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A LOOK BACK AT THE FOODSERVICE INDUSTRY

Outline

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Objectives

After reading this chapter, you should be able to:

1. Describe the historical context in which the foodservice industry began and evolved.
2. Identify the major contributions that industry leaders and innovators have made to enhance the growth of this industry.



Introduction

The story of humans and food is the story of life itself, and it would ultimately lead us back to the metabolizing of nutrients by a one-celled organism in some warm, shallow sea millions of years ago. Our account is a little less ambitious, seeking only to deal with how the foodservice industry developed to provide food for those who eat away from home—more specifically, how this vast industry is influenced by one particular document to the point that it dominates the industry's management. This document is the *menu*, a list of foods offered along with their prices. This book will explain how to manage foodservice using the menu as the controlling factor.

It is said that a science is an organized body of knowledge, and art is the application of the science. We shall try to point out the principles and theories of the science of menu planning and its implementation, as well as the art required. However, first we will trace the beginnings of the foodservice industry, show what it is today, and explain how it consists of a large number of different segments that require different menus to suit various market needs. A single foodservice operation is a member of the larger foodservice industry. The more one knows about this field, what it is and how it grew, the more one can adjust to the overall conditions that affect the foodservice industry as a whole and, in turn, the individual operation.



Ancient Foodservice

The foodservice industry is both old and new. It is old in that humans have prepared and eaten food in groups since the earliest times. It is new in that it has changed considerably in the past 150 years. There is evidence that before 10,000 B.C., tribes in Denmark and the Orkney Islands off the coast of Scotland cooked food in large kitchens and ate together in large groups. Swiss lake dwellers left records that show that they dined in groups around 5000 B.C. Pictorial evidence in the tombs and temples of the ancient Egyptians also show that people knew how to prepare and serve food for large groups. There is also evidence in these pictures that prepared food was sold in their marketplaces, just as it is today. Vendors also sold foods in the streets, the same as a mobile unit might today, though lacking understanding of sanitary principles and the regulations that govern sales of food.

We get much knowledge also from ancient tombs. For instance, the tomb of the Egyptian Pharaoh Tutankhamen contained many of the foods this king would need in the afterworld, many of which were surprisingly like the foods we have today. (Some wheat kernels left there to make flour were later planted, and they grew.) The Ancients also had recipes. The oldest recipe for beer was left on an Assyrian tablet found near Mount Ararat. The Assyrians put their wine and beer in animal-skin containers. The poor drank beer while the wealthy drank wine.

Ancient Chinese records indicate that travelers ate and stayed in roadside inns. In large urban cities, restaurants existed in which cooked rice, wine, and other items were sold. In India, the

operation of roadside inns, taverns, and foodservices was so prevalent that ancient laws were passed to control them.

In ancient Mohenjo-Daro, a recent excavation in Pakistan shows evidence that people ate in restaurant-type facilities that were equipped with stone ovens and stoves for quantity food preparation.

The Bible gives many accounts of a quantity mass-feeding industry. For instance, accounts tell of Xerxes, the Persian king, giving a banquet that lasted 180 days, and of Solomon butchering 22,000 oxen for a public feast. Sardanapalus, the Assyrian king, was a patron of the art of eating, and he loved huge feasts. He organized a cooking contest at which the top professional cooks vied for honors, much as they do today at the Culinary Olympics held in Germany every four years.

The ancient Greeks had a high level of public dining, and much of their social lives took place around banquets at home or at public feasts. Inns and foodservice operations existed. Greece was the land of Epicurus, who spread the philosophy of good eating and good living. The Grecians went all out for their feasts. The bacchanal feast in honor of the god of wine, Bacchus, was a lavish outlay of food, drink, and revelry. Professional cooks in Greece were honored people and had important parts in plays, where they declaimed their most famous recipes. It was even possible in ancient Greece to copyright a recipe.

The ancient Greeks loved to gather to discuss matters of interest and drink and eat snack foods. These foods were appetizers of different kinds. They learned about these foods from the peoples of Asia, and even today, the Near East and Greece follow the custom of having an array of snack foods with beverages.

The Romans also loved feasting. In fact, several of the emperors were so fond of banquets they bankrupted the nation as a result of giving them. Emperor Lucullus, a Roman general, loved lavish banquets, and today whenever the word *Lucullan* is used, it means lavish and luxurious dining. A special rich sauce used to grace meat is called *Lucullus sauce*. It is perhaps one of the richest sauces used, and has a garnish of cocks' combs. Marc Antony was so pleased with the efforts of Cleopatra's cook that he presented her with a whole city.

Tabernas, from which we get the word *tavern*, were small restaurants in ancient Rome where one could get wine and food. We can see one such restaurant almost intact in the ruins of ancient Pompeii. It had a large service counter where huge urns of wine were kept. In the back area, a huge brick oven and other cooking equipment still stand. These small tabernas were the forerunners of the *trattorias*, or small community restaurants of modern Italy. The Romans had a number of laws regulating the sale of foods and the operation of foodservices.

The first known cookbook, titled *Cookery and Dining in Imperial Rome*, was once thought to be written by a Roman epicure named Apicius. However, it is now thought that the manuscript was written several centuries after Apicius. It is still an interesting revelation of how the upper class dined in those times. From the book we learn that the Roman feast consisted of three courses, during each of which a number of foods were served: (1) the *gustatio*, a group of appetizers that turned into the Italian antipasto of today; (2) meats and vegetables of different kinds, many of which were rare items imported from foreign lands; and (3) fruits and sweets. Plenty of wine was served throughout. The Romans did not sit at their meals but, rather, reclined on couches. A lot of the Roman culinary art was preserved during the Dark Ages and emerged as the basis of Italian and French cuisine that later influenced all of European cooking. The Romans had no stoves, but cooked over open fires or in fireplaces, and also baked in brick ovens. Apicius' life

ended tragically; he committed suicide in remorse when he found himself bankrupt after giving a lavish banquet.



