



Chapter 1

The Foodservice Industry

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Introduction

- This is an exciting time to begin a career in food service. Interest in dining and curiosity about new foods are greater than ever.
- More new restaurants open every year.
- Many restaurants are busy every night, and restaurant chains number among the nation's largest corporations.
- The chef, once considered a domestic servant, is now respected as an artist and skilled craftsman.



Introduction

- The growth of the food service industry creates a demand for thousands of skilled people every year.
- Many people are attracted by a career that is challenging and exciting and, above all, provides the chance to find real satisfaction in doing a job well.
- Unfortunately, many people see only the glamorous side of food service and fail to understand that this is a tiny part of the picture.
- The public does not often see the years of training, the long hours, and the tremendous pressures that lie behind every success.



Objectives

1. Name and describe four major developments that have significantly changed the food service industry in the twentieth century.
2. Identify seven major stations in a classical kitchen.
3. Explain how the size and type of an operation influence the organization of the modern kitchen.
4. Identify and describe three skill levels of food production personnel.
5. Identify eight behavioral characteristics that food service workers should develop and maintain to achieve the highest standards of professionalism.





A History of Modern Food Service



The Origins of Classical and Modern Cuisine

- Quantity cookery has existed for thousands of years, as long as there have been large groups of people to feed, such as armies.
- But modern food service is said to have begun shortly after the middle of the eighteenth century.
- At this time, food production in France was controlled by guilds.
- Caterers, pastry makers, roasters, and pork butchers held licenses to prepare specific items.
- **Guests had little or no choice and simply ate what was available for that meal.**



The Origins of Classical and Modern Cuisine

- In 1765, a Parisian named Boulanger began advertising on his shop sign that he served soups, which he called *restaurants* or *restoratives*.
- The **new developments** in food service received a great stimulus as a result of the French Revolution, beginning in 1789.
- Before this time, the great chefs were employed in the houses of the French nobility.



The Origins of Classical and Modern Cuisine

- With the revolution and the end of the monarchy, many chefs, suddenly out of work, opened restaurants in and around Paris to support themselves.
- Furthermore, the revolutionary government abolished the guilds.
- Restaurants and inns could serve dinners reflecting the talent and creativity of their own chefs, rather than being forced to rely on licensed caterers to supply their food.
- At the start of the French Revolution, there were about 50 restaurants in Paris. Ten years later there were about 500.



Grande cuisine

- *Haute cuisine* ([French](#): literally "high cooking") or *grande cuisine* was characterised by [French cuisine](#) in elaborate preparations and presentations served in small and numerous courses that were produced by large and hierarchical staffs at the grand restaurants and hotels of Europe.



Grande cuisine

- The 17th century [Antonin Carême](#) born in 1784, published works on cooking, and although many of his preparations today seem extravagant, he simplified and codified an earlier and even more complex cuisine.
- [Georges Auguste Escoffier](#) is a central figure in the modernization of haute cuisine as of about 1900, which became known as [cuisine classique](#).
- The 1960s were marked by the appearance of "[nouvelle cuisine](#)" as chefs rebelled from Escoffier's "orthodoxy" and complexity.
- Within 20 years, however, chefs began returning to the earlier style of haute cuisine, although many of the new techniques remained.



CAREME Marie-Antoine Careme (1784-1833).

- All the changes that took place in the world of cooking during the 1700s led to, for the first time, a difference between home cooking and professional cooking.
- One way we can try to understand this difference is to look at the work of the greatest chef of the period following the French Revolution, Marie-Antoine Careme (1784-1833).



CAREME

Marie-Antoine Careme (1784-1833)

