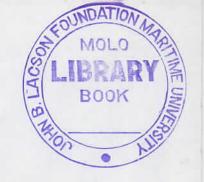
## catering

A Guide to Managing a Successful Business Operation

BRUCE MATTEL THE CULINARY INSTITUTE OF AMERICA



## catering

A GUIDE TO MANAGING A SUCCESSFUL BUSINESS OPERATION



## contents

Acknow	led	gments	vii
, , , , , , , , , ,		Billolito	

1	INTRODUCTION	TO	CATERING	1
	IIIIIIIIIIIII	, 0	CHILING	-

- 2 STARTING YOUR CATERING BUSINESS 19
- 3 PRICING FOR PROFIT 47
- 4 SETTING UP THE CATERING KITCHEN 61
- 5 STAFFING 107
- 6 MARKETING 141
- 7 EVENT PLANNING 157
- 8 HOW CAN WE SERVE YOU? 213
- 9 FOOD PREPARATION AND SERVICE 253
- 10 DINING ROOM AND BEVERAGE MANAGEMENT 281
- 11 SAMPLE MENUS AND SERVICE 319

Appendix: Basic Banquet Kitchen Layout 339

Index 351



## index

Accessibility, 9, 255 Accommodation, 159, 174-175, 194, 196 Accounting, 6 Administration offices, 240 Advertising, 148-155 at bridal/trade shows, 153 with direct mail, 152 with DVDs as business cards, 152 with piggyback catering, 154 on radio, 150-151 repetition of, 148 with scheduled tastings, 153 with sponsorships/discounted catering, 152-153 for staff, 113-115 in trade/lifestyle magazines, 150 on Web sites, 151 by word of mouth, 154-155 in yellow pages/phone books. 148-150 Agencies, staffing, 116-117 Age requirements, minimum, 127 Airy foods, 271 Á la minute, 262 Alarms, refrigerator, 83 Alcohol abuse, 126-127 Alcoholic beverages, 48, 288-301 for ancillary personnel, 293 bar equipment, 291-292 champagne, 296 control of, 296-297 and customer-to-bartender ratio. estimating consumption of, 298 at evening affairs, 166

and handling persons who are drunk, 290 leftover, 297 liability issues, 289-291 markup for, 56 minimum age for serving, 127 at on-premise catering, 192 portion control, 292 premium service for, 300-301 standard service for, 299-300 and types of bar service, 292-293 wine, 294-295 Alcoholic beverage control system, 296-297 Alcohol tolerance, 290 Allergies, food, 175 All-inclusive pricing, 12 Altitude, 274 Alto-Shaam, 87 Ambition, 108 American service, 221 Analysis and key information sheet, Ancillary service providers, 162, 193, 195, 293 Appearance, 227, 250 Apple Pie, Greenfields Catering (recipe), 258-259 Aprons, 103 Aramark, 16 Architects, 62 Asparagus, 263 Assembly area, layout of, 64 Assembly line, 232 Assigned seating, 230 Availability of product, 57-58

Background checks, 118 Back of house, 109, 111 Bacteria, 279 Bains-marie, 89, 90 Baker's Aid, 78 Baking equipment, 70, 343-345 Baking section, layout of, 64, 343-345 Bankruptcu, 37 Banquet event order [BE0], 197-206 as communication tool, 159, 199 as contract, 199, 200-205 in event planning manual, 162 illustration of, 198 and production plan, 260 purpose of, 199, 206 room setup/tabletop design specified in, 197 sample, 200-205 Banquet halls, 12-13 Banquet kitchen layout, 339-350 baking/salad and vegetable preparation/cooking/steam line, 343-345 dish/pot washing, 348-349 dry storage, 342 in entirety, 350 waiter's pantry/service bar/plating area, 346-347 walk-in refrigerator/freezer, 340-341 Banquet managers, 111, 159, 160. See also Event planners Banquet rooms, 10, 197, 242-243 Bar, 305-309 Barbecue, 323-324