Foodservice in the Middle Ages

Following the disintegration of the Roman Empire, group eating became somewhat less lavish. Public eating virtually went underground in the Dark Ages. Some inns functioned along the most protected and traveled highways. We can read about these in the tales of the Crusaders. Chaucer's *Canterbury Tales* revolves around stories told by a group of travelers as they stayed in inns. Quantity foodservice in its highest form was practiced in the monasteries and abbeys by monks or friars. They considerably advanced the knowledge of baking, wine and beer making, and cooking. Many of the master craftsmen who later formed the various foodservice guilds gained much of their knowledge in these religious communities. Some recipes originated by these friars are still used today, such as pound cake and many meat dishes. It was during that time that Benedictine, Cointreau, Grand Marnier, Chartreuse, and other famous liqueurs were developed. These are still made by formulas held secret by the makers.

Eating was quite crude by our standards. The *trencher*, a large, shallow, oval-shaped wooden bowl, was the main food container from which people ate. It was often filled with a soup, stew, or ragout consisting of meat and vegetables. Bread was used to sop up the liquid, and one's own dagger was used to cut up and spear meats and vegetables.

Toward the end of the Middle Ages, eating became somewhat refined, and a distinct pattern of courses began to emerge. The French are credited with bringing about this change. Their menus had more appetizers, and soups and salads began to appear as first courses. Lighter foods were served at the beginning of the meal, while the heavier ones were served later, followed by desserts.

The English also improved their dining during this period. We know from records left by the court of Henry VIII that they served many elaborate foods and, while the course structure of the meals was not as advanced as the French, they had a pattern somewhat similar to it. The menus emphasized game, and most meat, fish, or poultry was spit-roasted. They ate a variety of soups, pastries, and puddings, and often had a sweet meat dish or two at every meal.

During the Middle Ages, various *guilds* arose to organize foodservice professionals. The *Chaine de Rotisseurs* (Guild of Roasters) was chartered in Paris in the twelfth century. This charter is owned today by the gourmet society of that name. A guild had a monopoly on the production of its specialties and could keep others from manufacturing them.

The guilds developed into the classic kitchen organization of chef and entourage, and codified many of the professional standards and traditions that are still in existence. It was at that time that the chef's tall hat, the *toque*, became a symbol of the apprentice. Later the black hat became the mark of a master chef nominated by his peers as having the right to wear it. The hat was a small, round one made of black silk and could be worn only by chefs elected to wear it. (Black in medieval times was the color indicating nobility.) The modern *Society of the Golden Toque*, an organization of master chefs elected by their peers (as in the French group), was designed to duplicate this honor for great chefs in the United States.



Early Renaissance— The Development of Haute Cuisine

The Renaissance saw a rise in elegant dining as well as the arts. While the renaissance in dining really began in Italy, its move to France brought fine dining to its highest form. As usual, royalty led the way.

FRENCH CUISINE

France has not always been known for its fine food. In medieval times, its food was coarse and plain. However, with the marriage in 1533 of Henry II of France to Catherine de Medici of Florence, Italy, France started its ascendancy as the country of *haute cuisine*, or high food preparation. In Italy, the Medicis not only were great patrons of such artists as Michelangelo, but also served the finest food and drink in their households. When Catherine came to France, she brought the master Medici cooks with her, and established herself as dictator of Henry's table and court. Foods never before known in France were soon being served, much to the delight of Henry and his court. Catherine introduced ice cream and many other great dishes that became part of French culinary accomplishments.¹

All this started the French on their way toward a great improvement in the quality of foods appearing on the tables of the court and elsewhere. Besides fine food, Catherine taught the French to eat with knives, forks, and spoons instead of using their fingers and daggers. She brought these utensils from Florence and introduced them to the nobility. Soon it became a custom for guests to carry their own eating utensils when they went to dine outside their homes.

Henry's nephew, Henry of Navarre, who became Henry IV after his uncle's death, visited the court frequently and became quite fond of a good table. During his reign from 1589 to 1610, he continued to promote the service of fine foods at his own table, and encouraged the more influential households in France to do the same. Henry IV became known in history as a great gourmet, and today we have a famous soup named after him, *Potage Henri IV*, which is dished into a large tureen and has big pieces of chicken and beef in it.

After Henry IV, the court and kings of France continued their interest in food and dining. It was considered the mark of gentility to set a good table and to encourage the development of top chefs and culinary personnel, as well as the development of fine recipes. In the 1600s, the courts of the Bourbons, Louis XIII to Louis XV, continued to develop a knowledge of cuisine and to encourage the training of top chefs. Louis XIV, who reigned from 1643 to 1715, was known for his ostentatious and luxurious manner of living, and was very active in the development of good schools where chefs and cooks could be trained. A number of the nobles of the court also became famous for their tables and had fine dishes and sauces named after them. The fine white sauce, *Béchamel*, was named for the count of that name, and *Sauce Mornay* was named after Count Mornay. A fine sauce highly seasoned with onions was named after Count Soubisse.

Louis XV, who reigned from 1715 to 1774, continued his predecessor's advancement of the science and art of cooking. Maria Leszczynska, his wife and the daughter of Polish King Stanis-



laus I, who reigned from 1704 to 1735 and was himself a gourmet and cook, duplicated Catherine de Medici's supervision of the kitchen and set standards for great quality and elaborateness in foodservice. In addition, Louis XV's mistresses, Madame Pompadour and Madame du Barry, were not only lovers of fine food but were proficient cooks. Today many fine dishes are named after them. The king considered Madame du Barry such an excellent cook that he had her awarded the *Cordon Bleu*, an award given only to the best chefs.

The menus of this time were very elaborate. The French had three courses, but as many as 20 or more dishes would be served in one course. The methods of preparation were also often very elaborate. However, toward the end of this period, the menus became more simplified, with fewer dishes in each course.

Although the French Revolution ended the reign of the Bourbons in 1792, it did not stop the French love of food and drink and French dominance in the art of fine dining. Some of the servants of the nobility and wealthy began to use their cooking skills in restaurants. Some of the nobility that had not lost their heads or their servants, but had lost their fortunes, opened up their homes and made their living by serving meals. These operations continued the high standards that had previously existed in the homes of the famous. A group of prominent gourmets now came to the fore to support these operations. Some were writers who began to build literature in the art of cooking and eating. Such writers as Jean-Anthelme Brillat-Savarin, who wrote *The Physiology of Taste*; Grimrod de la Reyniere, editor of the world's first gourmet magazine; Alexandre Dumas père, compiler of *The Grand Dictionnaire de Cuisine*; and Vicomte de Chateaubriand, after whom the famous steak dish was named, left writings about the foods of the time that mark their period as one of the greatest in fine dining. With the crowning of Napoleon, the tables in the homes of the wealthy, nobility, and others assumed their former high level. It was almost as if the time of the Louis kings had returned.

