

The Foodservice Industry

Chapter

- 3 Foodservice Career Options
- 4 Becoming a Culinary Professional
- 5 Customer Service
- 6 The Dining Experience

EXPLORE THE PHOTO

Employees with the right training and job skills and an appealing dining atmosphere all help ensure that customers are satisfied. *Why do you think having satisfied customers is important?*

Your Career in Foodservice

After completing this unit, you will know the jobs that are available in foodservice, and how customer service and the dining experience affect profits. In your unit culinary project, you will research the duties of a particular foodservice job. Then, you will create a presentation scene for your classmates about what skills are needed in that job.

My Journal

Write a journal entry about any foodservice careers that sound interesting to you.

- Why did you choose them?
- What do you think foodservice workers do in their daily routine?
- What skills do you think you will need to be successful?



JOHNSON & WALES
UNIVERSITY

“The cross-training I received through a hotel internship was so helpful to understand the whole operation and be able to work in any department.”

Brandon Marshall
Director of Catering
Quorum Hotel Tampa

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Foodservice Career Options

SECTIONS

- 3.1 Careers in Foodservice
- 3.2 Foodservice Trends
- 3.3 Entrepreneurship Opportunities

WRITING ACTIVITY

Prewriting

Think about the different careers in the food industry. Write for five minutes about a job you would choose and why it appeals to you. Then, take five minutes to organize your topics into a logical order.

Writing Tips

- 1 Freewrite or collect ideas from other sources.
- 2 List ideas and see how they relate to each other.
- 3 Ask questions to clarify ideas.

EXPLORE THE PHOTO

Being a chef is just one of the many careers available in foodservice. *What other foodservice careers can you name?*



Careers in Foodservice

Explore the many career options open to you.

Reading Guide

Before You Read

Use Notes When you read, keep a notepad handy. Whenever you come upon a section or term you are unfamiliar with, write the word or question on the paper. After you have finished the section, look up the terms or try to answer your questions based on what you have read.

Read to Learn

Key Concepts

- **Describe** different food production and service opportunities.
- **Examine** career opportunities related to food production and service.

Main Idea

There are a variety of job opportunities available in the food industry. In addition to food production, there are also jobs in service, management, and other areas.

Content Vocabulary

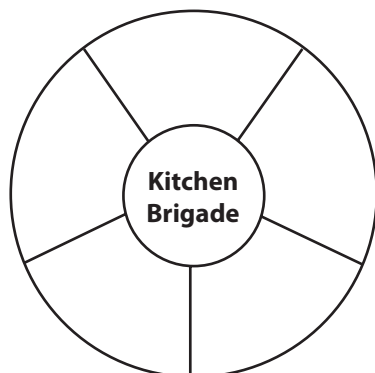
- kitchen brigade
- cross-train
- line cook/ station cook
- sous chef
- pastry chef
- prep cook
- garde manger
- executive chef
- research chef
- culinary scientist
- foodservice director
- catering director
- kitchen manager
- dining room supervisor
- restaurant manager
- purchaser
- vendor
- sales representative
- certification
- entry-level
- apprentice
- job rotation
- internship

Academic Vocabulary

- array
- evaluate

Graphic Organizer

As you read, use a wheel like this one to help you remember the five basic positions in the kitchen brigade. In each section of the wheel, name one position.



Graphic Organizer

Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

ACADEMIC STANDARDS

English Language Arts

NCTE 4 Use written language to communicate effectively.

Mathematics

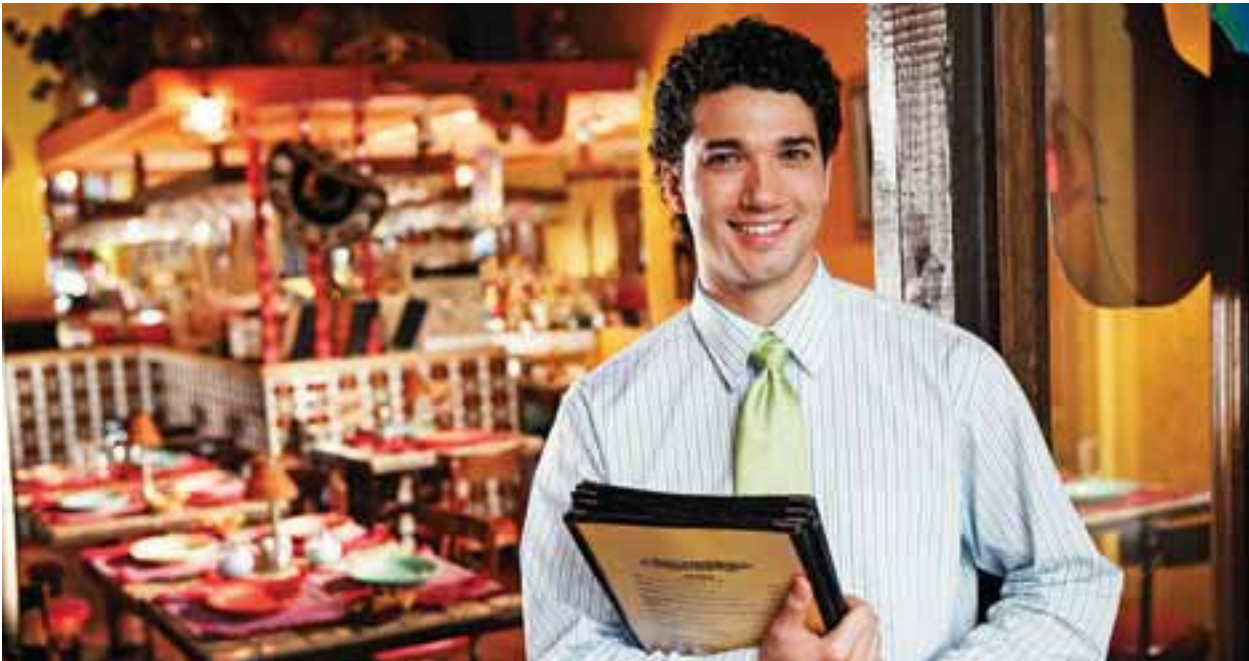
NCTM Problem Solving Apply and adapt a variety of appropriate strategies to solve problems.

Social Studies

NCSS II C Time, Continuity, and Change Identify and describe significant historical periods and patterns of change within and across cultures.

NCSS V C Individuals, Groups, and Institutions Describe the various forms institutions take, and explain how they develop and change over time.

- NCTE** National Council of Teachers of English
- NCTM** National Council of Teachers of Mathematics
- NSES** National Science Education Standards
- NCSS** National Council for the Social Studies



Calm Authority A restaurant host must remain calm, especially during peak dining times.
What other service staff opportunities are available in foodservice?

Foodservice at a Glance

The foodservice industry is about people. This, of course, includes the customers who eat. However, it also includes the employees who cook and serve, and the managers who run the foodservice facilities. Foodservice continues to change and grow to meet the needs of its customers. This growth means that there are exciting job opportunities. Before you choose a career, you should explore all the job opportunities that are available to you.

According to the National Restaurant Association, there are more than 13.1 million people in the United States working in the foodservice industry. This makes it one of the largest employment segments in the country. Many people are interested in foodservice careers because of the number of jobs available.

The majority of foodservice jobs provide a service, such as cooking food or waiting on customers. Customers are willing to spend time and money for a pleasant dining experience. This means foodservice establishments want to hire well-trained employees.