Bar equipment, 291-292 creating, 23-24 Chocolate, 275 Bar service, 292-293 executive summary, 25 Citizenship, 130 Bar setup fee, 289 financial data/statements, 36 "Citu" clubs, 12 Bartenders, 111, 219, 291, 296, illustration of, 24-36 Civil Rights Act of 1964, 127 310-317 industry analysis, 27 Cleaning, design for, 63 Batch cookery, 271 long-term development/exit plan, Cleanliness, 108 Bathrooms, 241, 244, 245 Cleanup areas, 64, 100 Bay Breeze cocktail, 312 management/organization, 34-35 Clearing table, 220 Beef Wellington, 263 marketing plan/sales strategu, Clients, 158, 162, 164-165, 174, 178 Beer, 290, 301, 305 31-32 Clipboards, 94 Benefits package, 138-139 operations, 33-34 Cloches, 231, 283 BEO, See Banquet event order products/related services, 28-29 Clothing, 103. See also Uniforms Beverages, serving, 220 target market, 29-30 Clubs, private, 12 Beverage management, 288-305 Buspersons, 111, 219 Coat checkers, 112 alcoholic beverages, 288-301 Butler-style service, 225, 298 Coat check rooms, 242 bar guide/checklist, 305-317 Buying equipment, 94-96 Cocktails, commonly served, 312-316 and estimating consumption, 298 Cocktail area, 307-308 nonalcoholic beverages, 301-305 Calendar, 162 Cocktail parties, 225, 230, 231, premium service for, 300-301 Cambridge Chamber of Commerce, 29 247-248, 285, 310, 325-327 standard service for, 299-300 Campari and orange cocktail, 312 COD (cash on delivery), 261 Beverage service, 299-301 Capital, 21 Coffee service, 283, 303 Billing forms, final, 162 Cappuccino, 303 Cold center storage, 86 Black teas, 304 Captain, 111, 218, 227, 247-249 Cold dishes, 218 Black-tie fund-raiser galas, 335-336 Car dealerships, 154 Cold foods, 63, 104 Blast chillers, 83, 104 Career outlook, for catering, 3 Combi ovens, 81-82, 88 Bleach, 103 Cash bar, 292-293 Commissions, on rental equipment, Blenders, 69 Cash on delivery [COD], 261 15-16 Blodgett, 80 Casual lunch, 321-322 Commitment, 21 Blood alcohol, legal limits of, 289 Catchphrase, 147 Communication, 108, 197-199, Bloody Mary, 312 Catering niche, 7-8 215-216 Board of directors, 34-35 Catering sales representatives, 111 Community-minded customers, 30 Borden, Neil H., 142 Catering scenario, 8-9 Company, business-plan listing of, Bottled water, 302 Catering services: 25-27 Brainstorming, 173 business-plan listing of, 34 Compass Group, 16 Braising, meats for, 265 career outlook for, 3 Compassion, 108 Branding, 148-155 categories of, 2 Compensation, 34 Breaking down party, 311 culinary- vs. sales-driven, 41-42 Competition, 30-31 Bridal shows, 153 discounted, 152-153 Competitive strategy, 31 Brining, 269-270 home-based, 4 "The Concept of the Marketing Mix" Broccoli, 271 institutional, 16 (Neil H. Borden), 142 Brochures, 147-148 mobile, 17 Condenser units, 83 Brunch buffet, 320-321 off-premise, 14-15 Consistency, 257 Budget, 166, 176-178 on-premise, 9-13 Consultants, 35 Buffalo chopper, 72, 73 owner-run, 4 Consultation, initial, 165-166 Buffet service, 221-225, 233-236, piggyback, 154 Consumption, bar service by, 293 320-321, 323-324, 328-329, profile of successful, 4-6 Containers, 273, 274 336-337 users of, 2-3 Continental breakfast, 249-250 Buffet stations, 215 Catering vehicles, See Vehicles Contracts, 162, 182-183, 185-187. Building codes, 147 189-193, 199-205 Caviar, 300, 301 Building inspectors, 62 Census.gov, 20 Contract feeders, 16 Building insurance, 38 Ceramic tile, 63 Controls, business-plan listing of, 33 Building the business, 43-45 Certificate of occupancy, 62 Convection ovens, 79, 81 Bureau of Labor and Statistics, 3, 27 Certification in food safety, 40 Convection steamer, 77, 78 Business cards, 147-148, 152, 206 Chafing dishes, 90 Convenience products, 275-276, Business expos, 153 Chafing pans, 283 278-279 Chambers of commerce, 153 Business identity, 7-8, 42, 43 Conversion, recipe, 257-259 Champagne, 296 Business plan, 23-36 Conveyor belts, 64, 90, 91 company description, 25-27 Charitable events, 152-153 Cook-and-hold cabinets, 87 competition, 30-31 Chefs, 119, 161 Cooking area, layout of, 343-345 contents of formal, 23-24

