



Introduction to Hospitality Management
John R. Walker Josielyn T. Walker
Fourth Edition

PEARSON NEW INTERNATIONAL EDITION



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PEARSON

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Introducing Hospitality

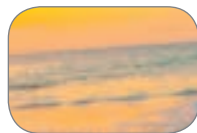


Introducing Hospitality

OBJECTIVES

After reading and studying this chapter, you should be able to:

- Describe the characteristics of the hospitality industry.
- Explain corporate philosophy.
- Discuss why service has become such an important facet of the hospitality industry.
- Suggest ways to improve service.



Prelude

Hospitality through the Ages¹

The concept of hospitality is as old as civilization itself. Its development from the ancient custom of breaking bread with a passing stranger to the operations of today's multifaceted hospitality conglomerates makes fascinating reading, and interesting comparisons can be made with today's hospitality management.

The word *hospitality* comes from *hospice*, an old French word meaning "to provide care/shelter for travelers." The most famous hospice is the Hospice de Beaune in the Burgundy region of France, also called the Hotel Dieu or the House of God. It was founded as a charity hospital in 1443 by Nicolas Rolin, the Chancellor of Burgundy, as a refuge for the poor.

The hospital is still functioning, partly because of its role in the wine world. Throughout the centuries, several Burgundian landowners have donated vineyards to the Hospice to help pay for maintaining its costs. Every Fall, the wines from these vineyards—about a hundred acres of vines—are sold at a colorful wine auction on the third Thursday in November, which determines the prices for the next year's Burgundy wines.

Ancient Times

The Sumerians (who lived in what is now Iraq) were the first to record elements of hospitality in about 4,500 years B.C.E. They moved from being hunter-gatherers to growing crops, which, due to surpluses, they were able to trade. More time became available for other activities such as writing, inventing money, creating pottery, making tools, and producing beer, which was probably safer to drink

than water! Taverns served several beers, and as with today, provided a place for locals to relax and enjoy each other's company.

Between 4,000 and 2,000 B.C.E., early civilizations in Europe, China, Egypt, and India all had some elements of hospitality offerings, such as taverns and inns along the roadside.

Greece and Rome

Mention of hospitality—in the form of taverns—is found in writings dating back to ancient Greece and Rome, beginning with the Code of Hammurabi (circa 1700 B.C.E.). The Code required owners to report guests

The Hospice de Beaune.



who planned crimes in their taverns. The penalty for not doing so was death, making tavern-keeping a hazardous occupation. The death penalty could also be imposed for watering the beer!

Increased travel and trade made some form of overnight accommodations an absolute necessity. Because travel was slow and journeys long and arduous, many travelers depended solely on the hospitality of private citizens.² In the Greek and Roman empires, inns and taverns sprang up everywhere. The Romans constructed elaborate and well-appointed inns on all the main roads. They were located about twenty-five miles apart. To ensure that fresh horses were available for officials and couriers of the Roman government, these inns could only be used with special government documents granting permission. By the time Marco Polo traveled to the Far East, there were 10,000 inns, the best of which were in China.³

Some wealthy landowners built their own inns on the edges of their estates. These inns were run by household slaves. Nearer the cities, inns and taverns were run by freemen or by retired gladiators who would invest their savings in the “restaurant business” in the same way that so many of today’s retired athletes open restaurants. The first “business lunch” is reputed to have been the idea of Seqius Locates, a Roman innkeeper; in 40 B.C.E. Locates devised the idea for ships’ brokers, who were often too busy to go home for their midday meals.

Medieval Times

On the European continent, Charlemagne established rest houses for pilgrims in the eighth century; the sole purpose of several orders of knighthood was to protect pilgrims and to provide hospitality for pilgrims on their routes. One such rest house, an abbey at Roncesvalles, advertised services such as a warm welcome at the door, free bread, a barber and a cobbler, cellars full of fruit and almonds, two hospices with beds for the sick, and even a consecrated burial ground.

In 1282, the innkeepers of Florence, Italy, incorporated a guild, or an association for the purpose of business. The inns belonged to the city, which sold three-year leases at auction. They must have been profitable, because by 1290, there were eighty-six innkeepers as members of the guild.