You can choose from an **array**, or a wide selection, of foodservice career options. You can advance in your career if you are willing to work hard and get the proper training and education.

Service Opportunities

There are two general types of foodservice jobs. One type works directly with customers. The other type does actual food preparation. Individuals who are part of the service staff must be able to relate to all kinds of customers. It is emotionally and physically demanding to work directly with customers. No matter what happens, the service staff must keep a pleasant and helpful attitude. Four common types of service staff are host, cashier, server, and busser. These jobs and their duties are described in Chapter 5. Service jobs will always be available in the foodservice industry.

Production Opportunities

In the past, most foodservice operations used a traditional kitchen brigade system to divide responsibilities for preparing food.

In a **kitchen brigade**, specific preparation and cooking tasks are assigned to each member of the kitchen staff. **Figure 3.1** shows how these assignments match the person's job title. Many foodservice operations use a kitchen brigade to stay organized.

Today, however, many restaurants also **cross-train** their employees by giving them work experience in many different tasks. Cross-training reduces the restaurant's labor costs and results in fast service. The five basic positions in the kitchen brigade are line cook/station cook, sous chef, pastry chef, prep cook, and garde manger. These positions usually work separately in a restaurant or hotel kitchen. Cross-trained employees can work at more than one position.

Line Cook/Station Cook

Line cooks and **station cooks** work on the food production line. They cook foods and put them on plates for service staff to take to customers. They have experience preparing meals quickly. Work is usually divided into stations, such as the grill station and the fry station.

Sous Chef

The sous ('sü) chef, or "under" chef, reports to the executive chef. The **sous chef** supervises and sometime assists other chefs in the kitchen. The sous chef may also fill in for the executive chef when necessary.

Pastry Chef

The **pastry chef** is responsible for making baked items, such as breads, desserts, and pastries. Pastry chefs must be skilled in a variety of bread- and pastry-making techniques. Pastry chefs produce muffins, biscuits, cakes, pies, and other baked goods. Pastry chefs often start work very early in the morning.

Prep Cook

The **prep cook** prepares ingredients to be used by the line cooks. For example, a prep cook might wash and peel fresh fruits and vegetables. Prep cooks then properly store these foods to keep them fresh and easily available.

FIGURE 3.1 Traditional Kitchen Brigade
Professional Chefs Each type of chef has its own job title. *What types of chef jobs interest you the most?*

French Term	English Term
Sous ('sü) Chef	"Under" Chef
Chefs de Partie (ˈʃɛf dœ-pär-ˈtē)	Line or Station Chef
Saucier (,sô-sē-ˈyā)	Sauce Cook
Poissonier (,pwä-sôn-ˈyā)	Fish Cook
Grillardin (,grē-yär-ˈdän)	Grill Cook
Friturier (frē-,tü-rē-ˈyā)	Fry Cook
Rotisseur (,rō-tesˈyœr)	Roast Cook
Entremetier (,än(n)-trə-mə-tē-ˈyā)	Vegetable Cook
Potager (,pò-tä-ˈzhā)	Soup Cook
Tournant (túr-ˈnän)	Swing Cook
Garde Manger (,gärd ,män-ˈzhā)	Pantry Chef
Pâtissier (pä-tis-ˈyā)	Pastry Chef
Boucher (bü-ˈsher)	Butcher

Garde Manger

The **garde manger** (,gärd ,män-ˈzhā), or pantry chef, is responsible for preparing cold food items. These items may include salads, cold meats and cheeses, cold appetizers, cold sauces, and garnishes to make plates of food look more attractive.

Management Opportunities

Management jobs in the foodservice industry are offered to people who have the right work experience, training, and education. Managers must be chosen carefully so that the operation will run efficiently and smoothly. You must work hard and have the right skills to become a manager.

Executive Chef

The **executive chef** manages all kitchen operations. The executive chef works together with the restaurant manager and the dining room supervisor as part of a management team. Executive chefs order supplies, create work schedules for the restaurant staff, and help develop menus and the types of foods that will be prepared by the restaurant. They also manage food preparation and service. Executive chefs must know the latest industry trends as soon as they become available. They must continue their education and attend conferences and seminars.

Research Chef

Large food manufacturers hire experienced research chefs to work in their labs or test kitchens. Many restaurant chains also hire research chefs. A **research chef** works closely with food scientists to produce new food products. Research chefs can turn favorite recipes into packaged foods that can be sold in supermarkets. They also help write nutrition information for nutrition labels.

Culinary Scientist

Culinary science combines culinary arts and food science. A **culinary scientist** uses culinary science to set new standards in food technology. A culinary scientist works together with research chefs to create new food products and to update cooking methods. To become a culinary scientist, you must know the basics of subjects such as culinary arts, nutrition, food science, and technology.

Small Bites

Life Plans When you decide on a career, you must also decide how that career will affect the rest of your life and your family. Create a life plan to help you decide how to fit everything in. Set realistic goals for yourself with small, doable steps, get support for your plans, and check your progress regularly.

Foodservice Director

The **foodservice director** manages the banquet operations of hotels, banquet facilities, hospitals, and universities. Foodservice directors coordinate events that require food and servers. In a large business, the foodservice director is in charge of all self-service or full-service dining operations. The foodservice director works closely with the executive chef.

Catering Director

The catering director reports to the foodservice director or manager. A large foodservice business usually has many special events going on at the same time, such as weddings and corporation banquets. The **catering director** coordinates the food for each function. Each special event must be carefully planned and coordinated so that there are enough servers and enough food.

Kitchen Manager

Most chain restaurants have a kitchen manager instead of an executive chef. The **kitchen manager** orders ingredients for menu dishes, and makes sure that they are prepared correctly. Kitchen managers also manage non-production kitchen employees, such as purchasers. Unlike an executive chef, a kitchen manager might not have the power to decide on the style of service and the style of food served at the business.

Dining Room Supervisor

A restaurant may or may not have a dining room supervisor. This depends on the size and the budget of the restaurant. The **dining room supervisor** coordinates and assigns duties to the serving staff, such as hosts, servers, and bussers. The dining room supervisor's goal is to make each customer's dining experience pleasant.

Restaurant Manager

The kitchen manager and dining room supervisor report directly to the restaurant manager. The **restaurant manager** oversees



Recipe Rewards Working in the foodservice industry can be a rewarding career choice. *What rewards do you think you can gain in the foodservice industry?*

the work of the entire restaurant. This includes the day-to-day work, such as record keeping, payroll, advertising, and hiring. The restaurant manager may do other work as well, such as cooking, especially if the restaurant's staff is short-handed or the restaurant's operating budget is limited.

Related Opportunities

As you can see, there are many foodservice opportunities for hard-working, experienced, and educated people. There are also other foodservice careers that can help a foodservice business run smoothly. These related careers include purchaser, vendor, and sales representative.

Purchaser

A **purchaser** buys food and supplies for restaurants according to his or her restaurant clients' current needs. A purchaser will search for the best prices and order the amount of each food needed to meet the demands of each restaurant's menu.

Sales Representative

A sales representative often works directly for a vendor. A **vendor** is a company that sells products and equipment to the foodservice industry. A **sales representative** helps chefs to select the food products and equipment that will best fit their needs and budgets. A successful sales representative will also allow customers to test new products and equipment.