THE COMING OF THE RESTAURANT

During the development of haute cuisine in Europe, the eating habits of common people away from home continued to be spotty and casual. Crude inns and taverns existed along the main roads where coaches traveled. When people of wealth or high rank traveled and stayed in these inns, they often had their own servants prepare the food. Religious orders continued to care for travelers, but places for common people to go out and dine did not exist. People ate largely in private homes. The common people had neither the resources, equipment, facilities, nor know-how to provide more than simple food. Those in prisons or hospitals were served fare barely above minimal needs.

About 1600, an important development occurred that would influence the growth of the modern foodservice industry. The first coffeehouses (cafés) appeared in France, and their spread was rapid in the great cities of Europe. Not much food was served; the fare consisted mostly of coffee and cocoa or mild alcoholic beverages, such as wine. These coffeehouses were largely places where the local gentry and others could go to get the latest news and gossip, discuss matters of interest, and have a good beverage. The coffeehouse was a forerunner of the modern restaurant.

Another important event occurred later in France. In 1760, during the reign of Louis XV, a man named Boulanger opened an eating place that served soups that were believed to be health restorers. These soups were claimed to be highly nutritious and filled with foods that brought

about the cure of many ailments. One soup was distinguished by a calf's foot floating in it. Boulanger called his health restorers *restaurers*, and he called his enterprise a *restorante*. We can readily recognize that this became the word *restaurant*.

The powerful guilds, *Chaine de Rotissieres* and *Chaine de Traiteurs* ("caterers," from the French verb *traiter*, "to treat"), opposed this infringement of Boulanger on their rights as cooks and developers of new dishes. (The guild of bakers also disapproved because it was a threat to their sovereignty.) The guild cooks claimed they had sole right to serve food of this kind, and Boulanger was not a member of their guild. The case gained wide notoriety. Boulanger, however, was adept at public relations, and got leading gourmets, the French legislature, King Louis XV, and other influential individuals on his side. Boulanger won his right to operate as a *restaurateur*, and this decision lessened the powers of the guilds. Boulanger enlarged his menu and included a much wider list of foods that met with great success. Many other coffeehouses followed Boulanger's example, becoming restaurants. Within a 30-year period, Paris had over 500 of these, and the beginnings of the modern foodservice industry.

OTHER NATIONAL CUISINES

Although France was the leader in the development of serving fine foods, it was not alone. Other nations also developed high levels of food preparation and service.

England was one of these. English cuisine never approached that of the French in reputation, but its tables were worthy of note. Much of the food was of local origin, but because England was a great seapower, some fine additions came from foreign lands. The English blended their food standards with those of Spain and Portugal when Prince Philip, heir to the Spanish throne, married Mary, daughter of Henry VIII and Catherine of Aragon. Mary later became Queen of England, known in history as Bloody Mary. Philip brought a large retinue of servants with him when he moved to England, many of whom were fine cooks. They introduced items into the English cuisine such as sponge cake, famous Spanish hams and bacons, and sherry and port. Even today the British consume these foods to a point that some of them are thought of as original English foods. Philip stayed in England long enough to leave a Spanish flavor to English food. Troubles in the Netherlands, which Spain ruled, took him there, and he never returned.

Russia also developed an original and fine cuisine, Catherine the Great thought highly of the French; in fact, French became a language spoken by many in the Russian court. French chefs were imported—later Czar Alexander hired the great French chef, Antoine Carême, to rule over the royal kitchens. This Russian cuisine featured many game animals, fish, and vegetables of Russian origin. The Russians were more robust eaters and drinkers than the French, and their style of eating and drinking reflected this, but often done in an original way. For instance, instead of having a seated appetizer at the table, they liked a large gathering where plenty of vodka was served (it was a much more potent product in those times), along with what they called *flying dishes* (appetizers), so named because servants carried them around to serve to the guests on platters held high over their heads to allow them to pass through the number of people gathered. The Russians left a rich heritage of foods, some of which were dishes like *stroganoff* (borrowed from Poland), caviar, borscht, and vodka.

The Italians had their own distinctive cuisine. The fine food tradition of the Medicis contin-

ued in northern Italy, but because Italy was a land divided into many small, independent *duchies* (headed by dukes) and other political units, a true national cuisine did not develop until later. When it did arrive, it was dominated by pasta, and today Italian pastas are world renowned. At one time Henry Sell, renowned editor of *Town and Country*, at a dinner in Le Pavilion in New York City, was asked where the greatest food was served in our day. He answered, “In Florence; their great traditions still hold.”

Every cuisine is distinguished by individual characteristics from the region where it first took root, and Italy’s cuisine is no different. Regional foods greatly influence its cooking. Italy is a long, narrow peninsula jutting out into the Mediterranean, and with its extensive seacoast, has plenty of fish and other seafood. Thus, Italian menus will often offer more fish than meat dishes. Olive oil is the main cooking fat, and wine is often served at meals in place of water.

Southern Italian cooking is distinguished by its heavy emphasis on tomato sauces and tomatoes in dishes, especially in those using pasta. More fruits are used, especially citrus. The North places less emphasis on the tomato and has more subtle and delicate seasoning. Garlic is a common ingredient in all Italian cooking, but the North uses it a bit more gently. Veal is more popular in the North, while goat’s meat is often seen in the South. Thus, we can see that cuisines are largely defined by resources of the region, and Italy’s cuisine is a good example of this regional influence and of a unique cooking heritage.

Largely through the royal courts of all these countries, the production of great food, the art of eating, and an interest in gastronomy grew. It was an important development, and preceded the modern foodservice industry.

The Industrial Revolution

During the final years of the development of *haute cuisine* in France and in other countries, and the emergence of the *restorante*, another very important event was occurring. The Industrial Revolution, which started at the end of the eighteenth century, brought about great societal and economic changes. Vast industrial complexes emerged with the consequent loss of the guild system. Commercial trade became an important factor.