In England, the stagecoach became the favored method of transportation. A journey from London to the city of Bath took three days, with several stopovers at inns or taverns that were also called post houses. Today, the journey from London to Bath takes about one and a half hours by car or train. As travel and travelers increased during the Middle Ages, so did the number of wayside inns in Europe; yet, they were primitive affairs by today’s standards. Guests often slept on mattresses in what today would be the inn’s lobby. As the quality of the inns improved, more people began to travel. Many of the travelers were wealthy people, accustomed to the good life; their expectations demanded that inns be upgraded.

In the late sixteenth century, a type of eating place for commoners called an *ordinary* began to appear in England. These places were taverns serving a fixed-price, fixed-menu meal at a long common table. Ordinary diners could not be choosy, nor did they often question what they were eating. Frequently, the main dish served was a long-cooked, highly seasoned meat-and-vegetable stew. Culinary expertise was limited by the availability and cost of certain ingredients. Few diners had sound teeth—many had no teeth at all—so the meal had to be

able to be gummed as well as being edible. Fresh meat was not always available; spoiled meat was often the rule rather than the exception. Spices helped not only to preserve meat but also to disguise the flavor of gamey or “high” meat.

Coffee Houses

During the sixteenth century, two “exotic” imports began to influence the culinary habits of Western Europe: coffee and tea. These beverages, so integrated into the twenty-first century way of life, were once mere curiosities. Travelers to Constantinople (now Istanbul, Turkey) enjoyed coffee there and brought it back to Europe.

During the seventeenth century, coffeehouses sprang up all over Europe. By 1675, the city-state of Venice had dozens of coffee houses, including the famous Café Florian on the piazza San Marco, still filled to capacity today. The first English coffee house was opened in 1652. Coffee houses, the social and literary centers of their day and the predecessor of today’s cafés and coffee shops, served another, even more useful (though less obvious), purpose: They helped to sober up an entire continent.

In a day when water was vile, milk dangerous, and carbonated beverages centuries in the future, alcoholic drinks were the rule, rather than the exception. Adults drank amounts measured in gallons. Queen Elizabeth I’s ladies-in-waiting, for instance, were allowed a breakfast allowance of two gallons of ale. Drunkenness was rampant.

The New World

There is some evidence that a tavern was built in Jamestown, Virginia, during the early days of the settlement. It was in Boston where the first ordinary was recorded—Cole’s Ordinary—in 1663. After Cole’s, the next recorded ordinary was Hudson’s House, in 1640.⁴ The Dutch built the first known tavern in New York—the Stadt Huys—in 1642. Early colonial American inns and taverns are steeped as much in history as they are in hospitality. The next year, Kreiger’s

Tavern opened on Bowling Green in New York City. During the American Revolution, this tavern, then called the King’s Arms, became the Revolutionary headquarters of British General Gage.

The even more famous Frauncis Tavern was the Revolutionary headquarters of General George Washington and was the place where he made his famous Farewell Address. It is still operating today. As the colonies grew from scattered settlements to towns and cities, more and more travelers appeared, along with more accommodations to serve them. The inn, tavern, or ordinary in the colonies soon became a gathering place for residents, a place where they could catch up

Café Florian, St. Marks Square, Venice, Italy.



on the latest gossip, keep up with current events, hold meetings, and conduct business. The innkeeper was often the most respected member of the community and was always one of its more substantial citizens. The innkeeper usually held some local elected office and sometimes rose much higher than that. John Adams, the second president of the United States, owned and managed his own tavern between 1783 and 1789.

The Revolutionary War did little to change the character of these public places. They maintained their position as social centers, political gathering places, newsrooms, watering holes, and travelers' rests; now, however, these places were going by different names—hotels—that reflected a growing French influence in the new nation.