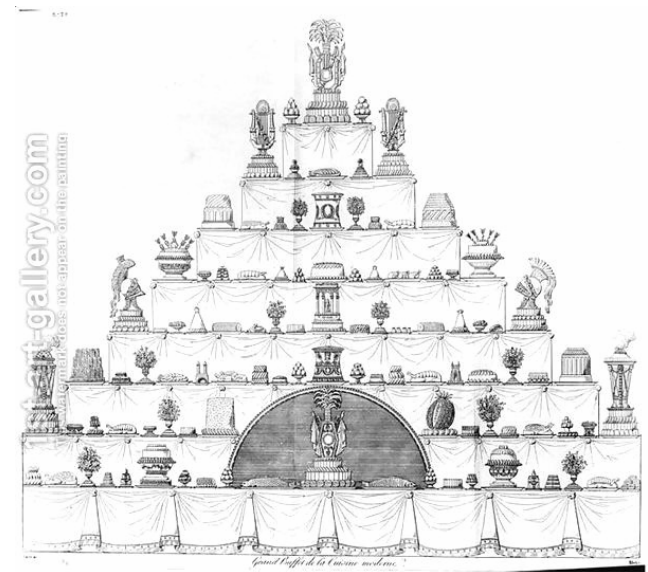


- As a young man 15yrs old, Careme learned all the branches of cooking quickly, and he dedicated his career to refining and organizing culinary techniques.
- His many books contain the first systematic account of cooking principles, recipes, and menu making.



CAREME Marie-Antoine Careme (1784–1833)

- At a time when the interesting advances in cooking were happening in restaurants, Careme worked as a chef to wealthy patrons, kings, and heads of state.
- He was perhaps the first real celebrity chef, and he became famous as the creator of elaborate, elegant display pieces and pastries, the ancestors of our modern wedding cakes, sugar sculptures, and ice and tallow carvings.



CAREME Marie-Antoine Careme (1784–1833)

- But it was Careme's practical and theoretical work is an author and an inventor of recipes that was responsible, to a large extent, for bringing cooking out of the Middle Ages and into the modern period.
- Careme's efforts were a great step toward modern simplicity.
- The methods explained in his books were complex, but his aim was pure results.
- He added seasonings and other ingredients not so much to add new flavors but to highlight the flavors of the main ingredients.
- His sauces were designed to enhance, not cover up, the food being sauced.



CAREME Marie-Antoine Careme (1784–1833)

- Beginning with Careme, a style of cooking developed that can truly be called international, because the same principles are still used by professional cooks around the world.
- Older styles of cooking, as well as much of today's home cooking, are based on tradition.
- In other words, a cook makes a dish a certain way because that is how it always has been done.



CAREME Marie-Antoine Careme (1784–1833)



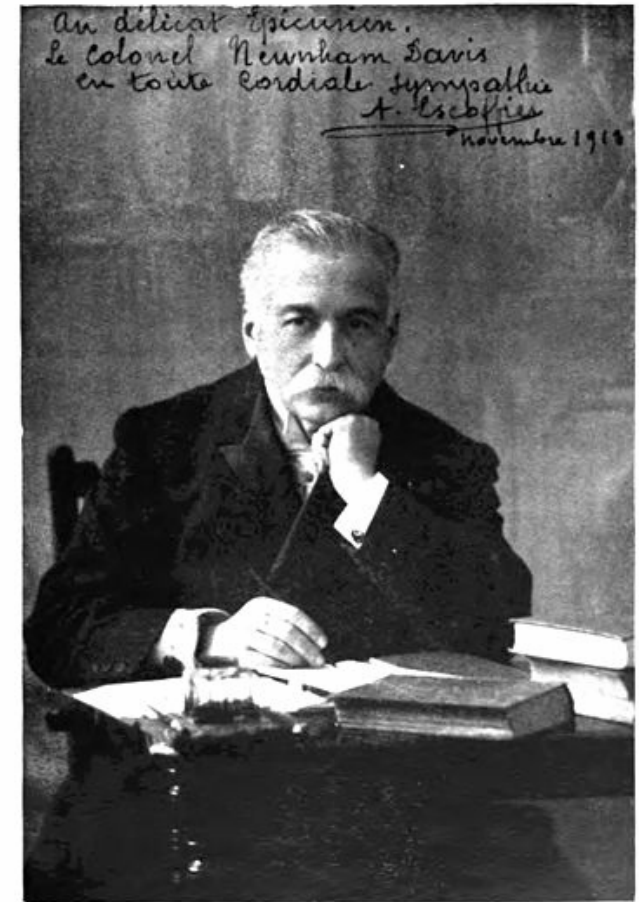
- On the other hand, in Careme's *Grande Cuisine*, and in professional cooking ever since, a cook makes a dish a certain way because the principle and methods of cooking show it is the best way to get the desired result.
- For example, for hundreds of years, cooks boiled meats before roasting them on a rotisserie in front of the fire.