Children (as guests), 174

Cooling, of off-premise site, 173

Coordination, of service, 232-236 Drains, 63 Event(s): Corkage fees, 295 Draping fabric, 284 bartender's responsibilities Corporations, 2-3, 37, 145, 321-322 Dress code, 131 during/after, 310-311 Cosmopolitan cocktail, 301, 312 Drinking age, 290, 291 date of, 164, 165 Cost, food, 54-58 Drink vouchers, 292 overhead and size of, 49 Country clubs, 11-12 Drop-off area, 9 reason for, 166 Cover letters, 179, 184, 188 Drop-off catering, 15 Event-driven menus, 264-269 Coving of table surfaces, 41 Drug abuse, 126 Even-temper, 108 Cream, 303, 304 Drug testing, 126-127 Event packing list, 285-287 Creativity, 109 Dru counties, 291 Event planners, 12, 111, 158-163, 217 Critical violations, 39 Dry-curing, 270 Event planning, 157-211 Cross-contamination, 103 Dru staples, 102 analysis/key information sheet Cruise lines, 11 Dry storage, 93, 342 for, 167-172 Cuba Libre cocktail, 312 Duck Breast with Port and client wants, 158 Cuisine Solutions, 279 Wine-Peppercorn Sauce (recipe). and ease of Culinary-driven caterers, 41-42 preparation/holding/serving, Customer base, 29-30 DVDs, as business cards, 152 262-263 Customers, 29-30 and execution, 196-211 Customer-to-bartender ratio, 298 Ease in preparing, holding, and servand guaranteeing number of Customized services, 178-179 ing, 262-263 guests, 195-196 Cutting boards, 84, 85, 87, 103 Education, business-plan listing of, 33 initial consultation for, 165-166 Education level, 119 initial-contact questions for, 162. Danger zone, temperature, 104 Efficiency of motion, 63 164-165 Database, for part-time help, 115-116 Egg whites, 274 and menu design, 173-175 Dates, 164, 165, 182 Elderly guests, 174 and menu sampling, 194 Daytime affairs, 166, 264 Electrical systems, 62, 64 off-premise-site visit for, 166, 173 Deck ovens, 79, 80 Electronic media, 150-151 and pricing/contracts, 175-196 Decorations, 225 Emergency preparedness information, and role of event planner, 158-163 Deep-fryers, 73-75 subcontracting services for, 193, Deep fruing, meats for, 265 Employee files, 138 Delays, 206 Employee handbooks, 131 worksheet for, 180-181 Delivery, business-plan listing of, 34 Employees, 8, 9, 34, 108-109, Event-planning manual, 161-163 Demographic information, 20 128-129. See also Staff/staffing Event-planning worksheet, 180-181 Demographic market survey, 20 Employee training and education, 33 Execution of event, 196-211 Deposits, 162, 182. See also Down Employment applications, 112, 113, and banquet event order, 199-206 pauments considerations for, 206 Deseeders, 73 Employment history, 118-119, 127, and follow-up, 209-211 Design, 62-65 138 and psychology of final payment, Desserts, 215, 228-229, 333-334 Endurance, 15 207-209 Dessert buffet, 336-337 English service, 226 Executive chef, 109, 131 Dessert drinks, 303 Entertaining, passion for, 4 Executive summary, of business plan, Dicers, 73 Environment, 274-275. See also Dietary restrictions, 174-175 Weather Exit plan, business-plan listing of, 36 Dining room, 177, 248-249, 287-288 Epoxy flooring, 63 Expediter, 217-218 Dining room management, 282-288 Equipment, 65-91, 94-98 Dinners, menus for, 330-332 buying, 94-96 Facilities, business-plan listing of, 33 Dinnerware, 282-283, 287 determining needed, 65-68 Family-style service, 226-227 Direct mail advertising, 152 and growth, 95 Farinaceous dishes, 267-269 Dirty martini, 301 for holding/assembling/serving Fat, 270, 275 Disciplinary system, 135-136 food, 87-91 FDA (Food and Drug Administration), Discounted catering, 152-153 large/small, 65 Discounts, reasons for offering, 179 leasing, 96 Federal employer identification number Discrimination, 127 for off-premise catering, 15 (FEIN), 37 Dishwashing, 109, 283, 348-349 for preparing/cooking/baking food, Feeding employees, 136 Disposable linens, 285 69-87 Fees, for ancillary services, 195 Distribution, marketing and, 143 and receiving, 92 FEIN (federal employer identification Documentation, 130, 135-136 renting, 96-98 number), 37 Dollies, 274 storage, 93-94 FIFO (first-in-first-out), 102 Down payments, 182-183, 192. See Espresso, 303 Film caterers, 17

