	\$5.50
HOT APPETIZERS	
MARYLAND STYLE LUMP CRAB CAKES with a Citrus Beurre Blanc	\$10.50
WILD MUSHROOM AND CHICKEN STRUDEL Enhanced with Chef's Garnish	\$6.75
SALADS	
RAINBOW Tossed Garden Greens Garnished with Carrots, Beets and Daikon Vinaigrette Dressing - Tossed Tableside	
CUMBERLAND RIVER Crisp Garden Greens with Artichoke Hearts, Radishes, Mushrooms, Cherry Tomatoes and Alfalfa Sprouts House Vinaigrette - Tossed Tableside	
Appetizers, Salads and Desserts	
TRADITIONAL CAESAR SALAD Grated Parmesan and Croutons, Creamy Caesar Dressing - Tossed Tableside	
SPINACH SALAD OPRYLAND Spinach Leaves with Orange and Grapefruit Sections, Enoki Mushrooms Chilled Sweet and Sour Dressing	\$2.00
ROCKWELL'S COLORATION Bibb, Radicchio, Belgian Endive and Sprouts, Choice of Dressing	\$2.00
MARINATED SLICED TOMATOES Tomatoes, Buffalo Mozzarella, Basil Vinaigrette Dressing	\$2.00
CHOPPED ICEBERG Iceberg and Radicchio with Dilled Cucumbers, Creamy Basil Dressing	\$2.00
HEARTS OF PALM Hearts of Palm on Tender Greens, Choice of Dressing	\$3.00
<i>(Prices indicate an additional charge to the meal price)</i>	
10/98	All prices listed in our menus are subject to 19% service charge and applicable sales tax.

Figure 7.10

OPRYLAND HOTEL À LA CARTE MENU PROGRAM
(Courtesy of The Opryland Hotel, Nashville, Tennessee)

COLD ENTREES	Luncheon
<i>(Price is based on a three course meal. Please refer to the Price List.)</i>	APPLEGROVE CHICKEN A Boneless Breast stuffed with Cinnamon Apples and Topped with a Tangy Calvados Sauce
TRIO OF SALADS Chicken, Bay Shrimp and Tri-Color Corkscrew Pasta Salad on a Bed of Lettuce Garnished with Sliced Seasonal Fruit	CHICKEN PARMIGIANA A Tender Baked Chicken Breast Topped with Tomato Sauce, Mozzarella Cheese and served with Orzo Pasta
CANTALOUPE MELON CROWN Cantaloupe Filled with all White Meat Chicken Salad Garnished with Fresh Fruit and Walnut Bread	CHICKEN PICCATA Sauteed in Butter with Lemon Capers
CROISSANT SANDWICH Choice of Giant Roast Beef, Turkey Croissant, or Vegetarian Sandwich Served with Cold German Potato Salad, Crisp Vegetable Garnish with Appropriate Condiments	STUFFED PORK CHOP With Cornbread Dressing
SHRIMP CAESAR Traditional Caesar Salad with Jumbo Grilled Shrimp, Romaine Lettuce, Croutons and Parmesan Cheese Creamy Caesar Dressing	MEDALLIONS OF PORK TENDERLOIN Sauteed with a Light Cajun Sauce
HOT ENTREES	FILET MIGNON Grilled Petite Filet Mignon San Francisco Topped with SautEed Artichoke Hearts, Mushrooms and Sun-Dried Tomatoes
LEMON PEPPER CATFISH	ROAST SIRLOIN Sliced Roast Sirloin of Beef, Topped with Chasseur Sauce Blended with Shallots and Mushrooms
BAKED SALMON FILET With Sauce Maltaise	PASTA PRIMAVERA Featuring al Dente Linguine served with Crisp Seasonal Vegetables in a Creamy Garlic Parmesan Sauce
SEA BASS With a Red Onion Confit	LASAGNA AL FORNO A Multi-Layer of Lasagna Noodles Baked with Cheese and Topped with a Meat and Tomato Sauce
10/98	All prices listed in our menus are subject to 19% service charge and applicable sales tax.


 Figure 7.10
 
 (CONTINUED)

This concept requires guidance from the catering sales staff to help guests develop menus whose combinations of food items are appropriate as well as workable from the standpoint of production.

Dinner	
PLATED DINNERS	
BROILED FILET OF SALMON With Sauce Mouseline	NEW YORK STRIP New York Strip Steak Madagascar Topped with an Herb Green Peppercorn Butter
SEA BASS Filet of Sea Bass Baked Provencal	FILET Roquefort Crusted Filet of Beef with Burgundy Sauce
MAHI MAHI Grilled Mahi Mahi with a Mixed Fruit Chutney	VEAL ROSEMARY Roast Loin of Veal Rosemary Served with a Julienne of Bacon, Diced Tomatoes and Pearl Onions
GRILLED CHICKEN Grilled Boneless Chicken Breast Served with a Side of Green Tomato-Pineapple Relish	VEAL CHOP Grilled Veal Chop Served with a Creamy Morel Sauce
CHICKEN BREAST ORIENTAL Tender Grilled Chicken, Topped with a Plum-Ginger Sauce, Shiitake Mushrooms, Garnished with a Crab Claw	PORK LOIN Center Cut Roast Pork Loin with Sauteed Apples and Fried Onions
BREAST OF CHICKEN WELLINGTON Wrapped in a Flaky Pastry Crust with Mushroom Duxelle, Served with Madeira Sauce	
CHICKEN CALYPSO Chicken Breast Stuffed with Shrimp, Andouille Sausage and Spinach, Topped with Chicken Lie	
PRIME RIB Roast Prime Rib of Beef Au Jus	
10/98	All prices listed in our menus are subject to 19% service charge and applicable sales tax.

Figure 7.10
(CONTINUED)

A menu pricing program can use both primary formats and variations simultaneously, or elect to focus on only one. The decision is tied directly to the style of catering operation and the target market.



Price Range





Catering menus should be established within a range of no more than \$12 to \$15. A range with a high of \$45 per person and a low of \$18 per person, for example, is too wide. Customers must make a value judgment about whether to spend a greater or lesser amount on a catering menu. By providing a limited price range, they can be comfortable about their decision without feeling either extravagant or cheap.



Catering Pricing Methods

Catering menu prices must reflect the total costs of the operation as well as the desired profit. As discussed on page 156, costs and profits must be considered in order to achieve catering menu prices that generate enough revenue to allow profit as well as cover costs. The selling price is equal to the sum of costs plus profit. Methods of menu pricing and pricing formulas are used to determine the selling price depending on which factors and costs are already known and which must be calculated.

Because of catering's limited menu formats, only a few of the methods used by the foodservice industry to calculate food costs are applicable. These methods are:

-  Actual-cost method
-  Food-cost-percentage method
-  Factor pricing
-  Contribution-to-profit method

ACTUAL-COST METHOD

The actual-cost method is applied where the selling price is established before the cost of food is calculated. When the cost of food is determined, management can refer to the catering specification form in Figure 7.11 to find appropriate menu items that can be combined to match the available food cost.

The actual-cost method determines the percentage that each of the four price components represents based on costs currently incurred by the foodservice business and an established profit percentage goal, as in Figure 7.12.

In this example, the customer has expressed a need for a menu priced at \$20 per person. The amount of money available for food cost is calculated as shown in Figure 7.13.

From the catering menu specification form in Figure 7.11, management now selects appropriate menu items to total a selling price of \$20 per person.

MENU ITEM	COST	SELLING PRICE
		\$20.00
Consommé	\$.51	
Salad	.59	
Entrée (chicken)	3.75	
Vegetable	.50	
Starch	.35	
Roll and butter	.30	
Dessert	.55	
Beverage	.35	
Total food costs	\$ 6.87	
Selling price	\$20.00	
Actual food cost %	34%	

Figure 7.11
CATERING MENU COST FORM

FOOD-COST-PERCENTAGE METHOD

The food-cost-percentage method of menu pricing is the method used most frequently in restaurant operations to price individual menu items. Its application as a method of pricing catering menus determines what the selling price should be based on a known food-cost percentage. This method also allows management to identify how much money is available for food cost once the selling price and food-cost percentage are established.

Two of the following three factors must be known in order to apply the food-cost percentage to menu pricing:

1. Food-cost percentage
2. Cost of food
3. Selling price

COST	PERCENT OF SELLING PRICE
Total	100%
Overhead	-25%
Labor	-30%
Profit	<u>-10%</u>
Available for food cost:	35%

Figure 7.12
ACTUAL-COST METHOD

COST	PERCENT OF SELLING PRICE	SELLING PRICE
Total	100%	\$20.00
Overhead	-25%	-5.00
Labor	-30%	-6.00
Profit	-10%	-2.00
Available for food cost:	35%	\$ 7.00

Figure 7.13
FOOD COST CALCULATION

The food-cost-percentage method consists of three pricing formulas, one for determining each unknown factor. The formulas and their abbreviations are:

1. **food cost ÷ food-cost percentage = selling price**

$$FC \div FC\% = SP$$

2. **food cost ÷ selling price = food-cost percentage**

$$FC \div SP = FC\%$$

3. **selling price × food-cost percentage = food cost**

$$SP \times FC\% = FC$$

The formulas can be applied to catering menu pricing in the following ways:

1. *Management is conducting a periodic review of the catering menus in order to evaluate the cost of food and current selling prices. If food costs have increased, it will be necessary to raise menu prices. Management would like to maintain a 30 percent food-cost percentage for this selection of menus. By dividing the food cost by the food-cost percentage, the new selling price can be calculated.*

$$(FC) \$9.75 \div (FC\%) 30\% = (SP) \$32.50$$

2. *Management wants to maintain the current selling price for a catering menu. The current food cost is known. If the current food-cost percentage based on these two factors is not acceptable, then the food cost must be decreased. The food-cost percentage can be calculated by dividing the food cost by the selling price.*

$$(FC) \$3.85 \div (SP) \$12.00 = (FC) 32\%$$

3. *The customer has asked for a catering menu priced at \$20 per person. Management knows that the selling price must result in a 35 percent food cost. In order to develop a menu, it is necessary to know the amount of money available for the cost of food. The food cost can be calculated by multiplying the selling price by*

the food-cost percentage. (This formula was used to calculate the food cost by the actual-food-cost method.)

$$(\text{SP}) \$20 \times (\text{FC}\%) 35\% = (\text{FC}) \$7$$

✎ FACTOR PRICING ✎

The factor pricing method establishes a factor that represents the food-cost percentage. The factor is based on the number of times the percentage can be divided into 100:

$$100\% \div 40 (\text{percentage}) = 2.5 (\text{factor})$$

The factor is multiplied by the food cost to calculate the selling price:

$$\$3.35 (\text{food cost}) \times 2.5 (\text{factor}) = \$8.37$$

Management can apply the factors for the food-cost percentages most commonly used in their operation to quickly calculate selling prices. The chart in Figure 7.14 identifies the factors for a range of food-cost percentages.

FOOD COST %	FACTOR	FOOD COST %	FACTOR	FOOD COST %	FACTOR
20	5.00	30	3.33	40	2.50
21	4.76	31	3.23	41	2.43
22	4.55	32	3.13	42	2.38
23	4.35	33	3.00	43	2.32
24	4.17	34	2.94	44	2.27
25	4.00	35	2.85	45	2.22
26	3.85	36	2.78	46	2.17
27	3.70	37	2.70	47	2.12
28	3.57	38	2.63	48	2.08
29	3.45	39	2.56	49	2.04

Source: Lendel H. Kotschevar and Diane Withrow, *Management by Menu*, 4th ed., 2007.

Note: Decide what percentage of food cost you wish and then multiply actual food cost by the desired percentage factor to arrive at the desired selling cost. Example: If an item has a food cost of \$1.50 and you want a 28% food cost, look up the factor opposite 28 (3.57) and multiply this by \$1.50:

$$1.50 \times 3.57 = \$5.35$$

The base selling price is \$5.35.

✎ Figure 7.14 ✎
FACTOR/FOOD-COST-PERCENTAGE TABLE



Maintaining Food-Cost Percentages

The foodservice industry at the beginning of the twenty-first century is highly competitive. Market pressures grow daily from increased participation in the catering sector. Restaurants, in an effort to expand their revenue share, are participating in home-delivery programs in addition to offering their customers the opportunity for private parties and outside catering services.

Shrinking profit margins require managers to be constantly aware of the percentage cost represents of the selling price. When the percentage of cost is above that necessary to maintain a desired profit, the selling price must be increased or costs must be adjusted. As customers usually react to price increases by turning to the competition, management should raise prices only when necessary and at predetermined times in the operations planning schedule.

Developing selling prices for catering menus that accurately meet the needs of both caterer and customer requires a thorough analysis of both the business and the customer profile. As discussed in Chapter 4, management must set a range of prices that meet its established goals and objectives regarding catering revenue and profit. It is important to maintain this range as menu prices and menu items change. By increasing prices on an individual menu basis, management can lose track of the range of menu prices. Suddenly the original spread of \$12 to \$15 between prices slips to \$20 or \$22, resulting in customers confused about which end of the price range they should choose—high or low.

Management recognition of the value perceived for menus is critical to the maintenance of a successful menu pricing program. A menu price of \$28 per person for a 12-ounce strip sirloin steak may yield an acceptable food-cost percentage for management but meet with resistance from customers. If customers do not perceive that the price represents the true value of the menu item, they hesitate to select it. In some cases, prices may need to be lowered in order to increase sales. Management should review the entire menu to determine which surrounding items can be replaced to reduce the overall food cost of the menu.



FOOD-COST REVIEW

In order to maintain successful menu prices, caterers must listen to customer reactions to menu item content and menu prices. They must also periodically evaluate the competition's menu prices for similar items and content in addition to monitoring daily, weekly, and monthly food cost to maintain desired food-cost percentages and profit margins.

Daily and weekly reviews of purchasing prices helps management identify price increases on food products that significantly affect the overall food cost. Items that are sold in large volume should be watched diligently for price increases.

For example, prime rib of beef is a popular catering menu entrée. If 40 to 50 percent of the catering menus for the week require prime rib and the cost of beef has risen, the food-cost percentage on this item could increase, thus reducing

Inventory requisitions	\$ 3,450.00
Food purchases	900.00
Total costs	<u>\$4,350.00</u>
Total sales	\$15,000.00
(FC) $\$4,350.00 \div (\text{SP}) \$15,000 = (\text{FC}\%) 29\%$	

 Figure 7.15 

WEEKLY REVIEW FOR SIX-DAY PERIOD

overall profits. A daily price review keeps management aware of possible problems. The food cost on the new menu can be lowered by changing surrounding items on the menu, such as vegetables, or adjusting the portion size of the prime rib serving. Catering menus that specify “chef’s vegetable choice” can be flexible.

Weekly reviews compare total food purchases and inventory requisitions with sales for the week. This information can also be posted daily or reviewed weekly and monthly, as in Figure 7.15.

SALES MIX AND CONTRIBUTION TO PROFIT

The sales mix is a means of ranking menu items according to their contribution to the overall volume of sales. Actively used in restaurant management as a means of tracking the popularity of individual menu items, the sales mix has limited use in a catering menu program. It is important, however, to periodically evaluate sales to identify those menu items that are creating the highest volume sales.

It is also necessary to assess the contribution each menu item makes to overall profit in order to ensure that the menu price is actually generating the desired profit margin. For example, a catering menu for prime rib of beef priced below cost for competitive reasons may result in an increased volume of sales but at the same time drain the overall profit margin. In order to restore the profit margin, management may need to change some of the surrounding menu items or identify another entrée item to promote.

The contribution-to-profit method is based on selecting menu prices according to what the customer pays for an item and the contribution that the sales of the menu item make to the gross profit of the operation.

Each menu item is evaluated according to customer acceptability and projected sales volume. The initial selling price for each item is based on a desired food-cost percentage, as in the chart in Figure 7.16. The final selling price is determined by management’s estimation of what the customer will perceive as an acceptable selling price for that item, as in the following example:

An 8-ounce preprepared stuffed chicken breast and surrounding vegetable and starch items has an actual food cost of \$2.85. This item, when calculated at a 35 percent food cost, has a selling price of \$8.14. Management feels that

ITEM	FOOD COST	FC%	SELLING PRICE	MENU PRICE	GROSS PROFIT
A	\$2.29	35	\$ 6.54	\$ 9.25	\$6.96
B	\$5.18	40	\$12.95	\$ 8.95	\$3.77
C	\$4.55	33	\$13.67	\$13.95	\$9.40

Figure 7.16

CONTRIBUTION-TO-PROFIT METHOD

customers will accept a higher selling price of \$10.50. At \$10.50, the contribution to gross profit on this item is \$7.96.

(FC) food cost ÷ (FC%) food-cost percentage = (SP) selling price

$$\$2.85 \div 0.35 = \$8.14$$

(ASP) adjusted selling price - (FC) food cost = contribution to gross profit

$$\$10.50 - \$2.85 = \$7.96$$

The differential between the menu price of an item and its food cost is called the *contribution to gross profit*. *Gross profit* refers to all monies left after the food cost is deducted from the selling price. Remaining costs must then be deducted in order to calculate the *net profit*.

To address customer needs, a well-balanced menu program includes items that represent high, medium, and low contributions to profit. An item may have a low contribution to profit and a low sales volume, but its presence on the menu satisfies a certain percentage of the customers. The profit from items with a high contribution to profit and high sales volume balance the loss of profit on the less profitable menu items.

Control systems that monitor production, purchasing, and costing on a daily, weekly, and monthly basis are instrumental in achieving revenue and profit goals.



Package Pricing

Package prices can combine reception, dinner, beverage, flowers, entertainment, and theme costs as one per-person price. The pricing structure of the menu is often controlled by the overall package price. Any number of services can be included in the per-person price; the costs for flowers and entertainment are broken down on a per-person basis and added to the total package price. This marketing approach often creates a perceived value for the customer and the assumption that the overall function price is less expensive than if each item were charged for at a flat fee.

ROMANTIC RECEPTIONS

MENU PACKAGES

The Hotel del Coronado offers a variety of spectacular menus for your special occasion. Our menu packages include cocktails, hors d'oeuvres, a three-course meal with wine, and a champagne toast. Or, if you prefer, the Wedding Department can help you customize one of our menus or even create an entirely new menu according to your preferences.

BEVERAGE RECEPTION

Up To One Hour Hosted Bar Serving:

Standard Brands

Domestic Beer

Hotel del Coronado Chardonnay, Cabernet and White Zinfandel Wines

Soft Drinks

Mineral Waters

(Bartenders are based on one per 100 people.)

HORS D'OEUVRES

(Tray Passed)

Four Pieces Per Person for Lunch

Six Pieces Per Person for Dinner

Select Three From the Following:

COLD HORS D'OEUVRES

Dilled Cucumber with Shrimp

Duck Liver Mousse

Beef Carpaccio with Fresh Parmesan

Crab Bouchées

Smoked Salmon Canapés

HOT HORS D'OEUVRES

Spinach and Feta Cheese in Phyllo

Spring Rolls with Soy and Hot Mustard Dip

Sesame Shrimp Toast

Crab Stuffed Mushrooms

Mini Gourmet Pizzas

LUNCH OR DINNER

*Choose a lunch or dinner selection
from the menus that follow on pages 13 through 17.*

All Plated Selections Include:

Chef's Selection of Rice or Potatoes and Fresh Market Vegetables



Homemade Rolls, Butter

Hotel del Coronado Chardonnay

(Two Bottles Per Table)

Hotel del Coronado Sparkling Wine Toast

Freshly Brewed Coffee, Decaffeinated Coffee, Specialty Teas

 Figure 7.17 

THE HOTEL DEL CORONADO'S WEDDING RECEPTION MENU PACKAGES

(Courtesy of The Hotel Del Coronado, Coronado, California)

The function package most common to catering services is the wedding reception. The wedding reception plan in Figure 7.17 offers a one-hour bar, a selection of hot and cold hors d'oeuvres to be passed during the cocktail reception, a sit-down dinner entrée selection, wine to be served with dinner, and a champagne toast. Wedding cake is offered as a separate item, as seen in Figure 7.18, and priced according to style and size.

The Hotel DuPont offers a variety of wedding packages based on the day of the week and time of day. The wedding reception plan shown in Figure 7.19 includes a five-hour open bar, a champagne toast, a selection of hors d'oeuvres, a

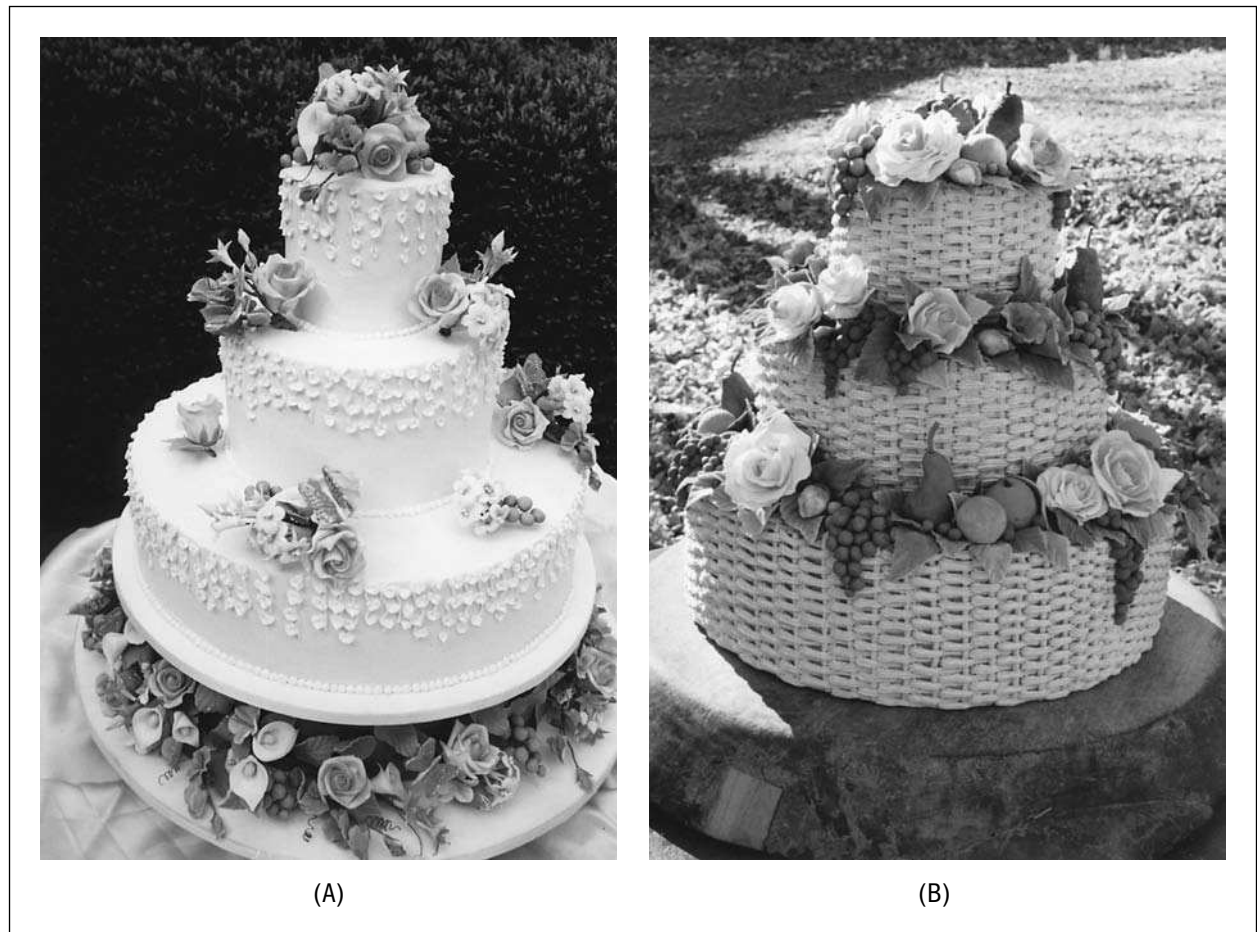



Figure 7.18

WEDDING CAKE SELECTION. (A) **TRADITIONAL TIERED BRIDE'S CAKE.** LAYERS OF BUTTER CAKE WITH RASPBERRY FILLING. GARLANDS OF PASTE FLOWERS SURROUND THE BASE, AND A NOSEGAY TOPS THE CAKE. (B) **BUTTERCREAM BASKET CAKE.** DENSE CHOCOLATE LAYERS WITH MOCHA FILLING ARE COVERED WITH FRENCH BUTTERCREAM "BASKETWEAVE," TOPPED WITH GUMPASTE FLOWERS AND LEAVES AND MARZIPAN FRUITS AND BERRIES.

(Courtesy of Rosemary Littman, Rosemary's Cakes, Teaneck, New Jersey)

four-course sit-down dinner, wine with dinner, wedding cake, and a gourmet coffee and dessert table. In contrast, Figure 7.20 is the midafternoon reception plan offering a four-hour open bar, a champagne toast, hors d'oeuvre stations, wedding cake, and a gourmet coffee and dessert station. The per-person price for these receptions is based on the packaging of all of the selling prices and gratuities, as shown in Figure 7.21.

In some situations, one item, such as the wedding toast or wedding cake, is sold at cost in order to offer a more competitive package price.



1999 WEDDING RECEPTION PLAN III
Exclusively designed for Saturday Evening

Bar Service
Five hour open bar offering Deluxe Selections of Beverages and Imported House Wines

Toast
MUMM, CUVÉE NAPA, BRUT PRESTIGE, NAPA VALLEY, N.Y.

Hors d'Oeuvres—Buffet Style and Butlered

Appetizers • Salads • Desserts
Large variety available for your consideration; inclusive

Entree Selections—Featured on following pages

Imported House Wine—Served with Entree

Wedding Cakes
MARBLE, CHOCOLATE CHIP, GRAND MARNIER, LEMON
TRADITIONAL POUND CAKE, SWISS CHOCOLATE CAKE, HAZELNUT OR ALMOND NUT CAKE
Wedding Cake Knife and Individual Cake Boxes


Gourmet Coffee Table
FRESHLY BREWED COFFEE, AMARETTO COFFEE, IRISH CREME COFFEE
Cinnamon Sticks, Chocolate Shavings, Chantilly, Orange and Lemon Peels, Sugars
SWEET DELIGHTS FROM OUR PASTRY SHOP
FANCY FRIANDESSES, PETIT FOURS, CHOCOLATE DIPPED STRAWBERRIES

Miscellaneous Services
Professional planning and guidance throughout Reception
Complimentary Self Parking at Hotel CarPark
Special Valet Parking for Bridal Party and Parents
Clerkroom Attendant
Choice of Color-Floor Length Linens
Complimentary Accommodations for Bride and Groom

Room Rental—May apply, please inquire with your Wedding Consultant

From 110.00 per person
(Including Gratuity)
Prices are subject to change.