For a long time, the gentry, with their wealth in agricultural lands, dominated the political and economic scene in Europe. As the Industrial Revolution grew, this changed. The political upheaval caused by the fall of the Bourbons in France and the coming of Napoleon also sped up changes in European society. A new social class emerged as a result of the Industrial Revolution, a middle-class composed of entrepreneurs, shopkeepers, industrialists, and financiers. (For instance, Baron Rothschild, a British financier, became the wealthiest man in the world, with much more money and more influence on society than any nobility had.) This new class began to dominate and affect the social and economic spheres in European society. The newly wealthy demanded a food standard as high as that in the homes of the nobility. Great chefs and retainers were hired. Food was served in exclusive clubs for the wealthy entrepreneurs. Even the lower-income middle class began to ask for food prepared by competent people. Dining out became more popular because these middle-class people could afford it. A true foodservice industry was emerging.

The Advancement of Science

Another factor in the development of the foodservice industry, and probably one of the stimulants of the Industrial Revolution, was the development of modern science. Until the seventeenth century, science was influenced by the Greek philosophers, who based scientific theories on philosophical ones. Modern scientists began to use the *inductive method*, in which scientific theories are based on observable phenomena. It was the development of this scientific method that led to the great enlargement of knowledge and to the advancement of society in general.

Such great men as Galileo, Bacon, Descartes, Pasteur, and others appeared on the scientific scene and developed the kind of knowledge that advanced technology and people's standard of living. This technology affected food processing. Nicolas Appert discovered canning and earned a 2,000-franc reward from Napoleon I because it helped him feed his vast armies on his march to conquer Europe. Appert and other scientists made technological discoveries that advanced our ability to produce, preserve, and manufacture food. The ability to preserve foods much in their original state, in addition to methods for holding fresh foods longer, considerably enlarged the available year-round food supply. Never before had humans had such a surplus of food. Mass starvation, common in the Middle Ages, appeared to end. The resources needed for the development of a foodservice industry and feeding people away from home were now available.

The Golden Age of Cuisine

Several developments that occurred in France ushered in a new era that perfected dining standards and helped make dining out a central social activity. This era was called the *Golden Age of Cuisine*.

CARÊME

The Golden Age of Cuisine began around 1800 with the rise of Marie-Antoine Carême, who was one of the world's most famous chefs. The century ended with Georges August Escoffier, another chef of equal eminence, who died in 1935. Carême worked as a chef for the French statesman Talleyrand, Czar Alexander I of Russia, and the banking giant, Baron Rothschild.² Carême wanted to become an architect, but was never able to do so. Instead, his father apprenticed him as a small boy to Carême's uncle, who operated a small restaurant. Here, Carême learned the basic rudiments of cooking. Originally, Carême was trained to be a pastry chef, and he developed a number of famous dishes in this area, but he branched out and became highly proficient in the other areas of cuisine. He trained many renowned chefs, some of whom became chefs at the famous Reform Club of London, considered the apex of jobs for chefs—Carême himself and the famous Escoffier were also rulers of its kitchens.

In his teens, Carême traveled to Paris, where he quickly progressed through the various food

production sections to become a chef. He soon attained a position of prominence and was sought by the leading gourmets of the time to prepare foods for them. With them Carême developed many of the basic concepts for the progression of courses in a dinner and the sequence of the proper wines to accompany them. Carême perfected the very delicate soup, *consommé*, which took its name from the word *consummate*, which means “to bring to completion, perfection, or fulfillment.” After he introduced it at a dinner as the first course, Grimod de la Reyniere exclaimed in his approval, “A soup served as the first course of a meal is like the overture to the opera or the porch to the house; it should be a proper introduction to that which is to follow.” Carême developed many fine French sauces and dishes. He also originated *pièces montées* such as ice carvings, tallow pieces, and highly decorated foods, that were used as displays, evidently working out his love for architecture. However, Carême’s greatest claim to fame, and perhaps his greatest contribution to food preparation, was that he trained a large number of famous chefs who became his disciples and followed him in holding some of the most prominent cooking positions in clubs, restaurants, and hotels. Carême also gave a considerable amount of his time to writing, and there is still a rich legacy of his ideas on foods. Undoubtedly, Brillat-Savarin and other great gourmets of the time were considerably influenced by him.

ESCOFFIER AND RITZ

Georges Auguste Escoffier, like Carême, was an innovator of fine foods. He was sought by royalty and other society leaders, and at one time was the executive chef of London’s famous Reform Club. Later in his life, to spread his talents, he became the supervising chef at a number of leading hotels and clubs in London and continental Europe.

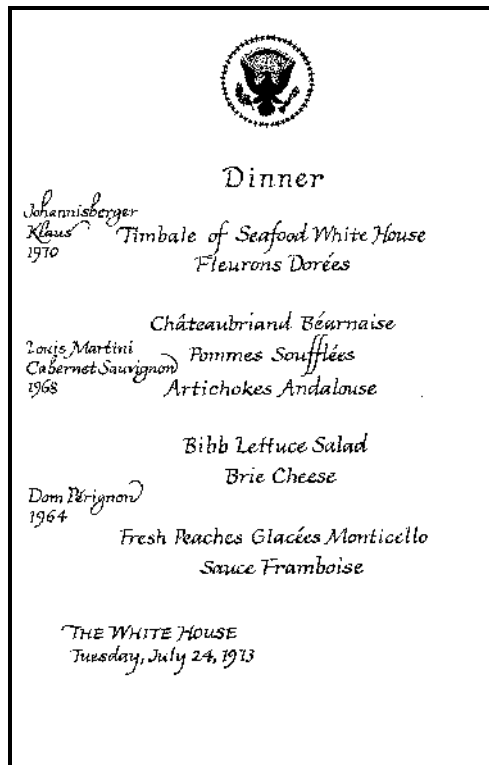
It was Escoffier who perfected the classical, or continental, organization of workers in the kitchen and precisely defined the responsibility of each one. Escoffier was the first to use a food checker and to establish the close coordination that an executive chef must have with the chief steward. Escoffier insisted that his men (kitchen workers at the time were exclusively male) dress neatly, never use profanity, and work quietly, with decorum and gentlemanliness. To reduce the amount of noise and talking in his kitchen, he introduced the *aboyeur* (announcer), who took orders from service personnel and in a clear, loud voice called out the foods ordered to the various production centers. Escoffier wrote many articles and several books, one of which is a cookbook still used all over the world, both in homes and foodservices. He liked to name his food inventions based on the names of famous people, like Peach Melba and Melba Toast named for the famous singer Nellie Melba.