Rewards and Demands

Working in the food industry has many rewards and demands. The type of business or level of employment will affect what those rewards and demands will be. For example, an executive chef has much more responsibility and demands on his or her time than a line cook or a prep cook does. But the rewards for an executive chef are also greater. The executive chef makes a much larger income and has more creative freedom than the line cook or prep cook.

Many foodservice employees work long hours, and sometimes work on holidays.



Teach Others Teaching at a culinary school or university is an excellent career choice for an experienced chef. It can be fulfilling to help shape the future of others. *What other careers can experienced chefs choose?*

Working in the foodservice industry has many exciting and creative opportunities. But you must be willing to work hard and get training to gain the benefits. Careers can also offer you a bright future in the foodservice industry:

- Food researchers
- Food writers
- Food scientists
- Food processors
- Food stylists
- Food marketers
- Menu developers
- Recipe developers
- Foodservice trainers
- Registered dietitians and nutritionists
- Grocery and deli managers

After years of experience in the culinary field, chefs also may choose to teach at a culinary school or university.

Reading Check **Distinguish** What is the difference between a kitchen manager and an executive chef?

Education Opportunities

You can start to prepare for a foodservice career while you are still in high school. This section will help you learn how to get the right foodservice experience now. You will also learn about different educational and training programs that you can enter after you graduate from high school. These programs can help you get the skills and experience you need for a successful foodservice career.

Small Bites

Special Certification Many foodservice businesses require that you earn the Certified Professional Food Manager certification. This test ensures that you know the basics in preventing foodborne illness, food allergies, and food contamination. It also teaches the basics of the HACCP system.

A TASTE OF HISTORY

1890

Escoffier becomes head chef of the Savoy Hotel in London

1898

The Treaty of Paris is signed, ending the Spanish-American War

The Emperor of Chefs

Auguste Escoffier, one of the most innovative chefs in history, was born in France in 1846. He began his career at age 13 working for his uncle in Nice, and years later worked as head chef of the elegant Savoy Hotel in London. Escoffier simplified classical French cuisine and service, and raised the reputation of culinary skills to an art. Escoffier restructured the kitchen so that it operated as a single unit called the brigade system, which is still in use today. Emperor Kaiser Wilhelm II called Escoffier the “emperor of chefs.”

History Application

Research the major culinary contributions of the following French chefs:

- Marie-Antoine Carême
- Auguste Escoffier
- Fernand Point
- Michel Guerard

Create a time line to show the details of their accomplishments. Use photos when possible.

NCSS II C Time, Continuity, and Change Identify and describe significant historical periods and patterns of change within and across cultures.

Culinary Classroom Learning

There are many different ways you can prepare for a career in foodservice. You can begin in high school by taking a culinary arts or foodservice course. You can also look for part-time work at a foodservice business. After high school, you can enter an apprenticeship program, a certificate program, or an associate’s or bachelor’s degree program in foodservice or business. Once you work for a company, corporate training programs can also help you to gain valuable skills and experience.

You can work your way up to positions with more responsibility. The more education and training you have, the faster you will advance. Choose an education or training program that will best fit your career goals.

A high school education is a solid base on which to build your foodservice career. Learning excellent reading, writing, listening, and speaking skills is vital. English and mathematics classes will teach you the basic skills you will need for any foodservice job. The academic knowledge you learn in science classes also applies to the foodservice industry. Many high schools, career centers, and vocational-technical schools offer special programs in foodservice techniques and the culinary arts.

Certification Programs

Many schools, colleges, and foodservice businesses offer certification programs. These programs usually require work experience, coursework, and a test. **Certification** is proof that you are an expert in a specific topic, such as culinary arts, baking, and pastry making. Getting certified in any culinary topic will make you more attractive to employers as a potential employee.

Before you enroll in a certification program, you must carefully **evaluate**, or study, the program. You should also evaluate the reputation of the school or operation that offers the certification. Find out what jobs are available for people who have received the certification. Remember, certification programs focus on specific skills. To advance in your career, you also may need a more formal education.

Associate’s Degree Programs

Many colleges and universities offer associate’s degree programs in culinary arts. These programs usually take two years to finish. Good associate’s degree programs offer more than just classroom-based studies. They also offer hands-on practice so that you can use the culinary techniques you learn in class.

Choose a program that meets your needs and your career goals. Evaluate the culinary program and its teachers, the college or university itself, and find out how many graduates from the school’s culinary program have been hired by the foodservice industry.



Higher Learning Bachelor's degrees are offered at many colleges and universities. *What are some of the advantages to getting a bachelor's degree?*

Bachelor's Degree Programs

Bachelor's degree programs prepare you for management jobs in the foodservice industry. These programs usually take four years to finish. Bachelor's degree programs give in-depth training in one or more areas of study. For example, Johnson & Wales University offers several bachelor's degree programs. These include Culinary Arts, Baking and Pastry Arts, Culinary Nutrition, and Foodservice Management.

There are two types of bachelor's degrees that are best to have for success in a foodservice career. Foodservice-specific bachelor's degrees give students hands-on training in many types of food preparation techniques. They also teach specific foodservice information in the classroom. General bachelor's degrees teach students skills in related topics that they will need for management jobs. These topics include marketing, business, and management.

While they work toward a bachelor's degree, students may have the opportunity to participate in a cooperative education or work experience program. These programs match foodservice students with culinary businesses. Students can learn basic workplace skills working at these businesses while they earn class credit for their work.

Entry-Level Learning

Another way to learn about the foodservice industry is through a part-time, entry-level job in a foodservice operation. You do not need to have training or experience to hold an **entry-level** job, such as dishwasher and cashier. Instead, you learn the skills you will need while you are on the job. There are many entry-level jobs available in quick-service or full-service restaurants. Most foodservice businesses offer flexible hours. This will help you to schedule work around your

school schedule. The work that you will do at an entry-level job will show you what it is really like to pursue a career in the foodservice industry. It will also help you to decide what type of culinary work you wish to pursue in your career.

Apprenticeships

An **apprentice** works under the guidance of a skilled worker to learn the skills of a particular trade or art. In the foodservice industry, an apprentice would learn food preparation techniques under an experienced chef or manager. An apprentice will learn through both hands-on skills and culinary classroom learning.


Professional foodservice organizations and foodservice industry associations usually offer apprenticeship programs. The American Culinary Federation sponsors apprenticeship programs across the United States. Different apprenticeships will take different amounts of time to finish.

Corporate Training Programs

Some corporations, such as large hotels and restaurants, offer special training programs for their employees. This training is sometimes for service jobs, but it is usually for kitchen jobs. For example, McDonald's® trains its managers at Hamburger University®, a training center in Oak Brook, Illinois. Managers are specially trained so that the style of management in all McDonald's® locations is the same. Large hotels, such as Marriott® and Hilton®, also provide corporate training programs for their employees.

Employees usually do not have to pay for corporate training programs. The corporation sponsors their training as part of the employees' formal orientation procedure. Some corporations will not allow employees to work in the kitchen until they have successfully completed a corporate training program. Corporate training programs give employees the opportunity to quickly advance within the corporation.



 **Professional Advice** Corporate training programs introduce new employees to the procedures they will follow and the equipment they will use on the job. *In what other ways can new employees learn about their jobs?*

Military Training Programs

The branches of the military also can provide foodservice training. There are many entry-level foodservice jobs and management jobs available in all branches of the military. Most military foodservice workers leave the military with useful job skills to enter the foodservice workforce. This allows them to find foodservice jobs once they are out of the military.