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1999 WEDDING RECEPTION PLAN III
Exclusively designed for Saturday Evening

Hors d'Oeuvres Selection
BUTLERED
PHYLLID FLORENTINE
YAKITORI CHICKEN SKEWERS, with Dipping Sauce
SMOKED DUCK WITH SHITAKE MUSHROOM in Wonton Cups

BUFFET
DOMESTIC AND IMPORTED CHEESE DISPLAY
Garnished with Fresh Fruits, Assorted Crackers and Home Baked French Bread
SEASONAL CRUDITEE SELECTIONS
Herb Garlic, Dill, Roquefort Dips in Pepper Shell Presentation
DELUXE CANAPE SELECTIONS—Chef's Selection
PETITE BOUCHEES FILED WITH SHRIMP SALAD
PLUM TOMATO AND MOZZARELLA WITH PESTO ON CROUTON
BELGIUM ENDIVE HEART WITH BOURSIN AND OLIVES

Appetizers
SEASONAL FRESH FRUIT AND BERRIES
Melon Balls and Mint Leaf Garni
CHILLED FRUIT SOUP, Cinnamon Croutons
CHILLED VICHYSOISSI, Fresh Chives Garni
IMPORTED SMOKED WESTPHALIAN HAM
Medley of Seasonal Melon Garni
IN-HOUSE SMOKED SALMON with
Asparagus Cream Garni, (served hot)


WILD MUSHROOM SOUP
Herb Crouton Garni
CREAM OF ASPRAGUS SOUP
Asparagus and Chantilly on Lemon Garni
BRANDIED SEAFOOD BISQUE
Steamed Shrimp and Fresh Chives Garni
HOTEL DU PONT WEDDING SOUP, Asiago Cheese
Spinach and Miniature Meatballs Garni
CHICKEN CONSOMME CELESTINE
Parsifed Julienne of Crepe Garni

Salads
MESCLUN SALAD, Raspberry Vinaigrette, Aluette and Chive Rosette
CAESAR SALAD, prepared tableside
SPINACH SALAD, Warm Balsamic Vinaigrette Dressing, Mushroom, Red Onion, Croutons,
Feta Cheese and Plum Tomatoes Garni

Desserts
"TIMBALE LES PARISIENNES"—Griottins in Chocolate Bavarian, topped with Hazelnut Creme, Chocolate Butterfly Garni
LEMON CREAM CHARLOTTE—Seasonal Berries and Raspberry Sauce
BITTERSWEET CHOCOLATE TART—Orange Sauce
CHOCOLATE ORANGE BOMBE—Chocolate Mousse enrobed in Dark Chocolate Glaze, Orange Center
BAKED ALASKA FLAMBEÉ • CHERRIES JUBILEE FLAMBEÉ, Vanilla Timbale
CZARINA PARFAIT WITH STRAWBERRIES GRAND MARNIER FLAMBEÉ—Vanilla Parfait with Marinated Strawberries
"PAINTERS PALLET WITH TRIO OF SOBBET"—Raspberry, Lemon, Apricot

Prices are subject to change.

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1999 WEDDING RECEPTION PLAN III
Exclusively designed for Saturday Evening

Entree Selections


BAKED BREAST OF CHICKEN "MAITRE D'HOTEL", WILD MUSHROOM CREME SAUCE Stuffed with Herb Mousse—Parmesan Crust	110.00
BAKED SALMON FILET FLORENTINE, TARRAGON SAUCE Stuffed with Spinach, Garnished with Fleuron	112.00
PAN SEARED SEA BASS, BASH SAUCE Oven Roasted Tomatoes Garni	112.00
BAKED SUPREME OF CHICKEN AUERSBERG AND SAUTEED SHRIMP SCAMPI, MADEIRA SAUCE Chicken with Duxelles of Mushrooms, Glaced-Scampi Provencale	117.00
BROILED FILET MIGNON WITH A MUSHROOM CRUST, CABERNET SAUCE Assorted Mushroom Garnish	119.00
SAUTEED VEAL MEDALLION CHAMPIGNONES, CREME SAUCE Garnished with a Wild Mushroom Ragout	120.00
ROASTED SLICED TENDERLOIN OF BEEF, SHITAKE AND SHALLOT SAUCE Carved at Tableside	122.00
ROASTED BABY RACK OF LAMB PROVENCALE, LAMB DEMI GLACE Carved at Tableside	122.00
BROILED FILET MIGNON AND BAKED SALMON FILET WITH TWO SAUCES Filet with Mushrooms—Salmon with Spinach and Fleuron, Madeira and Chervil Sauces	122.00
BROILED FILET MIGNON AND SHRIMP SCAMPI PROVENCALE, MADEIRA SAUCE Filet with Mushroom—Sautéed Shrimp Scampi	123.00
GRILLED VEAL CHOP WITH TOMATO COULIS Whipped Potato Garni	123.00
MEDALLION OF VEAL LOIN AND SALMON FILET, EN CROUTTE, TWO SAUCES With Layers of Spinach, Wrapped in Pastry, Veal Creme and Nantua Sauces Carved at Tableside	126.00
SAUTEED VEAL MEDALLION WITH CRAB AND SHRIMP MOUSSE CAKE, TWO SAUCES Veal with Asparagus Glaced—Crab Cake with Tomato Coulis, Mantala and Sweet Champagne Mustard Sauces	128.00
SAUTEED TOURNEDO OF BEEF WITH LOBSTER AND SCALLOP TIMBALE, TWO SAUCES Tournedo with Herb Crust—Lobster and Scallop Timbale, Madeira and Nantua Sauces	140.00

For a choice of (2) Pre-Selected Entrees, Please Add 5.00 per person

Prices are subject to change.

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Figure 7.19
THE HOTEL DU PONT'S
EVENING WEDDING RECEPTION PLAN III
(Courtesy of The Hotel Du Pont, Wilmington, Delaware)



1999 WEDDING RECEPTION PLAN V

Recommended for Mid-Afternoon

Bar Service

Four hour open Bar offering Deluxe Brands, including Imported House Wines

Toast

FRENCH GRATIEN & MEYER BRUT CHAMPAGNE, SAUMUR

Hors d'Oeuvres—Featured on following pages

Pasta Station—Featured on following pages

Tenderloin Station—Featured on following pages

Wedding Cakes

MARBLE, CHOCOLATE CHIP, GRAND MARNIER, LEMON
TRADITIONAL POUND CAKE, SWISS CHOCOLATE CAKE, HAZELNUT OR ALMOND NUT CAKE
Wedding Cake Knife and Individual Cake Boxes

Gourmet Coffee Table

BREWED REGULAR DEMI-TASSE, AMARETTO COFFEE, IRISH CREME COFFEE
SWEET DELIGHTS FROM OUR PASTRY SHOP
FANCY FRIANDISES, PETIT FOURS, CHOCOLATE DIPPED STRAWBERRIES

Miscellaneous Services


Professional planning and guidance throughout Reception
Complimentary Self Parking at Hotel CarPark
Special Valet Parking for Bridal Party and Parents
Clerkroom Attendant
Choice of Color Linens: White or Ivory
Complimentary Accommodations for Bride and Groom

Room Rental—May apply, please inquire with your Wedding Consultant

From \$4.00 per person
(Including Gratuity)

Prices are subject to change.

10/98



1999 WEDDING RECEPTION PLAN V

Recommended for Mid-Afternoon

Hors d'Oeuvres Selections

BUTLERED

FOUR CHEESE AND ROASTED GARLIC PUFF
MINIATURE GOURMET PIZZA, Assorted Selection

BUFFET

DEEP FRIED SHRIMP, Cocktail Sauce
YAKITORI CHICKEN AND PINEAPPLE SKEWER, Dipping Sauce
KENNETT SQUARE MUSHROOM CAP, STUFFED WITH SAGE SAUSAGE
CLAMS CASINO
PLUM TOMATO AND MOZZARELLA WITH PESTO ON CROUTON
BELGIUM ENDIVE HEART WITH BOURSIN AND OLIVES
PETITE BOUCHES FILLED WITH CRAB SALAD
DELUXE CANAPE SELECTION
Chef's Selection
DOMESTIC AND IMPORTED CHEESE DISPLAY, Fruit Garnish
BAKED BRIE WHEEL EN CROUTE, Raspberry Sauce
SAGA BLUE WHEEL, Grape Garnish
MINIATURE FRENCH BREAD, ASSORTED CRACKERS
SEASONAL CRUDITEE SELECTIONS
Herb Garlic, Dill, Roquefort Dips in Pepper Shell Presentation

Pasta Station

With Chef to Assist

SPINACH AND VEAL TORTELLINI, Saffron and Pine Nuts
ZITI WITH BLACK OLIVES AND SUNDRIED TOMATOES, Lobster Sauce

Tenderloin of Beef Station

With Chef to Assist

Silver Dollar Rolls
Mustard, Horseradish Sauce, Chipolite Mayonnaise

Prices are subject to change.

10/98

Figure 7.20

MIDAFTERNOON WEDDING RECEPTION PLAN V
(Courtesy of The Hotel Du Pont, Wilmington, Delaware)

5-Hour Open Bar Premium Brands	\$20.00
Hors d'Oeuvres	\$15.00
4-Course Dinner	\$40.00
Wedding Cake	\$3.00
Wine with Dinner	\$6.00
Gourmet Coffee Table	\$8.00
Complimentary Parking	\$3.00
Subtotal	\$95.00
Gratuity	\$15.00
Total per Person	\$110.00

Figure 7.21

WEDDING PACKAGE PRICING

To create package prices, it is necessary to identify the per-person cost for each service in order to identify all of the potential costs as well as revenue possibilities. For example, a basic wedding service package plan might include reception flowers, the photographer, a four- or five-piece band, and limousine service in addition to the food and beverage. The service package can be priced as follows:

- ✍* Optional service costs are calculated in this example for a reception for 200 guests. The flowers include two centerpieces for the bridal table (\$150) and table centerpieces for each table (\$350), for a total of \$500.

$$\mathbf{\$500 \div 200 = \$2.50 \text{ per person}}$$

- ✍* Photography services are included after the bride and groom have selected one of the package options offered by the participating studio. In this example, the photography package included in the reception package price is \$3,000.

$$\mathbf{\$3,000 \div 200 = \$15 \text{ per person}}$$

- ✍* A five-piece band for a four-hour reception might be priced at \$1,000.

$$\mathbf{\$1,000 \div 200 = \$5 \text{ per person}}$$

- ✍* Limousine service for the bride from her home might be priced at \$200.

$$\mathbf{\$200 \div 200 = \$1 \text{ per person}}$$

The per-person cost for optional services is:

Flowers:	\$2.50
Photographer:	\$15
Five-piece band:	\$5
Limousine service:	\$1
Total per person:	\$23.50
Wedding reception:	\$110
Total per-person price:	\$123

The optional services costs added to the per-person reception costs in Figure 7.21 generate a total per-person reception package price of \$123.50. The participating services have lowered their prices in order to guarantee the volume of business created by referrals from the catering service. The catering service adds a percentage of the cost to cover their efforts in securing the optional services. In the preceding example, the catering service adds a 15 percent service charge to the optional service charge. For \$23 per person, this amounts to \$3 per person added to a total of \$20, or:

$$\mathbf{\$3 \times 200 = \$600 \text{ extra revenue for this function}}$$

Summary

Menu pricing is important to the ongoing success of every catering operation and service. Established food-cost percentages that accurately reflect the needs of the operation yield profits.

Catering menu prices are calculated based on the amount of revenue needed to cover the four pricing components: overhead cost, labor cost, food cost, and profit. The four pricing methods most adaptable to catering menus are the actual-cost method, the food-cost-percentage method, the factor-pricing method, and the contribution-to-profit method.

Maintaining successful pricing requires daily and weekly monitoring of food costs to ensure desired food-cost percentages and profit margins. Control systems such as food-cost reviews, the sales mix, and contribution-to-profit analysis are used to achieve successful menu prices.

A successful menu program must meet management goals and objectives for revenues and profits. Properly applied menu-pricing techniques and the application of control systems are necessary for any catering operation to be profitable.

Questions

1. Calculate the breakeven cost:
A catering business has variable operating costs of \$245,650 and fixed operating costs of \$365,823. It must generate _____ in sales in order to make a 10 percent profit. What is the breakeven point for this operation?
2. Identify the differences between a fixed-price menu and an à la carte menu.
3. What are the areas of a catering menu for which à la carte pricing is most effective? How can the application of à la carte pricing to these areas of the menu increase revenues?
4. Complete the following food-cost problems:

FC ÷ FC% = SP	2.75 ÷ 25% =
FC ÷ SP = FC%	3.80 ÷ \$15.00 =
SP × FC% = FC	24.00 × 21% =
5. Contribution to profit: $SP - FC =$ contribution to profit. Calculate the contribution to profit for the following items. Which is the most profitable?

Item	Food Cost	(FC%)	Selling Price	Menu Price	Gross Profit
A	2.84	34	8.35	9.75	
B	6.30	38	23.94	24.50	
C	4.35	27	18.20	22.75	



Chapter Eight



Catering Menu Design



 **Key Terms** 

Design layout

Copy

Descriptive copy

Visual space

Typeface


Merchandising

Accent copy

Die cut

Graphics

Paper stock








 **What You Will Learn in This Chapter** 

A variety of sales and marketing techniques are applied to create the physical design of catering menus and promotional packages. The design presentation of menus can significantly influence customer selection of catering services, restaurants, hotels, and clubs. This chapter features several catering menus and sales-presentation folders to illustrate specific design elements. The menu design formats best suited for catering menus are illustrated and discussed. The options for placement of typeface and illustrations on the design format, known as *layout*, are reviewed. The choice of paper stock and colors for the printed catering menu and sales folders can affect both production costs and sales. The weight and finish of the paper and the impact of color on menu readability and sales are reviewed. Guidelines for the selection of typeface style and size in the menu layout are presented. The choice of illustrations and use of graphic design to highlight areas of the menu are illustrated. Finally, the use of written descriptions and words to accent menu items, highlight ingredients, and add interest to a menu is reviewed.



Menu and Sales-Presentation Design

The presentation of catering menus in an effective marketing format can lead customers to purchase the most profitable menus or services. The sales-presentation folder includes a number of design elements:

-  Package cover
-  Design format
-  Layout
-  Typeface
-  Paper and color
-  Illustration and graphic design
-  Copy

Unlike restaurants in which the selection of menu items is an impulse purchase, the choice of catering menus is given considerable thought and is often conducted by a committee. Because catering functions involve anywhere from 10 to 10,000 guests and represent important business and social occasions and sizable financial investment, at least two people are involved in the menu-selection process. In many instances, catering menus are reviewed by customers in their homes or offices without the assistance of a catering sales representative who might guide their selections. By the time catering management reaches the customer, initial decisions are already made. A catering menu that effectively incorporates marketing techniques into its overall presentation and design is more persuasive to group decision makers.



Sales-Presentation Covers

The design format of catering menus and services is often shaped by the presentation cover. The sales-presentation cover is an optional design piece used to present contacts, correspondence, menus, and other information. The design format of the package cover determines the shape and size of insert pages.

The most common format is a two-panel cover measuring 9 by 12 inches. This size fits easily into business mailing envelopes and is standard in the U.S. printing industry. (Standard paper and envelope sizes vary from country to country.) The cover usually has pocket flaps inside that hold materials in place. Figure 8.1 shows an alternative format using curved panel flaps to hold materials in place on the two side panels, with a small flap at the bottom of the center panel. Both side panels are designed so that additional material can be inserted on the front of each panel. The design, from MGM Grand Hotel in Las Vegas, Nevada, opens in the center of the front panel and is held shut with an interlocking tab extended from the raised gold embossed logo of the MGM lion in the center of the cover, as seen in Figure 8.2.

A variation on this design is shown in Figure 8.3, from the Hyatt Regency in Scottsdale, Arizona. The inside design features both a side pocket to hold banquet menus and a bottom flap pocket. The visual space on the face of the side pocket is used for to feature a color photograph of a catering function set against a backdrop of mountains and an elaborate swimming-pool complex. Figure 8.4 shows an envelope design for the presentation folder. The center panel opens from the center front to reveal the menu, selection held in place by two flaps, top and bottom.

Yet another variation on the two-panel fold is shown in Figure 8.5. Using the same overall dimensions of 9 by 12, the cover opens on the horizontal rather than the vertical fold. The cover art is a striking photograph of the view from the terrace of The Inn at Morro Bay in Morro Bay, California. The inside of the cover uses the back panel only, with a bottom fold panel, to hold the menu presentation.

Even when the standard format of two panels with pockets, the most common type of presentation folder, is used, the wide variety of cover graphic designs

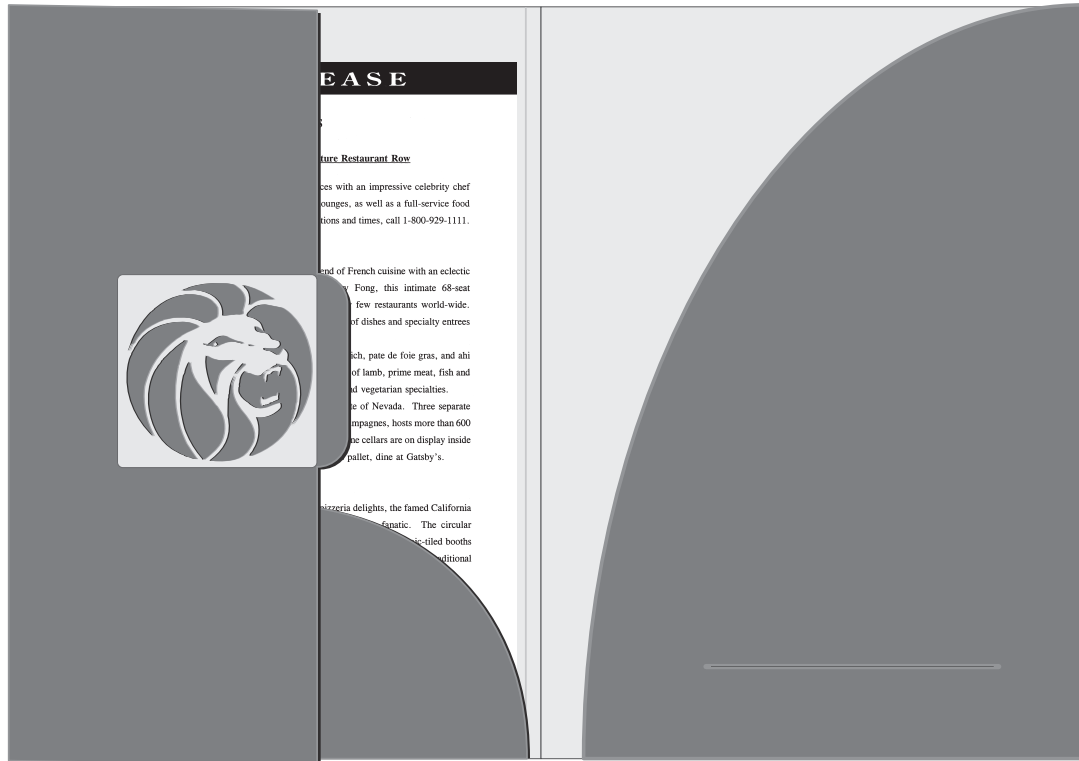


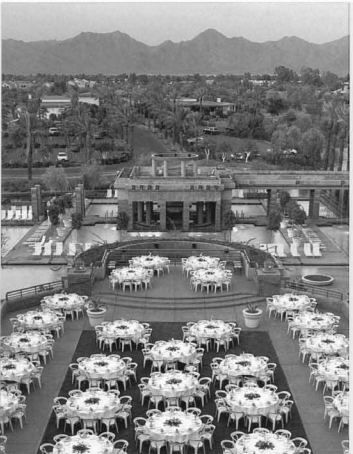
Figure 8.1

MGM GRAND HOTEL'S ALTERNATIVE SALES PRESENTATION FOLDER DESIGN WITH CURVED PANEL FLAPS
(Courtesy of The MGM Grand Hotel, Las Vegas, Nevada)



Figure 8.2

MGM GRAND HOTEL'S SALES-PRESENTATION FOLDER WITH GOLD EMBOSSED LOGO
(Courtesy of The MGM Grand Hotel, Las Vegas, Nevada)



The Catering Staff at Hyatt Regency Scottsdale proudly presents these carefully selected menus for your enjoyment. A variety have been selected to complement your special events. If a particular favorite is desired, but not found, please consult your catering manager.

Figure 8.3

THE HYATT REGENCY'S SALES-PRESENTATION FOLDER COVER
(Courtesy of The Hyatt Regency, Scottsdale, Arizona)



Figure 8.4
 ENVELOPE DESIGN
 FOR A SALES-
 PRESENTATION FOLDER
 (Courtesy of
 Associates Design)

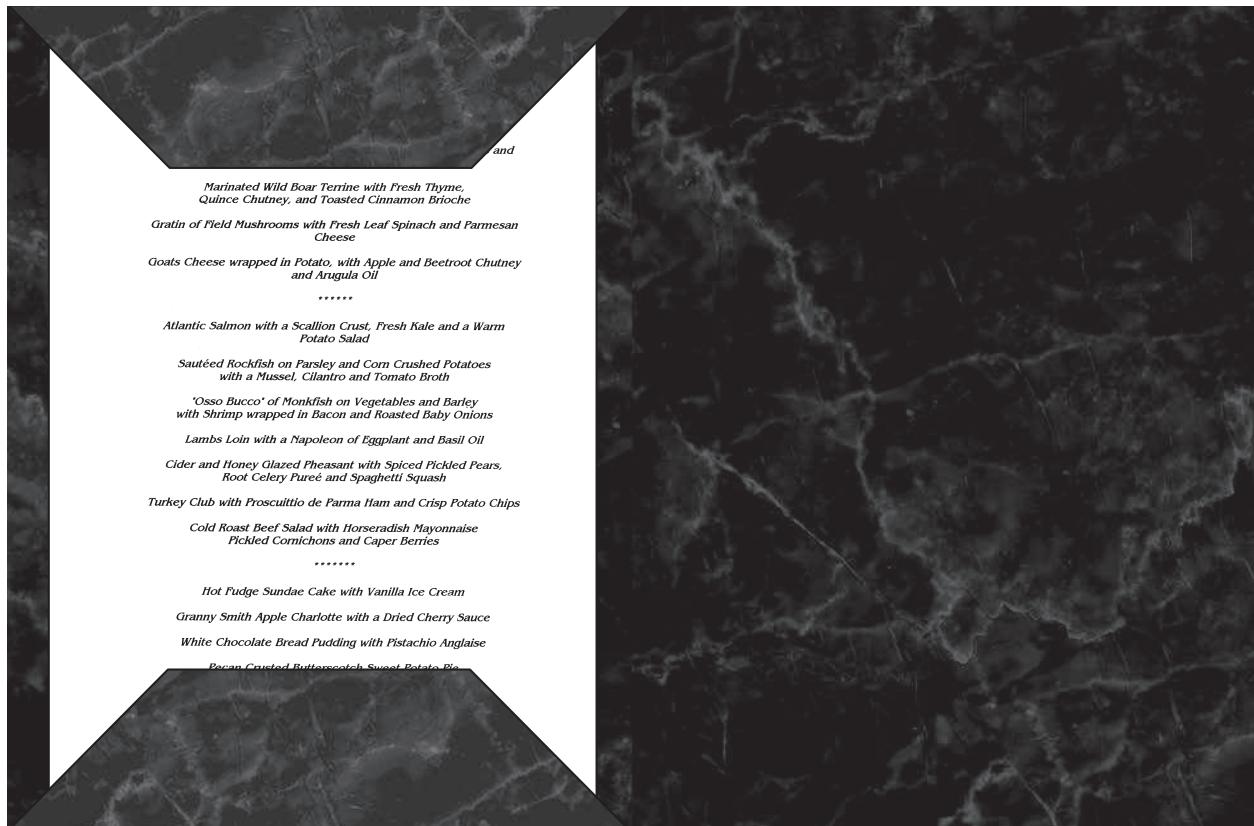




Figure 8.5

THE INN AT MORRO BAY'S HORIZONTAL-OPENING SALES-PRESENTATION FOLDER

(Courtesy of The Inn at Morro Bay, Morro Bay, California)

available still provides an exciting selection of folder styles. Figure 8.6 shows a design border in brown and peach tones with the hotel's insignia embossed in the center of the panel just above the name. The front panel of the folder in Figure 8.7 focuses on an inset watercolor of the hotel's façade done in gold, yellow, and blue tones to highlight the brown-gold color of the folder. Figure 8.8 is a classic cover interpretation. The simple design takes advantage of a contemporary paper design in muted shades of gray, beige, and yellow to highlight the hotel's name. The effect is at once classic and contemporary.

For Keswick Hall in Keswick, Virginia, near Thomas Jefferson's home, Monticello, a two-panel presentation folder is designed with the panel cut in a curving line across the open folder. This package cover, shown in Figure 8.9, is used to cross-market the three Ashley Hotels. The presentation folder in Figure 8.10, for Llangoed Hall in Wales, U.K., is a book format that showcases the public rooms of the hotel.