Evening affairs, 166, 264

also Deposits

Final billing, 162, 208-209

Final payment, 207-209, 217 French fries, 267-268 Hiring staff, 118-127 Financial data and statements, 36 French service, 215, 227-229, 283 and ancillary services, 193 Finding staff, 109-117 Fresh ingredients, 264-269 and interviews, 126 with advertising, 113-115 Front entrance, 246 and résumé review, 118-125 for back of house, 109, 111 Front of house, 111-112 and screening applicants. for front of house, 111-112 Frozen foods, 103 126-127 and job description, 113 Fruits, 103, 271, 275, 276 and tax issues, 128-129 and job requirements, 113 Frying, meats for, 265 and undocumented workers, 130 for part-time work, 115-116 Full-service companies, 57 Hobart, 70 through agencies, 116-117 Fully-prepared menu items, 278-279 Holding cabinets, 87-88 Fine-mesh strainers, 69 Fund-raiser galas, 335-336 Holding foods techniques, 262-263, Fire department, 40, 62 Future opportunities, business-plan 269-271 First-in-first-out (FIFO), 102 listing of, 28-29 Home-based caterers, 4 First year, 42 Future plans of company, 26-27, 32 Honey, 304 Fish, 266 Future trends, 27 Hospitalitu, 206 Five-star dining at home, 8 Hostile work environment, 132 Fixed expenses, 49 Galas, fund-raiser, 335-336 Hot boxes, 87-88 Flaming desserts, 215 Garlic, 275 Hot dishes, 218 Flaming drinks, 301 Garnishes, beverage, 300, 306, 308 Hotels, 10-11 Flexibility, 108, 178 Gelatin, 275 Hotel trade shows, 153 Flooring, 41 General contractor, 62 Hot foods, 63, 104 Floors, 63 General maintenance, See Hourly charges, 192 Floor scale, 69 Maintenance Hours of operation, 33 Flow of goods, 63 Gibson cocktail, 312 Housekeeping, 105 Follow-up correspondence, 162, Gimlet cocktail, 312 Housemen, 219 209-211 Gin and tonic cocktail, 313 Humidity, 274-275 Food allergies, 175 Glassware, 221, 283, 291-292, 295, HVAC (heating, ventilating, and air-con-Food and Drug Administration (FDA), 306, 307, 309 ditioning), 62 Gloves, 103, 230 Hydraulic lifts, 274 Food-borne illnesses, 101 Goals, 35, 138 Hygiene, personal, 103, 131 Food checker, 217-218 Grammar, 119 Food cost, 54-58 "Green" business professionals, 30 I-9 forms, 130 Food handlers, 218-219 Green teas, 304 Ice, 302 Food mills, 69 Greenfields Catering Apple Pie (recipe), Ice machines, 302 Food preparation and service, 258-259 Ice manufacturing companies, 302 253-279 Greyhound cocktail, 313 Immersion blenders, 69 and convenience products, Grills, 74, 75, 77 Immigration and Naturalization Service 275-276, 278-279 Growth of business, 41-45, 95 [INS], 130 and environment, 274-275 Guafrettes, 268 Incentives, 34, 136 and food safety, 103-104 Guaranteed count (of guests), Incorporation, 37 holding techniques, 269-271 195-196, 260 Independent contractors, 128-129 and leftovers, 277 Guéridon, 227, 283 Independent event planners, 160 production plan for, 260-262 Guests, number of, 165, 195-196 Industry analysis, 27 and recipe manual, 255-259 In entirety, 350 and theme-/event-/venue-driven HACCP [hazard analysis and critical Initial consultation, 165-166 menus, 262-269 control) sustem, 258 Initial contact forms, 162 and transporting food, 271-274 Hand trucks, 274 Initial-contact questions, 162, Food preparation careers, 3 Hand washing, 103 164-165 Food processors, 71, 73 Hard liquor, 290 Innovation, 108 Food production, business-plan listing Hazard analysis and critical control INS (Immigration and Naturalization of, 28, 33-34 (HACCP) system, 258 Service), 130 Food safety course, 102 Head chef, 109 Inspections, 39-40 Food safety manual, 101-105 Health department, 39-40, 62 Institutional catering, 2, 3, 16 Foodservice Industry 2000, 27 Health insurance benefits, 136 Insurance coverage, 38-39, 129 Formal dinners, 330-331 Heating, of off-premise site, 173 Interactive buffet, 233, 301, 328-329 Formal training, 132, 289-291 Heating, ventilating, and air-condition-Interactive buffet stations, 215, Four Ps of marketing, 142-143 ing (HVAC), 62 221-222, 224-225 Foyers, 241-242, 246 Help wanted ads, 114-115 Internal Revenue Service (IRS), 128, 129 Freelancers, 128-129 High altitude, 274 International interactive buffet, Freezers, 93-94, 340-341 Higher humidity, 274-275 328-329