ESCOFFIER

Georges-Auguste Esciffier (1847–1935)

- Georages–Auguste Escoffier (1847–1935), the greatest chef of his time, is still today evered by chefs and gourmets as the father of twentieth-century cookery.
- Escoffier was called "the emperor of chefs" and "emperor of the world's kitchens" by Emperor William II of Germany.
- He modernized and codified the elaborate haute cuisine created by Marie–Antoine Careme, and developed the 'brigade de cuisine,' system of kitchen organization.



M. ESCOFFIER



ESCOFFIER

Georges-Auguste Esciffier (1847-1935)

- His two main contributions were
 1. The simplification of classical cuisine and the classical menu,
 2. The reorganization of the kitchen.



"The King of Chefs,
and the Chef of Kings"



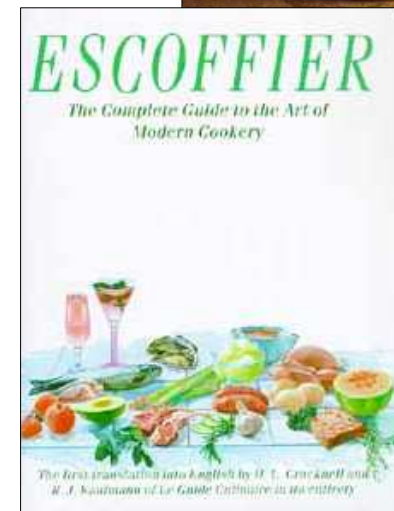
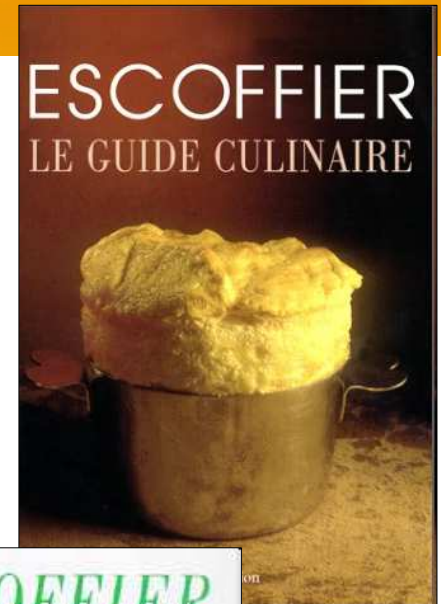
1. Simplification of classical cuisine

- Escoffier rejected what he called the “general confusion” of the old menus, in which sheer quantity seemed to be the most important factor.
- Instead, he called for order and diversity and emphasized the careful selection of one or two dishes per course dishes that followed one another harmoniously and delighted the taste with their delicacy and simplicity.



1. Simplification of classical cuisine

- Escoffier's books and recipes are still important reference works for professional chefs. The basic cooking methods and preparations we study today are based on Escoffier's work.
- His book *Le Guide Culinaire*, which is still widely used, arranges recipes in a simple system based on main ingredient and cooking method, greatly simplifying one more complex system handed down from Careme.



2. The reorganization of the kitchen

- Escoffier's second major achievement, the reorganization of the kitchen, resulted in streamlined workplace that was better suited to turning out the simplified dishes and menus he instituted.
- He organized his kitchens by the **brigade de cuisine system**, with each section run by a *chef de partie*.
- The system of organization he established is still in use today, especially in large hotels and full-service restaurants



MODERN TECHNOLOGY

- Today's kitchens look much different from those of Escoffier's day, even though our basic cooking principles are the same.
- Also, the dishes we eat have gradually changed due to the innovations and creativity of modern chefs.
- The process of simplification and refinement, to which Careme and Escoffier made monumental contributions, is still on doing, adapting classical cooking to modern conditions and tastes.



1. Development of New Equipment

- We take for granted such basic equipment as gas and electric ranges and ovens and electric refrigerators.
- But even these essential tools did not exist until fairly recently.
- The easily controlled heat of modern cooking equipment, as well as motorized food cutters, mixers, and other processing equipment, has greatly simplified food production



1. Development of New Equipment

- Modern equipment has enabled many food service operations to change their production methods.
- With sophisticated cooling, freezing, and heating equipment, it is possible to prepare some foods further in advance and in larger quantities.
- Some large multiunit operations prepare food for all their units in a central commissary.
- The food is prepared in quantity, packaged, chilled or frozen, then heated or cooked to order in the individual units.