The French Revolution

The French Revolution took place at approximately the same time as the American colonies were fighting for their independence. Among many other effects, the French Revolution helped to change the course of culinary history. M. Boulanger, “the father of the modern restaurant,” sold soups at his all-night tavern on the Rue Bailleul. He called these soups *restorantes* (restoratives), which is the origin of the word *restaurant*. One dish was made of sheep's feet in a white sauce, another was *boulangere* potatoes—a dish in use today—made of sliced potatoes cooked in stock, which was baked in the bread baker's oven after the bread was done.⁵

The French Revolution, 1789–1799, changed the course of culinary history. Because nearly all the best chefs worked for the nobility, who were deposed or literally “lost their heads,” the chefs lost their employment. Many chefs immigrated to America, especially to New Orleans, a French enclave in America. Others scattered throughout Europe or immigrated to Quebec, a French-speaking province of Canada. The chefs brought their culinary traditions with them. Soon the plain, hearty fare of the British and the primitive cooking of the Americans were laced with *sauces piquantes* (sauces having a pleasantly sharp taste or appetizing flavor) and *pots au feu* (French beef stew). In 1784, during a five-year period as an envoy to France, Thomas Jefferson acquired a taste for French cuisine. He later persuaded a French chef to come to the White House to lend his expertise. This act stimulated interest in French cuisine and enticed U.S. tavern owners to offer better quality and more interesting food.

Over time, New Orleans was occupied by Britain, Spain, France, and America, and one interesting restaurant there, the Court of the Two Sisters, has the names of prisoners of various wars inscribed on the walls of its entrance.

The Court of the Two Sisters.



The Nineteenth Century

Restaurants continued to flourish in Europe. In 1856, Antoine Carême published *La Cuisine Classique* and other volumes detailing numerous dishes and their sauces. The grande cuisine offered a carte (or list) of suggestions available from the kitchen. This was the beginning of the à la carte menu. In 1898 the Savoy Hotel opened in London. The general manager was the renowned César Ritz (today, the Ritz-Carlton hotels bear his name) and the chef de cuisine was August Escoffier. Between them, they revolutionized hotel restaurants. Escoffier was one of the greatest chefs of all time. He is best known for his classic book *Le Guide Culinaire*, which simplified the extraordinary works of Carême. He also installed the brigade de cuisine system in the kitchen.

Americans used their special brand of ingenuity to create something for everyone. By 1848, a hierarchy of eating places existed in New York City. At the bottom was Sweeney’s “sixpenny eating house” on Ann Street, whose proprietor, Daniel Sweeney, achieved questionable fame as the father of the “greasy spoon.” Sweeney’s less than appetizing fare (“small plate sixpence, large plate shilling”) was literally slid down a well-greased counter to his hungry guests, who cared little for the social amenities of dining.

The famous Delmonico’s was at the top of the list of American restaurants for a long time. The Delmonico family owned and operated the restaurant from 1827 until 1923, when it closed due to Prohibition. The name *Delmonico’s* was synonymous with fine food, exquisitely prepared and impeccably served—the criteria by which all like establishments were judged. Delmonico’s served Swiss-French cuisine and became the focal point of American gastronomy (the art of good eating). Delmonico’s is also credited with the invention of the bilingual menu, Baked Alaska, Chicken à la King, and Lobster Newberg. The Delmonico steak is named after the restaurant. More and more, eating places in the United States and abroad catered to residents of a town or city and less to travelers; the custom of eating out for its own sake had arrived.

Thirty-five restaurants in New York City have now celebrated their one-hundredth birthdays. One of them, PJ Clarke’s established in 1884, is a “real” restaurant-bar that has changed little in its hundred years of operation. On entering, one sees a large mahogany bar, its mirror tarnished by time, the original tin ceiling, and the tile mosaic floor. Memorabilia ranges from celebrity pictures to Jessie, the house fox terrier that customers had stuffed when she died and who now

PJ Clarke’s, established in 1884 and still going strong.



stands guard over the ladies' room door. Guests still write down their own checks at lunchtime, on pads with their table numbers on them (this goes back to the days when one of the servers could not read or write and struggled to remember orders).⁶

Many American cities had hotel palaces: Chicago had the Palmer House, New Orleans had the St. Charles, St. Louis had the Planter's Hotel, Boston had The Lenox, and San Antonio had The Menger. As the railroads were able to transport passengers to exotic locations like South Florida, hotels such as The Breakers in Palm Beach were built to accommodate the guests.



The Breakers, Palm Beach, Florida.