Escoffier was a true scientist, giving careful observations to the reactions of foods to preparation procedures. From these he developed sound rules for the preparation of foods in quantity. He teamed up with the famous hotelier, Cesar Ritz, to operate many of Europe’s finest hotels; Escoffier ran the back of the house, while Ritz tended to the front. Perhaps at no other time has the level of dining and staying away from home been raised so high as under these two men. Even today the word *ritzy* means “elegant, ostentatious, fancy, or fashionable.”

It was the highly social Edward VII (1841–1910), Prince of Wales and the playboy of Victorian England, who remarked, “Where Mr. Ritz goes, there I go.” The informal leaders of culture, society, politics, the arts, and sciences became patrons of these two men. When Ritz and Escoffier died, an era died with them. However, another era was about to be built on their accomplishments. The new era belonged to working people in general, who were beginning to emerge as important



Exhibit 1.1 White House Dinner Menu



Courtesy of Chefs Haller and Bender of the White House

courses later in our discussions; its purpose here is to point out that it was Escoffier who stamped it indelibly into our eating culture. However, Escoffier also did not hesitate to serve very simple luncheons and dinners. He felt that foods above all had to be supremely prepared and not just be exciting to the eye, and food that good should be served in an adequate quantity, and satisfy the appetite.

Exhibit 1.1 shows a fine dinner menu used at the White House when the famous Chef Haller supervised the kitchens. Its simple elegance reflects Escoffier's influence.

figures in society since their wages could help a new foodservice industry develop and survive. A substantial middle class was also coming into its own, and the new market would be shaped largely for them.

Another important contribution of Escoffier was simplifying the menu. He felt that too many foods were served at each course, so he often reduced this to just one food item with an accompaniment. It was he, following Carême and others, who developed the progression of courses in a formal meal to: a light soup, fish, poultry, entree, salad, cheese, and dessert. Each course might have its accompaniment and garnish; the entree would be the heaviest course, with a roast beef meat accompanied by a vegetable and starch food, often a potato. After this course, the meal was to drop in intensity. The salad gave a refreshing respite, with the cheese following to keep up the flagging appetite so the dessert could be appreciated. A formal progression of wines accompanied the courses. We will see this progression of



Foodservice in the United States

THE EARLY YEARS

During colonial times in the United States, foods served to those away from home were served much the same way as in Europe. For a considerable period of time, travelers were cared for at roadside inns, some of which still exist. Coffeehouses operated in New York, Philadelphia,

Boston, and other large cities. Taverns and *eateries* (*beaneries* in Boston) also served food (see **Exhibit 1.2**). Some clubs existed that also served a fairly high standard of food, usually of a local character.

Institutional Feeding

Orphanages, hospitals, prisons, and other institutions cooked food in quantity over fireplaces or over beds of coals. A form of cooking sometimes called *ground cooking* was also used to cook foods. A fire was built in a hole in the ground containing some stones or in a clay or brick oven. When the stones were very hot, the fire was put out, the food was put in, and the oven was closed or the hole covered, and the food then cooked for a long time in the stored heat.



Exhibit 1.2 Delmonico's Menu

Consumme de Volaille	
Huitres à la Poulette	
Saumon	Truites
Au Beurre de Montpellier	
Filets de Boeuf à la Bellevue	Galantines de Dinde à la Royale
Pâtes de Gibiers à la Moderne	Cochons de Lait à la Parisienne
Pains de Lièvres Anglais Histories	Terrines de Nerac aux Truffes
Jambons de Westphalie à la Gendarme	
Langues de Boeuf à l'Escarlate	
Mayonnaises de Volailles	Salades de Homards à la Russe
Grouses	
Bécassines	Bécasses
Faisans	
Gelées au Madère	Macédoines de Fruits
Crèmes Francaises	Glaces à la Vanille et Citron
Petits Fours	Charlotte Russe
Pêches, Poires, Raisins de Serre, etc.	
PIECES MONTÉES	
La Reine Victoria et le Prince Albert	
Le Great Eastern	La Vase de Flora
Silver Fountain	
This is the Menu from the 1860 ball given in honor of the Prince of Wales. Delmonico's catered this event for four thousand guests, held at the Academy of Music.	

Source: Root W, de Rouchemont R, Eating in America, A History. NY: Ecco Press 1981 2nd edition p329.

Some universities had a dining service where the students came to eat family style. Food was brought to the table in serving dishes and the students passed the food. This service style is still used today in some schools—the U.S. Naval Academy is one such place. Other schools offered table service. These dining rooms were often called *commons*. Still other schools had small apartments for the students and each student brought a cook from home, usually a slave, who would cook and care for the student. These quarters still stand on the University of Virginia campus, designed by Thomas Jefferson.

Hotels Appear

With the continued growth of the United States, a need arose for hotels, which began to appear in the larger cities. In 1818, New York City had eight hotels. By 1846, there were more than 100. In 1850, Chicago boasted 150 hotels. Some of these hotels were built to provide great luxury. Famous chefs were brought from Europe, along with their staffs, to cook for guests. The Astor House in New York City, the Palace in San Francisco, the Brown Palace in Denver, the Butler in Seattle, and the Palmer House in Chicago were as elegant and fashionable as any hotel operated by Ritz and Escoffier. Many of these hotels became the cultural and social centers of the cities where they were located.

The Gold Rush to California and later gold discoveries in Montana, Alaska, and elsewhere, along with the discovery of silver lodes in Colorado and Nevada, drew many people to the West. Many became wealthy and could then afford fine dining.

After the Civil War, railroads were rapidly built all over the country. In communities served by railroads, small hotels were built near railroad stations to feed and shelter travelers. Restaurants also opened, but these were patronized largely by affluent people or those away from home for a short period of time.