2. Development and Availability of New Food Products

- Modern refrigeration and rapid transportation caused revolutionary changes in eating habits.
- For the first time, fresh foods of all kinds—meats, fish, vegetables, and fruits—became available throughout the year.
- Exotic delicacies can now be shipped from anywhere in the world and arrive fresh and in peak condition.



2. Development and Availability of New Food Products



- The development of preservation techniques—not just refrigeration but also freezing, canning, freeze-drying, vacuum-packing, and irradiation—increased the availability of most foods and made affordable some that were once rare and expensive.

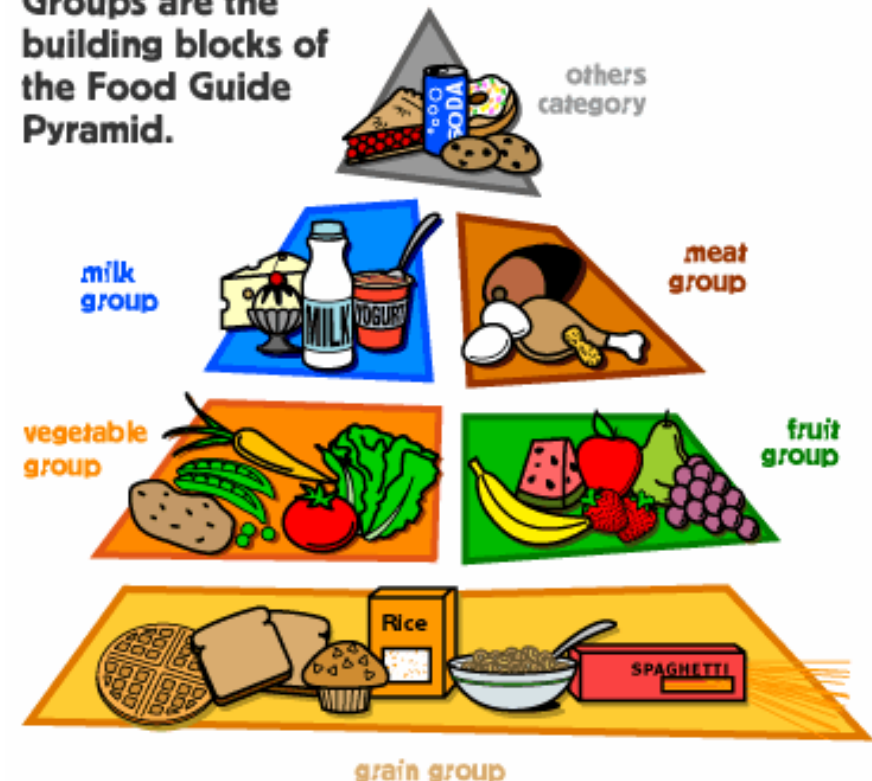


3. Sanitary and Nutritional Awareness

- The development of the sciences of microbiology and nutrition had a great impact on food service.
- One hundred years ago, there was little understanding of the causes of food poisoning and food spoilage.
- Food handling practices have come a long way since Escoffier's day.

Food Guide Pyramid

The Five Food Groups are the building blocks of the Food Guide Pyramid.



3. Sanitary and Nutritional Awareness



- Customers are also more knowledgeable and therefore more likely to demand healthful, well-balanced menus.
- Unfortunately, nutrition science is constantly shifting. Diets considered healthful one year become eating patterns to be avoided a few years later.
- Fad diets come and go, and chefs often struggle to keep their menus current.
- It is more important than ever for cooks to keep up to date with the latest nutritional understanding.



COOKING IN THE 20th CENTURY

- Very quickly, however, this “simpler” style became extravagant and complicated, famous for strange combinations of foods and fussy, ornate arrangements and designs.
- By the 1980s, nouvelle cuisine was the subject of jokes. Still, the best achievements of nouvelle cuisine have taken a permanent place in the classical tradition.
- Meanwhile, many of its excesses have been forgotten. It is probably fair to say that most of the best new ideas and the lasting accomplishments were those of classically trained chefs with a solid grounding in the basics.