A two-panel cover design is shown with the wedding package for the Las Vegas Flamingo Hilton in Figure 8.11 a. The two front panels open in the center to reveal a center pocket that holds menus and wedding details, as seen in Figure 8.11 b. The



Figure 8.6

HOTEL DU PONT'S SALES-PRESENTATION FOLDER COVER DESIGN
(Courtesy of The Hotel Du Pont, Wilmington, Delaware)

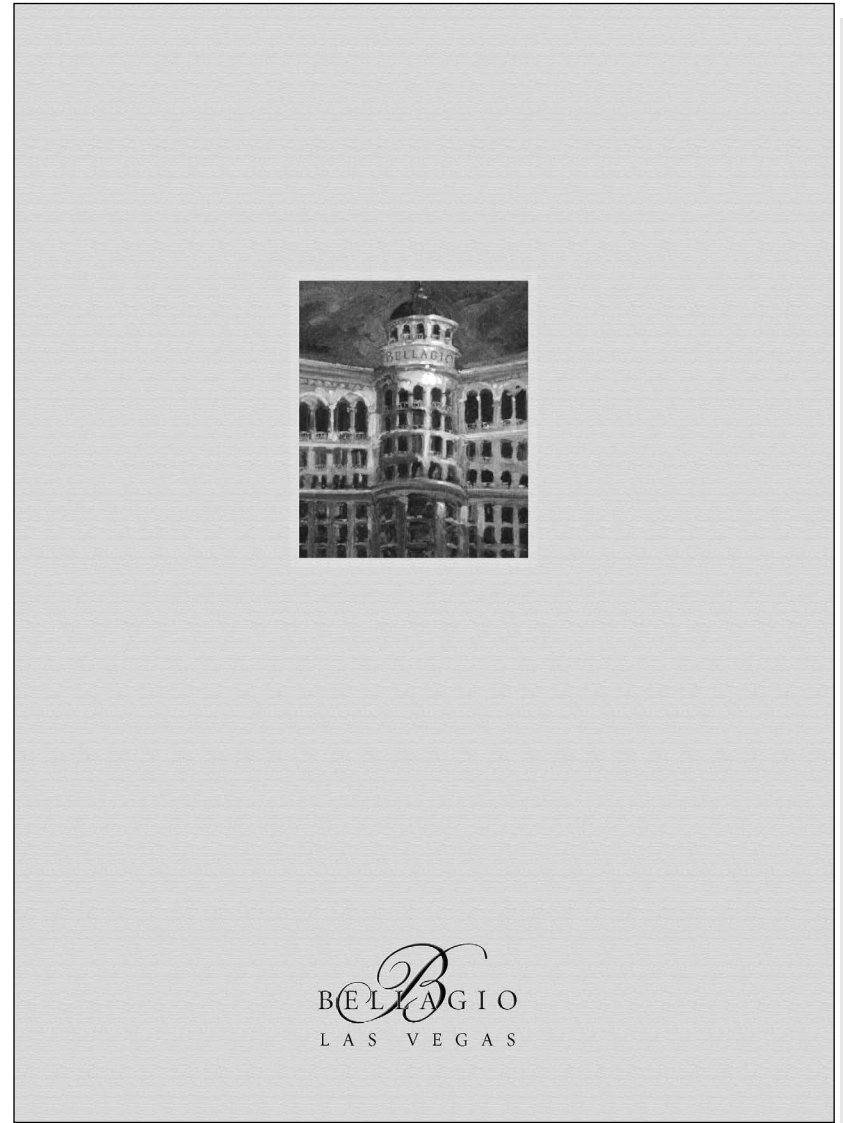


Figure 8.7

THE BELLAGIO HOTEL'S SALES-PRESENTATION FOLDER COVER DESIGN
(Courtesy of Mirage Resorts, Incorporated)

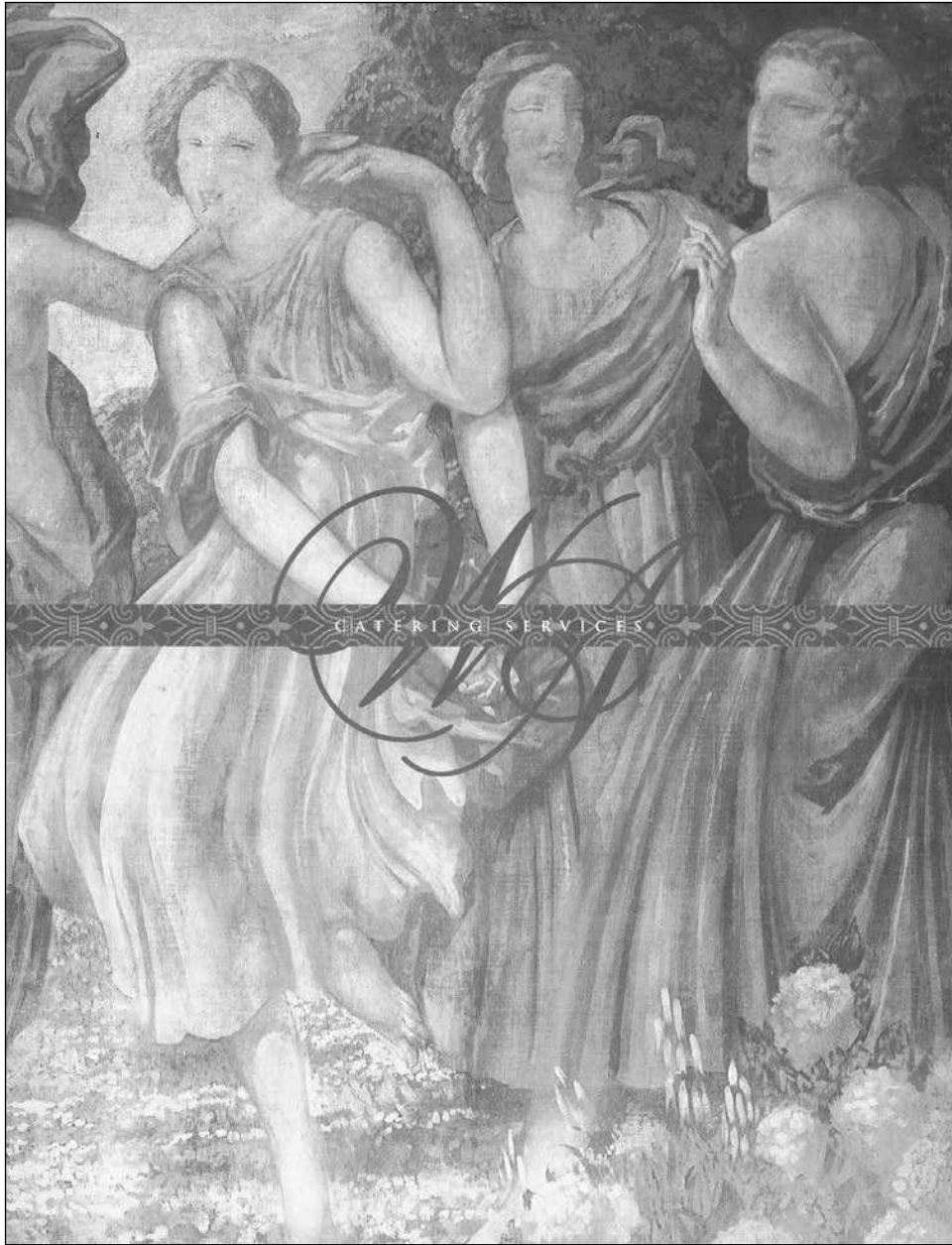


Figure 8.8

THE WALDORF ASTORIA'S CLASSICAL FOLDER COVER DESIGN

(Courtesy of Lou Hammond Associates)

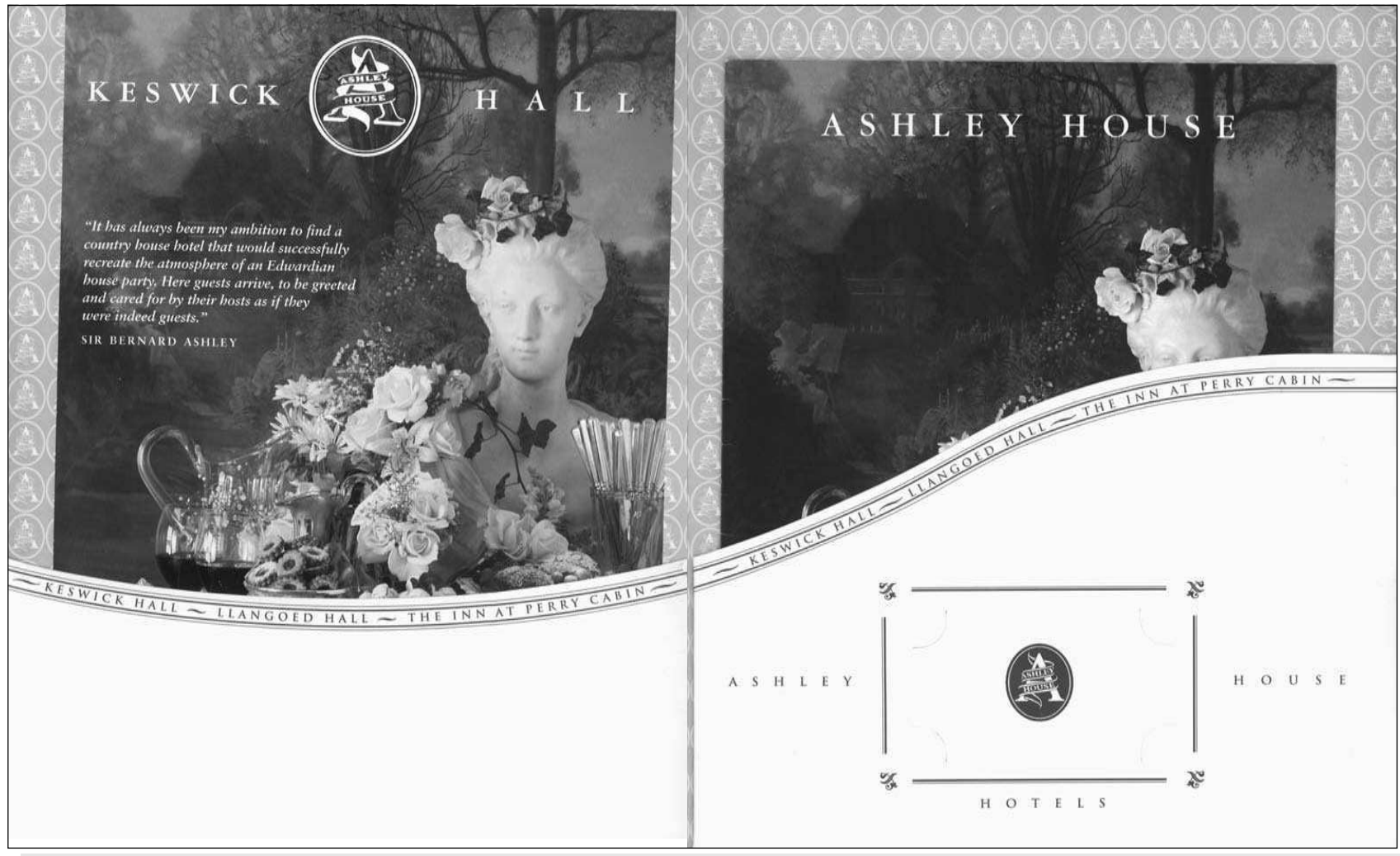


Figure 8.9

SALES-PRESENTATION FOLDER FOR THE THREE ASHLEY HOTELS

(Courtesy of Ashley Hotels)

*The Great Hall
a Haven of Peace
and Comfort*

have recreated the atmosphere and the way of life it once enjoyed.

Let me tell you about the Hall. This will give you



YOUR WINTER HAVEN:
BLAZING LOG FIRES IN
THE GREAT HALL

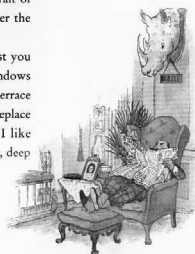


A GREAT CARVED STAIRCASE
LEADING TO THE PILLARED
PICTURE GALLERY

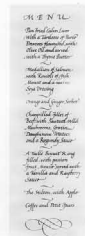
some idea of what to expect when you stay with us.

When you arrive, there is no reception desk, no-one demanding a hostage credit card just friendly staff to take your coats and carry your bags. A charming portrait of an elegant Edwardian lady presides hospitably over the entrance hall as you sign the Visitor's Book.

If you don't go upstairs straightaway, I suggest you head for the Great Hall. In summer, the French windows will be open so that you can have drinks on the terrace and enjoy the garden; in winter, the great stone fireplace will have a merry log fire blazing. Personally, I like everything to be generous in this sort of room. Big, deep



— 2 —



sofas; long, low tables and someone to bring me an ample glass of whatever I fancy. Its presiding Graces are two beauties called Kathleen and Rosalind by Douglas



*Our Dining Room
handsome with
Yellows and Blues*

Stannus Gray. They survey the room with benign expressions making me feel that they approve of the decor!

The Dining Room is handsome with yellows and cornflower blue. In our young chef, we are lucky to have one of the finest Chef de Cuisine in Britain. His cooking is Modern Classical, prepared in a classic manner, with an emphasis on lightness. I like the way he insists on making the most of fresh local produce such as Welsh Lamb, Wye salmon and traditional laverbread. We are lucky to be able to grow so many of our own herbs in the gardens of Llangoed. Do sample some of



ENTERTAINING IN THE COUNTRY HOUSE
MANNER: 300 WINES ASSEMBLED BY
AN EXPERIENCED COLLECTOR



MODERN CLASSICAL COOKING: LIGHT
AND DELICIOUS AND MAKING THE
MOST OF FRESH LOCAL PRODUCE

— 3 —

Figure 8.10

SALES-PRESENTATION FOLDER FOR LLANGOED HALL IN WALES, U.K.

(Courtesy of Ashley Hotels)

(A)

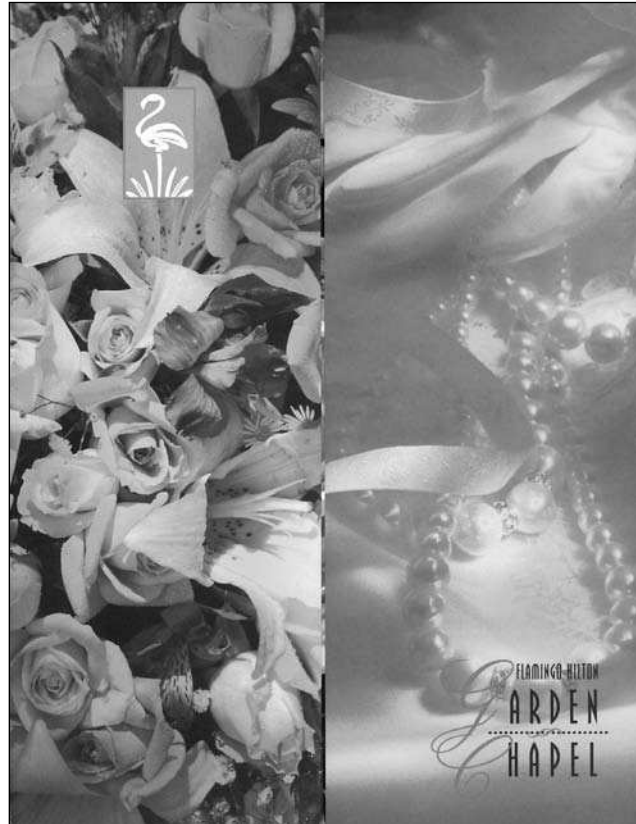


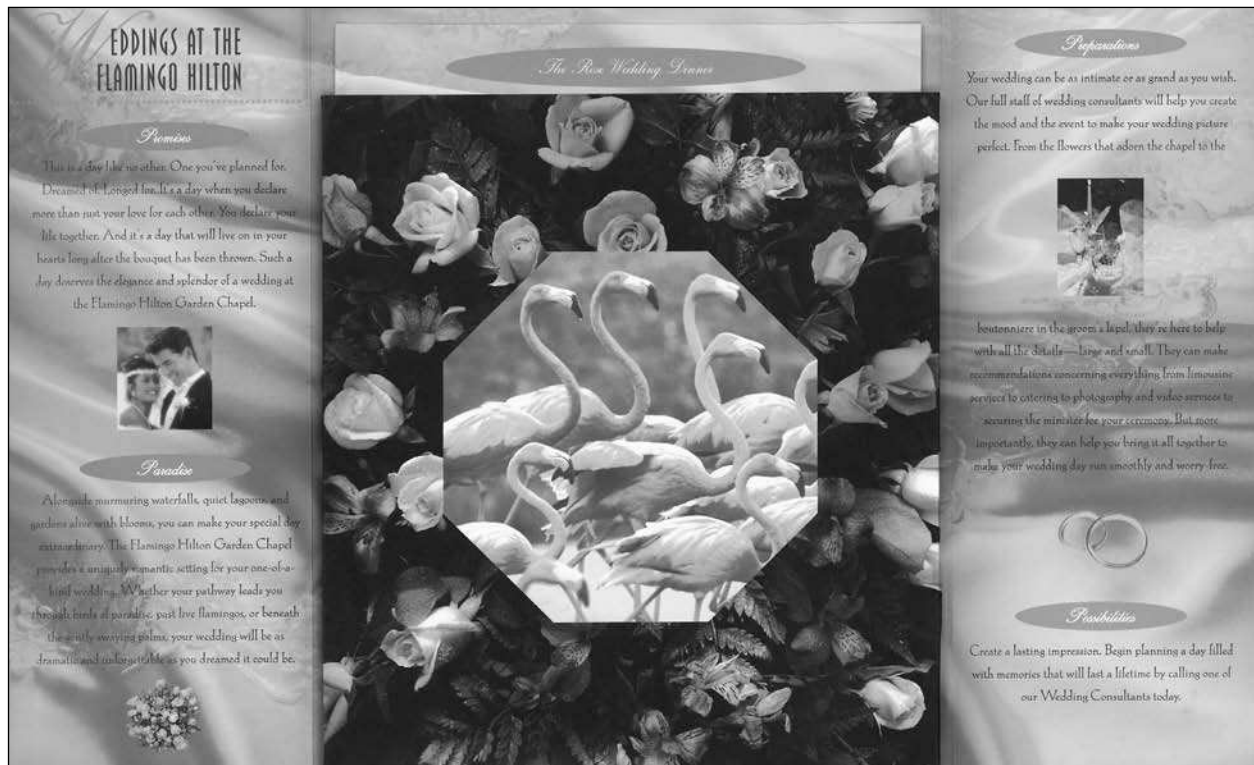
Figure 8.11

THE FLAMINGO HILTON'S WEDDING-PACKAGE FOLDER.

(A) COVER WHEN CLOSED. (B) OPEN, SHOWING THE CENTER POCKET AND TWO SIDE PANELS.

(Courtesy of The Flamingo Hilton, Las Vegas, Nevada)

(B)



two interior side panels are printed with marketing information. Graphics illustrate the hotel's flamingo garden concept.

Due to their cost, package cover sizes and shapes that use die cuts in their design are generally limited to conference and convention centers and hotels. Individual catering businesses do not often invest in the design and printing expenses required for these presentations. The simpler cover format shown in Figure 8.12 is an effective sales presentation that fits within stricter budget requirements.

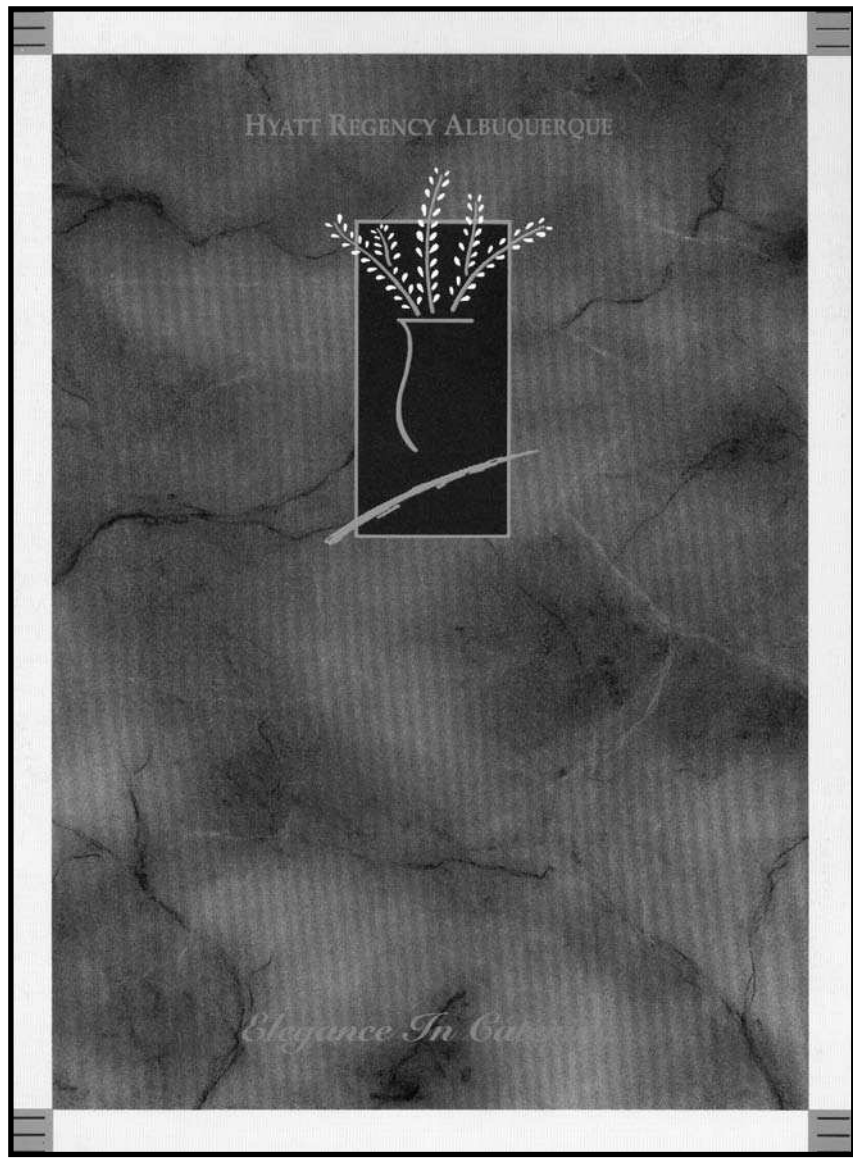


Figure 8.12

THE HYATT REGENCY ALBUQUERQUE'S SIMPLER
SALES-PRESENTATION FOLDER COVER FORMAT
(Courtesy of The Hyatt Regency Albuquerque, New Mexico)



Menu Design Format

A wide range of design formats for presenting catering menus are available. The most traditional is the basic single-panel page. The single panel may incorporate a number of menus, as in Figure 8.13, from the Plaza Hotel in New York City.

A variation on the single panel is the index format illustrated in Figure 8.14. This format provides an easy reference guide from which to select menus. The

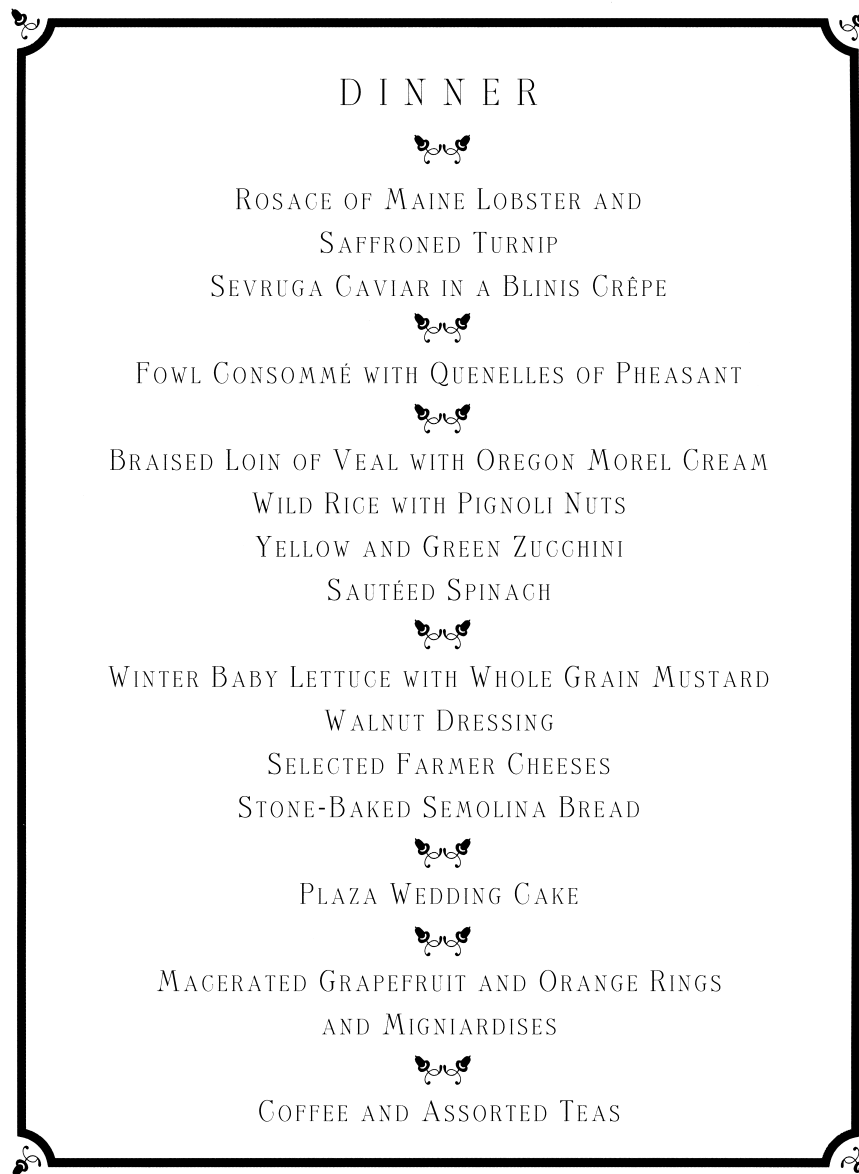


Figure 8.13

PLAZA HOTEL, NEW YORK CITY, SINGLE-PANEL MENU

("A Plaza Wedding" by Lawrence D. Harvey. Courtesy of the Plaza Hotel, New York, New York)

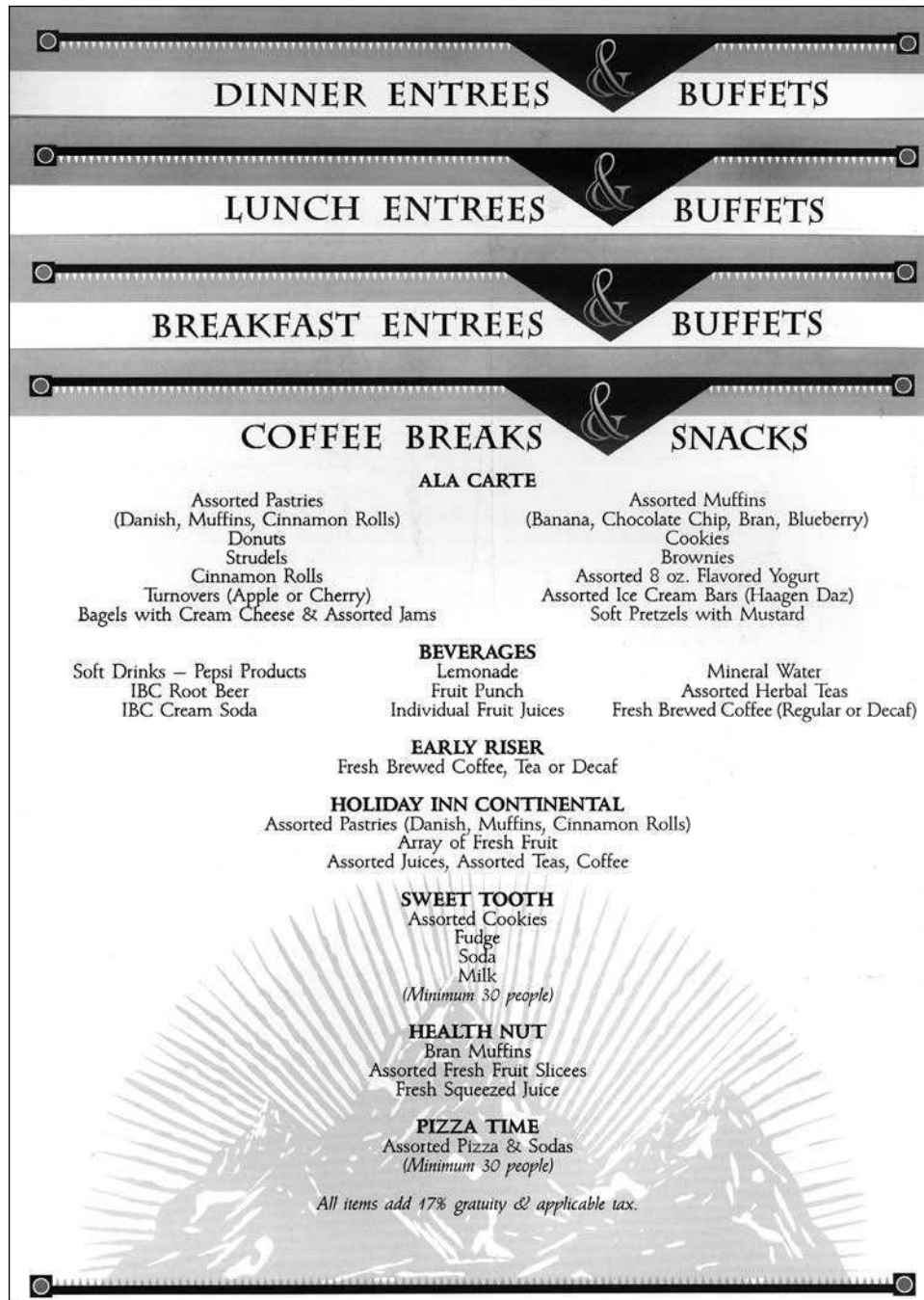


Figure 8.14

INDEX FORMAT OF SINGLE-PANEL MENU

(Courtesy of Holiday Inn Garden of the Gods,
Colorado Springs, Colorado)

index in Figure 8.15, from the Garden of Gods in Colorado Springs, Colorado, clearly identifies menu sections along with beverage lists, catering policies, and menu prices. A variation on this design is shown in Figure 8.16, from the Flamingo Hilton in Las Vegas. By cutting the upper-right-hand corner of the menu pages on the diagonal, an index is made that identifies the types of menu available along with receptions, theme menus, and beverage lists. This format allows for a full 8½ by 11-inch sheet of paper to be used for menu layout. The design of this paper incorporates the theme of the presentation folder, creating a colorful tropical garden in vivid colors.