On-the-Job Training Programs

On-the-job training is an option for many people who want to learn foodservice skills while working in the field. When training employees, some foodservice managers use a training method called job rotation. In the **job rotation** method, entry-level employees are rotated, or given specific amounts of time

at one job, and then moved through a series of jobs. This method allows them to learn a variety of foodservice skills.

Internships are also a type of on-the-job training. During an **internship**, an advanced culinary student works at a foodservice business to get hands-on training. Sometimes interns are paid for their work, but many internships are not paid.

Culinary schools, and programs at high school, can help you find internships in the foodservice industry. Some school organizations, such as Family, Career and Community Leaders of America (FCCLA), offer internships to students.



Reading Check

Distinguish What is the difference between a certification program and an apprenticeship?

SECTION 3.1



After You Read

Review Key Concepts

1. **List** all of the positions in the traditional kitchen brigade.
2. **Describe** the different ways to prepare for a career in the foodservice industry.

Practice Culinary Academics



English Language Arts

3. Imagine that you are a recruiter. Choose three jobs at different skill levels that are described in this section and write want-ad job listings for those jobs that describe the skills and any education you think that job candidates must have.

NCTE 4 Use written language to communicate effectively.



Social Studies

4. Research the history of the kitchen brigade. Write a one-page report about how the brigade system was developed and how it has changed over time.

NCSSVC Individuals, Groups, and Institutions Describe the various forms institutions take, and explain how they develop and change over time.



Mathematics

5. You are starting an apprenticeship for a local foodservice organization that requires the equivalent of 240 8-hour days of on-the-job training per year. If you currently work 120 hours per month at a local restaurant, will you meet the requirement of the apprenticeship, or will you fall short of the hours needed?

Math Concept

Converting Units To compare two measurements (such as days and hours), you must first convert the measurements to the same units of measure (such as hours per year).

Starting Hint Calculate the total hours you worked per year by multiplying 120 hours times the months in a year (12). Is this greater than the required number of hours per year (240 days \times 8 hours per day)?

NCTM Problem Solving Apply and adapt a variety of appropriate strategies to solve problems.



Check your answers at this book's Online Learning Center at glencoe.com.

Foodservice Trends

What trends can you identify in the foodservice industry?

Reading Guide



Before You Read

Prior Knowledge Look over the Key Concepts below. Write down what you already know about each concept and what you want to find out by reading the lesson. As you read, find examples for both categories.

Read to Learn

Key Concepts

- **Analyze** how foodservice trends affect service and food production operations.
- **Identify** commercial and noncommercial foodservice and food production operations.

Main Idea

Foodservice operations track and analyze industry trends to serve their customers. Foodservice trends may be affected by society, culture, ethnic trends, population trends, or the economy.

Content Vocabulary

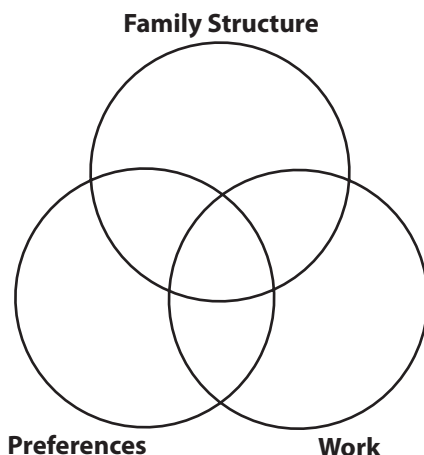
- trend
- hospitality industry
- cuisine
- noncommercial operation
- commercial operation
- profit
- quick-service restaurant
- full-service restaurant
- fine-dining restaurant
- cafeteria
- on-site catering
- off-site catering

Academic Vocabulary

- analyze
- atmosphere

Graphic Organizer

Use a Venn diagram like the one below to organize the seven foodservice trends listed in this section into different categories according to the factors that influence those trends. When a trend fits into more than one category, write notes about it in the area of the diagram where the appropriate circles overlap.



Graphic Organizer

Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

ACADEMIC STANDARDS



Mathematics

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.



Science

NSES A Develop abilities necessary to do scientific inquiry.



Social Studies

NCSS V C Individuals, Groups, and Institutions Describe the various forms institutions take, and explain how they develop and change over time.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies

The Hospitality Industry

To be successful, the foodservice industry must know how the people and communities it serves are changing. One way that foodservice operations can do this is to track and **analyze**, or study all the components of, industry trends. A **trend** is a general preference or dislike for something within an industry. These trends may be influenced by society, culture, ethnic diversity, population changes, or the economy. The foodservice industry has changed as the needs and wants of its customers have changed.

The **hospitality industry** supplies food and lodging to customers who are away from home. It includes businesses such as restaurants and hotels. As long ago as 3000 BCE, grain traders traveled all over the world to sell their products. The traders needed food and shelter on their journeys. When people began to offer these services, the hospitality industry was born. Today, the hospitality industry

Small Bites

Seasonal American Food American cuisine took a new direction in 1971, when Alice Waters opened Chez Panisse. Dishes on the menu change every day. Waters believes in serving the freshest food when it is in season. Chez Panisse works together with local farmers and ranchers who believe in and use sound environmental practices. They supply the restaurant with its fresh meats and produce.

includes hundreds of thousands of businesses that stretch around the world. It employs millions of people and offers services to billions of customers worldwide.

Foodservice is a vital part of the hospitality industry. People who are away from home need snacks, meals, and drinks. Foodservice businesses serve people who are on vacation, too busy to cook, or meeting friends for dinner. Institutions such as schools and hospitals also provide food.



Family-Friendly Options

When parents work outside the home, little time may be left for meal preparation.

How does having a variety of foodservice options available benefit families?

Trend Forecasts

Foodservice operations must know how to best meet their customers' needs. Industry experts analyze how people think about food. They look at society, culture, population changes, and the economy. For example, as the population ages, more workers will be needed at places such as retirement centers and nursing homes. Both workers and customers are more ethnically and culturally diverse. Workers and customers often speak other languages besides English. This means there must be better communication between foodservice workers and their customers.

Foodservice managers have to understand these trends. This helps them develop ways to attract and keep employees. Trends in foodservice include:

- More theme and chain restaurants.
- Restaurants with a family-friendly atmosphere.
- An interest in ethnic foods.
- Foodservice operations expanding in sports facilities.
- Special events and private parties centered around food.
- A desire for more healthful food options and environmentally friendly restaurants.
- Supermarkets carrying prepared and packaged ready-to-eat meals.

Three society-based factors that affect customer needs are family structure, work, and preferences.

Family Structure

There are many different types of family structures. Some households contain both parents, while others are single-parent homes. Sometimes, more than two generations in a family live together under the same roof. Grandparents, aunts, or uncles may live in the same home. Depending on a family's structure and schedule, each household may prefer one type of restaurant over another. Often, families with children and teenagers have busy after-school schedules. Driving between

sports practice, music lessons, or other activities may lessen the time that is available to prepare a meal at home.

Work

The number of people who work and the hours they spend working is another important economic trend. Men and women are both working more hours. This leaves them with little time to prepare meals. Restaurants and supermarkets offer take-out and delivery services that are quick and convenient.