The Twentieth Century

In 1921, Walter Anderson and Billy Ingraham began the White Castle hamburger chain. The name White Castle was selected because white stood for purity and castle for strength. The eye-catching restaurants were nothing more than stucco building shells, a griddle, and a few chairs. People came in droves, and within ten years, White Castle had expanded to 115 units.⁷

The Four Seasons restaurant opened in 1959 as the first elegant American restaurant that was not French in style. The Four Seasons was the first restaurant to offer seasonal menus. With its modern architecture and art as a theme, Joe Baum, the developer of this and many other successful restaurants, understood why people go to restaurants—to be together and to connect to one another. It is very important that the restaurant reinforce why guests chose it in the first place. Restaurants exist to create pleasure, and how well a restaurant meets this expectation of pleasure is a measure of its success.⁸

Following World War II, North America took to the road. There was a rapid development of hotels, motels, fast food, and coffee shops. The 1950s and 1960s also saw an incredible growth in air transportation. Cross-continental flights were not only more frequent, but took much less time. Many of the new jets introduced in this period helped develop tourism worldwide. Hotels and restaurant chains sprang up to cater to the needs of the business and leisure traveler as well as city residents.

In the 1980s, hospitality, travel, and tourism continued to increase dramatically. The baby boomers began to exert influence through their buying power. Distant exotic destinations and resorts became even more accessible. The 1990s began with the recession that had started in 1989. The Gulf War continued the downturn that the industry had experienced. As hospitality and tourism companies strived for profitability, they downsized and consolidated. From 1993

until 9/11, the economic recovery proved very strong and hospitality businesses expanded in North America and abroad, particularly in Europe and China.

Welcome to You, the Future Hospitality Industry Leaders!

The hospitality industry is a fascinating, fun, and stimulating one in which to enjoy a career, plus you get compensated quite well and have excellent advancement opportunities. We often hear from industry professionals that it (the industry) gets in your blood—meaning we become one with the hospitality industry. On countless class industry visits, the persons speaking to the class said that they wouldn't change their job—even if they had a chance. Only one speaker said, “You must be nuts if you want to work in this industry”—of course, he was joking! But there are some realities you need to be aware of, and they are discussed in the section titled, “Characteristics of the Hospitality Industry,” found later in this chapter. Many examples exist of people graduating and being offered positions that enable them to gain a good foundation of knowledge and experience in the industry. Possible career paths are illustrated in Figure 1. In most cases, it does not take long for advancement opportunities to come along. Let's begin our journey with a look at *service spirit*, which plays a crucial role in the success of our industry, no matter what your position or title is.

Ever think about why Marriott International is so successful? Well, one of the reasons is given by Jim Collins writing in the foreword to Bill Marriott's book, *The Spirit to Serve: Marriott's Way*. Collins says Marriott has *timeless core values and enduring purpose*, including the belief that its people are number one: “Take care of Marriott people and they will take care of the guests.” Also, Marriott's commitment to continuous improvement and good old-fashioned dedication to hard work and having fun while doing it provide a foundation of stability and enduring character. Collins adds that Marriott's core purpose—making people away from home feel that they are among friends and are really wanted—serves as a fixed point of guidance and inspiration.

So, where does *hospitality spirit* fit into all this? It's simple—it begins with each and every time we have a guest encounter. People with a *service spirit* are happy to do something extra to make a guest's experience memorable. The hospitality spirit means that it is our passion to give pleasure to others, or as one human resources director, Charlotte Jordan, calls it, “creating memorable experiences for others and being an ambassador of the world, adding warmth and caring.”⁹ Every day we encounter guests who rely on us for service, which can make or break their experience. We want to “wow” guests and have them return often with their friends. Yes, we are in the people business, and it's “we the people” who succeed in the hospitality industry when we take pride in the words of the Ritz-Carlton hotel company: We are ladies and gentlemen taking care of ladies and gentlemen.

The **National Restaurant Association (NRA)** forecasts a need for thousands of supervisors and managers for the hospitality and tourism industries. Are you wondering if there's room in this dynamic industry for you? You bet! There's room for everyone. The best advice is to consider what you love to do most and get some experience in that area—to see if you really like it—because our