The menu design in Figure 8.17 provides individual folders for each menu section, each clearly identified by color photographs of the appropriate plate presentation, as shown for the dinner selections. The inside panels of each section outline the menu offerings. The price list is printed separately. While this is an expensive presentation, it represents the perceived value management wants to impart to the customer for the catering menu program. Prices can be easily changed by reprinting the separate pricing sheet rather than the complete menu presentation.

The design in Figure 8.18 uses a horizontal layout with color food photography to illustrate menu offerings. This multipage book format, from the Radisson Airport Hotel and Conference Center in Columbus, Ohio, includes 24 design pages covering both social and business catering package information. This presentation clearly communicates quality and perceived value to the customer. Preprinted prices, however, are a challenge for management due to the high cost of reprinting for price changes. The menu page offers both à la carte and fixed-price menus, providing guests with a choice between the flexibility of designing their own menu and the convenience of selecting an established menu. Several design formats are outlined in Figure 8.19.



Layout

Layout refers to the placement of typeface and illustrations on the design format. A catering menu outlining the complete menu lists items in the order in which they are served, as in Figure 8.20. Illustrations are often incorporated to add interest to the page presentation as seen on the Llangoed Hall menu in Figure 8.21.

Special design work can create dramatic and appealing layouts such as that illustrated in Figure 8.22. Bold vertical green stripes on a glossy cream-colored paper create a simple design that projects an elegant-yet-casual image.

Many catering services use computer word-processing programs to produce their own menus. The menus in Figure 8.23 are printed on paper preprinted with illustrations. This menu program incorporates three graphic designs to create an image at once distinctive and cost-effective.

The layout in Figure 8.24 offers six complete catering luncheon menus, priced per person. The layout in Figure 8.25 is for a buffet clambake menu. The catering menu in Figure 8.26 offers a selection of menu items for each course at one per-person price.



Figure 8.15
 GARDEN OF THE GODS IN COLORADO SPRINGS, COLORADO, MENU INDEX
 (Courtesy of Holiday Inn Garden of the Gods, Colorado Springs, Colorado)

FACILITIES

Flamingo Hilton Las Vegas Meeting, Banquet and Event Services. The following pages contain a listing of many of the services available at the Flamingo Hilton Las Vegas, as well as charges for services and labor which may be incurred in connection with the requirements for various meetings, conventions and banquets. This information is being provided as a reference when budgets are being determined. Please remember that all prices are subject to change. We hope it will be of assistance in your planning.

Meeting Break Packages
To Simplify Your Meeting Planning, We Offer These Break Packages at a Special Price Which Includes Continental Breakfast, Mid-Morning, and Mid-Afternoon Breaks.
 (Minimum 25 People Required)

Fitness First

Continental Breakfast
 Freshly Squeezed Orange Juice and Grapefruit Juice
 Sliced Fresh Fruit and Melon
 Assorted Whole Grain Cereals and Granola
 Bananas, Raisins, Sliced Strawberries
 Nonfat Milk
 Nonfat Fruit Flavored Yogurts
 Fresh Bagels, Nonfat Zucchini-Bran Muffins
 Margarine and Cream Cheese
 Freshly Brewed Mocha Java Coffee
 (Regular and Decaffeinated)
 and Herbal Teas

Mid-Morning
 Freshly Brewed Mocha Java Coffee
 (Regular and Decaffeinated)
 Clearly Canadian Sparkling Water
 Regular, Diet and Caffeine Free Soft Drinks
 Granola Bars

Mid-Afternoon
 Snapple All Natural Flavored Fruit Drinks
 Bowl of Fresh Whole Fruit

The Flamingo

Continental Breakfast
 Freshly Squeezed Orange Juice
 Chilled Tomato Juice
 Sliced Fresh Fruit and Melon
 Assorted Miniature Danish Pastries
 Bran Muffins, Warm Flamingo Pecan Coffee Cake
 Butter
 Freshly Brewed Mocha Java Coffee
 (Regular and Decaffeinated) and Herbal Teas

Mid-Morning
 Freshly Brewed Mocha Java Coffee
 (Regular and Decaffeinated) and Herbal Teas
 Clearly Canadian Sparkling Water
 Regular, Diet and Caffeine Free Soft Drinks

Mid-Afternoon
 Freshly Brewed Mocha Java Coffee
 (Regular and Decaffeinated), Tea
 Snapple All Natural Flavored Fruit Drinks
 Regular, Diet and Caffeine Free Soft Drinks
 Served with Assorted Cookies
 Assorted Candy Bars (Snickers, Milky Way
 Baby Ruth, Butter Finger, Heath Bar)

WINE LIST
 RECEPTIONS
 THEME MENUS
 DINNER
 LUNCH
 BREAKFAST
 REFRESHMENT BREAKS

Figure 8.16

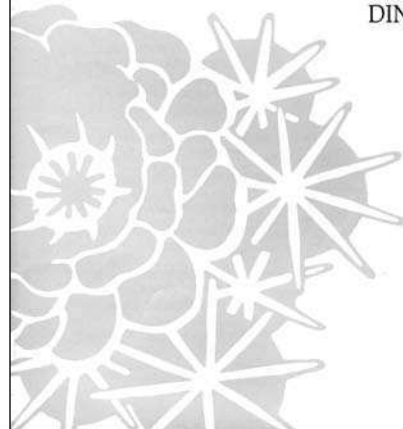
THE FLAMINGO HILTON MENU INDEX
 (Courtesy of The Flamingo Hilton, Las Vegas, Nevada)

Figure 8.17

THE HYATT REGENCY SCOTTSDALE'S MULTIPANEL MENU
(Courtesy of The Hyatt Regency, Scottsdale, Arizona)



DINNER MENUS



DINNER
All Dinners include Chef's accompaniment of Pasta, Rice or Potato, Fresh Seasonal Vegetables, Specialty Rolls, Butter, Brewed French Roast Coffee, Specialty Teas and Milk

THREE-COURSE SELECTIONS

<p>DINNER I Chilled Sonoran Shrimp Cocktail with Field Greens and Crisp Jalapeño Tortilla Chips</p> <p>Tenderloin of Beef, Southwest Herb Butter Roasted Garlic Marinated Chicken Breast on Corn Stuffing with Cilantro Butter</p> <p>Flourless Chocolate Cake on Pecan Crust with Vanilla Ice Cream</p>	<p>DINNER II Painted Southwest Shrimp Caesar Salad with Roasted Corn, Tomatoes and Horseradish Relish</p> <p>Pistachio Roasted Lamb Chop Steamed Halibut Roll Cilantro Hollandaise</p> <p>Tequila Lime Tart and Fresh Berry Tostada Citrus Glace</p>	<p>DINNER III Chilled Fontabella Mushroom and Barbecued Quail Napoleon Baby Bok Choy Three-Bean Relish</p> <p>Grilled Swordfish with Crawfish Chili Pancetta Roasted Pork loin on Braised Fennel</p> <p>Pecan and Cranberry Tart in Graham Cracker Crust with Vanilla Ice Cream</p>
<p>DINNER IV Frisée, Radicchio, Bibb Lettuces Ripe Red and Yellow Tomatoes with Maytag Blue Cheese Fritter Raspberry Walnut Dressing</p> <p>Baked Sonoran Bass, Diced Onion, Fresh Chili Peppers, Calamata Olives and Capers Soy-Ginger Sauce</p> <p>Mascarpone Cheese Coffee Cake Powdered Sugar Design Chocolate Sauces</p>	<p>DINNER V Grilled Lobster on Saffron Risotto Cake Buttermilk Mushroom Sauce</p> <p>Mushroom Crusted Veal Loin and Crisp Duck Leg Confit on Cilantro Pasta Lingonberry Demi</p> <p>Toasted Hazelnut Parfait and Flourless Chocolate Cake Caramel Orange Sauces</p>	<p>DINNER VI Smoked Shrimp on Pickled Napa Cabbage and Daikon Slaw with Fresh Watercress and Field Greens</p> <p>Grilled Tenderloin of Beef, Southwest Herb Butter Lobster Medallion on Creamed Orzo Cake</p> <p>Warm Apple Cinnamon Strudel and Caramel Ice Cream Warm Raspberry Sauce</p>

SORBETS
Served on a Powdered Sugar Design or Logo

Green Apple Orange Campari	Pink Champagne Lemon Lime	Raspberry Peppercorn Orange Tarragon
-------------------------------	------------------------------	---

Sorbets may be added to any Three-Course Menu for \$5.50 or may be substituted for an Appetizer on any Four-Course Menu at no charge.

FOUR-COURSE SELECTIONS

<p>DINNER VIII Crabmeat and Piñon Nut Cakes Roasted Red and Yellow Pepper Cream Root Vegetable Slaw</p> <p>Painted South Mountain Greens Ripe Tomatoes, Calamata Olives Cilantro Dressing</p> <p>Baked Double Chicken Breast Stuffed with Herb Boursin and Spinach with Fried Tortilla Ancho Chili Sauce</p> <p>Fresh Berry and Chocolate Taco with Vanilla Bean Mousse Fruit Sauces</p>	<p>DINNER IX Roasted Duck and Tomato Tortilla Wrap on Spinach Salad Peanut Dressing</p> <p>Lobster Bisque Crab Fritter</p> <p>Smoked Bacon and Rosemary Roasted Pork Tenderloin and Sautéed Veal Medallion Porcini Mushroom Sauce</p> <p>Warm Pear Tart in Hazelnut Crust Caramel Ice Cream</p>	<p>DINNER X Steamed Vegetables Pot Sticker Consommé</p> <p>Hearts of Romaine with Lobster, Jicama and Sweet Potato Tower</p> <p>Orange-Honey Barbecued Chicken Breast Fried Rosemary Crusted Veal Loin Roasted Garlic Demi</p> <p>Fresh Berry Crème Brûlée in Cookie Cup on Chocolate Design</p>
<p>DINNER XI Cream of Roasted Fennel and Garlic in Ancho Puff Pastry</p> <p>Blackened Lamb Loin Wrap with South Mountain Greens</p> <p>Roasted Garlic Marinated Double Chicken Breast on Wild Mushroom Risotto Cake Morel Sauce</p> <p>Fresh Berries on Navajo Fry Bread with Fried Ice Cream</p>	<p>DINNER XII Mixed Greens in Potato Basket with Fresh Artichoke and Heart of Palm Salad</p> <p>Amber Beer and Cheese Soup in Lime-Pepper Puff Pastry</p> <p>Herb Rubbed Pork Steak and Potato Crusted Mahi Mahi Apple and Toasted Walnut Salsa</p> <p>Checker Chocolate Mousse Terrine Fresh Berries and Fruit Sauces</p>	<p>DINNER XIII Wild Mushroom Ravioli with Shrimp and Scallops on an Asparagus Skewer</p> <p>Southwest Root Vegetable and Roasted Eggplant in Cilantro Tortilla</p> <p>Mesquite Honey Barbecued Capon Breast Hoisin Marinated Double Lamb Chop Minted Pear and Sweet Onion Relish</p> <p>Tequila Lime Flan with Chocolate Piñon Nut Tart Painted Chocolate Desert</p>

DINNER XIV
Lobster and Corn Polenta Roll on Braised Fennel
Chive Butter

Red and White Endive on Bibb Lettuce
Ripe Tomatoes and Mushroom Salad
Raspberry-Walnut Dressing

Grilled Veal Chop
with Shrimp Tamale
Balsamic Demi Glace

Fresh Pear Tart with Vanilla Sauce
Pear Williams Ice Cream



DINNER

Appetizers

Fresh Seasonal Fruit Cup \$2.25
Shrimp Cocktail \$8.50
Shrimp & Scallops St. Jacques \$6.25
Prosciutto/Melon \$4.95

Soups

Soup du Jour \$1.75
Chilled Fruit Soups \$3.95
French Onion Soup \$3.25

Salads

Caesar Salad \$2.95
Spinach Salad \$2.50
Bibb Lettuce with Raspberry Vinaigrette and Pine Nuts \$3.25
Strawberry and Onion Salad \$2.25

Entrees

All Entrees include our Garden Fresh Salad with Choice of Dressing, Fresh Seasonal Vegetables, Choice of Potato, Rolls and Butter and Selection of Coffee, Hot Tea, Decaf or Iced Tea.

Beef & Pork Entrees

Roast Prime Rib of Beef \$19.95
Served in its Natural Juices with Creamed Horseradish Sauce.

New York Strip \$22.95

We cut our Strip Steaks from the Center of the Loin for the most Tender Steaks and crown them with Maitre d Butter.

Filet Mignon \$24.95

Crowned with a Mushroom Cap and accompanied with Bernaise Sauce.

Sliced Roast Top Sirloin of Beef \$16.95

Served in its Natural Juices.

Stuffed Pork Chop \$14.95

Center Cut Pork Chop, split and filled with Sage Dressing and served with Cinnamon Apple Sauce.

Sliced Pork Loin \$15.95

Roasted Boneless Pork Loin in a Dijon Au Jus with Fresh Rosemary

Veal Entrees

Veal Marsala \$19.50
Tender Veal Lightly Sautéed, served in Marsala Wine Sauce.

Veal Piccata \$18.95
Lightly Sautéed Veal Medallions served with Fresh Lemon and Capers.

Seafood Entrees

Broiled Swordfish \$19.95
A Center Cut Portion of Swordfish Broiled with Lemon Butter, accompanied with Dill Sauce.

Broiled Halibut \$17.95
Broiled Halibut Steak topped with Herb Butter, served with Fresh Lemon.

Orange Roughy \$16.95
A New Zealand Delicacy, broiled and served with Lemon and Chive Butter.

Shrimp Scampi \$18.95
Jumbo Shrimp sauteed in Garlic and Herb Butter, served with Rice Pilaf.

Pasta

(Maximum 50 Persons)

Pasta Primavera \$13.95
Tender Fettuccine Noodles sauteed with Fresh Vegetables and served with a Light Cream Sauce.
(Served with Salad, Rolls, Butter, Beverage)

Chicken and Pasta Primavera \$15.95
Strips of Chicken Tenderloin sauteed with Fresh Vegetables, tossed with Fettuccine Noodles in a Light Cream Sauce.

Linguni Napoli \$17.95
Succulent Gulf Shrimp flavored with Garlic and served in a Basil Tomato Coulis with Pine Nuts.

Poultry Entrees

Chicken Lexington \$19.95
Chicken Breast Stuffed with Fresh Zucchini, Squash, Carrots, Celery, Rolled and Baked, Cut into Medallions and served over an Herbed White Wine Sauce.

Chicken Pizzolia \$18.95
Baked Chicken Breast topped with Marinara Sauce, Sliced Red Pepper, Green Pepper, Mushrooms, Tomatoes and Purple Onion and topped with Grated Provalone and Parmesan Cheese.

Chicken St. Clair \$17.95
Chicken Breast topped with Broccoli Florets, Julienne Smoked Ham, Sliced Mushrooms, Purple Onion and Mozzarella Cheese, topped with a Light Supreme Sauce.

Chicken Amberly \$19.95
Chicken Breast filled with Bacon, Artichokes, Mushroom and Onion Mixture and Grated Monterey Jack, Rolled in Cracker Crumbs and Fried, Cut into Medallions and served with a Marsala Mushroom Sauce.

Char-Broiled Free Range Chicken Breast \$15.95
Topped with a Pomaroy Mustard Cream Sauce.

All Banquet Functions will be Charged a 17% Service Charge and Applicable Taxes. 11

🌿 Figure 8.18 🌿

RADISSON COLUMBUS, OHIO, HORIZONTAL MENU LAYOUT WITH COLOR FOOD PHOTOGRAPHY
(Courtesy of The Radisson Airport Hotel and Conference Center, Columbus, Ohio)

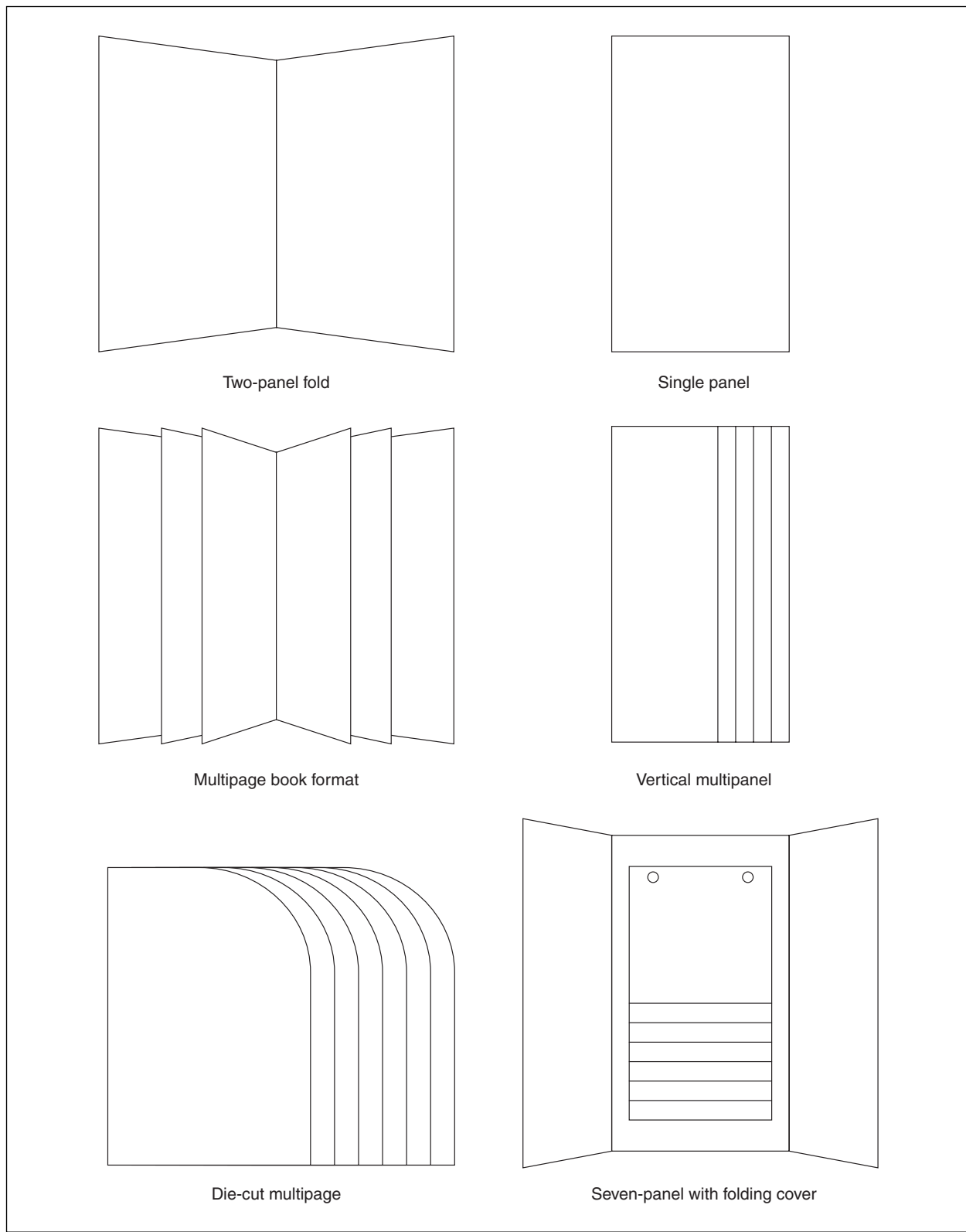


Figure 8.19
VARIETY OF MENU DESIGN FORMATS



Figure 8.20

PLAZA HOTEL CATERING MENU WITH ITEMS
LISTED IN THE ORDER IN WHICH THEY ARE SERVED
("A Plaza Wedding" by Lawrence D. Harvey. Courtesy
of The Plaza Hotel, New York, New York)



🌿 Figure 8.21 🌿

LLANGOED HALL MENU WITH ILLUSTRATIONS

(Courtesy of Ashley Hotels)

Breakfast Buffets

Breakfast Buffets include choice of two Juices (fresh-squeezed Orange or Grapefruit, Apple, Cranberry, Tomato), Baker's Basket, whipped Butter, Preserves, fresh-brewed and Decaffeinated Coffee, Specialty Teas or Milk.
(For parties under 50, a set-up charge of \$150.00 applies.)

The Coronet

Seasonal Fruit and Berries
Breakfast Cereal and Honey-toasted Granola
Fruit Yogurts
Scrambled Eggs
Double Thick Maple-smoked Bacon
Chicken Apple Sausage
Brioche
Cinnamon-Raisin French Toast,
Maple Syrup
Hash Browns
\$20.00

The Hanover

Seasonal Fruit and Berries
Breakfast Cereal and Honey-toasted Granola
Banana Pancakes, Macadamia Nut Syrup
Quiche Lorraine
Housemade Corned Beef Hash
Lyonnaise Potatoes
\$20.00

The Windsor

Seasonal Fruit and Berries
Breakfast Cereal and Honey-toasted Granola
Fruit Yogurts
Scrambled Eggs, choice of Toppings: Sautéed
Mushrooms, Onions, Peppers, Cheese, Salsa
Sonoma Sausage Patties
Cheese Blintzes with Blueberry Coulis
Cottage Fries
\$21.00

The Crown

Seasonal Fruit and Berries
Breakfast Cereal and Honey-toasted Granola
Atlantic Smoked Salmon, Cream Cheese
Omelettes cooked to order
Julian Apple Crêpes
Iowa Ham Steaks, Veal Sausage
Hash Browns
\$22.00

Customized Buffet Brunch

We will be happy to create a memorable Brunch menu for your special event.

Prices are subject to Service Charges and applicable Tax.



HOTEL DEL CORONADO

1500 Orange Avenue, Coronado, California 92118 • (619) 435-6611

Figure 8.22

HOTEL DEL CORONADO MENU WITH SPECIAL DESIGN WORK
(Courtesy of The Hotel Del Coronado, Coronado, California)

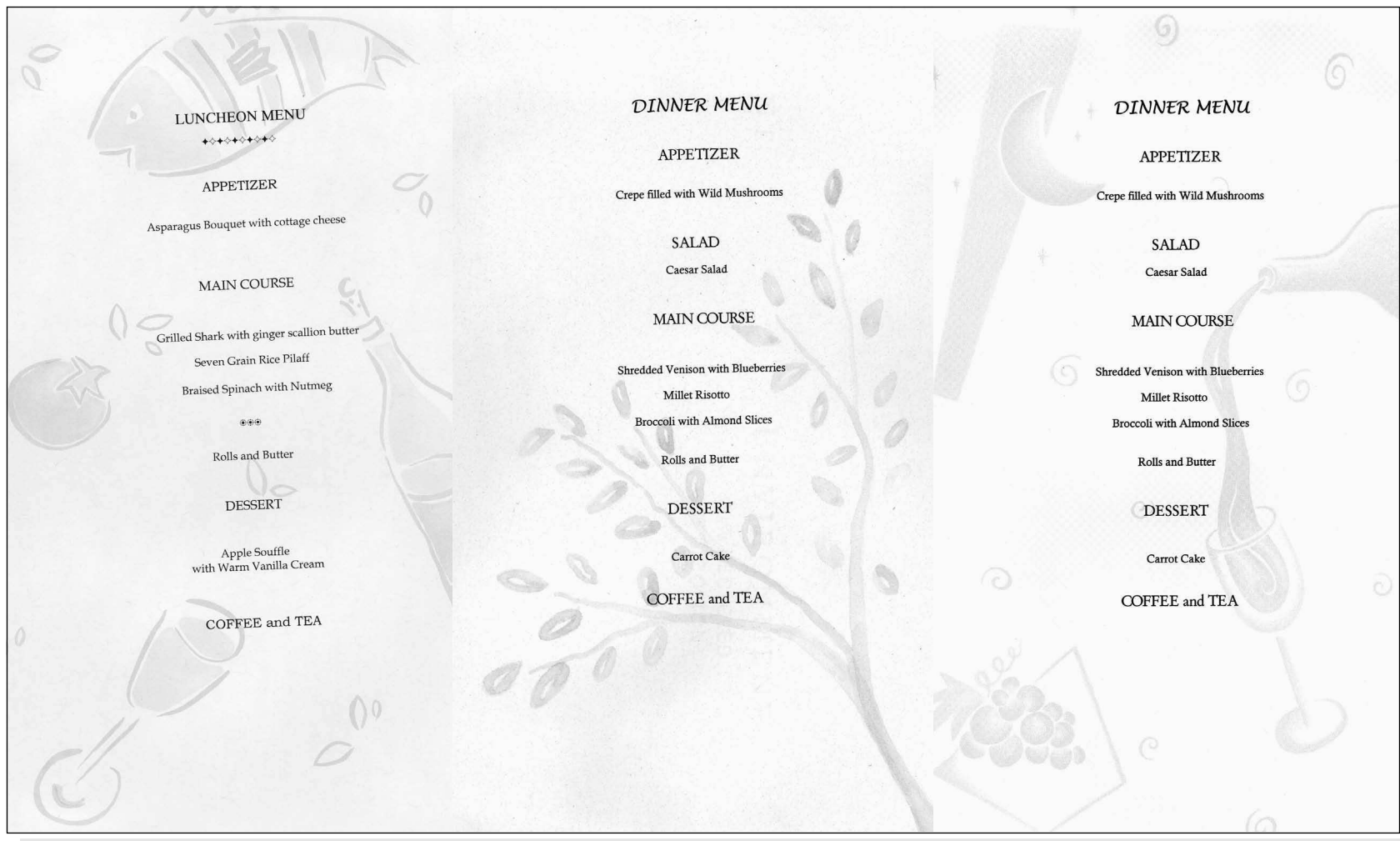


Figure 8.23
 THE GREENBRIER'S MENU WITH PREPRINTED ILLUSTRATIONS
 (Courtesy of The Greenbrier, White Sulpher Spring, West Virginia)

Luncheons

Luncheon. If you would prefer the intimacy of a sit-down service luncheon to break up your day of meetings and give your guests a chance to relax and enjoy a leisurely meal, you will want to review the following menu options.