1. New Emphasis on Ingredients

- Advances in agriculture and food preservation have had disadvantages as well as advantages.
- Everyone is familiar with hard, tasteless fruits and vegetables that were developed to ship well and last long, without regard for eating quality.
- Many people, including chefs, began to question not only the flavor but also the health value and the environmental effects of genetically modified foods, of produce raised with chemical pesticides and fertilizers, and of animals raised with antibiotics and other drugs and hormones.



1. New Emphasis on Ingredients

- Over the next decades, many chefs and restaurateurs followed her lead, seeking out the best seasonal, locally grown, organically raised food products.
- Larry Forgione picked up the banner of local ingredients and local cuisine in his New York City restaurant.
- Many chefs have modified their cooking styles to highlight the natural flavors and textures of their ingredients, and their menus are often simpler now for this reason.



2. International Influences

- After the middle of the twentieth century, as travel became easier and as immigrants arrived in Europe and North America from around the world, awareness of and taste for regional dishes grew.
- Chefs became more knowledgeable not only about the traditional cuisines of other parts of Europe but about those of Asia, Latin America, and elsewhere.



2. International Influences



- The use of ingredients and techniques from more than one regional, or international, cuisine in a single dish is known as fusion cuisine.
- Early attempts to prepare fusion cuisine often produced poor results because the dishes were not true to any one culture and were too mixed up.



COOKING IN THE 20th CENTURY

- Cooking and cooking styles continue to change.
- Technology continues to make rapid advances in our industry, and men and women are needed who can adapt to these changes and respond to new challenges.
- Although automation and convenience foods will no doubt grow in importance, imaginative chefs who can create new dishes and develop new techniques and styles will always be needed, as will skilled cooks who can apply both old and new techniques to produce high-quality foods in all kinds of facilities, from restaurants and hotels to schools and hospitals.





The Organization of Modern Kitchens



THE BASIS OF KITCHEN ORGANIZATION

- The purpose of kitchen organization is to assign or allocate tasks so they can be done efficiently and properly and so all workers know what their responsibilities are.
- The way a kitchen is organized depends on several factors.



THE BASIS OF KITCHEN ORGANIZATION

1. The menu.

- The kinds of dishes to be produced obviously determine the jobs that need to be done.
- The menu is, in fact, the basis of the entire operation.



THE BASIS OF KITCHEN ORGANIZATION

2. The type of establishment;

The major types of food service establishments are as follows:

- Hotels
- Institutional kitchens
- Schools
- Hospitals, nursing homes, and other health-care institutions
- Employee lunchrooms
- Airline catering
- Military food service
- Correctional institutions
- Catering and banquet services
- Fast-food restaurants
- Carry-out or take-out food facilities
- Full-service restaurants



THE BASIS OF KITCHEN ORGANIZATION

3. The size of the operation (the number of customers and the volume of food served).
4. The physical facilities, including the equipment in use.



THE CLASSICAL BRIGADE : Brigade de cuisine

- *Brigade de cuisine* is a system of hierarchy found in restaurants and hotels in France that employ extensive staff and are commonly referred to as kitchen staff in English speaking countries.
- The concept was developed by [Georges Auguste Escoffier](#).
- This structured team system delegates responsibilities to different individuals who specialize in certain tasks.



THE CLASSICAL BRIGADE : Brigade de cuisine

- This reorganization divided the kitchen into department, or stations, based on the kinds of foods produced.
- A station chef was placed in charge of each department.
- In a small operation, the station chef may be the only worker in the department.
- But in a large kitchen, each station chef might have several assistants.



THE CLASSICAL BRIGADE : Brigade de cuisine

1. The **chef** is the person in charge of the kitchen. In large establishments, this person has the title of **executive chef**.

The executive chef is a manager who is responsible for all aspects of food production, including menu planning, purchasing, costing, planning work schedules, hiring, and training.

2. If a food service operation is large, with many department (for example, a formal dining room, a casual dining room, and a catering department), or if it has several units in different locations, each kitchen may have a **chef de cuisine**. The chef de cuisine reports to the executive chef.



THE CLASSICAL BRIGADE : Brigade de cuisine

3. The **sous chef** (soo shef) is directly in charge of production and works as the assistant to the executive chef or chef de cuisine. (The work “sous” is French for “under.”)