Interviewing, of applicants, 126	Liquid food, 104	Marketing plan, 31-32, 144-145
Intoxicated guests, 289, 290, 293	Liquor, 305, 307	Marketing strategy, 32
Intoxication, 290	Liquor license, 48, 288	Market location, 29-30
Inventory, 56, 94, 98	Loading area, 63	Market penetration, 31
Invoices, 92, 208-209	Local health department, 39-40, 62	Market trends, 30
IRS, See Internal Revenue Service	Location(s):	Markup, 48, 54, 56
mo, out memarine our rice	of catering business, 20–22	Martini cocktail, 314
Jack and Coke cocktail, 313	of event, 165	Martini bars, 300–301
	market, 29–30	Massachusetts Chamber of Commerce,
Job descriptions, 112, 113, 133		
Job requirements, 113	for on-premise catering, 9	29
Juices, 305, 308	unusual, 214, 228	Materials, pricing and, 50
	Locking casters, 64	Mayonnaise, 264
Kamikaze cocktail, 313	Logo, 143	Meats, 264–265, 270
Kettles, 76-78	Long Island Iced Tea, 313	Meat thermometers, 104
Key employees and principals, 34	Long-term development, 35-36	Mentors, 132
Kitchen, 13, 63-64, 350. See also	Lowboy refrigerators, 83, 86	Menu[s]:
Banquet kitchen layout	Lunch/luncheons, 189-191, 321-324	business-plan listing of, 28
Kitchen safety, 98-101		design of, 173-175
Kitchen scales, 58, 69	Madras cocktail, 313	equipment needed for, 65–68
Kitchen setup, 61–105	Magazine advertising, 150	in event-planning manual, 162
design/construction, 62–65	Magnetic signs, 147	pricing of, 175–176
equipment, 65-91, 94-98	Maintenance, 237–246	sample, See Sample menus and
food safety, 101–105	in administration offices, 240	service
and growth, 95	in banquet rooms, 242-243	sampling of, 194
receiving/storage, 92-94	in bathrooms, 241	seasonal, 261-262
and size, 13	in coat check rooms, 242	theme-/event-/venue-driven,
worker safety, 98-101	duties by area of, 238-246	262-269
Knives, 69	during events, 244-246	on Web sites, 151
Know-how, 22	in foyers, 241-242	Metropolitan Opera House (New York
Kosher foods, 174–175	of outside grounds, 244	City), 214
10311c1 10003, 11 4 11 3	in phone room, 239	Milestones, business-plan listing of, 36
Labelles 103		
Labeling, 102	in rotunda, 238	Mimosa cocktail, 314
Labor, pricing and, 51	in sales parlor, 238–239	Minimum age requirements, 127
Large events, 15	seasonal building schedule for,	Minors, serving alcohol to, 290, 291
Late-night dessert buffet, 336–337	237	Mise en place, 262
Laundry service, 284	in suites, 242	Mission statement, 26
Lawyers, 193	in suites/offices, 240	Mixing bowls, 69
Layout:	to-do list for, 237	Mobile catering, 17
of banquet kitchen, See Banquet	in upstairs balcony area, 239	Multistation model, 232
kitchen layout	Maître d'hôtel, 111, 131, 218	
of dining room, 287-288	Malibu Bay Breeze cocktail, 313	Napery, 284-285
of kitchen, 63-64	Malibu Pineapple cocktail, 313	National Restaurant Association, 3, 27,
of table, 284	Management, 34–35	130
Leasing, equipment, 94, 96	Managing staff, 135–139	National Safety Foundation (NSF), 84
Leavening, 274	Manhattan cocktail, 313	Neat, 316
		Negroni cocktail, 314
Leftovers, 105, 277, 297	Manners, 251	
Legal limits, of blood alcohol, 289	Marble, 85	Networking, 193
Legal residency status, 130	Margarita, 313	New England Clam Chowder (recipe),
Lemon, 303, 304	Marinades, 104	67-68
Liability clauses, 192	Marketing, 141–155	New York State, 127
Liability insurance, 38	and branding, 143-155	Nonalcoholic beverages, serving, 299,
Liability issues, with alcoholic bever-	with brochures/business	301-305
ages, 289-291	cards/stationery, 147-148	Noncritical violations, 39
Licensure, 39	four Ps of, 142-143	NSF (National Safety Foundation), 84
Lifestyle magazines, 150	plan for, 144-145	
Lifting, 274	with print/electronic advertising,	Occupancy codes, 40
Lifts, hydraulic, 274	148-155	Occupational Safety and Health
Lighting, 173	with signage, 145-147	Administration (OSHA), 37, 41,
Linens, 284–285		99
0.000	timing of, 142	
Linen service, 284	Marketing mix, 142	Offices, 14, 33, 64-65, 240