Preferences

Customer preferences also are changing. Today's customers know more about food choices. They are more concerned about eating healthful foods. Many people want a wider variety of ethnic cuisines from which to choose. A **cuisine** is a style of cooking. Customers also expect to get value for the money they spend on food.



Trendsetting Foods The customer's wish for attractive, healthful, and flavorful food greatly affects foodservice trends. *What types of foods do you think today's restaurant customers want?*

Small Bites

Global Food Supplies Global crop and livestock supplies can impact restaurants in the United States. Many U.S. restaurants buy food and supplies that were grown and produced in other parts of the world. When supply levels go down, prices go up. This affects a restaurant's profit.

Food Forecasting

As customer needs change, foodservice operations will find ways to meet those needs. Technology will affect the future of foodservice. Better computers and equipment are available every year. These will make food preparation and service faster and easier. However, technology cannot take the place of a helpful server's smile or a chef's artistic skill. The foodservice industry will always need people to give personal service to customers.

 **Reading Check** **List** What trends do foodservice industry experts analyze?

Where Are the Opportunities?

The foodservice industry offers many types of jobs in different settings. These jobs range from entry-level jobs that require little or no experience, to jobs that require years of work experience and education.

The two main types of foodservice operations are noncommercial and commercial. A **noncommercial operation** works to pay for daily expenses, such as wages and food costs. Noncommercial operations include government facilities, schools, and hospitals. A **commercial operation** earns more than enough to pay for daily expenses. This creates a profit. A **profit** is the money a business makes after paying all of its expenses. Commercial operations include fast-food chains and fine-dining restaurants.

Restaurants

Jobs at restaurants are available across the country and throughout the world. (See **Figure 3.2**.) More people are eating away from home than ever before. Customers choose restaurants based on their needs. For example, one customer may decide on a fine-dining restaurant at which to celebrate a special occasion.

Quick-Service Restaurants

A restaurant that quickly provides a limited selection of food at low prices is called a **quick-service restaurant**. Fast-food chains are quick-service restaurants. Many quick-service restaurants offer take-out and delivery services. Entry-level jobs, such as a cook or cashier, are easy to find at quick-service restaurants. Many of these restaurants hire high school students on a part-time basis.

FIGURE 3.2 Restaurant Job Opportunities

Explore Careers There are many career opportunities in restaurants.
Do any of these jobs interest you?

Restaurant	Job Opportunities
Quick-Service	Manager, Assistant Manager, Cashier, Prep Cook, Line Cook, Dishwasher, Cleaner
Full-Service	Dining Room Manager, Host, Cashier, Server, Busser, Dishwasher, Kitchen Manager, Line Cook, Prep Cook, Sauté Cook, Pantry Chef
Fine-Dining	Dining Room Manager, Maitre d', Head Server, Server, Captain, Busser, Dishwasher, Executive Chef, Sous Chef, Sauté Cook, Pastry Chef, Pantry Chef

Full-Service Restaurants

Servers take customer orders and then bring the food to the table in a **full-service restaurant**. Customers who want service at medium prices in a relaxed mood will choose a casual restaurant. Casual, full-service restaurants may have themes, such as a sports bar and grill or a family restaurant.

Fine-Dining Restaurants

A **fine-dining restaurant** has an upscale **atmosphere**, or overall mood, excellent food and service, and higher menu prices. All employees at a fine-dining restaurant are very skilled in their jobs. Most jobs in fine-dining restaurants require both work experience and training.

Cafeterias

A **cafeteria** is a restaurant where customers serve themselves. They may also be served at a counter. Then, they take the food to tables to eat. Foodservice job opportunities at cafeterias include managers, cooks, servers, cashiers, and bussers.

Hotels and Resorts

Hotels and resorts provide their customers with food and beverages. Many lodging facilities have a variety of foodservice operations where customers can eat meals and snacks. This can include casual-dining restaurants, fine-dining restaurants, and room service. This range of foodservice means that there is a wide variety of jobs that are available.

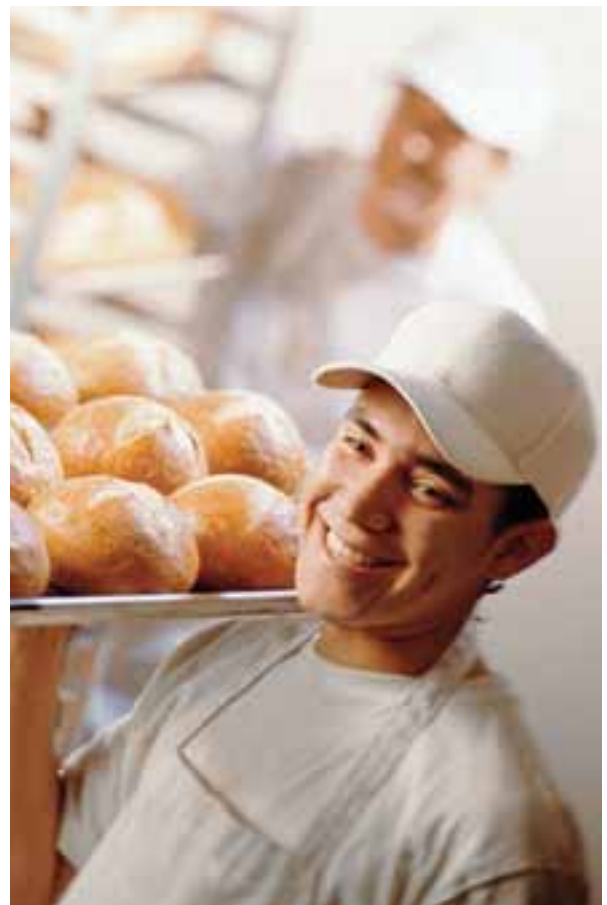
Banquet Facilities

Banquet facilities are usually booked months in advance for weddings and other special occasions. Most banquet facilities are open only for catered events or meetings. They have large kitchens. They usually offer both full- and part-time jobs. Jobs include banquet manager, banquet captain, server, executive chef, sous chef, sauté cook, pantry chef, and catering manager.

Catering

Chefs, cooks, servers, bussers, and managers can all work for on-site catering operations. **On-site catering** means that food for special occasions is made at a customer's location. Many schools, hospitals, nursing homes, and government facilities have on-site catering. Some supermarkets also cater.

With **off-site catering**, a caterer prepares and delivers food from a central kitchen to different locations. Catering companies have an advantage over restaurants. They know in advance how many guests will attend and how much food is needed. Job opportunities are available for chefs, cooks, and servers.



Baking Skills Bakeries and pastry shops have many opportunities for pastry chefs and bakers. *What are the skills you must have to become a pastry chef?*

Bakeries and Pastry Shops

Commercial kitchens often purchase baked goods from bakeries and pastry shops. This method often costs less than making the food in house. There are also more customers who want homestyle baked goods. As a result, the number of jobs available at bakeries and pastry shops is growing.

Some bakeries and pastry shops are catering to people who may have special dietary needs. For example, some people may have allergies to common foods used in baking, such as wheat, cane sugar, yeast, eggs, and nuts. Specialty bake shops can make breads and pastries without some or all of these ingredients.

Bakeries and pastry shops offer more than bread for sandwiches and dinner rolls. Pastry chefs and bakers may be able to supply a commercial kitchen with dessert items for special occasions that require special tools or space that a kitchen is unable to provide.