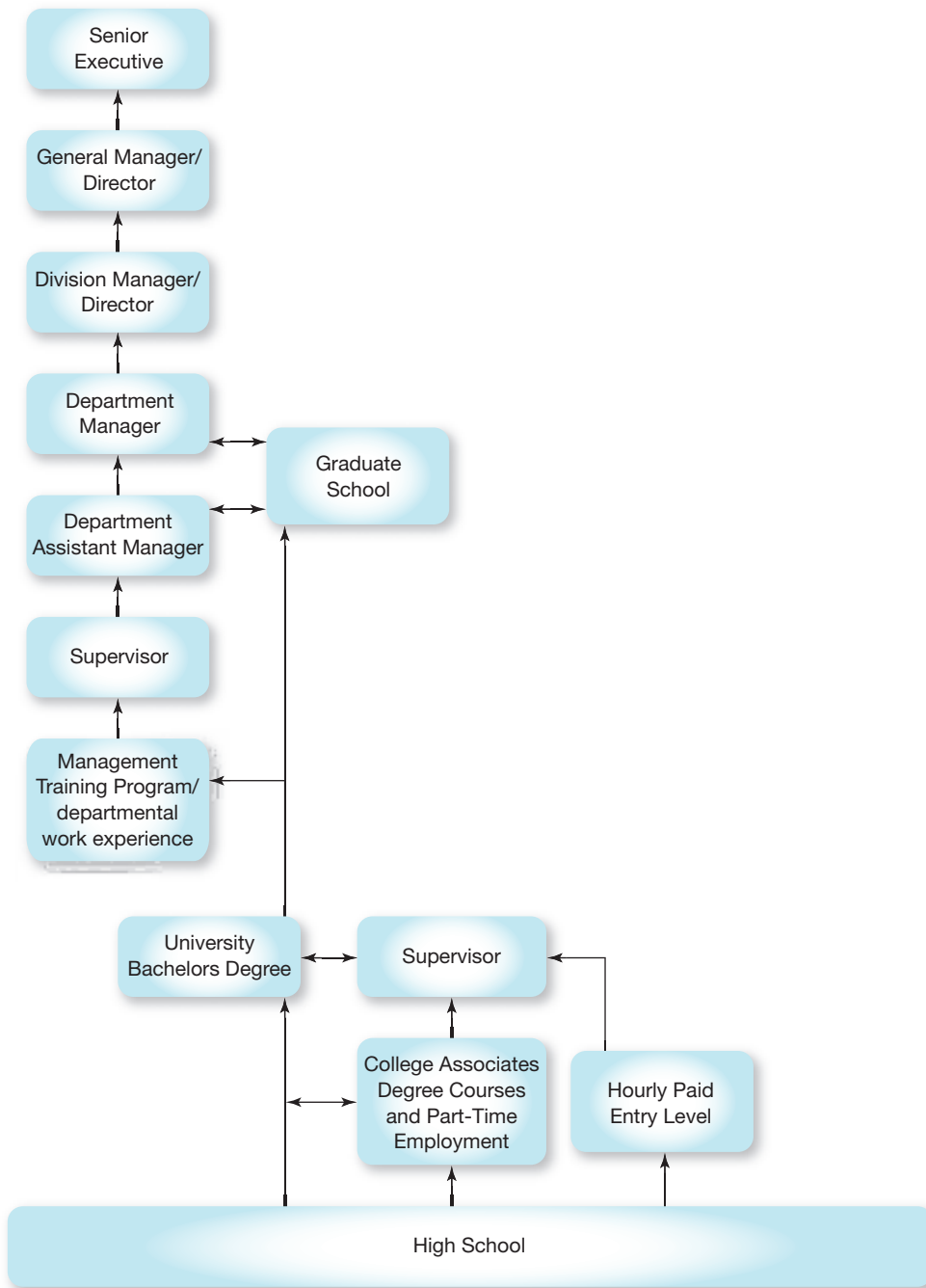


Figure 1 • A Possible Career Path in the Hospitality Industry. Is Education Worth It? You Bet! Just Think—Over a Career, the Difference in Salary between an Associate and a Bachelor’s Degree Is \$500,000. Yes, That’s Half a Million Bucks!

(Source: U.S. Census Bureau Average Lifetime Earnings—Different Levels of Education.)

industry has some distinct characteristics. For starters, we are in the business of giving service. When Kurt Wachtveilt, thirty-year veteran general manager of the Oriental Hotel in Bangkok, Thailand—considered by many to be one of the best hotels in the world—was asked, “What is the secret of being the best?”

he replied, “Service, service, service!” But what is service? *Service* is defined in *Webster’s New World Dictionary* as “the act or means of serving.” To serve is to “provide goods and services for” and “be of assistance to.” With thousands of guest encounters each day, it is critical to give our guests exceptional service at each encounter. And that’s the challenge!