L-1 Menu at \$28.00 per person charge.

Melon with Prosciutto
 Broiled Sirloin Strip Steak
 with Buttermilk Fried Onion Rings
 and Sautéed Wild Mushrooms
 Chocolate Banana Pie
 Coffee Iced Tea

L-4 Menu at \$28.00 per person charge.

Mushroom Consomme
 Grilled Atlantic Salmon
 Saffron Cream
 Pastina with Asparagus and Shiitake Mushrooms
 White Chocolate Macadamia Nut Tart
 Coffee Iced Tea

L-2 Menu at \$30.25 per person charge.

Gazpacho
 Grilled Yellowfin Tuna
 Warm Nicoise Salad
 Tomato Provencale
 Greenbrier Cheesecake
 with Fresh Berries
 Coffee Iced Tea

L-5 Menu at \$24.75 per person charge.

Fresh Melon in Season
 Grilled Breast of Chicken, Raspberry Salsa
 Red Pepper Orzo
 Grilled Vegetables
 Warm Espresso Brownie
 with Vanilla Bean Ice Cream
 Coffee Iced Tea

L-3 Menu at \$29.00 per person charge.

Caesar Salad
 Scallopini of Veal with Lemon Caper Butter
 Wild Mushroom Risotto
 Asparagus Spears
 Dutch Apple Crumb Pie
 Vanilla Ice Cream
 Coffee Iced Tea

L-6 Menu at \$30.00 per person charge.

Soup du Jour
 Chesapeake Bay Crab Cakes
 Remoulade Sauce
 Fresh Steamed Asparagus
 Creamy Cole Slaw
 Lemon Crème Brûlée
 Coffee Iced Tea

Figure 8.24

THE INN AT PERRY CABIN'S SIX COMPLETE
 LUNCHEON MENUS DONE ON ONE PAGE

(Courtesy of Ashley Hotels)

DINNER BUFFETS

New England Clam Bake

New England Style Clam Chowder
Oyster Crackers

Garden Greens with Cucumbers
Tomatoes, Radishes, Carrots and Grated Cheddar Cheese
Sprouts and Croutons Served with Creamy Peppercorn,
Herb Vinaigrette and 1000 Island Dressings

Smoked Fish with Spinach Salad
Warm Bacon Dressing

Jumbo Shrimp on Ice
Cocktail Sauce, Tabasco and Lemon
(based on 4 pieces per person)

Steamed Lobsters and Clams
with Drawn Butter, Tabasco and Lemon
Served by an Attendant at \$25.00 per hour

Grilled New York Sirloin Steaks
Barbecued Chicken
*Chef Required at \$75.00 per hour to Grill Outdoors
One Chef and Grill per 100 Guests*

Corn on the Cob
Salt Potatoes
Fresh Rolls and Butter

Assorted Cakes and Pies

Freshly Brewed Regular and Decaffeinated Coffee
Selection of Herbal Teas and Iced Tea



\$60.00 per person

All prices are subject to 19% Hotel Service Charge and 5% Civic Assessment Tax,
both taxable to the state at a 4.5% rate

For a plated function of twenty (20) people or less a \$50.00 labor charge will apply.

For a buffet function of fifty (50) people or less a \$100.00 labor charge will apply.

All prices are valid through December 31, 1998

 Figure 8.25 

HYATT REGENCY, BEAVER CREEK DINNER BUFFET MENU
(Courtesy of The Hyatt Regency at Beaver Creek, Colorado)

Lunch Menu

Butternut Squash Soup with Roasted Chestnuts and Cumin

*Poached Oysters with Prosciutto Ham, Shredded Vegetables and
Champagne*

*Marinated Wild Boar Terrine with Fresh Thyme,
Quince Chutney, and Toasted Cinnamon Brioche*

*Gratin of Field Mushrooms with Fresh Leaf Spinach and Parmesan
Cheese*

*Goats Cheese wrapped in Potato, with Apple and Beetroot Chutney
and Arugula Oil*

*Atlantic Salmon with a Scallion Crust, Fresh Kale and a Warm
Potato Salad*

*Sautéed Rockfish on Parsley and Corn Crushed Potatoes
with a Mussel, Cilantro and Tomato Broth*

*'Osso Bucco' of Monkfish on Vegetables and Barley
with Shrimp wrapped in Bacon and Roasted Baby Onions*

Lambs Loin with a Napoleon of Eggplant and Basil Oil

*Cider and Honey Glazed Pheasant with Spiced Pickled Pears,
Root Celery Pureé and Spaghetti Squash*

Turkey Club with Prosciutto de Parma Ham and Crisp Potato Chips

*Cold Roast Beef Salad with Horseradish Mayonnaise
Pickled Cornichons and Caper Berries*

Hot Fudge Sundae Cake with Vanilla Ice Cream

Granny Smith Apple Charlotte with a Dried Cherry Sauce

White Chocolate Bread Pudding with Pistachio Anglaise

Pecan Crusted Butterscotch Sweet Potato Pie

Autumn Sorbets and Ice Cream

*Baked Brioche with Poached Fruits, Spiced Syrup and Chantilly
Cream*

*Twenty-five dollars per person
(Excludes Beverage, Tax, and Gratuity)*

~ Figure 8.26 ~

SELECTION OF MENU ITEMS PRICED PER PERSON



Typeface

The selection of a typeface for a menu layout is important to the overall success of the menu. Typeface style and size can influence the customer's choice of menu. Customers pass over or skim and discard menus that are difficult to read.

To create interest, establish a mood or character, and increase readability, a variety of the hundreds of typeface styles and sizes should be incorporated in the design of the menu. Careful selection of UPPERCASE (capital) and lowercase letters is one method of providing useful contrast. Another is varying the thickness, or typeweight, of the typeface. Depending on the message to be conveyed, some bold typefaces are more efficient than thin ones. To analyze the uses of typeface, the menu layout can be divided into four areas:

- Area 1: Course headings separate the menu items into sections such as appetizer, entrée, and dessert. The primary use of typeface for this section is to create interest and unify the overall design. Readability is not a major concern.
- Area 2: Menu item names must stand out on the menu page. The primary function of typeface in this section is to highlight menu items in a style that is easy to read and comfortable for the eyes.
- Area 3: Descriptive copy identifies menu item ingredients and provides other information of interest to customers. Typeface should be easy to read and a different style or weight than the menu item typeface.
- Area 4: Merchandising copy provides catering service and special interest information. Merchandising copy is usually placed at the page bottom or on separate panels or pages. Type style can be decorative to highlight the overall menu design.

Typeface styles commonly used in menu design are featured in Figure 8.27. Many of these are available in software programs for word processing and desktop publishing.

Typeface selection for each area of the menu should provide spacing, contrast, and design emphasis. A contrast in typeface size makes menu item selection easier for the customer. Descriptive copy should always be less emphasized than the menu item to create contrast (e.g., lowercase versus uppercase, lightface versus bold, smaller versus larger type). Course headings should provide design emphasis and spacing between the menu sections. Figure 8.28 shows a menu from the Hotel DuPont in Wilmington, Delaware, that takes advantage of four different typefaces in this layout for a buffet menu. Using the hotel logo as the heading, the menu also includes a line, drawn $\frac{3}{4}$ inch from the margin, that gives the layout the definition of a page. A distinctive uppercase heading clearly identifies the menu. Typeface headings for the three courses create breaks in the page that are both decorative and draw the reader's eye to specific points. The typeface for the menu items is clear and easy to read. Prices and service information is in yet another typeface and sized smaller than any of the others in the page.



DELUXE BUFFET DINNER SUGGESTIONS

Designed for 30 guests or more

Appetizer Buffet

WILD MUSHROOM SOUP, HERB CROUTON GARNI
 MIXED SEASONAL GREENS, BALSAMIC VINAIGRETTE
 PASTA SALAD, SEAFOOD SALAD, VEGETABLE SALAD
 PATE MAISON WITH SAUCE CUMBERLAND
 FISH TERRINE WITH HERB SAUCE
 BREAD BASKET & MELBA TOAST

Entree Buffet

ROASTED RACK OF BABY LAMB COATED WITH PECAN CRUST, DEMI GLACE
 SALMON STRUDEL WITH CHAMPAGNE SAUCE—Carved at Buffet by Chef
 BREAST OF CHICKEN PROVENCALE WITH MADEIRA SAUCE,
 Stuffed with Wild Mushroom Mousse, Herb Crust
 SHRIMP, CRABMEAT, SCALLOP RAGOUT NEWBURGH, PETITE PATTY SHELLS
 BLENDED WILD RICE
 FRESH SEASONAL VEGETABLE BOUQUET
 SWISS STYLE ROSTI POTATOES

Dessert Buffet

ASSORTED PETITE FRENCH PASTRIES
 CHOCOLATE MOUSSE, CREME CARAMEL
 SEASONAL FRESH BERRIES CHANTILLY
 HOMEMADE RASPBERRY SORBET AND RUM RAISIN ICE CREAM
 MACAROONS, TRUFFLES

COFFEE, DECAFFEINATED COFFEE AND TEA

54.00 per person

Chef Attendant fee 30.00 per hour (two hour minimum).

Please add 5.00 per person for less than 30 guests.

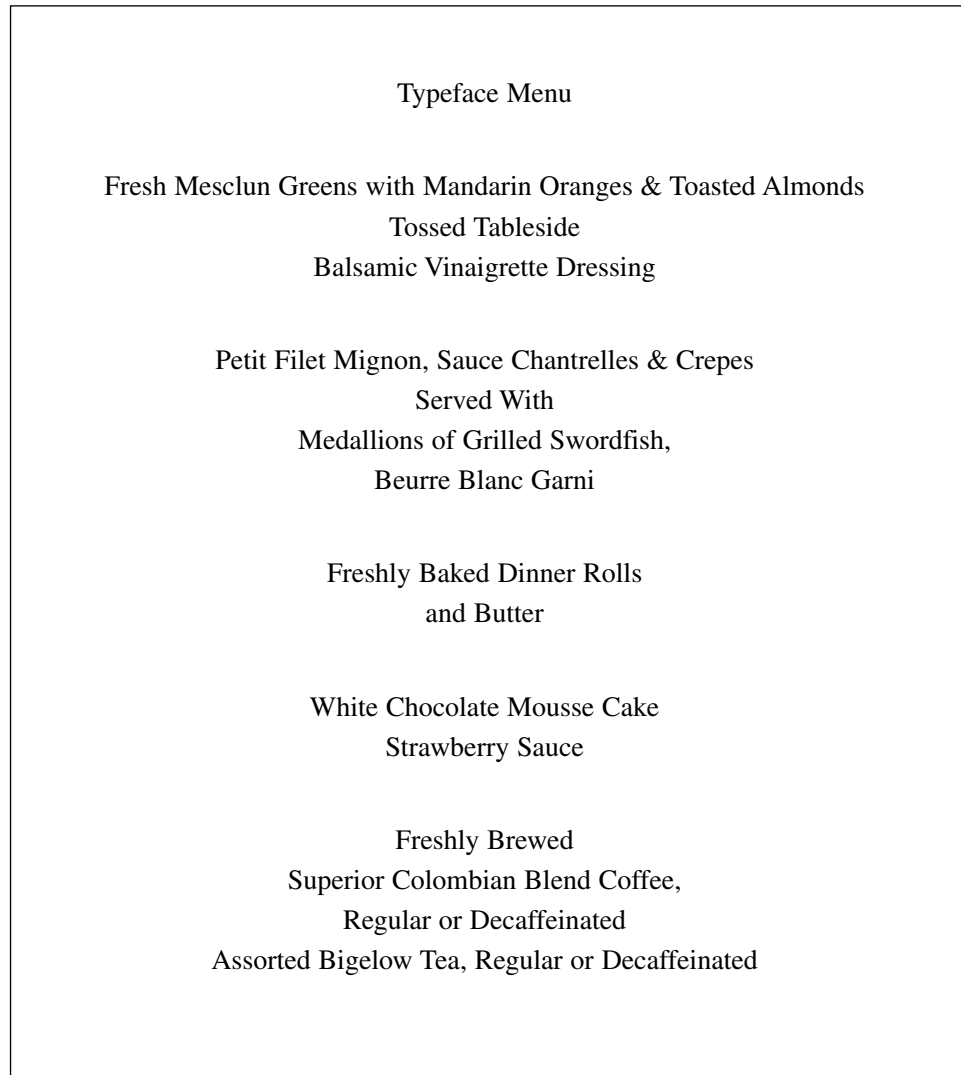
Prices are subject to change and do not include service charges.



Figure 8.28

HOTEL DUPONT MENU FEATURING FOUR DIFFERENT TYPEFACES

(Courtesy of The Hotel DuPont, Wilmington, Delaware)

Figure 8.29 is an example of a menu created on a personal computer with word processing using a standard business typeface, Times New Roman. When the typeface selections and the case size are changed, as shown in Figure 8.30, the menu takes on a whole new look.

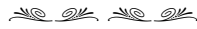


 Figure 8.29 

MENU WITH STANDARD BUSINESS TYPEFACE, TIMES NEW ROMAN

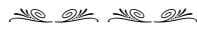
Revised Typeface Menu

LUNCHEON



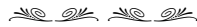
Salad

Fresh Mesclun Greens with Mandarin Oranges & Toasted Almonds
Tossed Tableside
Balsamic Vinaigrette Dressing



Entrée

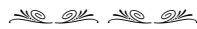
Petit Filet Mignon, Sauce Chantrelles & Crepes
Served With
Medallions of Grilled Swordfish,
Beurre Blanc Garni



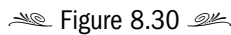
Freshly Baked Dinner Rolls
and Butter

Dessert

White Chocolate Mousse Cake
Strawberry Sauce



Freshly Brewed
Superior Colombian Blend Coffee,
Regular or Decaffeinated
Assorted Bigelow Tea, Regular or Decaffeinated



SAME MENU WITH VARYING TYPEFACES



Paper and Color

While budget considerations are a factor in selecting package design and paper stock, both design factors are important in establishing the perceived value of a catering service to the customer. Management should define the image the menu package should give to the customer before selecting paper stock and color. Inexpensive throwaway menus printed on lightweight white paper stock in black ink convey a different image than menus presented on a textured 24-weight bond paper in pastel colors with a contrasting print color.

Color is an important part of every menu design. Color can be used in catering menus to elicit specific physical and emotional actions from the reader. Bright reds and purples excite, soft pinks soothe, and light blues create a feeling of confidence. Shades of brown convey mediocrity, hues of green create unrest, and yellow tones indicate cheerfulness.

Regional and international cuisine themes can be accented through the creative use of color. Bright reds, blues, and yellows reinforce a Mexican menu theme. Green, yellow, and orange symbolize freshness and natural flavors in healthy dining menus. Fine-dining menus often use gold inks to contrast with a second print color on cream parchment stock, establishing a rich, formal tone.

An example of the skillful use of paper and color is provided in Figure 8.2. A rich dark green sets off the gold lion logo in the center of the presentation cover. The paper stock is exceptionally heavy, creating a perception of value and quality.



Illustration and Graphic Design

As is the case with catering menus in general, a number of the examples in this chapter incorporate graphic designs and illustrations in their overall format. Catering menus that use illustration are highly successful. Figure 8.18 focuses on illustration with color food photography. Figure 8.11b uses garden and flamingo images to reinforce the hotel theme while simultaneously creating a wedding sales presentation that sends a clear message of sophisticated professionalism.

The marketing objectives of creating interest, reinforcing the theme, and directing customer attention can be achieved with illustration and graphic design. As mentioned earlier and seen in Figure 8.23, preprinted paper can be an inexpensive source for illustration on menu pages. Figure 8.31 uses graphic illustration and a combination of typeface styles to create interest for the marketing material for the About Thyme catering company.



Marinated Baby Lamb Chops with Dijon-Soy Glaze
 Beef Tenderloin Kebobs & Chipotle Pepper Sauce
 Curry Spiced Shrimp
 Roasted Duck & Caramelized Onion Quesadillas
 served with Tomatilla Salsa & Scallion Cream Cheese
 Ricotta Herb Mini Frittatas
 Brie & Walnut puffs
 Cheese & Spanish Olive Empanadas
 Chocolate Hazelnut Tartlettes
 Almond Fortune Cookies dipped in Chocolate with
 Zoo & Animal Facts
 About Thyme - Executive Chef, Sandi Hefflin
 615 392 3909

Grilled Romaine Stuffed with Herbed Goat Cheese and drizzled with
 Smoky Tomato Vinaigrette
 Curried Carrot Soup in Demitasse with a Pancetta Chip
 Seared Tuna and Beef Tenderloin on a Tumbale of Shiitake Bread
 Pudding and
 Sautéed Spinach with Horseradish Vinaigrette
 Petite Chocolate Cup with Hazelnut Chocolate Mousse,
 Port Poached Pear and Strawberries

Salad of Scallops and Corn
 Upland Cress and
 Sherry Vinaigrette
 ~~~~~  
 Lobster Ravioli with  
 Chervil Butter Sage  
 ~~~~~  
 Sautéed Foie Gras with
 Caramelized Rhubarb
 ~~~~~  
 Grilled Rack of Lamb with  
 Baby Vegetables  
 ~~~~~  
 Winter Fruit Crisp with
 Lemon Sorbet

Figure 8.31

MENU FOR ABOUT THYME CATERING COMPANY
 (Courtesy of About Thyme Catering Company)



Copy

Copy is the written words that identify menu items and describe item contents for the customer. Menu copy is separated into three categories:

1. Accent copy
2. Descriptive-item copy
3. Merchandising copy

Accent copy is used in course headings and menu-item names to create customer interest. Figure 8.22 is a good example of the use of accent copy. In catering menus, accent copy, particularly foreign-language terms, can help establish themes and reinforce cuisine orientation. Historical reference and humor are other tools of accent copy.

Descriptive copy informs the customer about the contents of menu items. It is important, especially in catering menus, to keep this description as brief as possible. Ingredients that are highlighted by descriptive copy should encourage the selection of the menu item by creating interest or emphasizing the quality of preparation, as in Figure 8.32. The descriptive copy in this dessert menu maximizes the use of ingredients to create customer interest with phrases such as “fire weed honey,” “brown sugar glazed mango ginger,” “caramelized Alsatian apple,” and “sundried cherry cabernet.”

Detailed sentences that overdescribe menu items are inappropriate for catering menus. Words such as *crisp*, *fluffy*, *light*, *creamy*, *smooth*, *rich*, *blended*, and *fresh* can create a positive association with a customer’s previous experience with food items. Superlatives such as *best ever* and *to perfection* should be avoided because they create customer expectations that may not be met by the actual menu item.

Merchandising copy provides information about catering services or the catering operation. Information about catering services should state policies and prices as clearly as possible to avoid misunderstandings that can result in customer-relation problems during and after functions.

Well-written copy in all sections of the menu can have a positive impact on the total menu program. Customers who find information stated in a clear and interesting way are more comfortable in their decisions and willing to consider additional services that can increase the caterer’s revenues and profits.

DINNER A LA CARTE SELECTIONS

Continued

DESSERTS

Brown Sugar Glazed Mango Ginger Crème Brûlée \$9.00

Mascarpone Coffee Cream, Lady Fingers and Bitter Cocoa \$8.00

Frozen Passion Fruit Chocolate Soufflé \$8.00

White Chocolate Praline Mousse with a Sun-dried Cherry Cabernet Jelly \$7.50

Marinated Plum Compote, Fire Weed Honey Ice Cream, Almond Tulip Crisp \$8.00

Burgundy Poached Seckel Pear, Amaretto Pistachio Mousse, Cabernet Wine Jelly \$10.50

Fruit Filled Almond Crepe, Hazelnut Meringue, Raspberry Kirsch Sauce \$9.00

Caramelized Alsatian Apple Tart, Cinnamon Parfait, Haitian Vanilla Bean Sauce \$11.50

Caravan of Chocolate to include:

Chocolate Crème Brûlée, Chocolate Termine,
Gjanduja Chocolate Marquise, Chocolate Orange Truffle \$14.50



Trio of Sorbets:

Chocolate, Almond Tuile and Berry Compote \$9.50

Our award winning pastry chef would be delighted to create a dessert to enhance your special occasion. From your company logo incorporated in chocolate to pulled sugar lovebirds to a dessert in the theme of your event, we want to make a lasting impression on you and your guests.

Prices are subject to 7% tax and 18% gratuity

1000

 Figure 8.32 

BELLAGIO HOTEL DESSERT MENU FEATURING DESCRIPTIVE COPY OF ITEMS

(Courtesy of Mirage Resorts, Incorporated)



Summary



The presentation of catering menus directly reflects the style of the catering operation. Package covers combine menus with other catering services and information to present customers with a complete overview of the business. Many catering services use the word-processing capabilities of computer systems and a laser printer to create menus with a professional image. The design elements of layout, typeface, paper stock, color, and illustration can be utilized to create interest and develop sales. Menus that present items in entertaining and easy-to-read formats are given more consideration by customers, ultimately increasing sales.



Questions



1. Identify the design segments included in a well-developed menu package design.
2. What are the categories of typeface, and how are they used in effective menu design?
3. What types of papers are best suited for catering menus? In what ways is the selection of paper stock different for restaurant menus and catering menus?
4. How can color impact the marketing value of catering menus?
5. What are the three categories of menu copy? How do they apply to catering menus?



Chapter Nine



Catering Beverage Management

Key Terms

Proof	Cash bar	Common law rule
Food-and-beverage mix	Call brands	TIPS
Alcohol alternative beverage	Wine marriage	Liability risk
Package beverage prices	Dramshop acts	

What You Will Learn from This Chapter

The management of beverages in a catering operation can provide a profitable extension of business activities. Whether nonalcoholic or alcoholic in nature, beverages can offer a considerable contribution to profit if priced and marketed properly. This chapter reviews the methods for pricing beverages by the drink, by the bottle, and as part of a function package price. The integration of wines with the catering menu is discussed along with examples of wine pairings and wine marriage menus. The formats for beverage lists for catering sales are also reviewed. Responsible alcoholic-beverage service extends to catering functions as well as restaurants and lounges. Server training programs are reviewed, as are alcoholic-beverage liability issues.



Beverage Management

Alcoholic beverages, when offered, constitute a major factor in catering operations. Beverages fall into two major categories: nonalcoholic and alcoholic.

Any beverage that does not include alcohol as an ingredient is classified as a nonalcoholic beverage. The service of nonalcoholic beverages at social and business functions is becoming increasingly popular. Foodservice operations that serve alcohol are successfully promoting nonalcoholic versions of traditional alcohol-based drinks.

Alcoholic beverages are categorized as wine, beer, and distilled spirits such as scotch, gin, bourbon, and rum. Alcohol in spirits results from the fermentation of ingredients such as fruit, grains, and sugar. Proof indicates the quantity of alcohol in a distilled spirit. In the United States, *proof* is defined as twice the percent of alcohol by volume. For example, bourbon containing 45 percent alcohol by volume is 90 proof. Wine and beer have much lower proofs designations than do spirits.

Well-managed beverage sales can be a profitable extension of a catering operation. The relationship of food sales to beverage sales is called the *food-and-beverage mix*. While a maximum of 60 percent of the revenue from menu-item

sales is retained as gross profit, as much as 80 percent of beverage sales may go to profit, depending on the markup management chooses to take.

Catering beverage services and package pricing can be designed to incorporate the theme or concept of the function or convention according to customer needs. For all beverage programs, the issues of server relations and liquor liability must be reviewed.

NONALCOHOLIC BEVERAGES

A heightened awareness of the negative effects of alcohol consumption, stronger drunk driving laws, and increased liability on the part of anyone dispensing alcohol have combined to decrease the overall consumption of alcohol in the United States.

Nonalcoholic versions of traditional alcohol-based drinks mixed with creative substitutions of fruits and flavorings can be successfully promoted. *Mr. Boston Bartender's Guide*, a standard beverage recipe book for the foodservice industry since 1935, lists a number of nonalcoholic drinks. For example:

Orange Smile: Replaces grenadine syrup with raspberry syrup, mixed with orange juice and egg.

Pineapple Cooler: Adds powdered sugar and carbonated water to pineapple juice.

Lady Love Fizz: Combines egg whites, sweet cream, and lemon juice.

Drinks such as these, along with fruit-based daiquiris and margaritas, can be profitable additions to catering beverage menus.

The catering departments of many foodservice operations offer a standard option for beverage service, with nonalcoholic bars serving fruit-based drinks, sodas, and bottled waters. The popularity of bottled waters, particularly sparkling varieties, has increased significantly as an alcohol alternative beverage. A comparison of beverage costs shows the potential for increased profit:

NONALCOHOLIC BEVERAGE COST COMPARISON

Catering Beverage	Price	Beverage Cost %	CGP*
Vodka martini	\$4.50	18%	\$3.69
Nonalcoholic strawberry daiquiri	\$5.50	10%	\$4.95

*Contribution to gross profit

In this example, the cost of the nonalcoholic beverage is 8 percent lower than that of the alcoholic beverage, but the price is the same. For every dollar in sales, the strawberry daiquiri contributes 90 cents to gross profit, whereas the vodka martini contributes 89 cents. Although alcohol is often the highest cost factor in a beverage, customers perceive an equally high value for a nonalcoholic fruit-based beverage.

FOOD-AND-BEVERAGE MIX

The ratio of food-and-beverage sales to total sales is called the *food-and-beverage mix*. This measure of the result of sales is often referred to in terms of a ratio of 60:40 (60 percent from food revenue and 30 percent from beverage revenue) or 70:30 (70 percent from food revenue and 30 percent from beverage revenue). Because beverage sales often generate higher profit margins than food sales, this relationship is important to overall profits.



Catering Beverage Pricing

Beverages for catering services are sold by the bottle, by the drink, or by the time period. Customers may choose to buy beverages for catering functions by the bottle to be served by bartenders from stationary bars. At the conclusion of the function, customers are billed for every bottle opened or consumed. For functions where consumption will not justify setting up a full bar at bottle prices, customers are charged according to a record of each drink consumed. As shown in the beverage menu in Figure 9.1, hosted drinks range in price according to name-brand content. Package beverage prices offer a flat fee over a given time period and are discussed later in this chapter.