Ethnic bakeries can also add special flavor to the commercial kitchen through the cultural baked goods they provide. Ethnic bakeries offer traditional fare for cultural holidays throughout the year that can help spice up the everyday menu.



Reading Check

Define What is a profit?

SECTION 3.2



After You Read

Review Key Concepts

1. **Explain** how changes in family structure influence food trends.
2. **Describe** the types of job opportunities available at hotels and resorts.

Practice Culinary Academics



Social Studies

3. Research the history of a type of restaurant. Create a five-minute oral presentation that traces the development of the restaurant from its invention through modern times. If possible, use pictures to illustrate your presentation.

NCSSVC Individuals, Groups, and Institutions Describe the various forms institutions take, and explain how they develop and change over time.



Science

4. **Procedure** Develop a survey to determine what the food preferences of high school students are. Conduct the survey on campus. Draw conclusions.
Analysis Write a paragraph to explain what type of foodservice establishment you would open near your school.

NSESA Develop abilities necessary to do scientific inquiry.



Mathematics

5. A new forecast predicts that average annual spending on supermarket ready-to-eat meals will increase from \$1,000 per person today to \$1,750 per person in five years. What is the percentage increase over the five-year period?

Math Concept

Percentage Increase Find the percentage increase by first finding the total increase. Subtract the original amount from the new amount. Divide this result by the original amount, and then convert it to a percentage.

Starting Hint The total spending increase equals the new amount minus the original amount: $\$1,750 - \$1,000$. Divide the difference by the original amount, and convert the answer to a percentage by multiplying it by 100 and adding the percent symbol.

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.



Check your answers at this book's Online Learning Center at glencoe.com.

Entrepreneurship Opportunities

Reading Guide



Be Organized A messy environment can be distracting. To lessen distractions, organize an area where you can read this section comfortably.

Read to Learn

Key Concepts

- **Identify** small-business opportunities available in foodservice.
- **Describe** the function of a business plan.

Main Idea

An entrepreneur is someone who creates and runs a business. Entrepreneurs in the foodservice industry open their own businesses, such as caterers, bakeries, or restaurants.

Content Vocabulary

- entrepreneur
- independent restaurant
- chain restaurant
- franchise
- overhead cost
- foodservice consultant
- employee recruiter
- business plan
- sole proprietorship
- partnership
- corporation
- free enterprise
- zoning
- license
- insurance

Academic Vocabulary

- guideline
- accurate

Graphic Organizer

Owning your own restaurant has both advantages and disadvantages. Use a pro-con chart like the one below to list the three pros and the three cons of owning a restaurant.

Restaurant Ownership	
Pros	Cons

Graphic Organizer Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

You could own your own foodservice business!

ACADEMIC STANDARDS



English Language Arts

NCTE 12 Use language to accomplish individual purposes.



Mathematics

NCTM Number and Operations Understand the meanings of operations and how they relate to one another.

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.



Social Studies

NCSS VII B Analyze the role supply and demand play in determining what is produced.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies

Small-Business Opportunities

Imagine being the boss. An **entrepreneur** (*ˌän-trə-p(r)ə-ˈn(y)ūr*) is a self-motivated person who creates and runs a business. Entrepreneurs take personal and financial risks. They are hoping for personal satisfaction and financial rewards. Opening a business may be risky, but the rewards can be high. Food-service entrepreneurs usually begin by opening a small business such as a deli, bakery, or small restaurant.

A small business starts with an entrepreneur's dream. Through a lot of hard work and commitment, an entrepreneur can turn that dream into a reality. Small businesses that have fewer than 100 employees are a vital part of the U.S. economy. Small businesses produce a wide range of goods and services. They also employ many people in this country. In fact, more than 53% of the U.S. workforce is made up of people who work for small businesses.

Food Production Businesses

The changing world creates a strong need for new food products. Imagine taking your family's secret recipe and mass-producing it. Does this appeal to you? Do you think that the rewards of food-production entrepreneurship outweigh the costs?

Opening a food-production business has many advantages:

- **Ownership** You decide what to produce and how to produce it.
- **Job satisfaction** With the help of food-processing facilities, your secret recipe can make its way to supermarket shelves.
- **Earning potential** Entrepreneurs can make a lot of money if their product is popular among customers.

Opening a food-production business also has disadvantages:

- **Financial risk** Taking a product from an idea to the market takes a lot of

Gourmet Math

Splitting Profits in a Partnership

Partnerships are a common way to raise enough money to put business ideas into motion. A partnership involves splitting profits and losses, or money you make or lose. Profits and losses are often distributed in proportion to each partner's investment.

Michelle and Alonzo have opened a new deli together as partners. Michelle invested \$15,000 and Alonzo invested \$25,000 in their new deli. Their net profit for the first year was \$30,000. Their partnership agreement states that they will distribute the net profit or loss in proportion to their investments. What is each partner's share of the profit?

Math Concept Multiplying Simplified

Fractions To multiply fractions, multiply the numerators and multiply the denominators. If the numerators and denominators have common factors, they can be simplified before multiplication.

Starting Hint Calculate the total amount invested, then write the amount each person invested as fractions, with the total amount invested as the denominator. Simplify the fraction. Multiply the simplified fractions by the total net profit to find each partner's share in the deli profits. Write the total net profit as a simple fraction using the amount as the numerator and 1 as the denominator.

NCTM Number and Operations Understand the meanings of operations and how they relate to one another.

money. You could lose all the money you invest, or even more.

- **Competition** You are not the only one trying to create a new food product. You will have many competitors in the marketplace. For this reason you will need to thoroughly evaluate your competitors before starting your business.
- **No guarantees** New products have a high rate of failure, no matter what industry they are from. There is no guarantee that your food product will be successful. Your food product must also meet strict government regulations. If it does not meet these regulations, you may not sell it.

Foodservice Businesses

Entrepreneurs can also choose to open a restaurant. There are several options from which to choose. There are three patterns of restaurant ownership: independent, chain, and franchise.

Independent Restaurants

An **independent restaurant** has one or more owners and is not part of a national restaurant business. The concept, theme, or style of the restaurant and its food is a personal choice. The owner is in control of every part of the business operation. The independent owner creates all of the company policies and sets menu prices. The owner makes all of the profit, but also is responsible for all of the expenses.

Chain Restaurants

A restaurant that has two or more locations that sell the same products and are operated by the same company is called a **chain restaurant**. Restaurants in the same chain have the same atmosphere, service, menu, and quality of food. Chain operations are run by a manager-employee in each location. The manager-employee does not make policy decisions for the chain. He or she reports to the person or company that owns the chain operation. Chain restaurants usually have lower expenses. Food and equipment can be bought in bulk by the parent company. This saves the chain money.

Franchise Restaurants

A franchise is a common type of ownership used by chain restaurants. In a **franchise**, a franchise company sells an individual business owner the right to use the company's name, logo, concept, and products. In return, the business owner agrees to run the food-service business as outlined by the franchise company. There are some ways that business owners can customize their restaurants, but certain franchise **guidelines**, or rules, for how things are done, must be met. Quick-service restaurants are often operated as franchises.

Franchises can be expensive to own and operate. You need to have a large amount of money to buy a franchise business. A franchise business owner also usually pays an annual fee to the franchise company. This fee allows the business owner to keep using the company's name, logo, and products. In return, the business owner gets a business idea that is well developed, and strong support from the parent company.