The hospitality industry can also be a good choice for entrepreneurs who prefer to do their own thing, whether it be running a bar, catering company, restaurant, or night club; being involved in event management; or being a tour guide or wedding planner or whatever. The prospects are good for starting a successful endeavor. Think about it: You could begin with one restaurant concept, open a second, and then begin to franchise. Whatever your dreams and goals, the hospitality industry likely has an opportunity for you.

Consider that a company like Marriott International started out as a small root beer place, in Washington, D.C., with a counter and a few stools. And that an immigrant, who opened up a hot dog stand outside Dodger Stadium in Los Angeles later became the multimillionaire owner of a chain restaurant (Karl Kartcher, owner of Carl’s Jr.). And that a former dishwasher, Ralph Rubio, now owns the successful chain of Rubio’s Fresh Mexican Grill quick-service restaurants, which have sold more than 50 million fish tacos since the opening of the first restaurant in 1983. Then there is Peter Morton, who, in the early 1970s, lived in London, and, missing American food, borrowed \$60,000 from family and friends to open the Great American Disaster. It was an immediate success, with a line of customers around the block. Morton quickly realized that London needed a restaurant that not only served American food but also embodied the energy and excitement of music past and present. He opened the Hard Rock Cafe and offered a hearty American meal at a reasonable price in an atmosphere charged with energy, fun, and the excitement of rock and roll.¹⁰ More recently, Howard Schultz, who while in Italy in the early 1980s was impressed with the popularity of espresso bars in Milan, saw the potential to develop the coffee bar culture in the United States and beyond. There are now well over 16,000 Starbucks locations.¹¹ Any ideas on what the next hot entrepreneurial idea will be?

The pineapple is the symbol of hospitality.



The Pineapple Tradition

The pineapple has enjoyed a rich and romantic heritage as a symbol of welcome, friendship, and **hospitality**. Pineapples were brought back from the West Indies by early European explorers during the seventeenth century. From that time on, the pineapple was cultivated in Europe and became the favored fruit to serve to royalty and the elite. The pineapple was later introduced into North America and became a part of North American hospitality as well. Pineapples were displayed at doors or on gateposts, announcing to friends and acquaintances: “The ship is in! Come join us. Food and drink for all!”

Since its introduction, the pineapple has been internationally recognized as a symbol of hospitality and a sign of friendliness, warmth, cheer, graciousness, and conviviality.

The Interrelated Nature of Hospitality and Tourism

The hospitality and **tourism** industries are the largest and fastest-growing industry groupings in the world. One of the most exciting aspects of this industry is that it is made up of so many different professions. What picture comes to mind when you think about a career in hospitality and tourism? Do you picture a chef, a general manager, owners of their own businesses, a director of marketing, or an event manager? The possibilities are many and varied, ranging from positions in restaurants, resorts, air and cruise lines, theme parks, attractions, and casinos, to name a few of the several sectors of the hospitality and tourism industries (see Figures 2 and 3).

James Reid, a professor at New York City Technical College, contributed his thoughts to this section. As diverse as the hospitality industry is, there are some powerful and common dynamics, which include the delivery of services and products and the guests' impressions of them. Whether an employee is in direct contact with a guest (**front of the house**) or performing duties behind the scenes (**heart of the house**), the profound and most challenging reality of working in this industry is that hospitality employees have the ability to affect the human experience by creating powerful impressions—even brief moments of truth—that may last a lifetime. (A “moment of truth” is an industry expression used to describe a guest and an associate meeting, as when a guest walks into a restaurant.)

