

Table 8.1 A Food and Beverage Timeline

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| 4850 B.C.–715 B.C. | Egyptian kingdoms—travel became popular; people sought new foods and experiences. |
| 900 B.C.–200 B.C. | Greek Empire—Greeks traveled to Egypt, India, Persia, and Babylon and brought back knowledge of various cooking methods. |
| 500 B.C.–A.D. 300 | Roman Empire—Romans conquered the Greeks, bringing back Greek slaves and their knowledge of food and preparations. The Romans' appetite for indulgence elevated cooking to the status of an art form. |
| 5th–14th centuries | Dark Ages—travel all but disappeared; the spread of cooking knowledge and skills stopped and even began to diminish. |
| A.D. 1275–A.D. 1295 | Travels of Marco Polo to the Middle East and China brought spicy new “treasures” such as salt and pepper to Europe, renewing interest in travel, trade, and desire to discover new foods. |
| 14th–16th centuries | Catherine de Medici, an Italian princess who married a French prince, introduced etiquette such as the use of a fork and napkin as well as the Italian Florentine style of cooking. |
| 16th–17th centuries | European travel to the Americas and West Indies added new foods such as chocolate, chilies, beans, corn, tomatoes, and potatoes. Ann of Austria, a member of the Spanish Hapsburg family, married Louis XIII. Her Spanish chefs introduced sauce espagnol and the use of roux as a thickener for sauces. |
| 1651 | Pierre Francois de la Varenne published the first cookbook, <i>Le Vrai Cuisinier François</i> , which detailed the cooking practices of the French nobility. |
| 1765 | M. Boulanger, a Paris tavern keeper, started the first restaurant. |
| 1789–1799 | The French Revolution—chefs who were classically trained and had worked in royal households began to work for wealthy “nonnoble” families. The exchange between classically trained chefs and domestic chefs produced a number of culinary innovations and refinements. |
| 1856 | Marie-Antoine Carême established the grande cuisine and published <i>La Cuisine Classique</i> , systematizing culinary techniques. |
| 1898 | The Savoy Hotel opened in London under the direction of Caesar Ritz and George Auguste Escoffier. |
| 19th–20th centuries | George Auguste Escoffier introduced the “brigade system.” Soldiers returned from each of the world wars with appetites for the traditional foods of Italy, Germany, France, and Asia. |
| 1955 | Ray Kroc opened the first McDonald's revolutionizing ideas about franchising and customer service. |
| 1970s | Chef and restaurateur Fernand Point of La Pyramide in France developed nouvelle cuisine. |

Sources: Based on Labensky, S. R., Hause, A. M., Labensky, S. R., and Martel, P. (2007). *On cooking: A textbook of culinary fundamentals* (4th ed.). Upper Saddle River, NJ: Prentice Hall, Inc.; The Culinary Institute of America. (2006).

of these factors plays a significant role in achieving guest satisfaction and must be made within the physical and human constraints of the operation. Issues such as size of storage areas, production and service areas, types of equipment, and the capabilities of preparation, production, and service personnel must all be considered.

Armed with an understanding of these constraints and capabilities, the first step in preparing to welcome guests is designing the menu. Effective menu design begins with identifying target segments and planning to meet their desires. This requires asking some basic questions. What image should foodservice operations support? How many items should be offered on the menu? How diversified should the offerings be and how seasonal should they be? What impact will different menu items have on preparation, production, presentation, sales, service, and profitability?

The answers to these questions may result in a variety of menu offerings and styles of service ranging from quick-service snacks to full-service formal dining. In two studies, researchers found that, “Placing menu items at the beginning or end of their