Off-premise caterers, organizational chart for, 110 Off-premise catering, 14-16 alcoholic beverages at, 289 event planners for, 159, 160, 162 initial consultation for, 165 packing list for, 285-287 pricing of, 178, 182 and rental equipment, 97-98 Off-premise sites, visiting, 166, 173 Off-site permits for alcohol, 291 101 Martinis [Kim Haasarud], 301 On-premise caterers, organizational chart for, 110 On-premise catering, 9-13, 16, 165, 179, 182, 192. See also Institutional catering On the rocks, 316 Open bar, 293 Open houses, 153 Operations, business-listing of, 33-34 Organization, 34-35, 108 Organizational charts, 110 OSHA, See Occupational Safety and Health Administration OSHA standards, 41 Outdoor banquet areas, 12, 15, 164, 210, 229, 323-324 Outdoor wedding, 333-334 "Out of warranty," 96 Outside grounds, maintenance of, 244 Ovens, number of, 79 Overhead, 12, 49 Owner-run catering services, 4, 8–9 Ownership, business-plan listing of, 35

Package deals, 179, 182 Packing for transport, 273-274 Packing list, 285-287 Pan frying, meats for, 265 Pan searing, meats for, 265 Pantry, waiter's, 346-347 Parcooking, 267, 271 Parisienne, 73 Partitioned rooms, 12 Part-time workers, 113-116 Party platters, 7 Party rental services, 96-98 Passed service, 225 Pasta dishes, 268-269 Pastry chef or baker, 111 Pastry equipment, 70 Pavilion, 246 Payroll services, 129 Payscale.com, 8 Peelers, 73 Pellicle, 270 Perfect Manhattan cocktail, 314 Performance reviews, 137-138 Permission, for mobile catering, 17

Permits, 17, 291 Personal hygiene, 103, 131 Pest-control program, 105 Phone book ads, 148-150 Phone room, 239, 246 Photographers, 193, 195 Pick-up catering, 15 Piggyback catering, 154 Pink salt, 270 Place, 142 Place settings, 220 Planner, 162 Planning, event, See Event planning Plastic storage tubs, 70 Plate caddies, 88, 89 Plate trees, 88, 89 Plating area, 346-347 Platters, 219, 225-227, 229 Plumbing systems, 62 Point of sale, 32 Portable gas burner, 283 Portion control, 58, 292 Portion scale, 69 Portion scoops, 91 Potato dishes, 268 Pot washing, 109, 348-349 Poultry, raw, 93 Pouring spouts, 292 Prep cooks, 109, 133-135 Preplated food, 219, 221 Prep tables, 64, 84-86 Prep workspace, 63-64, 343-345 Price/pricing, 47-58 and customized services, 178-179 and food cost, 54-58 formula for, 48 and growth, 44-45 and labor, 50 and marketing, 143 and materials, 50 and maximizing profitability, 48 menu, 175-176 and overhead, 49 and profit, 50-54 Pricing information, 199 The Princeton Review, 4 Principals, key, 34 Print media, advertising in, 148-150, 152 Private clubs, 12 Private dining rooms, 177 Private property, 15 Proactivity, 108 Probationary periods, 137 Products, 14, 28-29, 44-45, 57-58, Production areas, 63, 100-101 Production plan, 260-262

Professional experience, 119

Professional support resources, 35

Profit(s), 9, 10, 51-53, 288 Progressive cocktail parties, 326-327 Progressive disciplinary system, 135-136 Promenade, 243 Promotion, 143 Proof, liquor, 290 Proofreading, 6 Property insurance, 38 Proposal forms, 162 Proposals, 179, 182, 185-187, 189-191 Public relations firm, 32 Punctuality, 108 Purchasing, 102-103 Purchasing agent, 109 Purveyors, 260-261 Quality, 176, 217-218 Questionnaire, 210-211 Quid pro quo harassment, 131 Rack ovens, 78-79 Radio advertising, 150-151 Ramps, 274 Raw bar, 226 Reach-in refrigerators, 83 Realtors, 154 Receipts of deposit, 162 Receiving, 44, 92 Receiving agent, 109 Réchaud, 283 Recipes, 256-259 Cocktails, 312-316 Duck Breast with Port Wine-Peppercorn Sauce, Greenfields Catering Apple Pie, New England Clam Chowder, 67-68 Recipe conversion, 257-259 Recipe costing form, 55 Recipe manual, 255-259 Recipe software, 258 Recommendations, 159 Record keeping, 92 Red wines, 295 References, 118 Referrals, 32, 154-155, 165, 179 Refrigerated vehicle, 272 Refrigerators/refrigeration, 82-84, 95, 102, 340-341 Refunds, 192 Regional foods, 255 Reheating, 104 Related services, 28-29 Religious groups, 13 Rental equipment, 15-16