Opening a restaurant business has many advantages:

- **Ownership** You can decide what type of restaurant to open.
- **Job satisfaction** You have a lot of creativity and flexibility to make decisions when you own a restaurant.
- **Earning potential** Some restaurant owners can make good money as their businesses grow.

Owning a restaurant also has several disadvantages:

- **Financial risk** Most restaurants have annual sales of less than \$500,000. Expenses and overhead costs can be high. An **overhead cost** is an expense other than food and wages.
- **Competition** The restaurant business is a very competitive segment of the retail world. You will have many competitors in your market.
- **No guarantees** Nearly half of all individually owned restaurants fail within 12 months. About 85% of individually owned restaurants close within the first five years. You must work hard to overcome these odds.

Foodservice Management

There are many opportunities in food-service management for entrepreneurs. A **foodservice consultant** offers advice and information to other foodservice business owners and managers. This advice might be on anything from menu design, to kitchen operations, pricing and cost control, to marketing.



Experience Counts An experienced executive chef can help restaurants with product and menu development. *What type of experience and skills do you think you need to develop food products?*

For example, an experienced chef might help a corporation opening a new chain of restaurants. Large corporations might hire a culinary expert to work with the corporation's marketing team to develop a new food product or service style.

Entrepreneurs might also be interested in becoming an employee recruiter. An **employee recruiter** helps businesses to find the right employees. Good employees can be hard for foodservice businesses to find. Many companies hire outside agencies and recruiters to locate and hire employees for their foodservice businesses.

Reading Check **List** What are the three patterns of restaurant ownership?

Business Plan Development

One of the main reasons new businesses fail is that the owner did not write and follow a business plan. A **business plan** is a document that describes a new business and a strategy to launch that business. All businesses should have a business plan. Your aim is to emphasize

the key points that will persuade the reader of the value of the business concept. Parts of a business plan include:

- **Executive Summary** A brief recounting of all of the points in the business plan.
- **Management Team Plan** Presents your management team's qualifications.
- **Company Description** Outlines the company's basic background information, business concept, and goals and objectives.
- **Product and Service Plan** Describes the features and benefits of the business's products and services.
- **Vision and Mission Statement** Sets forth the guiding principles by which a company functions.
- **Industry Overview** Addresses the basic trends and growth within companies that provide similar or complementary products and services.
- **Market Analysis** Presents your market research and features a customer demographic profile that defines the traits of the company's target market.
- **Competitive Analysis** Demonstrates that the proposed business has an advantage over its competitors.

- **Marketing Analysis** Describes how a company plans to market, promote, and sell its products or services.
- **Operational Plan** Includes information about all the processes that take place in the business.
- **Organizational Plan** Offers information about the business's legal structure, record keeping, and legal and insurance issues.
- **Financial Plan** Presents finances and financial forecasts, and explains the reasoning behind the forecasts.
- **Growth Plan** Looks at how the business will expand in the future.
- **Contingency Plan** Suggests plans to minimize the risks in the business.
- **Cover Page, Title Page, Table of Contents, and Supporting Documents** Basic information about the company, the business plan, and any items or documents relating to the business plan.

Types of Business Ownership

There are three common types of legal business ownership (See Figure 3.3).

Sole Proprietorship

A **sole proprietorship** (prə-ˈprī-ə-tər-ship) is a business that has only one owner. About 75% of U.S. businesses are sole proprietorships. Sole proprietors earn all profits and are responsible for all expenses.

Partnership

A **partnership** is a legal association of two or more people who share the ownership of the business. Control of the business and profits from the business are divided between partners according to the terms of a partnership agreement.

Corporation

A **corporation** is created when a state grants an individual or a group of people a charter with legal rights to form a business. The owners buy shares, or parts of the company. These owners are called shareholders. They earn a profit based on the number of shares in the company that they own. If the business fails, the owners lose only the amount of money that they have invested in the business. There are several different types of corporations.

FIGURE 3.3 Business Ownership Types

Business Basics Each type of entrepreneurship business has advantages and disadvantages. *What type of business would you most like to own?*

Business Ownership	Advantages	Disadvantages
Sole Proprietorship	<ul style="list-style-type: none"> • Owner makes all decisions. • Easiest form of business to set up. • Least regulated form of business. 	<ul style="list-style-type: none"> • Limited by the skills, abilities, and financial resources of one person. • Difficult to raise funds to finance business. • Owner has sole financial responsibility for company; personal assets sometimes at risk.
Partnership	<ul style="list-style-type: none"> • Can draw on the skills, abilities, and financial resources of more than one person. • Easier to raise funds than in sole proprietorship. 	<ul style="list-style-type: none"> • More complicated than sole proprietorship. • Tensions and conflicts may develop among partners. • Owners liable for all business losses; personal property sometimes at risk.
Corporation	<ul style="list-style-type: none"> • Easier to finance than other forms of business. • Financial liability of shareholders limited. 	<ul style="list-style-type: none"> • Expensive to set up. • Record keeping often time-consuming and costly. • Often pays more taxes than other forms of business.

Government Requirements

The U.S. economic system is known as the free enterprise system. **Free enterprise** means that businesses or individuals may buy and sell products, and set prices with little government control. Businesses however, are still subject to some government controls. The government passes laws that set workplace safety standards, price controls, and fair wages. These laws are meant to protect everyone who buys and uses goods and services.

Zoning and Licensing

Although the United States has a free enterprise system, government can still make rules about how businesses are run. Health codes, regulations, and zoning requirements must be met if you prepare food for sale. **Zoning** divides land into sections that can be used for different purposes, including residential (housing), business, and manufacturing. Only certain activities are allowed within these defined zones.

Before you set up a foodservice business, you will need to get a license that grants you permission to open a business. A **license** is a written permission to participate in a business activity. Business licenses are issued by local governments. You will also need special liability insurance. **Insurance** is a contract between a business and an insurance company. It provides financial protection against losses. Insurance policies are issued by insurance companies.

Record Keeping

You must keep **accurate**, or correct and updated, financial records to run a successful business. These records will include a detailed account of all income and spending for the business. These types of records are normally kept by the business owner or an accountant. Many people like to use record-keeping software to store an electronic copy of important information.

 **Reading Check List** Name the three types of business ownership.

SECTION 3.3

After You Read

Review Key Concepts

1. **Describe** foodservice management entrepreneurship opportunities.
2. **List** the components of a business plan.

Practice Culinary Academics



Social Studies

3. Write a one-page essay on how the concept of supply and demand can be used by a restaurant to develop a business plan.

NCSS VII B Analyze the role supply and demand play in determining what is produced.



English Language Arts

4. Imagine that you are opening your own foodservice business. Develop a company description and industry overview for your business plan. Outline the company's business concept and goals and objectives.

NCTE 12 Use language to accomplish individual purposes.



Mathematics

5. It costs \$4 to make a cupcake, for ingredients, labor, and overhead costs. If each cupcake sells for \$5, what is your profit margin?

Math Concept **Calculating Profit Margin** Profit margin means the percentage of the price that is profit. Calculate profit margin by dividing the profit amount (price minus cost) by the price, and then converting the answer to a percentage.

Starting Hint Determine your profit per cupcake by subtracting the cost (\$4) from the price (\$5). Divide the profit amount by the price, and convert the answer to a percentage by multiplying it by 100 and adding the percent symbol.

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.