Because the executive chef’s responsibilities may require a great deal of time in the office, the sous chef takes command of the actual production and the minute-by-minute supervision of the staff.

4. The **station chefs**, or *chefs de partie*, are in charge of particular areas of production. The following are the most important station chefs.



THE CLASSICAL BRIGADE : Brigade de cuisine

- The *sauce chef*, or saucier (so-see-ay), prepares sauces, stews, and hot hors d'oeuvres, and sauts foods to order. This is usually the highest position of all the stations.
- The *fish cook*, or poissonier (pwah-so-nyay), prepares fish dishes. In some kitchens, this station is handled by the saucier.
- The *vegetable cook*, or entremetier (awn-truh-met-yay), prepares vegetables, soups, starches, and eggs. Large kitchens may divide these duties among the vegetable cook, the fry cook, and the soup cook.



THE CLASSICAL BRIGADE : Brigade de cuisine

- The *roast cook*, or rotisseur (ro-tee-sur), prepares roasted and braised meats and their gravies and broils meats and other items to order. A large kitchen may have a separate *broiler cook*, or grillardin (gree-ar-dan), to handle the broiled items. The broiler cook may also prepare deep-fried meats and fish.
- The *pastry chef*, or patissier (pa-tees-syay), prepares pastries and desserts.
- The *relief cook*, *swing cook*, or tournant (toor-nawn), replaces other station heads



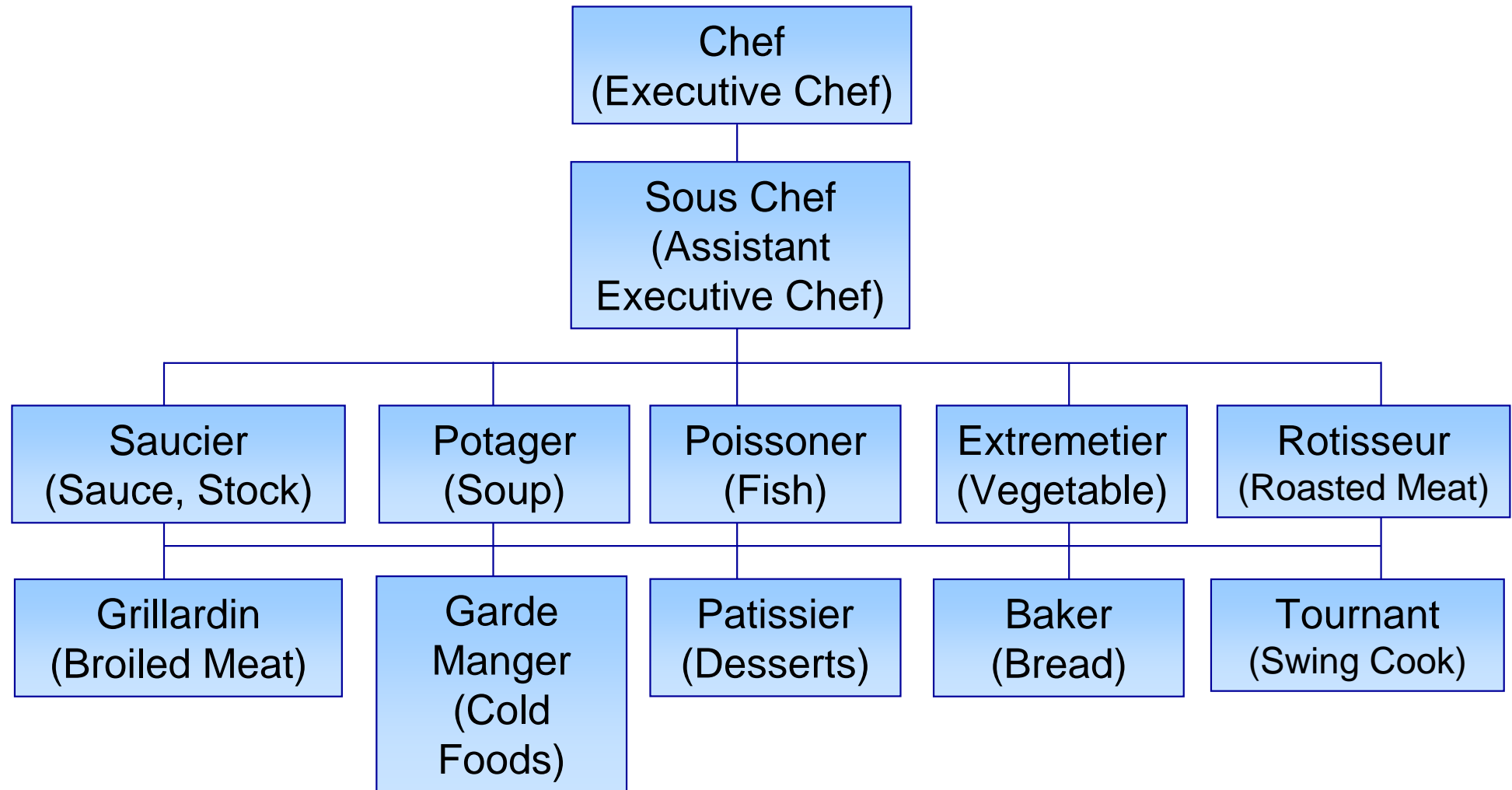
THE CLASSICAL BRIGADE : Brigade de cuisine