Renting, equipment, 96-98

B	2 4 225	
Repairperson, 6	Sauteing, meats for, 265	Slicers, 72, 73
Repeat business, 179, 207-208,	SBA (U.S. Small Business	Social catering, 2, 3, 145, 321–322
256-257	Administration), 23	Sodas, 305, 308
Repetition, 148, 151	Scales, kitchen, 58, 69	Sodexho, 16
Reserve capital, 42	Scheduled tastings, 153, 194	
		Sodium nitrate, 270
Resorts, 10-11	Scotch Sour cocktail, 315	Sodium nitrite, 270
"Respond by" date, 182	Screwdriver cocktail, 315	Software, recipe, 258
Restaurant Industry Forecast 2000, 3,	Sea Breeze cocktail, 315	Sole proprietorship, 37
27	Seafood, 266, 270	Sommelier, 218, 294, 301
Restaurants, catering by, 10, 14	Search engines, 151	Soup, serving, 220
Restaurant trade shows, 153		
	Searing, meats for, 265	Sourcing, 44
Résumés, 118–125	Seasonal building maintenance, 237	Sous-chef, 109
Retail food shows, 153	Seasonal menus, 261–262	Sous vide cooking, 278–279
Retail spaces, 14	Seasonings, 259	Sparkling wines, 295, 296
Retaining staff, 138-139	Seating, assigned, 230	Special dietary catering, 8
Re-therm, 88	Self-service hors d'oeuvre, 176-177	Special products, 14
Rice dishes, 268, 269	Self-service raw bar, 226	
	CONTROL CONTRO	Specialty items, 57
Risk evaluation, 36	Servers, See Wait staff	Speed racks, 78
Roasting, meats for, 264–265	Service, 213–251	Spelling, 119
Robot Copue, 71	business-plan listing of, 28	Sponsored Web sites, 151
Rob Roy cocktail, 314	checklists for food, 247-249	Sponsorships, 152-153
Rolling bars, 301	and communication, 215-216	Spritzer cocktail, 315
Rolling carts, 283	for continental breakfast setup,	Squeeze bottles, 91
Rolling ovens, 79	249-250	Staffing agencies, 116–117
Rolling prep tables, 84	ease of, 263	Staff/staffing, 107–139
Rolling racks, 63–64, 78–79, 273, 274	during event, 206	characteristics of model employee,
Rotating deck ovens, 79, 80	guidelines for, 250-251	108-109
Rotunda, 238, 245	from left vs. right, 219, 220	event planner's role in, 159
Runners, 218–219		
	and maintenance, 237-246	finding, 109–117
Russian service, 229, 230, 283	sample, See Sample menus and	getting the best from, 136
Rye Presbyterian cocktail, 314	service	hiring, 118–127
	styles of, See Styles of service	importance of, 107
Safety, 41, 98-105, 173	table, 219-236	managing, 135-139
Safety manuals, 98-104	as teamwork, 215	number of, 108
Safety valves, 41	and training, 215-219	organizational charts for, 110
Sake, 301		
	and uniforms, 236	training of, 131–135
Salad section, layout of, 343-345	Service area, 309	Stainless steel, 64
Salaries, 8, 139	Service bar, 308, 346–347	Standard beverage service, 299–300
Sales-driven caterers, 42	Service contracts, 96	Standard buffet service, 222-224
Sales parlor, 238-239, 246	Serving ware, 283-284, 287	Standard cocktail parties, 325-326
Sales strategy, 31–32	Settings, place, 220	Standardized recipes, 256-257
Salt, 269, 270	Setup:	
		Stand-up cocktail parties, 230, 231
SAMHSA (Substance Abuse and Mental	of banquet rooms, 197	Starchy products, 267–269
Health Services Administration),	of bar, 306–309	Startup of catering business, 19-45
127	for continental breakfast, 249-250	business plan for, See Business
Sample menus and service, 319-337	kitchen, See Kitchen setup	plan
black-tie fund-raiser gala, 335-336	for off-premise catering, 15	and growth, 41-45
brunch buffet, 320-321	Setup crew, 219	A CONTRACTOR OF THE PROPERTY O
		and location, 20
cocktail parties, 325–327	Seven and Seven cocktail, 315	and permits/licenses/insurance,
dinner, 330–332	Sexual harassment, 131-132	37-41
international interactive buffet,	Shellfish, 266	tips for successful, 21–22
328-329	Shelving, 83-84	State employment agencies, 114
late-night dessert buffet, 336-337	Shirley Temple cocktail, 315	Stationery, 147-148
luncheon, 321–322	Shredders, 73	Steam generators, 78
outdoor lunch buffet/barbeque,	Signage, 145–147	Steam-jacketed kettles, 76–78
323-324	Signature menu items, 43	Steam line, 343, 345
outdoor wedding, 333–334	Signature style, 7	Steam tables, 89-90
Sampling menus, 194	Silverware, 283	Stewards, 111
Sanitization, 103	Single deck ovens, 80	Stewing, meats for, 265
Sauce guns, 91	Sit-down banquet, 230, 232-234	Storage, dry, 342
0	on do builded i modi mor mod	are and and are

