

FYI TAPAS

It will always be difficult to categorize every type of foodservice operation. Differences arise owing to variations in service goals, the number and profiles of people served, menus, atmosphere, seasons, and production techniques. One example of a unique type of foodservice operation that originated in

Spain is a tapas bar or café. The service goal of these operations is to provide guests with a wide variety of foods in appetizer portions. They are most commonly found in the heart of theater districts, restaurant groupings, and other areas of a city where late-night activity thrives. A tapas kitchen will often stay

open much later than other foodservice operations. Tapas bars also serve as a meeting place for guests wanting a drink and an appetizer before going elsewhere to dine. Because of this practice, tapas bars often thrive when surrounded by restaurants.

Foodservice operations have come a long way from the pioneering days of Monsieur Boulanger. As societal norms, customs, and economies evolved, so, too, did the entire F&B industry. The first disciplined approach to the culinary arts was captured through the grande cuisine instituted by Marie-Antoine Carême. His cooking style, along with recipes describing dishes and sauces of the grande cuisine, were collected and published in *La Cuisine Classique* (1856) and other books that followed. Although these books were popular in the kitchens of the nobility, they were slow in finding their way into the fledgling restaurants, which offered a simple *table d'hôte*. This type of menu provided little if any choice. Carême's grande cuisine created a new style of service and range of menu choices. Menus expanded through the offering of a "carte" or list of suggestions, giving rise to the *à la carte* restaurant.

The next major step in the development of modern foodservice operations was marked by the opening of the Savoy Hotel. It opened in London in 1898 under the direction of Caesar Ritz and George Auguste Escoffier. Grande cuisine was still the exception, but it was embraced by these two foodservice pioneers who ensured that their *à la carte* presentations were an event. Diners enjoyed the best of food and service as well as the ambiance of elegant surroundings.

Escoffier was the most famous chef of his day and is considered by many to be the father of modern-day chefs. Escoffier revolutionized the methods of food service and kitchen organization during his years of managing the kitchens at the Savoy and later the Carlton Hotel. He expanded and refined the idea of *à la carte* service by establishing carefully planned sequences of courses. For example, a typical sequence of courses for today's full-service casual American-style restaurant might start with an appetizer and then be followed by soup, salad, entrée, and dessert.

Escoffier also reorganized tasks and activities in the kitchen, eliminating duplication of effort and improving efficiency in operations by creating and defining the work of *stations*. More than anyone else, Escoffier helped to focus foodservice providers on the important task of catering to guests' needs and desires by making dining a memorable experience. This was only the beginning, as others contributed to the constantly evolving developments in foods and beverages. Table 8.1 traces the historic evolution of foods and preparation methods from the Egyptian Kingdoms to Ray Kroc's brainchild, McDonald's.

Planning to Meet Guest Expectations

Foodservice operators are not simply in the business of providing foods and beverages; they are in the business of creating guest enjoyment. Achieving this goal requires attention to detail and preparation that begins well in advance of welcoming the first guest. The guest experience is determined by a variety of interrelated factors from menu design and place settings to *plate presentation* and style of service. Each