Check your answers at this book's Online Learning Center at glencoe.com.

Chapter Summary

Foodservice careers include management opportunities, including research chef, food scientist, catering director, kitchen manager, and executive chef. Nonmanagement jobs include cashiers, cooks, servers, sous chefs, and hosts.

To prepare for a foodservice career, you will need a solid high school education and experience in a part-time, entry-level foodservice job. There are also opportunities for entrepreneurs to own businesses.

Content and Academic Vocabulary Review

1. Use these vocabulary terms to create a crossword puzzle on graph paper. Use the definitions as clues.

Content Vocabulary

- kitchen brigade (p. 59)
- cross-train (p. 59)
- line cooks/station cooks (p. 59)
- sous chef (p. 59)
- pastry chef (p. 59)
- prep cook (p. 59)
- garde manger (p. 59)
- executive chef (p. 60)
- research chef (p. 60)
- culinary scientist (p. 60)
- foodservice director (p. 60)
- catering director (p. 60)
- kitchen manager (p. 60)
- dining room supervisor (p. 60)
- restaurant manager (p. 60)
- purchaser (p. 61)
- vendor (p. 61)
- sales representative (p. 61)
- certification (p. 63)
- entry-level (p. 64)
- apprentice (p. 65)
- job rotation (p. 66)
- internship (p. 66)
- trend (p. 68)
- hospitality industry (p. 68)
- cuisine (p. 69)
- noncommercial operation (p. 70)
- commercial operation (p. 70)
- profit (p. 70)
- quick-service restaurant (p. 70)
- full-service restaurant (p. 71)
- fine-dining restaurant (p. 71)
- cafeteria (p. 71)
- on-site catering (p. 71)
- off-site catering (p. 71)
- entrepreneur (p. 74)
- independent restaurant (p. 75)
- chain restaurant (p. 75)
- franchise (p. 75)
- overhead cost (p. 75)
- foodservice consultant (p. 75)
- employee recruiter (p. 76)
- business plan (p. 76)
- sole proprietorship (p. 77)
- partnership (p. 77)
- corporation (p. 77)
- free enterprise (p. 78)
- zoning (p. 78)
- license (p. 78)
- insurance (p. 78)

Academic Vocabulary

- array (p. 58)
- evaluate (p. 63)
- analyze (p. 68)
- atmosphere (p. 71)
- guidelines (p. 75)
- accurate (p. 78)

Review Key Concepts

2. **Describe** different food production and service opportunities.
3. **Examine** education opportunities related to food production and service.
4. **Analyze** how foodservice trends affect service and food production operations.
5. **Identify** commercial and noncommercial foodservice and food production operations.
6. **Identify** small-business opportunities available in foodservice.
7. **Describe** the function of a business plan.

Critical Thinking

8. **Debate** why management jobs are often more demanding than employee jobs.
9. **Predict** future trends for serving customers and for restaurant types.
10. **Discuss** what purpose zoning laws might serve.

Academic Skills

**English Language Arts**

- 11. Explore Jobs** Choose three foodservice jobs that interest you. Use print and Internet resources to explore them further. Make a list of the education and training, work experience, and key skills needed for each job. Create a presentation to share your findings with the class. Describe what the job is and why you are interested in the job.

NCTE 8 Use information resources to gather information and create and communicate knowledge.

**Science**

- 12. Kitchen Brigade Experiment** In the chapter you learned about the traditional kitchen brigade, where each person performs one specific task.

Procedure Break up into teams as directed by your teacher and select two simple meals to prepare. Prepare the first meal in a kitchen brigade style. Prepare the second meal without assigning tasks, just working as a group on everything.

Analysis Compare and contrast the processes. Write a paragraph to explain.

NSES 1 Develop an understanding of science unifying concepts and processes: systems, order, and organization.

**Mathematics**

- 13. Compare Trends** Over the past year, the number of bakeries in your city has increased from 240 to 270. During that same period, the number of fast-food restaurants has risen from 5,000 to 5,125, and the number of frozen yogurt stores has increased from 32 to 48. Which one of these restaurant types had the largest total increase in number of locations? Which one of these restaurant types was the fastest-growing?

Math Concept Percent Increase vs. Amount of Increase When examining trends, you can determine the fastest-growing item by finding the item with the largest percentage increase. This may or may not be identical to the item with the largest total amount of increase.

Starting Hint For each restaurant type, calculate the total increase by subtracting the original amount from the new amount. Next, calculate the percentage increase for each restaurant type by dividing the total increase by the original amount. Convert the total to a percentage by multiplying it by 100 and adding the percent symbol. Finally, determine which of the three total and percentage increases are the highest.

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.

Certification Prep



Directions Read the questions. Then, read the answer choices and choose the best possible answer for each.

- 14.** What type of foodservice career does a bachelor's degree prepare you for?
- line cook
 - baker
 - restaurant manager
 - hostess
- 15.** What type of restaurant is not part of a national name or brand?
- chain restaurant
 - independent restaurant
 - fast-food restaurant
 - franchise

Sharpen your test-taking skills to improve your kitchen certification program score.

Test-Taking Tip

In a multiple-choice test, read the questions carefully. Look for negative words (not, never, except, unless), which can affect how you answer the problem.

Real-World Skills and Applications

Information Literacy

- 16. Research Future Trends** Using print and Internet resources, analyze the societal, cultural, ethnic, population, and economic factors that affect the foodservice industry today. What are the different factors in each category, and how will they affect the food industry in the future? Discuss your findings as a class.

Research Skills

- 17. Locate Culinary Training Resources** Using print and Internet resources, locate information on culinary training programs in your state. Look for information on apprenticeship programs, certificate programs, associate's degree programs, and bachelor's degree programs. Make a list with the name and contact information as well as the basic requirements for each program.

Technology Applications

- 18. Write an E-mail** Imagine that you are responding to a job listing for a line cook that requires you to respond by e-mail. Write an e-mail requesting an interview and giving a short explanation of why you would be suitable for the job. List the skills you think will be important to have to be successful in the job. Keep your tone professional, since this is a business e-mail.

Financial Literacy

- 19. Determine Financial Needs** Imagine that you are creating a business plan and you need to figure out your estimated budget. You have \$10,000 to spend. You need to allocate 30% of your budget to food and supplies, 50% to wages, 15% to overhead costs, and 5% to insurance. How much money will be in each category?

Culinary Lab

Foodservice Careers

- 20. Career Report** In this lab, you will research jobs that interest you and present information about them in a report to the class.
- Choose job titles.** Identify at least five different job titles from the ones listed in this chapter that are of interest to you.
 - Research job skills.** Use print and Internet resources to research the job titles you selected. Your research should include: a description of the job, a list of other titles the job may be known as, key skills needed, education and training requirements, average salary, list of resources used for research, and the pros and cons of your chosen jobs.
 - Interview a foodservice worker.** If possible, interview someone who holds each position. Ask what role personal priorities and family responsibilities played in his or her career choice.
 - Create your report.** Once you have completed your research, organize the job title information into a report.
 - Present your report.** Present your report to the class.

Use the culinary skills you have learned in this chapter.

Create Your Evaluation

Evaluate the reports of your classmates. Create an evaluation sheet that has the names of each presenter, along with your comments about their report. Include praise and constructive criticism, as well as further questions you might have for the presenter about the jobs. Also note whether the jobs they described sounded appealing to you or not.