Dining Trends

The trend toward elegance and luxury found in the best hotels also began to appear in restaurants. Lorenzo Delmonico (1813–1881) started his famous restaurant, Delmonico's, near Wall Street in New York City for the financial tycoons there. It developed an international reputation. He and his brothers started other restaurants in New York City, beginning what was probably one of the first restaurant chains. However, the era of the working class was approaching in the United States, and with it a need for a type of foodservice that did not have the elegance, fashion, or high cost of operations, such as Delmonico's. Delmonico's was the “first” respectable restaurant that allowed women of “good standing to dine out.”³

At the turn of the century, people began to leave their homes to work in factories, office buildings, stores, hospitals, schools, and commercial centers. They needed meals, particularly lunch, and many coffee shops and restaurants sprang up, including Child's, Schrafft's, and Savarin. Popular foods were served at nominal cost. Horn and Hardart, a cafeteria system, introduced the *nickelodeon* automatic foodservice. Food portions were loaded into small compartments, some of which were heated by steam. Patrons would insert the required coins and a door would open to allow removal. When the door closed, it locked again, and empty compartments would be replenished. In some factories and office buildings, employee feeding took place on a restricted basis. Many facilities built kitchens and dining areas to serve their workers. The food was usually very good and economical. It also became common to see mobile kitchens parked outside factories and other buildings where personnel worked waiting to serve them light meals or snacks during the day.

Other changes were occurring. The average American began to have more disposable income. The automobile arrived, giving the population much more mobility. Working hours were shortened, providing more leisure time. Electricity became available on a wider scale. Foodservice operations now could have refrigerators and freezers rather than iceboxes. Mixers, dishwashers, and other electrical equipment became available, reducing many laborious tasks in the kitchen.⁴

POSTWAR EXPANSION

After World War II, the foodservice industry began to grow rapidly. While the normal rate of growth in retailing during that time was about 6 percent per year, the foodservice industry saw an annual 10 to 11 percent growth. Some of this growth was prompted by the expansion of institutional feeding. Factories and office buildings put in their own foodservice units for workers. In 1946 the federal government passed the National School Lunch Act, which started a vast school feeding program. Colleges and universities put in extensive dining services. Dietitians, trained to operate foodservices, began to be sought out, not only by health services, but by commercial operations, such as Stouffer's. Margaret Mitchell, a vice-president and one of the dominant forces behind Stouffer's, was herself a dietitian. Cornell University, under Professor Howard Meek, introduced the first hotel school, which branched out into restaurant and institutional curricula, and later added tourism.

Vast hotel chains were being formed, with Ellsworth Statler leading the way. People began to eat out, not only as a necessity, but because they wanted recreation, entertainment, and a change from eating at home. The desire was not just for food to satisfy nutritional and hunger needs, but for an environment that would help meet social and psychological desires.

Quick Service and Corporate Concepts

Two very important changes in the foodservice industry occurred simultaneously and were related. These were the development of the *fast-food*, or *quick-service*, concept, and the birth of multiple-operation foodservice groups, or *chains*. The first of the units serving food that could be prepared and eaten quickly were the White Castle hamburger units, which appeared in the 1930s. The idea grew slowly until after World War II. Then in the late 1940s and 1950s, many hamburger chains were started. They were immensely popular, serving an item that had wide acceptance at a nominal price with rapid service. Another item that found acceptance as a quick-service entree was chicken. To Americans on the go, fast food was an affordable luxury. Vast chains, such as Kentucky Fried Chicken, built by Colonel Harlan Sanders, and McDonald's, led by Ray Kroc, soon appeared all over the country, and were faced with competitors seeking to break into this lucrative market. The low price and lower margin of profit per sale was compensated for by big volume. A limited menu made it possible to simplify operations and use personnel with less experience and skill in food preparation and service. This chain segment of the industry has grown tremendously. The National Restaurant Association says it now makes up nearly 30 percent of all commercial foodservice units. The quick-service segment's percentage of entire industry sales is much higher than that.

Take-out and Curbside Service

Take-out has become a significant part of foodservice distribution, with continued growth expected in this industry segment. Households with both spouses working, fully scheduled fam-

ily activities; a growing population of older individuals with higher disposable income; busy people that need food prepared quickly; and the convenience of not having to cook and clean up are the motivating factors behind the usage of take-out and curbside foodservices. Take-out has been the fastest-growing segment of the foodservice industry. It is estimated that over 40 percent of the food consumed today is take out. This includes quick-service restaurant fare from traditional burger drive-throughs, ethnic food, pizzas, and many others.

Grocery stores have also entered this market with extensive deli offerings. Some of these items are immediately consumed at tables located in the store; others are taken away. Food bars or packaged offerings are available in many locations.

Morrison's Cafeteria and Golden Corral Buffet are two companies that have developed substantial take-out business. Golden Corral weighs the container and the customer pays a per-pound charge. This pricing method allows the introduction of *to-go* business and the *doggie bag* to the traditional *all-you-can-eat* buffet.

Fine-dining establishments have gotten into the game with curbside service whereby pre-ordered food, sometimes in family-size portions, is delivered to the cars of waiting customers, parked in designated spaces just outside the restaurant. The popular Manhattan restaurant Woods has two take-outs. They're called "Out of the Woods." Consumers are hungry for this service.

Take-out is growing rapidly in other segments as well. A sizable number of operations now exist to prepare complete dinners, lunches, and other prepared foods. Some sell almost all of their food as take-out. "Take-out taxi" companies pick up food from an established list of restaurants that typically do not offer delivery service. Roma's has stated that it is trying to develop 5 to 7 percent of its business in take-out. The growth in take-out and curbside business is expected to continue and become an even more significant part of the industry in response to guest desires.

About 44 percent of the food sold by foodservices is considered take-out.

What type of individual does it take to build a successful foodservice empire? Men like Dave Thomas, (1932–2002), founder of Wendy's International, and Richard Melman of Lettuce Entertain You Restaurant Corporation are good examples. First of all, these entrepreneurs had to have a differentiated product, a food that had something distinct about it that made customers want it. Second, they had to be individuals with a lot of aggressive drive to develop a market for their product.

Dave Thomas got his first job at the age of twelve in a restaurant. At fifteen he dropped out of school to work full time at the Hobby House restaurant and live at the YMCA when his adopted family moved out of Fort Wayne, Indiana. Through this work he got to know Colonel Sanders, the founder of Kentucky Fried Chicken, and got the opportunity to turn around four failing Ken-



Photo 1.1 Dave Thomas, founder of Wendy's International, 1932–2002
Courtesy of Wendy's International, Inc.