Another option is a cash bar, where guests must pay for their own beverages. Pricing on cash bars reflects current individual drink prices for restaurants and lounges according to whether drinks are based on house or call brands. Wine can be purchased by the bottle to be served during the meal with one or more courses. The catering wine-and-beverage menu in Figure 9.2 lists a variety of beverage options.

Conditions for beverage services, such as those listed in Figures 9.2 and 9.3, are common to all catering operations. Bartender fees are subject to local union wage scale but are often reduced or eliminated as total beverage sales exceed established limits. In this example, the \$40 bartender charge for a cash bar is canceled if bar receipts reach \$350 over a two-hour period.

BEVERAGE PRICING METHOD

The method used to price beverages for catering functions is similar to that used by restaurants. Prices for each type of grain alcohol or spirit range according to the type and quality of alcohol. Both bottle and drink prices are based on the established amount of profit management wants to realize from the sales on a bottle of alcohol. For example, assume that the purchase price for a fifth ($\frac{1}{8}$ gallon) of scotch is \$15 and that the desired beverage cost percentage is 50 percent. Catering beverage sales must total \$30 for the contents of the bottle, whether sold by the drink or by the bottle. If 2 ounces of scotch are poured for a single

HOSPITALITY SPECIALTIES		
BEVERAGES		
STANDARD HIGBALL \$5.00 Per Drink Jim Beam Bourbon J&B Scotch Tanqueray Gin Smirnoff Vodka Hana Bay Rum Jose Cuervo White Tequila Korbel Brandy Seagram's VO Canadian Whiskey	PREMIUM HIGBALL \$6.00 Per Drink Markers Mark Bourbon Johnnie Walker Black Scotch Bombay Sapphire Gin Absolut Vodka Bacardi Light Rum Jose Cuervo Gold Tequila Henessey Cognac Crown Royal Canadian Whiskey	
AFTER DINNER CORDIAL		
\$6.50 Frangelico, Grand Marnier, Bailey's Irish Cream, Amaretto, Sambuca, Hardy's V.S.O.P		
DOMESTIC BEER \$4.75 per bottle Budweiser Bud Light Coors Light O'Doul's	IMPORTED BEER \$5.95 per bottle Heineken Asahi Corona	HOUSE CHAMPAGNE \$27.00 per bottle
TROPICAL DRINKS \$7.50 per drink Mai Tai Blue Hawaii Chichi	WHITE OR RED HOUSE WINE \$5.50 per glass	SOFT DRINKS and JUICE \$3.50 per drink
CHAMPAGNE PUNCH \$90.00 per gallon	MAI TAI PUNCH \$90.00 per gallon	FRUIT PUNCH \$48.00 per gallon
HOSTED OPEN BAR (Per Person Per Hour)		
Standard Brands \$16.75 Premium Brands \$19.75		
Bartender Fee of \$195 to apply on all functions less than \$750 in Alcoholic Beverage Revenue.		
<small>Prices subject to current applicable gratuity and state tax.</small>		

🌿 Figure 9.1 🌿

BANQUET BEVERAGE MENU

(Courtesy of The Sheraton Moana Surfrider Honolulu)

drink, this 25-ounce bottle will yield 12 drinks. If drinks are sold at \$2.50 each, total revenue for the bottle will be \$30.

beverage cost ÷ beverage cost percent = selling price per bottle

$$\text{\$15} \div 0.50 = \text{\$30.00}$$

bottle size ÷ drink portion size = yield

selling price per bottle ÷ yield = selling price per drink

$$\text{\$30} \div 12 = \text{\$2.50}$$

Banquet Bars

(Minimum of 15 People)

Cash Bar

Premium Well Brands	\$5.00
Wine	\$4.75
Imported Beer	\$4.25
Domestic Beer	\$3.50
Mineral Water	\$3.00
Fruit Juices	\$2.50
Soft Drinks	\$2.00

Hosted Bar

Premium Well Brands	\$4.75
Wine	\$4.50
Imported Beer	\$4.00
Domestic Beer	\$3.25
Mineral Water	\$3.00
Fruit Juices	\$2.50
Soft Drinks	\$2.00

Bartender Charges \$50 for the first hour
\$10 each additional hour

Bartender Charges are Waived If Sales Exceed \$300.

Self-Service Beverage Stations are available.



Charged by the number of bottles opened.

Wine	\$18 Bottle
Imported Beer	\$4.25
Domestic Beer	\$3.50
Mineral Water	\$3.00
Fruit Juices	\$2.50
Soft Drinks	\$2.00
House Chardonnay	\$18 Per Bottle
House Merlot	\$18 Per Bottle
Italian House Champagne	\$24 Per Bottle
Fruit Punch	\$22 Per Gallon (Approx. 18 Servings)
Champagne Punch	\$75 Per Gallon (Approx. 18 Servings)

Prices are Subject to Change.

*Tickets may be used in place of cash to limit drinks. Tickets are \$4.50 + per ticket.

All Prices are Subject to 18% Gratuity and 7.3% Sales Tax.

 Figure 9.2 

CATERING WINE-AND-BEVERAGE MENU

Spirits

HOSTED BAR

Premium Brands	\$4.25
Deluxe Brands	\$4.75
Cordials and Brandy	\$5.50
Wine by the Glass	\$4.00
Champagne by the Glass	\$4.00
Beer - Domestic	\$3.25
Beer - Imported or Premium	\$4.00
Jack Daniel's Country Cocktail	\$4.25
Coolers and Breezers	\$4.25
Soft Drinks	\$2.50
Mineral Water	\$3.00
Draft Beer - Keg	\$300.00
Nonalcoholic Beer - Domestic	\$3.25

Please add 19% service charge and applicable sales tax to all above prices.

A minimum of \$300.00 revenue per bar per 2-hour period is required or a \$40.00 bar service charge will apply.

CASH BAR

Premium Brands	\$5.00
Deluxe Brands	\$5.25
Cordials and Brandy	\$6.00
Wine by the Glass	\$5.00
Champagne by the Glass	\$5.00
Beer - Domestic	\$4.25
Beer - Imported	\$5.25
Jack Daniel's Country Cocktail	\$5.25
Coolers and Breezers	\$5.00
Soft Drinks	\$3.00
Mineral Water	\$3.25
Nonalcoholic Beer - Domestic	\$4.25

The above prices include 19% service charge and all liquor taxes. Please add on all applicable sales taxes.

A minimum of \$350.00 revenue per bar per 2-hour period is required or a \$60.00 bar service/cashier charge will apply.



The Hotel, as a licensee, is responsible for the administration of the sale and service of alcoholic beverages on its premises.

We will accommodate requests for special order liquor or wine when you assume full responsibility to pay for the entire amount ordered.

The Hotel reserves the right to refuse service to anyone who appears to be intoxicated.

10/98

All prices listed in our menus are subject to 19% service charge and applicable sales tax.

 Figure 9.3 

OPRYLAND HOTEL'S LIST OF CONDITIONS FOR BEVERAGE SERVICES

(Courtesy of Opryland Hotel, Nashville, Tennessee)

TOTAL BEVERAGE COST	TOTAL BEVERAGE REVENUE	TOTAL PER DRINK YIELD
\$15.00	\$ 55.00	12
12.50	53.00	16
18.50	58.00	12
<u>\$46.00</u>	<u>\$166.00</u>	40

Total sales ÷ Total drink yield = Drink price*
 $\$166.00 \div 40 = \4.15

Menu Price × Drink yield = Total sales
 $\$4.25 \times 40 = \170.00

Beverage cost ÷ Total sales = Beverage cost %
 $\$46.00 \div \$170.00 = 27\%$

*Drink price is rounded up to create a marketable price.

Figure 9.4
BEVERAGE YIELD PRICING

This selling formula assumes that each drink is portioned correctly and that there is no loss or waste from the bottle. Figure 9.4 demonstrates how this pricing method is applied to achieve the objective of a beverage-cost percentage of 27 percent.

The selling price of \$4.15 per drink is raised to a menu marketing price of \$4.25 per drink, which actually yields \$170 in beverage revenue and a 27 percent overall beverage cost. In order to make beverage pricing consistent, it is advisable to standardize the per-drink cost. To maintain an approximate 25 percent beverage cost, management sets a standard drink price of \$4.50 per drink. Figure 9.5 calculates drink prices based on a range of beverage-cost percentages.

BEVERAGE	BOTTLE SIZE	DRINK SIZE	BOTTLE COST	BEVERAGE COST	DRINK PRICE	BOTTLE PRICE
Scotch	25 oz.	2 oz.	\$15.00	25%	\$3.75	\$45.00
Gin	25 oz.	1.5 oz.	\$13.50	30%	\$4.00	\$40.00
Bourbon	25 oz.	2 oz.	\$18.50	26%	\$4.75	\$57.00

Figure 9.5
CATERING BEVERAGE PRICING I

BEVERAGE	BOTTLE SIZE	DRINK SIZE	BOTTLE COST	BEVERAGE COST	DRINK PRICE	MENU PRICE	BOTTLE PRICE	CGP
Scotch	25 oz.	1 oz.	\$15.00	18%	\$3.36	\$3.50	\$ 84.00	\$69.00
Gin	25 oz.	1.5 oz.	\$12.50	18%	\$4.25	\$4.25	\$ 68.00	\$55.50
Bourbon	25 oz.	1 oz.	\$18.50	18%	\$4.08	\$4.25	\$102.00	\$83.50

Figure 9.6
CATERING MENU PRICING I

Where the market will bear higher beverage prices, such as in large cities and metropolitan areas, beverage costs can be set as low as 18 percent. In Figure 9.6, the same pricing method as in Figure 9.5 is applied to a situation in which the predetermined beverage-cost percentage is 18 percent and the drink size for scotch and bourbon is 1 ounce. All beverage prices are calculated accordingly and adjusted for marketable menu price.

The calculations in this table include the contribution to gross profit (CGP) in order to show the profit potential in catering beverage pricing.

Spirit and wine sales by the bottle are commonly priced for a minimum of 100 percent markup or a 50 percent beverage cost. The wine selection in Figure 9.7 is priced by the bottle with an average markup of 150 percent per bottle.

PACKAGE PRICING

Catering beverage services are often combined with food and other services into packages for business and social functions. In situations in which the customer would like a fixed price for beverages, prices are calculated based on the use of either house brands or name brands, on an hourly scale. The following guidelines are generally followed:

One-hour open bar at reception, per person:

House brands: \$5


Premium brands: \$6

Two-hour open bar after dinner, per person:

House brands: \$7

Premium brands: \$8



Hourly prices are based on an average of the probable consumption of alcoholic beverages in a one-hour period. Women consume an average of 0.5 to 1 drink during the first hour and men 1.5 to 2. By basing the price per person for the first hour of a function on the current drink per price, management can be

 Hilton in the WALT DISNEY WORLD® Resort Banquet Beverages	
<i>Champagnes & Sparkling Wines</i>	
<i>Cuvée "Dom Pérignon", Brut, V</i>	210.00
<i>White Star, Moët et Chandon</i>	85.00
<i>Blanc de Noirs, Chandon</i>	42.00
<i>Korbel, Brut California</i>	40.00
<i>Crystal Crest</i>	28.00
<i>White Wines</i>	
<i>Chardonnay, Cuvaision</i>	48.00
<i>Chardonnay, Beringer Vineyards</i>	44.00
<i>Fumé Blanc, Robert Mondavi</i>	41.00
<i>Sauvignon Blanc, Sterling Vineyards</i>	41.00
<i>Fumé Blanc, Château St. Jean Vineyard</i>	40.00
<i>Chardonnay, Kendall-Jackson Vineyards</i>	39.00
<i>Chardonnay, Sonoma-Cutrer 'Russian River'</i>	38.00
<i>Sauvignon Blanc, Simi</i>	37.00
<i>Chardonnay, Meridian</i>	36.00
<i>Chardonnay, Robert Mondavi 'Coastal'</i>	35.00
<i>Chardonnay, Columbia Crest</i>	34.00
<i>Chardonnay, Geyser Peak</i>	33.00
<i>Chardonnay, "Woodbridge" Robert Mondavi Winery</i>	30.00
<i>Johannisberg Riesling, Chateau Ste. Michelle</i>	26.00
<i>Chardonnay, Stone Pine Vineyards</i>	25.00
<i>All Beverage Prices Include Florida Alcoholic Beverage Surcharge</i>	
<i>All Prices Subject To 19% Service Charge and 6% State Tax Prices Effective As of June 1, 1997</i>	
1751 Hotel Plaza Boulevard P.O. Box 22781 Lake Buena Vista, FL 32830-2781 407/827-3844 Fax 407/827-3805	

— Figure 9.7 —

HILTON BEVERAGE MENU FEATURING A WINE SELECTION PRICED BY THE BOTTLE
 (Courtesy of Hilton in the Walt Disney World Resort)

 Hilton in the WALT DISNEY WORLD® Resort Banquet Beverages	
<i>Blush Wines</i>	
<i>White Zinfandel, Beringer</i>	27.00
<i>White Zinfandel, Sutter Home Winery</i>	25.00
<i>White Zinfandel, Stone Pine Vineyard</i>	23.00
<i>Red Wines</i>	
<i>Cabernet Sauvignon, Kendall-Jackson Vineyards</i>	46.00
<i>Merlot, Rutherford Hill</i>	44.00
<i>Cabernet Sauvignon, Columbia Crest</i>	43.00
<i>Cabernet Sauvignon, Meridian</i>	42.00
<i>Merlot, Markham Vineyards</i>	42.00
<i>Merlot, Dunnewood</i>	42.00
<i>Pinot Noir, Robert Mondavi Winery</i>	42.00
<i>Pinot Noir, Estancia Estates</i>	41.00
<i>Cabernet Sauvignon, Vichon 'Mediterranean'</i>	40.00
<i>Merlot, Meridian</i>	40.00
<i>Merlot, Geysler Peak</i>	40.00
<i>Pinot Noir, Napa Ridge Winery</i>	40.00
<i>Merlot, Tessera</i>	38.00
<i>Merlot, Columbia Crest</i>	38.00
<i>Cabernet Sauvignon, Geysler Peak</i>	35.00
<i>Zinfandel, Montevina</i>	34.00
<i>Cabernet Sauvignon, "Woodbridge" Robert Mondavi Winery</i>	30.00
<i>Merlot, Georges Duboeuf</i>	25.00
<i>Cabernet Sauvignon, Stone Pine Vineyards</i>	24.00
<i>All Beverage Prices Include Florida Alcoholic Beverage Surcharge</i>	
<i>All Prices Subject To 19% Service Charge and 6% State Tax Prices Effective As of June 1, 1997</i>	
1751 Hotel Plaza Boulevard P.O. Box 22781 Lake Buena Vista, FL 32830-2781 407/827-3844 Fax 407/827-3805	

 Figure 9.7 
 (CONTINUED)

reasonably sure of accurately estimating consumption. In this example, the following calculation was applied:

$$\begin{aligned} 1 \text{ drink (women)} + 1.5 \text{ drinks (men)} &= 2.5 \text{ drinks} \div 2 \\ &= 1.25 \text{ drinks per person} \end{aligned}$$

House brands: \$5 per person per hour

Premium brands: \$6 per person per hour

It is important, however, to evaluate the type of function and the attendees before quoting a per-person drink price. The consumption level of some groups can be considerably higher than others.

The pricing structure for additional periods of time is also based on average consumption levels and the format of the reception or meal. If guests are consuming a full meal, alcohol consumption after the meal will be less than if the party is a reception that continues for three to four hours. Men consume an average of approximately one drink per hour. For example, the beverage price for a two-hour period after a meal is calculated as follows:

$$\begin{aligned} 1.5 \text{ drinks per woman} + 2 \text{ drinks per man} &= 3.5 \text{ drinks} \div 2 \\ &= 1.75 \text{ drinks per person} \end{aligned}$$

House brands: \$7 per person for two hours

Premium brands: \$8.50 per person for two hours

Wine served with the meal is calculated by dividing the per-bottle price by 6 (the average number of glasses yielded from a bottle). In prepriced packages, management can select a house wine on which to base the price. Wine prices can be set in terms of either one glass or two, with the latter based on a consumption level of 1.5 glasses per person:

Wine	Bottle Price	Yield	Per Person
House	\$18	6 glasses	\$3
Premium	\$24	6 glasses	\$4

A complete beverage package incorporating the examples in this section would be:

	House Brand	Premium
Reception	\$ 5	\$ 6
Wine	\$ 3	\$ 4
Two-hour bar	\$ 7	\$ 8.50
Total per person	\$15	\$18.50

These prices are then added to the total food package, gratuities, and taxes along with other catering services. Examples of beverage package price lists are shown in Figure 9.1.



Catering Beverage Menu Planning

Profitable catering services develop specialty menus that include appropriate wines and cordials. Depending on the formality of the meal, up to seven wines and cordials can be matched with menu items in each category of the menu format. Figure 9.8 offers a seven-course menu paired with a selection of four wines

<p>WINE MARRIAGE DINNER November 18, 2007</p> <p><u>Appetizer</u></p> <p>Shrimp Spaetzle w/Basil Crabmeat Sauce Sterling Sauvignon Blanc</p> <p><u>Salad</u></p> <p>California Field Green Salad</p> <p><u>Fish</u></p> <p>Grilled Mahi Mahi w/Mango Chutney Rice Lime Beurre Blanc Sterling Winery Lake Chardonnay</p> <p><u>Intermezzo</u></p> <p>Tangerine Sorbet</p> <p><u>Beef</u></p> <p>Korean Grilled Beef Skewers Served Over Braised Bean Sprouts Sterling Three Palms</p> <p><u>Fruit Dessert</u></p> <p>Fresh Fruit Tostada Served in Chocolate shell w/Sour Cream Sauce and Carmelized sugar Mum Cruvee Napa Blanc De Noir</p> <p><u>Cheese</u></p> <p>Plate of Assorted Cheeses on Each Table Port to be Served</p>

Figure 9.8

SEVEN-COURSE MENU PAIRED WITH A SELECTION
OF FOUR WINES AND A PORT

and a port. A sauvignon blanc is served with the appetizer course, a chardonnay with the fish course, a red merlot with the beef course, champagne with the dessert course, and port with the cheese plate.

Each of the red or white wines paired with the menu items in Figure 9.10 complements the food item with which it is served. This blending of food with wine is often referred to as *marrying* foods and wines. When menus of this caliber are planned, it is important that caterers work with beverage and wine experts to choose a variety of wines for the entire menu and achieve the marriage of food and wine. Distributors are the best resources for finding the best wines available within the desired price range.

Figure 9.11 shows a five-course menu paired with three wines for a simpler version of a wine marriage menu from the Greenbrier's Gold Service dinner program.



Alcohol Service and Liability

There is a growing awareness, fostered by citizens groups, of the number of alcohol-related automobile accidents that cause death and severe disability. This awareness has resulted in stricter drunk-driving laws and increased liability for operators who serve alcoholic beverages. State liquor laws throughout the United States prohibit the sale of alcohol to minors. Other laws about the sale of alcohol vary by state and are open to court interpretation.

According to John Sherry, in *Legal Aspects of Foodservice Management*, many states have statutes, called *dramshop acts*, that hold operators liable for deaths or injuries to third parties resulting from the illegal sale of alcohol to customers. The susceptibility of foodservice operators to the legal ramifications of alcohol-related accidents that occur after a patron leaves their establishment is greatest in cases involving third-party liability, primarily because these cases have few defenses. An injured third party who sues under the dramshop acts must prove that a licensed seller sold alcohol under conditions deemed illegal, thereby causing or contributing to the intoxication of the customer whose actions resulted in the victim's injury.

Third parties may also charge foodservice operators with common-law negligence either for noncompliance with statutes prohibiting the sale of alcohol in certain situations or for failure to anticipate the effects of poor supervision on the premises. In some states, the common-law rule is expanded to hold servers responsible for expecting that any sale to an obviously intoxicated person with a known intent to drive a motor vehicle poses a reasonably foreseeable threat to other drivers and pedestrians.

Foodservice operators who offer catering beverage services face the same task of identifying minors and intoxicated patrons as do lounges and restaurants. The atmosphere of a private party does not absolve caterers from legal responsibilities with respect to the service of alcohol, even in situations in which the

CATERING WINE LIST*Effective May 15, 1999*SPARKLING WINES

*Domaine Chandon, Hyatt Cuvee, Napa Valley, NV	\$28
*Moet Chandon, White Star, France, NV	\$57
*Veuve Clicquot, Yellow Label, France, NV	\$85
<i>*Due to the demand for champagne for the millennium celebration in 1999, the quantities for champagne may be limited</i>	

WHITE ZINFANDEL

Turning Leaf, CA, 1997	\$26
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JOHANNISBERG RIESLING

Chateau Ste. Michelle, Washington, 1997	\$26
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SAUVIGNON BLANC

Frogs Leap, Napa Valley, 1997	\$35
Conumdrum, Caymus, 1997	\$48

CHARDONNAY

Turning Leaf, CA, 1997	\$26
Columbia Crest, Washington, 1997	\$38
Kendall-Jackson, Vintner Reserve, Napa Valley, 1997	\$36
Cakebread, Napa Valley, 1997	\$60
Acacia, Carneros, CA, 1997	\$48
Robert Mondavi, Napa Valley, 1997	\$46
Stonestreet, Sonoma, 1995	\$52

CLASSIC RED WINES

Beaujolais Villages, Louis Jadot, 1997	\$34
Pinot Noir, Wild Horse, Carneros	\$54
Fetzer Eagle Peak, Mendocino, 1997	\$32
Shiraz, Rosemount Estate, Australia, 1998	\$35
Zinfandel, Rodney Strong, Northern Sonoma, 1996	\$45
Merlot, Canoe Ridge, Columbia Valley, 1996	\$54

CABERNET SAUVIGNON

Turning Leaf, CA, 1996	\$26
Columbia Crest, Washington, 1996	\$38
Stonestreet, Sonoma, 1996	\$65



Additional wines and vintage years available upon request. There may be a minimum case purchase if the wine is not a wine that the hotel carries on either Banquet or restaurant lists. Colorado Liquor Laws regulate that no alcoholic beverage be brought into the hotel from an outside source and that all alcoholic beverage must be delivered to the hotel guest room.

The above prices are subject to 19% Hotel Service Charge and 5% Civic Assessment Tax, both taxable to the state at a 4.5% rate.

Figure 9.9

HYATT REGENCY, BEAVER CREEK CATERING WINE LIST
(Courtesy of The Hyatt Regency at Beaver Creek, Colorado)

	ESSENCE of QUAIL Sesame Twists	
	SAUTEED SEA SCALLOPS with SAUTEED POTATOES and BLACK TRUFFLE Chive Butter Sauce	
	<i>Chardonnay or Tuscan Varietal</i>	
	PINOT NOIR and ROSEMARY SORBET	
	HONEY ROASTED LOIN of GREENBRIER VALLEY LAMB Natural Jus Baby Green Bean and Morel Mushroom Ragout Creamy Chevre Polenta	
	<i>Cabernet Sauvignon or Red Bordeaux</i>	
	BIBB LETTUCE, TANGO and RADICCHIO LEAVES BRIER RUN CHEVRE SOUFFLE Aged Balsamic Vinaigrette	
	GREENBRIER CHOCOLATE DECADENCE Buttermilk Vanilla Ice Cream	
	<i>Port or Cream Sherry</i>	
	DEMI TASSE	
	<i>Cordials</i>	
	PARADE of FANCY COOKIES and GREENBRIER CHOCOLATES	
	Poached Salmon and Gulf Shrimp with Assorted Field Greens Balsamic Vinaigrette	
	<i>Chardonnay</i>	
	Essence of Asparagus	
	Roast Tenderloin of Beef Shiitake Mushroom Sauce Vegetable du Jour Wild Mushroom Bread Pudding	
	<i>Cabernet Sauvignon or Red Bordeaux</i>	
	Strawberry Ganache Tarte Roasted Banana Cream	
	<i>Demi-Sec or Sparkling Wine</i>	
	Coffee Tea	

 Figure 9.10 

THE GREENBRIER'S WINE MARRIAGE MENU FROM THE GOLD SERVICE DINNER PROGRAM
(Courtesy of The Greenbrier, White Sulphur Spring, West Virginia)

host purchases the alcohol from the operator and then dispenses it to the guests. The liquor license of the business governs the service of all alcohol within the establishment and can carry over to off-premise functions. Off-premise operators should make themselves fully aware of the liquor laws governing their community. Bartenders and servers are also responsible for identifying minors and exercising prudent judgment in the service of alcohol to individuals who exhibit signs of intoxication. They are held accountable for the knowledge that an intoxicated individual represents a danger on the roads because in a private-party situation they can assume that all guests intend to drive a motor vehicle.

This pressure of liability increases the need for foodservice operators to initiate training programs and policies in their establishments to help protect them from lawsuits and liquor-law violations. The use of training programs that are nationally recognized by insurance companies and the courts can act both to decrease premiums for liquor liability insurance and to provide evidence of intent and concern on the part of management for responsible alcohol service.

A number of alcohol service training programs have been developed by nationally known organizations. Of these, TIPS (Training for Intervention Procedures) and ServSafe Alcohol are the most widely known.

The TIPS program concentrates on providing servers with keys to identifying customers who are on the verge of becoming intoxicated. Some of these signs are:

- Drinking too fast
- Becoming loud, mean, argumentative, and obnoxious
- Complaining about drink strength or preparation
- Slurring words
- Lighting more than one cigarette
- Becoming clumsy and changing their walking pattern

This program is available through certified instructors who hold training programs locally.

The ServSafe Alcohol Program is offered by the National Restaurant Association Educational Foundation. This program concentrates on training managers, either in formal training sessions or by distance learning. Written materials, videos, and CD-ROMs help managers train servers in their own establishment, incorporating the individual needs of each business. Managers and servers must pass a written exam before receiving a certificate of completion. The program helps managers assess the level of liability risk for their individual business and provides servers with training to increase food-and-beverage profitability by promoting the sales of premium brands and food accompaniments to drinks.

To effectively develop policies and training programs, management should research state and local liquor laws and discuss the level of third-party liability risk their operation carries. Insurance companies that specialize in alcohol liability insurance are an excellent resource.

Summary

Well-managed beverage sales can be a profitable extension of every catering operation. Both alcoholic and nonalcoholic beverages can contribute to the success of a beverage program.

Catering beverage sales contribute to overall profitability if properly evaluated and priced. Because catering beverages are sold by the bottle, drink, and time period, a variety of opportunities are available to create highly profitable beverage prices. Catering menus for special occasions can serve wine either by the bottle or glass to increase beverage sales.

Catering foodservice operators must be aware of liquor liability laws and the need for server training programs. TIPS and ServSafe Alcohol are two nationally recognized training programs for alcohol service.

Endnotes

1. John Sherry, *Legal Aspects of Foodservice Management, Second Edition*, 1994 (Educational Foundation of the National Restaurant Association).
2. *Life Saving Training for Alcohol Serving Professionals* (New York: Insurance Information Institute, April 1988).