5. *Cooks* and *assistants* in each station or department help with the duties assigned to them.

For example, the assistant vegetable cook may wash, peel, and trim vegetables. With experience, assistants may be promoted to station cooks and then to station chefs.



Classic (French) Organization of Kitchen



Note: The lead person in each kitchen section (department or station) was called the chef de partie and had commis (cooks or helpers): premier commis (station cook), deuxieme commis (cook's helper) and troisieme commis (cook's helper assistant).



MODERN KITCHEN ORGANIZATION



MODERN KITCHEN ORGANIZATION

- As you can see, only a large establishment needs a staff like the classical brigade just described.
- Most modern operations, on the other hand, are smaller than this. The size of the classical brigade may be reduced simply by combining two or more positions where the workload allows it.



MODERN KITCHEN ORGANIZATION

- A typical **medium-size** operation may employ a chef, a second cook, a broiler cook, a pantry cook, and a few cooks' helpers.
- **Small kitchens** may have only a chef, one or two cooks, and perhaps one or two assistants to handle simple jobs such as washing and peeling vegetables.



SKILL LEVELS

- Strictly speaking, the term *chef* is reserved for one who is *in charge of a kitchen* or a part of a kitchen.
- Skills required of food production personnel vary not only with the job level but also with the establishment and the kind of food prepared.
- Nevertheless, we can group skills into three general categories.



1. Supervisory

- The head of a food service kitchen, whether called *executive chef*, *head chef*, *working chef*, or *dietary director*, must have management and supervisory skill as well as a thorough knowledge of food production.
- Leadership positions require an individual who understands organizing and motivating people, planning menus and production procedures, controlling costs and managing budgets, and purchasing food supplies and equipment.
- Even if he or she does no cooking at all, the chef must be an experienced cook in order to schedule production, instruct workers, and control quality.



2. Skilled and technical

- While the chef is the head of an establishment, the cooks are the backbone.
- These workers carry out the actual food production. Thus, they must have knowledge of and experience in cooking techniques, at least for the dishes made in their own department.
- In addition, they must be able to function well with their fellow workers and to coordinate with other departments.

Food production is a team activity.



3. Entry level

- Entry-level jobs in food service usually require no particular skills or experience.
- Workers in these jobs are assigned such work as washing vegetables and preparing salad greens.
- As their knowledge and experience increase, they may be given more complex tasks and eventually become skilled cooks.
- Schools teach general cooking knowledge, while every food service establishment requires specific skills, according to its own procedures. Experience as well as theoretical knowledge is needed to be able to adapt to real-life working situations.





Standard of Professionalism



Standard of Professionalism

- What does it take to be a good food service worker?
- The emphasis of a food service education is on learning a set of skills.
- But in many ways, *attitudes* are more important than skills because a good attitude will help you not only learn skills but also persevere and overcome the many difficulties you will face.



Standard of Professionalism

1. Positive attitude toward the job
2. Staying Power
3. Ability to work with people
4. Eagerness to learn
5. A full range of skills
6. Experience
7. Dedication to quality
8. Good understanding of the basics