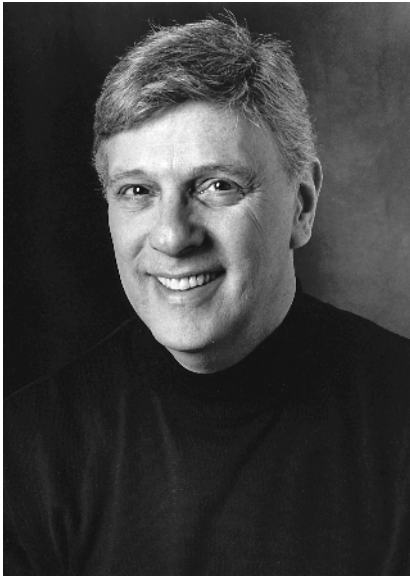


Photo 1.2 Rich Melman, founder of Lettuce Entertain You Enterprises Inc.
Courtesy of Lettuce Entertain You Enterprises Inc.

tucky Fried Chicken enterprises, owned by his Hobby House boss. In four years he sold the restaurants back to KFC and was a millionaire at 35.

In 1969 he made his dream of owning a hamburger restaurant come true. He opened the first Wendy's Old Fashioned Hamburgers in Columbus, Ohio. His hamburger was fresh, not frozen, meat. Each hamburger was freshly made to order, not stock-piled. His salad bar and baked potato were the first in a quick-service setting, and they played a big role in the success of the operation. He also created the first modern-day drive-through window.

Dave felt he was he was an American success story and advised all to seize their opportunities. His "rags to riches" story earned him the Horatio Alger award. Despite his success, he referred to himself as "just a hamburger cook." A big factor in Dave's success was his concept that it all came down to customers. Taking care of customers by serving the best food at a good value in clean comfort was his underlying philosophy. (Reference Wendy's Website).

A more modern illustration of success in the restaurant business is *Lettuce Entertain You Enterprises* (LEYE), a Chicago-based corporation, owning at this time more than 50 successful units operating nationwide. The creative genius behind the building of this company is Richard Melman, founder and chairman. Through Melman, Lettuce has earned a reputation for the ability to be prolific in original, successful menu creation with over 30 concepts operating at this writing.

Like many entrepreneurs before him, Melman began his working career as a teenager in a restaurant. The business got in his blood, and he and his partner Jerry A. Orzoff opened R. J. Grunts in 1971 in Chicago's Lincoln Park. Food was presented with a sense of humor and fun, leading the trend toward dining out as entertainment (see **Exhibit 1.3**). Orzoff died in 1981, leaving Rich Melman with a philosophy based on the importance of partners, which has remained a cornerstone of the Lettuce philosophy. People are the core of Lettuce with former employees referred to as *alumni*. Melman is credited with being a prodigy at concept development. He sees his success as being able to listen to people, giving them what they want almost before they knew they want it. (Reference LEYE Website) At this writing, LEYE is delving into retail foodservice with a concept called Shanghai Circus Stir Fry and Steam Show, offering Asian cuisine and Osteria Via Stato, which embraces the lifestyle of Italian dining.⁵

Continual Growth

In a period of about 40 years, the foodservice industry has changed from a rather small one in our total industrial economy to one of our major ones. Growth and changes in feeding habits will not stop. Eating away from home should become an even more important factor in the lives of people than it is now. Some say that in the not too distant future, we will be eating more than 50 percent of our meals outside the home. If past growth reflects the future, this seems quite possible.



Exhibit 1.3
R.J. Grunts
Menu

R.J. GRUNTS

THE ORIGINAL 'LETTUCE ENTERTAIN YOU' CREATION

GOOD AFTERNOON...
If this were Sunday, you'd be reading the brunch menu... But it isn't. So, you're not. Now if I can just remember where I left my sneakers.

SANDWICHES



Senior, R.J., and Jr. burger it up in the kitchen

1. HAMBURGER
Juicy chopped sirloin charbroiled to your taste and served on a lightly toasted sesame bun. (And to add a touch), it's graced by a heaping portion of cottage fries, our own home made cole slaw and (of course) a dill pickle. **\$3.25**

1a. CHEESEBURGER
Absolutely the same as above with one gooey exception. Cheese.
* Your choice at no extra charge **\$3.25**

2. GRUNT BURGER ★★★★★
The cornerstone of Burgerdom. A charbroiled chopped sirloin topped w/ fried onion and blue cheese dressing. Plus, cottage fries, cole slaw & pickle. **\$3.25**

3. GOURMET BURGER
This burger is topped with mushrooms, onions, Swiss cheese, a rich brown sauce, and served on a toasted sesame bun with cole slaw, cottage fries and a pickle. **\$3.35**

4. SORRY HUN-NO BUN
Sautéed vegetables nestled upon a burger with Italian seasonings, sprinkled w/ parmesan and covered with mozzarella cheese. **\$3.25**

5. MARK'S RYE BURGER
When Mark got tired of the usual employee lunch he took our hamburger, added cooked onions, Swiss cheese, worchester sauce and grilled it all on rye served with cottage fries. **\$3.35**

6. ROAST BEEF AW JUICE ★★★★★
Thinly sliced roast beef brisket steeped in its own natural gravy and piled high on a toasted sesame bun. Complimented by tasty fried onion slices, cottage fries and a very dill pickle. **\$3.25** Try this on Italian bread.

7. ROAST BEEF BE QUE ★★★★★
Very much (exactly) as #6 with R.J.'s own B.B.Q. sauce **10% EXTRA**

8. STEAK TERIYAKI WICH
Charcoal broiled steak that's served on garlic bread with a side of teriyaki sauce and fries **\$3.25**

9. THE TACO THAT ATE CHICAGO
Don't just sit there. Bite it back. With chopped beef, lettuce, tomatoes, cheese and a little guacamole **\$3.25**
* Ask your butler.

10. THE UN-BURGER
A yummy marinated @ char-broiled, boneless Breast of Chicken sandwich with cottage fries, cole slaw & pickle. (It's UN in a million) **\$3.25**

EGGS EGG-CETERA

11. EGGS LA GRUNT
w/ zucchini spinach mushrooms, fresh tomatoes, melted cheese & served w/ a Grunt Treat. **\$2.95**
CHEESE OMELETTE AVAILABLE AT SAME PRICE

12. THE "COULD-BE QUICHE"
R.J.'s Chef, Peter, changes his mind a lot. That's why our light & cheesy Homemade Quiche of the day, served with a veggie, is always different **\$3.50**



Constant testing and endless research personally conducted by ourselves.