Questions

1. What is meant by the term *food-and-beverage mix*? What should the separate percentage be for food and beverages?
2. The demand for nonalcoholic beverages at catering functions is increasing. How should these beverages be priced compared to alcoholic beverages?
3. When developing package prices for beverages, what options can be offered to a customer? How are hourly beverage packages priced? What guidelines are used to determine prices?
4. Calculate the per-drink price of a bottle of scotch with a purchase cost of \$18, a yield of 12 drinks, and an 18 percent beverage cost.



Chapter Ten



Quality-Service and Standards Training

Key Terms

Quality	Staffing level	Couponing
Magic moments	Job description	Service delivery
Critical path of customer service	Training programs	Training cycle
Service gap	Measurement vehicles	Orientation
Standards of operation	Customer dissatisfaction	Training calendar
Total quality-service points	Service recovery	Training modules
	Empowerment	Return on investment

What You Will Learn in This Chapter

Defining and creating quality standards for catering services and products is a key to long-term success for a catering business. This chapter focuses on the importance of developing a quality-service program. Determining standards and operating practices for the ongoing maintenance of a customer-service program is an important part of every quality program. This chapter outlines the keys to creating quality customer service in addition to a service recovery program. Catering-service standards outline critical paths of service steps for breakfast and dinner. Suggestions for banquet-service policies outline key elements for maintaining a quality-service program. A worksheet for developing a critical path of service is included. The importance of implementing staffing levels for banquet service is discussed and a general guideline offered.

Training is an important factor in the implementation of a quality-service program. This chapter suggests training objectives for a catering company. Effective training methods for catering employee training are identified and a training cycle outlined from which to develop a training calendar. The challenge for a catering operation is to create planned service steps that lead to increased revenues and profits through guest satisfaction. Training for all employees is critical to maintaining a standard of quality service.



Quality

The term *quality* is difficult to define in relation to hospitality operations but easy to recognize. Quality is a perception of how good or bad a product is based on an individual's points of reference. A quality experience for someone who has never stayed in a first-class hotel may be completely different than for someone who patronizes luxury resorts and hotels. Customers whose foodservice experience is limited to fast-food and casual restaurants probably has a different perception of a quality experience than customers who regularly patronize full-service restaurants. Customers with a wide range of experience often have a

higher standard of quality expectation and a much lower tolerance for erratic service and poor food. The more frequently customers patronize a business, the more critical they are if the standard of quality they have come to expect is not maintained.

The problem of meeting guest expectations for catering is especially problematic for large hotel companies. Business customers who book meetings and functions at a number of hotels in a particular chain expect to receive the same level of service at each hotel property. Unless service and food-production standards are established companywide, customers will experience many levels of quality.



Establishing Quality

The first step in establishing quality is to identify the level of quality to be produced. An overall level of quality for products and services should be determined for the particular target markets that a catering business services.

The initial way to identify a level of quality is by means of the financial value of both selling price and cost. The answers to the following questions can often establish the level of financial value of catering products:

1. Are selling prices in the low, medium, or high range of prices for similar services and items in the marketplace?
2. Is the cost of product low, medium, or high with respect to prices for similar items in the marketplace?

If selling prices are in the low end of the market, it can be assumed that the level of quality customers expect and receive from your business is lower than other catering companies whose costs and prices are high. Catering businesses whose prices are midrange can be assumed to provide a medium level of quality in product and service.





Assumptions, however, are not always accurate. Some caterers offering prices in the low range sacrifice profit for volume business and produce high-quality product and service. This type of operating standard can force other catering companies to do the same, leading to a price war that eventually results in profit being sacrificed by everyone until some operators either raise their prices or go out of business.

The location and type of facilities in which catering functions are held also helps identify the quality level. Exclusive locations and expensively decorated interiors are a large part of the quality experience, raising both costs and prices. Expensive floral arrangements, entertainment, menu items, tableware, linens, and decorations all add to increased levels of quality and customer cost.





Not all customers want, or can afford, a high level of quality product and service. As discussed in the chapters on marketing and pricing, it is important for a business to determine the level of the marketplace at which they compete. The goal for a catering operation is to provide the best possible product and service at the level of quality customers expect from the business.

The following keys to creating quality customer service are common to all businesses and apply equally to catering service and retail sales:







Keys to Creating Quality Customer Service

-  Give customers quality product and service.
-  Match or exceed customers' expectations of product and service.
-  Provide customers with what they want *and* what they need.
-  Plan customer-service recoveries.

Along with sound business practices, satisfying the customer is the key to overall success. Satisfied customers result in:

-  Increased revenues and profits
-  Increased function sales
-  Long-term customer relationships
-  Employee job satisfaction and retention

In addition to customer satisfaction, the consistent standard of presentation and delivery of a number of elements in a catering operation are also important.

-  Quality of food
-  Quality of overall service
-  Pricing concepts
-  Service styles
-  Quality of function facilities
-  Creative function planning

While food, pricing, facilities, and function planning are discussed in other sections of this book, service standards are covered in this chapter.

CATERING-SERVICE STANDARDS

In a discussion of service for catering operations, it is common to concentrate on food-and-beverage service delivery. Service, however, from the customer's point of view, begins with the first contact of a catering business. It is this initial experience with the catering business that forms a customer's first impressions of the overall level of quality that can be expected for meetings and functions.

In the training programs for Walt Disney Company theme parks, the opportunities customers have to make a value judgment as to the quality of products and services are called "Magic Moments." These opportunities are perceived to be the critical customer contact points at which Walt Disney employees and facilities must meet or exceed customer expectations if the company is to maintain its competitive edge in the theme-park industry. For the average theme-park customer, the Walt Disney Company has identified the first two "Magic Moments" in their visit as the ability of guests to locate the park entrance from the highway and to park their car. Park signage and the ease with which customers

can find a parking space and transportation to the park ticket booths are critical to establishing quality expectations for the rest of their visit.

In a catering business, the opportunities to meet customer expectations begin with the introduction to the business either through personal reference or advertising. The second critical point is the quality of the initial phone contact or visit. Figure 10.1 outlines the critical path of customer service for the average catering business.

SERVICE GAPS

A *service gap* is a moment in which customer expectations are not met. Service gaps can occur at any point in the service delivery when customers do not receive the quality of service or product they have been led to expect. To customers, service gaps can range from the way they are treated during a telephone call to the quality of a meal or the accuracy of the invoice for a catering function.

As service gaps are often perceived by the customer rather than management and service staff, they can go undetected, creating customer dissatisfaction and, ultimately, the loss of business. The first way to identify service gaps is to listen to customers and establish a policy that any customer complaint is documented and relayed to the responsible department or supervisor. The sooner customer problems are identified, the faster they can be responded to.

1. Point of reference (personal referral or advertisement)
2. Initial phone call and/or property visit
3. Timeliness of response to inquiry requests (brochures, menus, appointments)
4. Property location signage and directions
5. Parking
6. Curb appeal of property landscaping and exterior
7. Initial welcome by reception staff
8. Site tour and sales meeting
9. Timeliness and completeness of function proposal
10. Prefunction arrangements
11. Accuracy of function setup
12. Quality of food presentation and product
13. Quality of food-and-beverage service
14. Follow-through of function arrangements
15. Invoicing and payment policies
16. Postfunction follow-up

Figure 10.1

CRITICAL PATH OF CUSTOMER SERVICE

Often, a service gap is not an actual complaint but a perception of a service not having been performed as expected or as a product not being up to anticipated standards. These service gaps are the most difficult to recover from. To identify the service gaps in your operation, ask the following questions:

- Q* What products and services do customers complain about most frequently?
- Q* What products and services do customers request most frequently?
- Q* Can these services and products be provided more effectively?
- Q* How are the needs and expectations of guests not being met?
- Q* What steps can be taken to reduce the service gaps in the operation?
- Q* What are the recovery plans for service gaps? How is the customer reacted to and what steps are taken to recover customer disappointments or complaints?

Q SERVICE RECOVERY *Q*

A service recovery is a planned action in response to a customer complaint or comment. For example, if a customer complains that breakfast eggs are cold, the planned recovery is to return the eggs to the kitchen and either reheat or replace them. If meat is undercooked, it should be returned to the kitchen and brought up to the stage of doneness the customer requests. If the guest continues to complain, the server is trained to turn the problem over to the banquet captain and to continue serving other guests. The banquet captain then has a variety of options to choose from to handle the problem depending on the circumstances surrounding the complaint.

Service recoveries can be easy or difficult to identify. Planning for effective service recoveries means determining the steps management will take to satisfy customers. The most critical management policy to identify is the financial limit to which management will go to satisfy a customer complaint.

The steps in the service-recovery process are, first, to identify the primary areas of service breakdown, and, second, to empower servers with recovery tools to a predetermined financial level. For example, in a restaurant situation, a justified guest complaint about the length of time taken for food to be delivered to the table can be recovered by offering a complimentary dessert. In catering service, this approach is difficult to apply due to the simultaneous feeding of large groups of people. For this example, the customer responsible for booking and paying for the function might be recovered by a reduction of the bill for the meal or by a complimentary dinner in the hotel dining room. The individual circumstances surrounding each case will determine the recovery tactic. What must be determined in advance is the financial amount that can be committed to the service recovery. Banquet servers may be allowed to offer a coupon for a reduced rate to the Saturday night buffet or Sunday brunch in the hotel or restaurant dining room if the service gap can affect the attitude of all of the guests attending the function. Couponing is a good way to create a perceived value for the guest from a service or production error. Coupons for future meal services bring the catering guest back as a customer, usually accompanied by other individuals, generating food-and-beverage revenues well beyond the cost of the coupon discount.



Establishing Standards

In order to meet customer needs and expectations, it is necessary to establish standard operating procedures for each function, from the way the telephone is answered to the language and attitude with which guests are greeted to the billing and payment process. The second step is to establish quality-service and production standards.

International businesses in the twenty-first century are struggling to establish standards of operation. Often called *standards of operating procedure*, standards are guidelines to be followed for every activity in a business, whether manufacturing or service related. An example of a standard of operation for an airline, for example, is that a preflight check of all operating functions in an airplane be carried out before the takeoff of every flight.

The need for hospitality businesses to establish standards of operating procedures has grown with the need for multiunit franchise hotels and foodservice operations to produce the same product for the traveling public in every location, regardless of ownership. Customers associate specific goods, services, and levels of quality with the name of the company. They are not concerned with the financial and legal arrangements that accompany franchise and management contracts.











On an individual level, established standards for service delivery are critical to providing the customer with the quality and style of service they expect to receive, time after time. Customers become dissatisfied with inconsistent service that produces different levels of quality in each contact area. Regardless of the *level* of product quality, it is important to produce the *same* quality of delivery every time.



For banquet service, established policies and standards maintain a consistent pattern of quality banquet service. Policies are general operating rules that are followed as a matter of procedure. Figure 10.2 identifies a list of banquet policies that help ensure overall quality standards are maintained.

CRITICAL PATH OF SERVICE



A critical path of service creates a consistent standard of quality table service over an extended period. A critical path of service is a list of established service steps in the order in which they should be performed. It also includes total quality service (TQS) points. TQS points are those service activities that add to the overall perceived value of the function. Michael Hurst, former president of the National Restaurant Association and owner of the award-winning restaurant 67th Street Fisheries in Fort Lauderdale, Florida, called these “WOW opportunities” to surprise guests with more than they expected in service quality. TQS points are inserted into the critical path of service at predetermined intervals to ensure that they, like the primary service steps, also occur consistently at predetermined points in the service process.

The banquet breakfast meeting critical path of service in Figure 10.3 identifies each individual step in the banquet breakfast service process beginning with



-  All service personnel are to be in full uniform whenever they are in the service area.
-  Front-of-the-house function-room doors are to be locked until the start of a function.
-  Noise during both function setup and delivery is to be kept to a minimum.
-  Servers are responsible for inspecting their stations. This includes the quality of the table setup, general cleanliness of the area, and placement of tray stands.
-  Glassware is to be handled only by the stem, never by the globe.
-  Tray stands are to be draped to the floor with a linen cloth and positioned around the floor only during service.
-  Service for each course will be signaled only by the banquet captain.
-  Food waste and soiled dishes are never to be visible to the guest.
-  Food servers are responsible for returning leftover food to the kitchen as quickly as possible.
-  The banquet captain is responsible for the overall sanitation of all service areas at the conclusion of a function.

 Figure 10.2 
BANQUET SERVICE POLICIES

- Step 1: Server introduces himself or herself to guests.
- Step 2: Server serves coffee as guests are seated.
- Step 3: Server serves warm bread basket.
- Step 4: Server serves fruit course, either juice or fruit plate.
- Step 5: Server replenishes water.
- Step 6: Server clears fruit course.
- Step 7: Server serves entrée.
- Step 8: Server pours coffee.
- Step 9: TQS: Roving server replenishes rolls and butter if needed.
- Step 10: Server clears entrée.
- Step 11: Server replenishes coffee as necessary.
- Step 12: Server clears bread-and-butter plates, bread, butter, salt and pepper, and other food items and condiments.
- Step 13: Server offers coffee before leaving the meeting room.

 Figure 10.3 
BANQUET FULL-SERVICE BREAKFAST MEETING CRITICAL PATH OF SERVICE

- Step 1: Server introduces him or herself to guests.
- Step 2: Server serves warm bread basket.
- Step 3: Server serves salad and dressing boat.
TQS: Table side salad presentation.
- Step 4: Server pours wine or bottled water.
- Step 5: Server clears salad and dressing.
- Step 6: Server serves main entrée.
TQS: Serve sauce to each guest individually.
- Step 7: Server pours wine or bottled water.
- Step 8: Server replenishes rolls and butter if needed.
- Step 9: TQS: Server offers coffee if wine is not being served.
- Step 10: Server repours wine or bottled water as necessary.
- Step 11: TQS: Roving servers offer second portions of entrée items with platter service.
- Step 12: Server clears entrée, bread and butter plates, bread, butter, salt and pepper, sauce boats, and other food items, condiments, and wine glasses.
- Step 13: Server serves dessert.
- Step 14: Server serves coffee service.
- Step 15: Server offers cordials if included in dinner service.
- Step 16: Server clears table leaving only water glass, coffee cup, saucer, teaspoon, napkin, and cream and sugar.
- Step 17: Server offers coffee.

 Figure 10.4 

BANQUET FULL-SERVICE DINNER CRITICAL PATH OF SERVICE

the greeting and finishing with the final offer of coffee. In this critical path, it is assumed that the server leaves the room following the breakfast service while the meeting takes place.

An example of a critical path of service for full-service banquet dinner service is detailed in Figure 10.4.



BANQUET BUFFET SERVICE

Buffet service can be presented in formats ranging from casual picnic style to traditional multicourse meal services. Trends in buffet-service design offer a variety of action stations located around the function space. These stations provide a way

to break up the concentration of guests at one buffet table and disperse it among a number of buffets. Some of these tables can offer cooking stations featuring pasta or shellfish, a Southwestern-themed fajita bar, or Asian menu items. Carving stations, salad buffets, and antipasto tables are among the many action-station concepts that can be included. In addition to changing the flow of guests and creating a food entertainment venue, action stations can be highly decorative additions to a banquet function.

Buffet service in a banquet setting offers a variety of service challenges. While the concept of buffet service is that guests serve themselves food items for each course offered, the need for table service is not eliminated. Servers are required to carry out the balance of the table-service steps such as pouring beverages, clearing plates between each course, and other service acts appropriate to the menu and formality of the function. Figure 10.5 outlines the critical path of service for a traditional sit-down buffet dinner where guests serve themselves food items from the buffet tables and servers provide the beverage and associated table services. This is followed by a worksheet in Figure 10.6 that catering operators can use to establish their organization's critical path for banquet service.

- Step 1: Server introduces himself or herself to guests.
- Step 2: Server serves warm bread basket.
- Step 3: Server directs guests to the buffet.
- Step 4: Server pours wine or bottled water.
- Step 5: Server clears salad and/or appetizer plates as guests return to the buffet table.
- Step 6: Server pours wine or bottled water
- Step 7: Server replenishes rolls and butter if needed.
- Step 8: Server clears entrée, bread-and-butter plates, bread, butter, salt and pepper, and wine glasses.
- Step 9: Guests return to buffet for dessert.
- Step 10: Server serves coffee.
- Step 11: Server offers cordials if included in dinner service.
- Step 12: Server clears dessert course.
- Step 13: Server clears table leaving only water glass, coffee cup, saucer, teaspoon, napkin, and cream and sugar.
- Step 14: Server offers coffee.

 Figure 10.5 

BANQUET BUFFET DINNER CRITICAL PATH OF SERVICE
FOR A TRADITIONAL SIT-DOWN DINNER

Meal Service:	_____
Step 1:	_____
Step 2:	_____
Step 3:	_____
TQS:	_____
Step 4:	_____
Step 5:	_____
Step 6:	_____
Step 7:	_____
TQS:	_____
Step 8:	_____
Step 9:	_____
Step 10:	_____
Step 11:	_____
Step 12:	_____
Step 13:	_____
Step 14:	_____
Step 15:	_____
Step 16:	_____
Step 17:	_____
TQS:	_____
Step 18:	_____

Figure 10.6

CATERING OPERATOR'S WORKSHEET FOR BANQUET CRITICAL PATH OF SERVICE



Staffing Levels

The determining factor in achieving quality-service efforts is often the presence of enough service staff to carry out the service steps. Staffing in the labor market of the early 2000s poses serious challenges to the management of all types of food-and-beverage operations. A *staffing level* is the identified number of staff in each position required to give an established number of customers a specific level of quality service in a particular time period. Catering staffing levels are often difficult to fulfill due to the use of part-time help to supplement full-time staff. Staffing levels for catering differ from restaurant staffing levels in that, while

restaurants may plan to serve an estimated number of guests over a four- or five-hour period, catering functions require that all guests be served at the same time. Restaurant service timing can use fewer servers to serve the same number of guests in an evening than are needed to serve a banquet function over a two-hour period.

Staffing levels for catering are further complicated by the formality of the function, meal service, type of menu items being served, number of guests, seating arrangements, size of tables, and required style of service. Plated American service to tables of 10 or 12 guests requires fewer service staff than platter service to tables of eight. It is important to keep in mind that identifying staffing levels for catering functions is very different than for restaurants.

General estimates of staffing levels for a banquet dinner using American service to tables of 10 range from 15 to 20 guests per server, or one and a half to two tables per server. For tables of eight with platter service this can be reduced to one table per server with teams of two servers for every two tables. The overall service efficiency can also be influenced by the leadership skills of the banquet captain, the size of the function, and the facilities in which the function takes place.

Hotel companies and large independent caterers often establish staffing guidelines for banquet captains to follow. Small independent caterers and restaurants will need to take into account the overall capabilities of their staff and facilities in the final staffing guidelines. Labor costs for both full- and part-time help can be a determining factor for staffing levels. Menu prices must reflect the labor costs for different staffing levels. Caterers have the option of charging for labor as a separate item in proposals. From a competitive perspective, it might be more successful to include the labor costs for a minimum staffing level in the menu price. Additional staff can be charged for on a per-person/per-hour basis as a way of upselling the quality of service to match a menu.

Staffing levels for buffet functions depend on the following factors:

- Number of guests
- Type of buffet-table setups
- Menu

As discussed earlier, the fact that guests serve themselves in a buffet line does not eliminate the need for table service. Service for traditional buffet service requires that plates be cleared between courses and beverages be poured. For many functions, buffet tables will need to be staffed with service help. Action stations for buffet presentation often require service staff at each table and food preparation in the room by either service staff members or kitchen staff.

A general guideline for staffing standard buffet functions is one server for every two tables of 10 to 12 guests. As with other styles of banquet service, the effectiveness of staffing levels depends on many variable factors. Every operation will need to finalize its staffing needs according to the level of quality service offered.



Training for Quality Standards

Creating a consistent standard of service requires that a level of quality service be identified for the catering operation and a critical path of banquet service developed by which to deliver it. The challenge for the banquet service manager is to develop a team of full- and part-time employees trained to deliver a consistent standard of quality service. To accomplish this, all members of the catering service team must take part in a formal training program. It may be difficult to convince prospective part-time employees of the value of spending time in training programs for which they are paid a non-tipped minimum wage. When the labor market is tight and demand is high, prospective employees feel they can choose employers and may resist attending training programs. At this point, it becomes the responsibility of a good catering facility to demand training as a condition of employment on the basis that consistent quality service generates business and results in greater financial rewards for all employees.

Employers must choose between sacrificing the immediate need for service staff for the long-term result of quality guest service. This may require that the current service staff stretch themselves to cover business service demands until additional staff can meet established standards. This is a problem common to all hospitality businesses, creating the challenge of providing consistent quality service to customers on a daily basis. Both individual companies and hospitality corporations that choose to create service standards that all employees are required to meet benefit from the long-term financial results of customer satisfaction.

TRAINING PROGRAM



Training programs are developed to meet the immediate and long-range goals and objectives of a catering business. A training program needs to respond to the complexities that a combined full- and part-time staff present.

The overall goal of a catering company may be “to provide a consistent standard of quality banquet service.” In order to accomplish this goal, a training program will need to meet these objectives:

1. Provide employees with basic banquet service skills for both American service and Russian service.
2. Provide basic training for attitude, appearance, and communication for catering service.
3. Provide employees with advanced catering service standard skills.
4. Provide employees with catering product and sales knowledge for increased on-time sales (*On-time sales* are sales made to the customer immediately prior to or during a function such as additions to meeting breaks, alcoholic-beverage services, and menu items.)






TRAINING METHODS

Training modules are designed for presentation in a variety of formats depending on the objectives for the training. Basic training methods are classified as:

-  Lecture format
-  Individual and team activities

Information can be presented in a variety of formats including written manuals, interactive computer-software programs, CD-ROMs, video or DVD programs, and live presentations.

Training activities should be accompanied by a method of measuring the employees' understanding of the concepts presented. Measurement vehicles can include:





-  Demonstration/performance
-  Written and oral testing
-  Interactive training materials
-  Customer-comment programs
-  Tracking of sales records

The results of measurement activities provide employers with documentation of employee performance and ability. Measurement provides employees with the evidence of their successes and can increase job satisfaction. Measurement also provides employers with the evidence of noncompliance or inability to perform job functions required to terminate employees.

TRAINING BENEFITS

Employee participation and satisfactory performance of each training module can be recognized by methods ranging from incentive prizes to increases in hourly pay. All training activities should be accompanied by an identification of accompanying benefits. Benefits for the employee include financial return and job satisfaction in addition to planned incentives.

The return on investment for training activities are significant to a catering business. In addition to the obvious benefit of increased sales and profits, training also:

-  Reduces turnover and increases job attendance.
-  Establishes a consistent standard of quality-service product.
-  Develops employee loyalty and long-term employment.
-  Reduces customer complaints and accompanying losses.

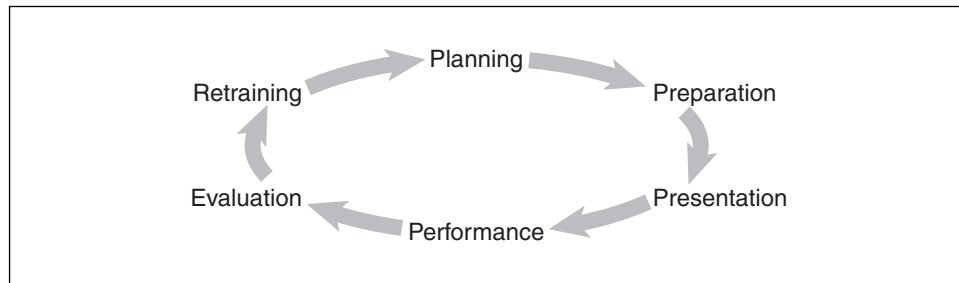


Figure 10.7
TRAINING CYCLE

TRAINING CYCLE

Training programs are developed along a series of guidelines known as the *training cycle*, shown in Figure 10.7.

The training cycle outline consists of:

- Planning*: Establish the goals and objectives for every training activity.
- Preparation*: Identify the time required for each training activity. Design training to incorporate a variety of activities and teaching methods appropriate to the needs of those being trained.
- Presentation*: Introduce training modules that present information in an interesting and effective manner and that have specific measurable objectives in employee performance.
- Performance*: Create guidelines for trainees to effectively perform training activities during service.
- Evaluation*: Design evaluation criteria that fairly measure the employees' understanding of the process for which they were trained.
- Retraining*: Coach the employees in those areas in which performance did not meet the expected measurement of process understanding. Provide the opportunity for additional training and evaluation.

Summary

Defining and creating quality standards for catering services and products is a key to long-term business success. Customer experience and expectations help a catering operation identify the level of quality product for which it can develop operating procedures along with standards of service and product. A decision to commit to quality standards requires a commitment to maintaining standards and planning for service recovery when service gaps occur in the delivery process.

Establishing banquet service policies and standards includes developing critical paths of service for every type of banquet function, from coffee breaks to formal dinners. Buffet standards create challenges for service quality when customers expect table-service activities while taking part in a self-service function.

The ultimate challenge for a catering operation is to create service steps that surprise the guests by providing an experience that is more than they expected to receive. Whether called Magic Moments, WOW opportunities, or total quality service points, planned service steps that consistently please and surprise customers lead to increased revenues and profits in addition to employee satisfaction and retention.

Training for all employees, regardless of full- or part-time status, is critical to achieving company goals and objectives. Maintaining a standard of quality service requires a well-developed training program and an ongoing training cycle that responds to the needs of both new and long-term employees.

Questions

1. Define the term *quality* as it relates to a catering business. Identify the key questions that are essential to determine the level of quality standards for a catering operation.
2. What is the definition of a *Magic Moment* or *moment of truth*? Provide three examples of this concept from your experience.
3. Discuss the importance of establishing critical paths of service in a catering operation.
4. Why are staffing levels important in a catering operation? What difficulties do staffing levels pose to a catering business compared to a restaurant?
5. Identify the steps in the training cycle, giving a short summary of each. Explain the importance of the training cycle to a catering operation.
6. Define the term *service gap*. What are some ways to identify service gaps in an ongoing catering operation?
7. Identify four or five customer complaints listed as service gaps in Figure 10.1. For each of these complaints, determine two or three service recovery situations that would be appropriate from both a service and financial perspective.
8. Interview the management of a local catering company. Using the questions suggested in this chapter to identify service gaps, determine existing service gaps and recovery steps for each.
9. Create critical paths of service for a meal service for either your school's catering services or a local catering business.
10. Using the training cycle outline in this chapter, develop a training cycle for a catering operation. Establish objectives, design training activities for those objectives, and create performance guidelines and evaluation criteria.
11. Management is often resistant to the expenses that accompany training activities. Using the information in this chapter, develop a statement that addresses the return on investment and need for quality standards as an approach to overcoming negative reaction to a proposal for a training program.