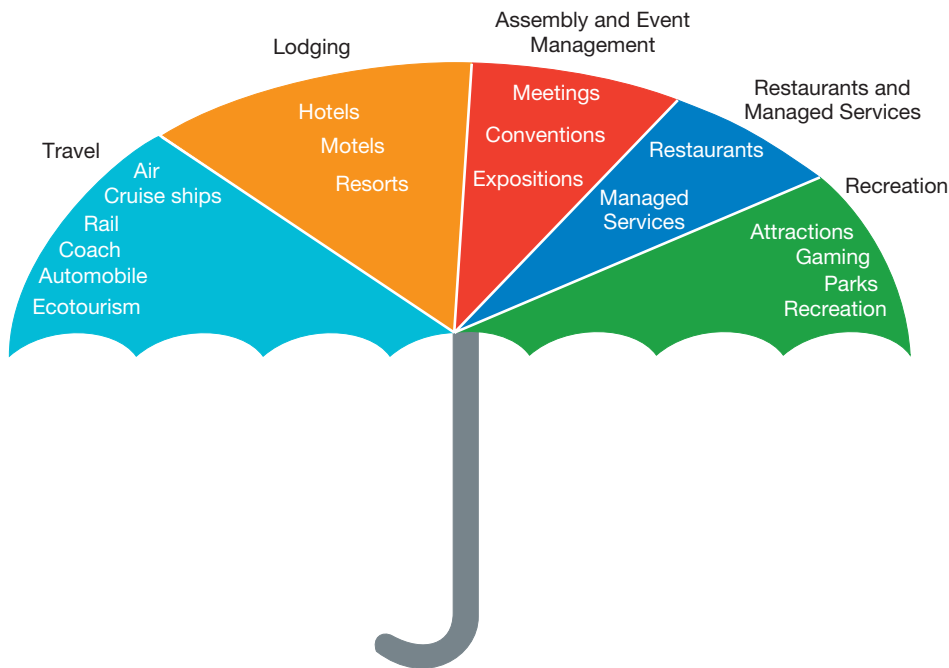


Figure 2 • Scope of the Hospitality and Tourism Industries.

Introducing Hospitality



Figure 3 • The Interrelated Nature of Hospitality, Travel, and Tourism.

The interrelated nature of hospitality and tourism means that we would fly here, stay in a restaurant, and eat in a restaurant.



Imagine all the reasons why people leave their homes temporarily (whether alone or with others) to go to other places near and far.

People travel for many reasons. A trip away from home might be for vacation, for work, to attend a conference, or maybe even to visit a college campus, just to name a few. Regardless of the reason, under the umbrella of travel and tourism, many professions are necessary to meet the needs and wants of people away from home. Think of the many people who provide services to travelers and who have the responsibility of representing their communities and creating experiences that, when delivered successfully, are pleasurable and

memorable for travelers. These people welcome, inform, comfort, and care for tourists and are collectively a part of a process that can positively affect human lives and well-being.

The hotel business provides career opportunities for many associates who help make reservations and greet, assist, and serve guests in hospitality operations of varied sizes and in locations all over the world. Examples include a husband and wife who operate their own bed and breakfast (B&B) in upstate Vermont. This couple provides the ideal weekend retreat for avid skiers during a frosty February, making their guests want to return year after year. Another example

is the hundreds of employees necessary to keep the 5,505-room MGM Grand in full swing 365 days a year! Room attendants, engineers, front-desk agents, food servers, and managers are just a few of the positions that are vital to creating experiences for visitors who come to Las Vegas from around the globe.

The restaurant business is also a vital component under the travel and tourism umbrella. People go to restaurants to fulfill diverse needs and wants. Eating is a biological need that restaurants accommodate, but restaurants and the people who work in them fulfill numerous other human desires, such as the need for socialization and to be entertained.

Gramercy Tavern restaurant in New York City may be the perfect location for a certain group of friends to celebrate a twenty-first birthday. The individual guest who turned twenty-one may remember this fête for a lifetime because the service and food quality were excellent and added value to the experiences for all the celebrants. For this kind of collective and powerful impression to be made, many key players are needed to operate and support the service-delivery system: several front-of-the-house staff members, such as the food servers, bartenders, greeters, managers, and bus attendants; plus the back-of-the-house employees, such as the chefs, dishwashers, food purchaser, and stewards (to name a few). All these people had to coordinate a variety of activities and responsibilities to create this dynamic, successful, and, for the restaurant ownership, profitable event.

In managed services, foodservices are provided for airlines, military facilities, schools, colleges and universities, health care operations, and business and industry. These foodservice operations have the dual challenge of meeting the



Gramercy Tavern, a Danny Meyer, Union Square Hospitality Group Restaurant.