LUNCHEON SALAD BAR ★★★★★
From 11:30 till DINNER, Monday through Saturday you may help yourself to the Salad table w/ your sandwich. **\$1.35**
Now, if all you want is salad. **\$1.25**
w/ onion soup, cuppa Fish soup, or chili, salad is \$1.35 extra

★ ★ **OTHER** ★ ★

13. FISH SOUP ALA GRUNT
Scallops, halibut, clams @ shrimp enjoy communal bath in warm spicy tomato base. **\$3.50**

14. MEAL IN A BOWL ←
Large bowl of our homemade vegetable beef soup (w/ beef), with crouton and served with cobbstone bread and whipped butter **\$3.25**

15. ONION SOUP EPISODE ★★★★★
All we can say at this time is... Home made onion soup covered w/ croutons and some melted cheeses and it's served in a crock! **\$1.95**

16. TUNA TERRIFIC 
Tuna w/ tomato mushrooms, melted cheese @ a side of vegetables open faced w/ cold, or hot **\$3.50**
* available in casseroles.

17. "CHICAGO'S BEST" CHILI ★★★★★
Winner of The Great Chicago Chili Cook-Off served with grated cheddar cheese and a dollop of sourcream on the side. **\$1.95**

LIQUID ★



You never knew who you'd run into at Grunts.

SPIRITS ★★★★★★
For those of you who prefer your beer fresh squeezed from a cold keg let us suggest Michelob. If (on the other hand) bottles do it for you try Heinekens, light or dark or R.J.'s favorite lite.

♥ ♥ ♥ **THE GRUNTS GIRLS** ♥ ♥ ♥
A special thank you to Amy, Elaine, Paulette, Nancy, Susan, Ilene, Murph, House, Elinor, Arlene, Ingrid, Andrea, Liza, Karen, Vickie, Lynda, Kitty, France, Debbie, Deborah, Holly, Elizabeth, Jennifer, Moo, Paula, Sue x3, and Pat x2. ♥ ♥ ♥ I Love You, R.J.

GIANT MALT & SHAKES ★★★★★★
Peanut butter, Banana, Chocolate, Raspberry, Strawberry, Coca nut, pineapple, Mocha Malt... **\$1.50**
Raw egg or wheat germ added **25¢**




SOFT DRINKS ★★★★★★
Let's see now... there's coke, seven up, uh, gingerale, milk, iced tea, tap, Diet 7A... root beer or lemonade **60¢**

FRUIT JUICES * 7-UP available at diet level. See Diet 7A in Soft Drink Sec.
Fresh squeezed orange juice, apple, coconut, banana, Raspberry, strawberry, pineapple or grapefruit blended into any ridiculous combination. **\$1.10**
* Not to fresh compare.

BLACK COW
Root Beer and Ice cream... **\$1.50**

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AMERICAN EXPRESS, VISA and MASTERCHARGE.

Courtesy of Lettuce Entertain You Enterprises Inc.



SUMMARY

The seeds of our foodservice industry were sown many centuries ago when a cluster of cave dwellers gathered together and cooked food over an open fire. Many ancient cultures had foodservice operations that served food to travelers, prepared foods for feasts, and served meals to ordinary people at public gatherings. During the Middle Ages, monasteries maintained quantity cooking and service and even acted as hostels for travelers. Inns and taverns also opened in cities and along travel routes. People of wealth and royal blood had kitchens and dining areas designed to serve food in quantity, and many of their best cooks advanced our knowledge of food preparation and service.

The restaurant industry really began in Paris just after the French Revolution and rapidly spread throughout Europe. An aristocracy of wealth appeared and provided patronage for fine, elaborate restaurants, clubs, and hotel dining services.

The development of the foodservice industry in the United States did not occur to any degree until after the Civil War. Until that time, it functioned on the limited scale that was typical in Europe. As the United States started to industrialize, people had more discretionary income, and they began to want food away from home. Along with the coming of a vast network of railroads across the nation came a demand for hotels offering meals, as well as lodging. After World War I, factories and office buildings began to provide meals for workers. A large number of cafés, restaurants, and cafeterias began to appear in highly populated areas. School lunches started in 1946 as a federally sponsored project.

After World War II, the foodservice industry leapt forward. One of the reasons for this was the introduction of the quick-service operation, in which certain foods could be offered at moderate prices. These establishments became a significant segment of the foodservice industry. With continued development and the increase of chains and franchises, the foodservice industry has developed into one of the largest industries in the nation. The growth of this huge industry is expected to continue. Chapter 2 will discuss both the present and future of the foodservice industry.

QUESTIONS

1. What was the significant contribution made to foodservice by the ancient Greeks? By the Romans? By Europeans in the Middle Ages?
2. What characterized French cuisine during the reigns of Henry II and Henry IV? Of Louis XIII and XIV?
3. What were the significant contributions made to foodservice by Carême? By Escoffier?
4. What historical events and forces led to the rise of hotels and restaurants in the United States?



MINI-CASES

- 1.1 You are a member of a crew doing an excavation of an ancient city and come across what appears to be a communal kitchen and dining area. What would you hope to find and learn in your forthcoming excavation work?
- 1.2 What factors shape the destiny of the foodservice industry? Which factors do you think you can use to influence the operation of a restaurant that you manage? How can you use that factor or factors?
- 1.3 You are a consultant in mass feeding to the United Nations and have been sent to visit a group of the Near East undeveloped nations to assist them in improving their foodservice industry. These countries have asked the UN for this service.

The UN will give technical assistance, food, supplies, and even some money to support projects you develop with them. Technicians and others sent will run programs for a period of one to two years, while at the same time will train a native person to take over the technician's job before leaving. After that, from time to time experts will be sent to observe and render any assistance needed. You will have diplomatic credentials that introduce you to the highest officials of the various agencies of the country. These individuals have been informed by the UN of your mission and the program you are there to set up for them. How would you start and then follow through on your job to try to help these countries improve their foodservices to a point where they improve the food of the people and give support to the economy?
- 1.4 You are planning a menu and know that about 40 percent of your clientele is nutrition and/or value minded. The other 60 percent pay little attention to these factors. Shape a menu that will satisfy both groups.