Chapter Eleven



Managing Catering Equipment

 **Key Terms** 

Front of the house
Back of the house
Modular table units
Serpentine

Props
Dishwashing
Inventory
Buffet setup

Half-moon
Tabletop design
Refrigeration
Waste removal

 **What You Will Learn from This Chapter** 

This chapter places a priority on the organization of catering equipment and its role in the success of a catering operation. Categorizing equipment into front-of-the-house and back-of-the-house areas of use, the chapter outlines the equipment generally required for a full-service catering business. The demands for refrigeration, dishwashing, and waste management are also reviewed for both on- and off-premise functions.

Special-event equipment and prop inventories are a challenge for catering operations. The role of rental companies in supplementing equipment needs is discussed along with the importance of reviewing rental-contract policies and practices.



Managing Catering Equipment

Catering equipment falls into two basic categories: front-of-the-house service equipment and back-of-the-house production equipment. Management of catering equipment is the responsibility of the catering manager for service needs and the executive chef for production and kitchen needs. Catering equipment used in the front of the house is often designed to be highly portable for ease of transport and storage.

Back-of-the-house equipment, on the other hand, consists of a core of food-production equipment that generally requires a permanent food-production facility. Portable gas and electric stoves, refrigerator trucks, and other movable equipment permit off-site food production to fulfill outside catering needs.



Front-of-the-House Equipment

Front-of-the-house equipment is classified as service related. Categories are:

- ☞ Tableware
 - ☞ China
 - ☞ Glassware
 - ☞ Stemware
 - ☞ Flatware
 - ☞ Serving pieces
 - ☞ Silver
 - ☞ Glass
- ☞ Buffet service
 - ☞ Chafing dishes
 - ☞ Serving pieces
 - ☞ Table lighting
 - ☞ Candelabras
 - ☞ Glass globes
 - ☞ Candlestick; (single and multi-prong, short and tall)
 - ☞ Votive-candle holders
 - ☞ Candlestick shades
 - ☞ Oil lamps and shades
 - ☞ Tables and modular-table sections

Rectangular tables are available in lengths and widths ranging from 2½ by 4 feet to 2½ by 8 feet and can seat from four to eight people. The flexibility of modular tables allows setups in the variety of table designs shown in Figure 11.1.

Round tables are generally available in diameters of 2 to 6 feet and seat from 4 to 12 persons. Modular-table units are available in half-moons and serpentine shapes, allowing for a variety of table designs, some of which are shown in Figure 11.2.



☞ Figure 11.1 ☞

SETTING FOR A CATERING FUNCTION

(Courtesy of the New York Marriott Marquis, New York, New York)

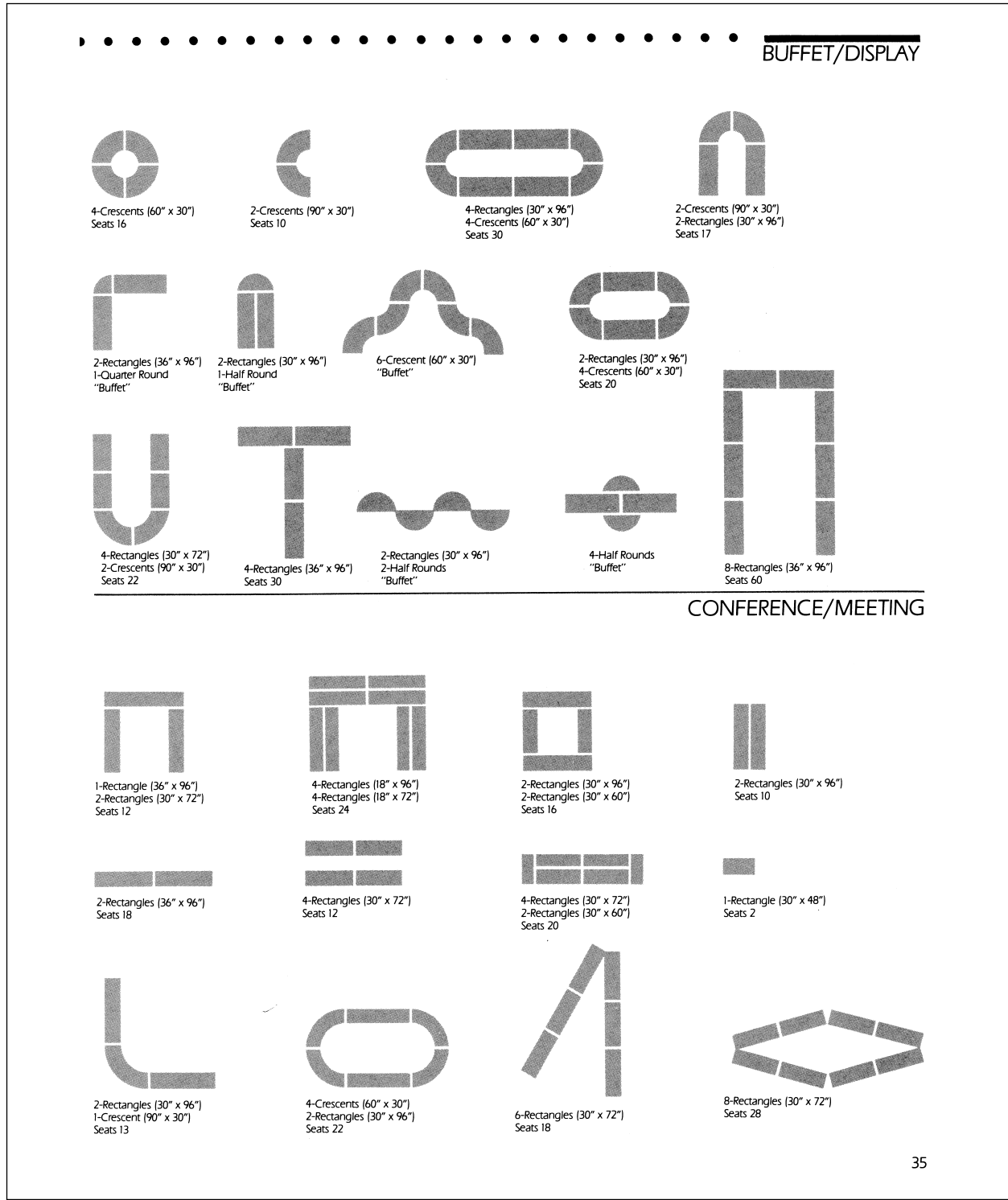


Figure 11.2

TABLE DESIGN

(Courtesy of King Arthur ©, a division of Shelby Williams, Inc.)

FUNCTION SPACE PLANNING

The amount of space that needs to be allocated per guest varies with the type of function, the setting or area in which the function is being held, and the overall size of the function space. Figure 11.3 offers a guideline for catering event space planning based on these considerations. Space per person includes chairs and tables. Software programs are available that automatically calculate space per person according to event type.

BUFFET SERVICE SETUP

The requirements for buffet service setup depend on the type of function, the menu, and the number of guests expected. Buffet setups can be incorporated into almost any type of function plan. For formal functions, buffet setups are often used for the a dessert course featuring an elaborate pastry and sweets display. For weddings and social celebrations, a Viennese table, or dessert station, is offered as an additional course near the conclusion of the event. Themed events take advantage of buffet setups to create food-and-beverage stations. Cocktail receptions often incorporate a variety of buffet setups featuring hot and cold food preparation and displays.

Figure 11.4 shows three buffet table setups for meal functions. Figure A is a straight-line buffet for 75 to 125 guests. The service is from both sides of the

TYPE OF FUNCTION	
Theater-style seating	6 sq. ft./person
Meeting or classroom-style seating	6 sq. ft./person
Banquet seating	
Oblong/rectangular	8 sq. ft./person
Round tables (seating 10)	10 sq. ft./person
Round tables (seating 6, 8, or 12)	12 sq. ft./person
Cocktail party/reception	
All standing	6 sq. ft./person
Some seating	8 sq. ft./person

Figure 11.3

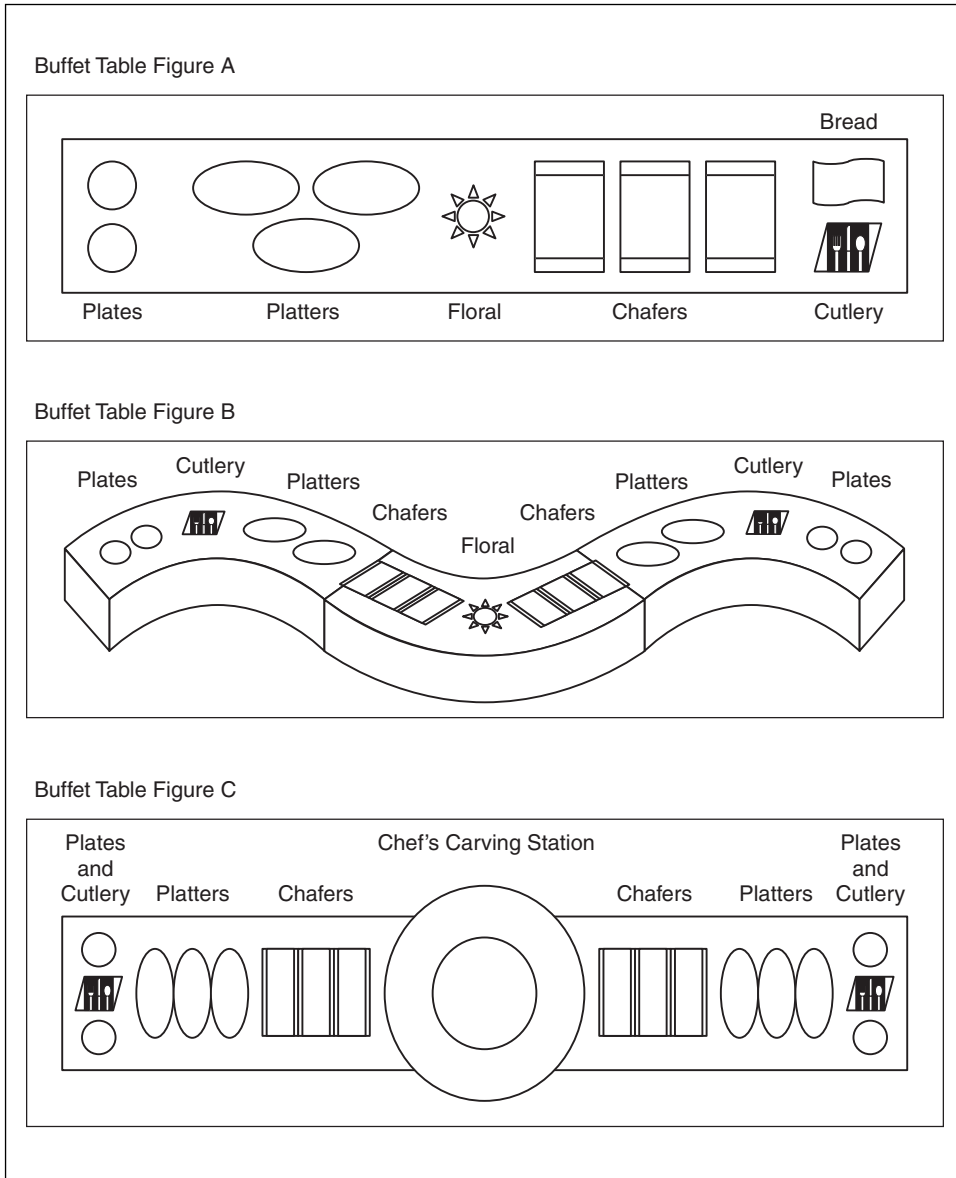


Figure 11.4
BUFFET TABLE SETUPS

buffet table, with plate pickup at one end. Service platters and hot chafing dishes are placed in the order of the menu. Salads are placed before hot items. A soup station is often placed either directly before or after the salad. Breads are offered in the same area.

The serpentine buffet setup in Figure B is for 125 to 200 guests and is designed so that guests can start from either end and travel in opposite directions along either side of the table. The food presentation is duplicated on both ends of the buffet. This design breaks the group into two manageable flows. For more space on the buffet, cutlery or flatware can also be preset on the table. Soup and salad stations can also be set up on side buffets. The two-sided buffet can be arranged with an open center that allows chefs to carve meats and or poultry, as in Figure C. Functions for more than 200 guests should incorporate two separate buffet table setups in order to facilitate a smooth flow of service. Functions that incorporate buffet service but do not allow for enough service lines can result in a large number of guests completing their meal before the rest are served.

CHAIRS

Chairs can range in design and function from collapsible painted wood to metal-frame upholstered chairs for formal banquets. The quality and overall design of the chairs are selected based on usage and storage requirements. Outside catering calls for lightweight chairs that are easily stacked or collapsible.

LINENS

Linens include tablecloths, napkins, place mats, and lace overlays. Table lines can provide a variety of tabletop designs. Florists and special-events companies often stock a wide range of colored and patterned linens that can be rented. Rental charges include laundering and often delivery and pickup service.

TABLE SKIRTING

Table skirting is used primarily for buffet tables and head tables for both formal and informal functions. In conference centers and hotels, foodservice meeting break setups use skirting for buffet tables. Meal functions use skirting for both buffet tables and head tables. As with linens, a wide range of fabrics, colors, and patterns are available to accent special-function themes and designs.

CHAIR COVERS

For special functions and themed events, chair covers are a popular way to incorporate the chair into the overall design. Chair covers are available in a variety of fabrics and styles. Figure 11.5 features a snug-fitting version. The chair can be used as a design component at themed meetings and group gatherings. Chair covers can be sourced from local vendors or manufacturers and included in the function package prices in the same way as linens. Package pricing is discussed in detail on page 265.



Figure 11.5

SKIRTING, CHAIR COVERS, AND MODULAR TABLE SIZES

(Courtesy of the Peabody Hotel, Orlando, Florida)

DANCE FLOOR

Portable dance floors expand the possibilities for function space use. Outdoor spaces, rooms that are completely covered in carpeting, tent floors, and pool decks are all places where portable dance floors can be used. The rental fee can be incorporated into the overall function price. If a customer requests equipment that the catering business does not have on-property, then the rental and service charges are normally added to the bill.

PORTABLE BARS

For receptions and parties, portable bars are often necessary. These are available in numerous designs and can include sinks, pour wells, storage areas, and other features. For outside catering, the lightest possible units are best.

SPECIALTY ITEMS

A wide range of service and special-event items can be used to complement a catering business. From coat racks to ice buckets, catering companies either own or rent service equipment to meet their specific needs. The following list of specialty items might be used for both in-house and outside catering functions.

-  Electric fountain
-  Gas or charcoal barbecue grill
-  Coffeemaker
-  Baskets, large and small
-  Table stands
-  Banquet trays
-  Carving boards and pans with lighting
-  Table spotlights
-  Coat rack; hangers and coat checks
-  Ice buckets, standing and table
-  Ashtrays
-  Props



As discussed throughout this book, theme-party plans can be critical to the success and profitability of a catering operation. Theme parties require a wide variety of props and, often, large stage-set pieces for decoration. The number of props as well as set and lighting requirements for a function depend on the customer's budget. A simple party theme may be satisfactorily carried out using colored and patterned linens, a table centerpiece, a few props on the buffet table or around the function area, and appropriate music.

Large-budget parties however, often call for a complicated setup of props and sets along with linens, chair covers, table centerpieces, and entertainment. The inventory of props and other theme-party equipment a catering business owns often depends on both budget and storage space. Most catering companies maintain a small inventory of basic theme props and supplement for special functions by renting from larger catering or prop-rental companies.

THE PROP INVENTORY

An effective prop inventory requires that the catering operation identify a core of themes for which it wants to provide decorations in-house. As discussed on earlier, themed events can be included in package plans for special events and

Breaks		
A Break with A Flair (10 Person Minimum)		
<p>"Pit Stop" Assorted Candy Bars Corn Chips and Chili Con Queso Assorted Cookies Sodas \$6.50++</p>	<p>"Hole in One" Bite Size Club Sandwiches Licorice Pistachios Iced Tea Sodas and Mineral Waters \$6.50++</p>	<p>"Take Me Out to the Ball game" Peanuts in The Shell Popcorn Large Hot Pretzels Sodas \$5.50++</p>
<p>"The Chocaholic" Chocolate Chip Cookies M&M's Chocolate Dipped Strawberries Milk and Chocolate Milk \$6.00++</p>	<p>"The Health Food Break" Fruit Kabobs Granola Bars Powerades Mineral Waters \$6.50++</p>	<p>"The Soda Fountain Break" Chocolate and Vanilla Haagen Dazs Ice Cream with 6 Different Toppings Assorted Sodas \$6.50++</p>
<p>"Movie Time" Dots and Milkduds Popcorn Assorted Sodas \$5.50++</p>	<p>"A Day in the Park" Fruit Salad Potato Chips and Dip Oatmeal Cookies Assorted Sodas \$6.50++</p>	<p>"A Day at the Beach" Cheese and Crackers Fruit Tray Assorted Sodas \$5.50++</p>

 Figure 11.6 

LOEWS GEORGIO HOTEL MEETING BREAK MENU

(Courtesy of Loews Giorgio Hotel, Denver, Colorado)

convention or meeting functions. Meetings and individual reception and meal functions may also be themed. Figure 11.6 is a themed meeting break menu featured by Loews Giorgio Hotel in Denver, Colorado.

The following is a list of specialty theme functions offered by the Marriott at Sawgrass near Jacksonville, Florida, requiring minimal to elaborate setup and prop requirements.

Specialty-Function Themes

Western Cookout	That's Italian
Night in the Islands	Evening at Tara
Sea Town	Around-the-World Cruise
Golf Tee-Off	Garden Party
Oldies But Goodies	Tacky Tourist Clambake
Florida Fantasy Feast	Hollywood Extravaganza
Alligator Alley	The Diner
Trailblazer's Fiesta	Bahama Baby

While catering companies may maintain a basic prop inventory to support these themes, they may rely on outside vendors for additional equipment and materials. In order to access the ability to meet customer requests, it is important to schedule inventories on a regular basis. Responsibility for equipment, including maintenance and inventory, should be assigned to specific individuals. Proper use of equipment and scheduled maintenance helps reduce replacement and emergency repair costs. Inventories scheduled on a regular calendar basis help identify tableware, glassware, and flatware shortages in addition to missing and broken equipment.



Back-of-the-House Equipment

The equipment for the central kitchen for any foodservice operation depends largely on basic food-production needs for menu items. The number of food-production methods required to prepare foods determines what equipment is needed.







The requirements of foodservice operations are based on how and where food products are:



-  Received
-  Stored
-  Refrigerated
-  Preprepared
-  Prepared
-  Served
-  Cleaned up
-  Disposed of

Added to these major considerations are the requirements for food sanitation and safety.






THE BASIC KITCHEN

The most basic kitchen setup for food production requires:

-  Separate work surfaces for food contact and non-food-contact areas
-  Work sinks for preparation and cleanup
-  Sufficient cutting surfaces to prevent cross-contamination of food products during preparation
-  Utensil storage
-  Cooking-equipment storage
-  Dry-food product storage

-  Adequate refrigerator and freezer space
-  Food-disposal equipment and area

For preparation of a standard full-service menu, the average production kitchen usually requires the following equipment:

-  Mixer
-  Steam kettle
-  Chopper
-  Food cutter
-  Food slicer
-  Tilting fry pan
-  Ovens:
 -  Convection
 -  Microwave
 -  Conventional
 -  Deck
-  Fryer
-  Steamer
-  Range
-  Broiler

This equipment is supplemented by hand cooking utensils and small appliances. In addition, rolling racks, utility carts, storage containers, and cooking pans are needed, along with a variety of other cooking equipment depending on the needs of the operation.

For off-premise catering functions, large open grills provide food-production capability for a wide variety of vegetable, fish, poultry, and beef items. Many regional and international cuisine items are appropriate for open grill cooking accompanied by side dishes prepared at a commissary kitchen and stored in portable banquet boxes. These dishes, accompanied by cold items and desserts, can make up a range of menus that can be successfully prepared in portable kitchen units.

REFRIGERATION

Adequate refrigeration for both raw food product and prepared foods is essential for all foodservice operations. Catering operations serve such a range of functions and customers on any given day that it is often difficult to maintain enough refrigeration for occasional large parties. Catering company and restaurant kitchens maintain adequate refrigeration to handle their requirements.

Permanent refrigeration units are available in many sizes and designs. A commercial kitchen generally includes a combination of reach-in and walk-in refrigeration and freezer units. Walk-in units are used for storing bulk items and are available in both closed-box or pass-through designs. These units are often lo-

cated away from the central preparation area. Reach-in refrigerator units, both stand-up and under the counter, are located adjacent to the preparation and production areas. Bulk food items that have been reduced to preparation requirements are stored on trays in the reach-in refrigerators, along with other perishable food items, until they are needed for production.

Small catering companies and independent catering halls may find refrigeration capacity a reoccurring problem. For these situations refrigerator trucks and portable refrigeration units can be rented. This also applies to outside catering functions for both transportation and service of food items.

DISHWASHING

Dishwashing is a critical element of all foodservice operations. Hotels and restaurants have dishwashing equipment in place to handle loads appropriate to the size and needs of their facilities. Independent catering halls also have dishwashing machines in place. Local food-safety regulations may require that machines be inspected periodically and hot-water temperature levels checked.

Small catering companies and caterers that handle outside catering functions face an additional challenge. Dishwashing is a critical area for food sanitation and safety. Washing dishes by hand is not an efficient or acceptable way of handling this area of foodservice. All dishes must be scraped, sorted, and stacked to minimize breakage on the return trip to a foodservice facility. Dishwashing should be handled as soon as possible after trucks return from outside catering functions to reduce problems such as food smell, dishes that are hard to clean due to dried and caked-on foods, insects, and rodents. Occasionally, locations for outside catering functions provide dishwashing facilities. For smaller functions, portable dishwashers can be rented.

WASTE REMOVAL

Waste removal is another critical area of food sanitation. Hotels, restaurants, and catering halls are equipped with combinations of compactors, garbage disposals, and/or pulpers. Off-site catering requires that all waste, both organic and inorganic, be handled efficiently. Waste that is returning to central production facilities must be in covered containers in which it can be transported. Waste removal for off-premise catering should be determined and planned for prior to the function.

ICE MACHINES

Ice is a requirement for both beverage and food service. Ice machines are sized according to the need of a foodservice operation for ice on demand during a 24-hour period. Ice machines include three major components: production, storage, and dispensing. Ice is generally available in either cubes or flakes.

Ice is needed for use directly in beverages and for cooling or holding foods for buffets and salad bars. For outside catering purposes, ice may also be needed for storing food and chilling beverages. Storage bins for ice machines should hold

at least 50 percent more than the ice machine can produce. As ice machines do not produce ice when the bins are full, the amount of ice needed for a function may not be available until the bins are emptied enough for the machine to produce more. Small catering companies can make arrangements with local ice companies to provide ice in large quantities for functions instead of investing in ice-making equipment.



Rental Equipment

A catering operation, whether independent or associated with a restaurant, hotel, or convention center, is often requested to produce themed events, large functions, off-premise, and special events that require equipment in addition to that on hand. As mentioned previously and presented in the Off-premise Catering Organizational Guide (see Figure 2.2), rental-supply businesses are excellent sources of additional equipment and theme props.








In order to assure the availability of equipment, it is important to establish a relationship with at least one rental company. Catering operations that use equipment-rental companies consistently should negotiate a volume discount. In return, the caterer should expect timely equipment delivery and pickup, equipment that is in good condition, and a quick response to replacement and last-minute requests.

An equipment-rental list for tables and sections from Abbey Party Rents is shown in Figure 11.7. Classic Party Rentals in Indianapolis, Indiana, provides photographs of rental-equipment setups. The equipment lists for Classic Party Rentals include:

Linens	Tables and chairs	Flatware/china/glassware
Table settings	Kitchen equipment	Wedding equipment
Floral accessories	Games/spacewalks	Tents and canopies

RENTAL POLICIES

Each rental contract should be reviewed carefully for policies regarding:

-  Delivery and pickup
-  Setup and teardown charges
-  Order charges
-  Damage clauses
-  Cleaning requirements
-  Pricing
-  Reservation procedures


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Figure 11.7

EQUIPMENT RENTAL LIST

(Courtesy of Abbey Party Rentals)

RENTAL PRICING

Costs associated with rental equipment are generally included in catering function prices. Package prices can state the rental costs or choose to include them under room and setup charges. It is important, however, that these costs not be absorbed by the caterer unless a concession is being made to the customer. Whether rental costs are marked up to include a service charge varies according to individual catering-operation policies.

PLANNING FOR RENTAL-EQUIPMENT NEEDS

Last-minute orders for rental equipment can often prove costly or actually impossible to fill. Planning and ordering in advance helps assure that customer needs are met in a cost-effective manner. Using forms such as the off-premise catering equipment list included in Figure 11.7 helps identify needs in all equipment areas and associated rental companies well in advance of functions.

Summary

Managing catering equipment requires knowledge of both service and production techniques and procedures. The initial inventory of service-related equipment for a catering operation will need to be maintained and brought up to par at scheduled intervals. Quarterly inventories should be scheduled to identify equipment losses and maintenance needs. Staff training can be implemented to reduce losses and equipment breakage if appropriate.

Back-of-the-house equipment requires constant maintenance and inspection for both operating needs and employee safety. Kitchen equipment that is not inspected and maintained on a regularly scheduled basis can break down at critical times, affecting both production and the quality of product and service delivery to the guest.

Both front-of-the-house and back-of-the-house equipment represents a sizable portion of the overall investment in any foodservice business. Managing supply and maintenance can be a time-consuming operational detail, but it should not be overlooked in a busy catering operation. Assigning responsibility for equipment to one or two individuals can help maintain the inventory and maintenance schedules and reduce replacement costs and expensive emergency mechanical repairs.

Augmenting equipment inventories by using rental companies can be an effective management technique. By establishing relationships with local rental companies and planning for rental needs, catering businesses can respond to customer requests for a wide variety of functions.

Questions

1. Discuss the ways in which equipment can contribute to the success or failure of catering functions.
2. Determine what categories of front-of-the-house equipment are essential for a catering operation to have on-property. Would it be possible for a catering company to operate without owning any of this equipment? How would you organize your operation to operate this way?

3. Identify the basic equipment needed for a sit-down dinner for 150 guests. Using a local rental company or an online source, calculate the total costs for rental equipment.
4. Outline the reasons that scheduled equipment inventories are important to the ongoing operation of catering companies.
5. What challenges do refrigeration, dishwashing, and waste removal present for off-premise catering operations? How can using a rental company help reduce costs and labor as well as maintain quality?
6. From the list of specialty theme functions listed in the chapter, choose three. Outline all of the equipment and prop needs associated with each theme.
7. Research rental companies in your community. Using the lists of both front-of-the-house and back-of-the-house equipment in this chapter, determine what could be rented from these companies. List items that are not available. Answer the following questions:
 - Are the prices from each rental company competitive?
 - What are the differences in the rental policies of the companies?
 - Does one company offer better value than another for price, quality, and service?
8. Create a floor-plan setup for a large reception featuring a variety of food-and-beverage stations. Refer to the table designs in Figure 11.4 for ideas.



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