Storage areas, 63, 64, 93-94, 100, Temperature, 82, 83, 102, 104, 105, Vehicles, 16, 17, 145-147, 272-274 102-103 275, 279 Venue-driven menus, 262. See also Straight up, 316 1099 statement, 128-129 Event-driven menus Strainers, fine-mesh, 69 Tequila, 301 Vertical chopper/mixer (VCM), 71, 73 Strategic opportunities, 27, 32 Tequila Sunrise cocktail, 315 Vertical stand mixers, 70-71 Strategies, business-plan listing of, 36 Terminating employees, 135-136 Visiting off-premise sites, 166, 173 Straw potatoes, 268 Thank-you cards, 162, 163, 209, 210 Visualization, 159 Street fairs, 153 Thawing foods, 103 Vodka bars: 300 Style, 6 Theme beverages, 301 Vodka Gimlet cocktail, 315 Styles of service, 221-232 Theme-driven menus, 262. See also Vodka Martini cocktail, 315 American, 221 Event-driven menus Vodkas, 301 buffet, 221-225 Thermo-insulated equipment, 88, 273 Vodka Sour cocktail, 316 butler, 225 Thermometers, 69-70, 104 Vodka Tonic cocktail, 316 English, 226 Tilt kettles, 76-78 Vulcan, 81 family, 226-227 Tilt skillets, 76, 77 French, 227-229 Timetable, for refunds, 192 W-2 form, 128 Russian, 229, 230 Timing, of final payment, 207-208 W-4 form, 128 and serving ware, 283-284 Tinted curing mixture (TCM), 270 Waffle-cut potato chips, 268 stand-up cocktail party, 230, 231 Tip cups, 292 Waiter's pantry, 346-347 synchronized, 231-232 Title VII of the Civil Rights Act of 1964, Wait staff, 111, 218, 227, 250-251 Subcontracting, 174, 178, 193, 195, 127 Walk-in freezers, 340-341 Tom Collins cocktail, 315 Walk-in refrigerators, 82, 83, 93, Substance Abuse and Mental Health Top-shelf beverages, 293 340-341 Services Administration (SAMHSA), Tour events, maintenance during, Walls, 63 127 244-246 Washing hands, 103 Sugar, 303, 304 Tourney, 73 Washing machines, 284 Suggestions, 159 Towels, 103 Water goblets, 283 Suites, 240, 242 Trade magazines, 150 Water service, 301-302 Sushi station, 301 Trade shows, 94, 95, 153 Weather, 15, 229, 323 Swill brazier, 76, 77 Training, 33, 99, 108, 131-135, Web sites, 151 Synchronized service, 215, 231-232, 215-219, 289-291 Weddings, 185-187, 333-334 283 Transporting food, 14-16, 271-274. Wedding cakes, 333 297 Well drinks, 293 Systems, business-plan listing of, 33 Trucks, 17, 273 Wet-cure, 269 Trustworthiness, 108 Wheelchair accessibility, 9 Table, size and layout of, 284 Whiskey sour, 315 Tablecloths, 284 Undercounter refrigerators, 83 Wine, 218, 290, 294-295, 301, 305 Table service, 219-236 "Under the table" payment, 129 Wine-pairing dinners, 301, 331-332 American-style, 221 Undocumented workers, 130 Wine steward, 218, 294 basics of, 219-221 Unemployment insurance, 129, 135 Women, serving, 220 buffet-style, 221-225, 234-236 Uniforms, 216, 227, 236 Wooden cutting boards, 84, 87 butler-style, 225 Unusual settings, 214, 228 Word-of-mouth referrals, 32, 154-155 at cocktail party, 230, 231 Upstairs balcony area, 239 Worker safety, 98-101 coordinating, 232-236 U.S. Department of Health and Human Workers' compensation insurance, 38, English-style, 226 Services, 127 99, 129 family-style, 226-227 U.S. Department of Labor, 41, 127 Workplace behavior, 131 French-style, 227-229 U.S. Foodservice, 57 Russian-style, 229, 230 U.S. Small Business Administration Yeast, 274 for sit-down banquet, 232-234 [SBA], 23 Yellow pages, 148-150 styles of, 221-232 Used equipment, 95, 96 synchronized, 231-232 Utensils, 91 Zero-tolerance policy, 132 Table skirts, 284 Tabletop design, 197 Valet parking attendants, 111-112, Target market, 29-30, 144-145 215 Tastings, scheduled, 153, 194 Variable expenses, 49 Tax issues, 128-129 VCM, See Vertical chopper/mixer TCM (tinted curing mixture), 270

Veal scallopini, 262-263

276, 343-345

Vegetarianism, 175

Vegetables, 103, 266-267, 271, 275,

Teamwork, 215

Tea service, 304-305

Telephone directory ads, 148-150