

Chapter 1

Introduction



Courtesy of the Cohn Restaurant Group

The Restaurant: From Concept to Operation, 7th Edition

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Objectives

- After reading and studying this chapter, you should be able to:
 - Discuss reasons why some people open restaurants
 - List some challenges of restaurant operation
 - Outline the history of restaurants
 - Compare the advantages and disadvantages of buying, building, and franchising restaurants

Introduction

- Restaurants play a significant role in our lifestyles
 - Dining out is a social activity
 - Successful restaurants offer a reasonable return on investment
 - Restaurant concept determines talents required
 - There is no substitute for experience

Introduction (cont'd.)

- Reasons for going into the restaurant business:
 - Money
 - Potential for buyout
 - Place to socialize
 - Changing work environment
 - Challenge
 - Habit (Entrepreneur)
 - Fun lifestyle
 - Too much time on your hands
 - Opportunity to express yourself

Early History of Eating Out

- Long history

**before the Common Era*

- 1700 B.C.E. taverns
- 512 B.C.E. Ancient Egypt public dining place
- 70 **Anno Domini* A.D. Herculaneum, Rome
 - Eruption of Mt. Vesuvius
- 1200 London cooking houses
- 1550 Constantinople café
- 1650 Oxford coffee house
 - Became popular in Colonial America

French Culinary History

- 1767: Boulangier
 - Father of the modern restaurant
 - Sold soups “restorantes” (restoratives)
- 1782: Grand Tavern de Londres
- 1785: Aux Trois Frères Provençaux
- 1794: French Revolution
 - Chefs to the former nobility suddenly had no employment. Some stayed and opened restaurants; some went to Europe; many fled to America

Birth of Restaurants in America

- 1634: Coles Ordinary, Boston Massachusetts
- 1783: John Adams Tavern
- 1826: Union Oyster House, Boston Massachusetts
- 1848–1900: New York City
 - Hierarchy of eating places
 - Sweeney’s “Sixpenny Eating House”
 - Brown’s
 - Katz’s Deli

American Style Restaurants

- Delmonico's
- 1832-1900: New York City
- 1919: 42,600 restaurants in America
 - Continued expansion
 - Elegance and deluxe dining
 - WWII made “eating out” a habit

Delmonico's



Courtesy of Delmonico's Restaurant

Fast Food Restaurants

- Following WWII:
 - Rapid development of hotels and coffee shops
 - Kentucky Fried Chicken, “Colonel” Harland Sanders
 - McDonald’s, Ray Kroc
- 1960s and 1970s:
 - Emergence of chains (e.g., Taco Bell)

Challenges of Restaurant Operation

- Include:
 - Long hours
 - Excessive fatigue can lead to health problems
 - Lack of quality time with family
 - Little security for managers working for others
 - Family life can suffer
 - Possibility of losing investments and investors
 - Endangers financial security
 - Failing economy
 - Lack of consumer spending

Challenges of Restaurant Operation (cont.)

- Restaurant operators and staff must:
 - Enjoy serving people
 - Handle frustration easily
 - Be tireless
 - Have lots of energy and stamina
 - Be able to withstand and handle pressure
 - Be outgoing (Friendly)
 - Have knowledge of food (highly desirable)

Challenges of Restaurant Operation (cont.)

- Starting a restaurant involves high risk
 - Must be taken to achieve success
- Results of Dr. Parsa's study:
 - Highest failure rate during first year: 26%
 - Second year: 19%
 - Third year: 14%
 - Three-year period failure rate: 59%
- Many fail due to family problems / Covid-19
 - Tip to achieve in business 2021

Buy, Build, Franchise, or Manage?

- Several career and investment options:
 - **Buy** an existing restaurant, operate it as is, or change its concept
 - **Build** a new restaurant and operate it
 - **Purchase** a franchise and operate the franchise restaurant
 - **Manage** a restaurant for someone else
 - Individual or a chain

Comparing advantages and disadvantages

- Include:
 - Satisfaction of pleasing personal desire
 - High rewards if successful
 - Financial loss may be high



Courtesy of the San Diego Convention & Visitors Bureau

Comparing the advantage and disadvantages

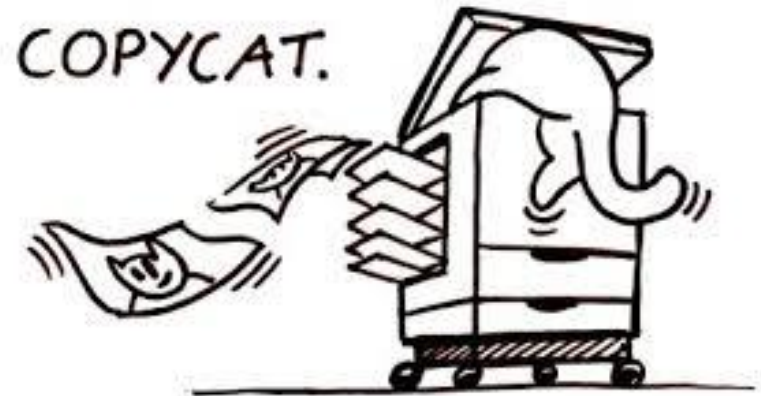
- Individuals should assess:
 - Temperament (Passion)
 - Ambition
 - Ability to cope with frustrations
 - Different risks and potential rewards
 - Pleasing personal desire

Buy/Build/Franchise/Manage Advantages and Disadvantages

	Original Investment Needed	Experience Needed	Potential Personal Stress	Psychological Cost of Failure	Financial Risk	Potential Reward
Buy	Medium	High	High	High	High	High
Build	Highest	High	High	Highest	Highest	High
Franchise (A) Ex. Subway	Low to Medium	Low	Medium	Medium	Medium	Medium to High
Franchise (B) Ex. Applebee's	High	High	High	High	High	High
Manage	None	Medium to High	Medium	Medium	None	Medium

Be a discriminating copycat!

- “ME Too” strategies
- Analyze existing restaurants that are successful
- Borrow good points and practices
 - Modify and improve if possible



Be a discriminating copycat!

- The Beach Bistro
Sean Murphy's award-winning restaurant.



Courtesy of Sean Murphy

- Analyze existing restaurants that are successful
- Borrow good points and practices
- Successful mix
- Quality control is critical

Starting from Scratch

- Would-be restaurant operators
 - Mix of different experiences in the business
- Industry does not have enough employees
 - Turnover rate is high
- Business is highly competitive
 - Requires inordinate energy, long hours, and willingness to accept a low salary
- Culinary training programs
 - Costs vary

Restaurants as Roads to Riches

- Most common reason people seek restaurant ownership:
 - Possible financial rewards
- Economic troubles: COVID-19
 - Lead to bankruptcy filings (e.g., Bennigan's and Starbucks)
 - Costs are up: Rent / Facilities / Maintenance
 - **Sales are down: Delivery??**

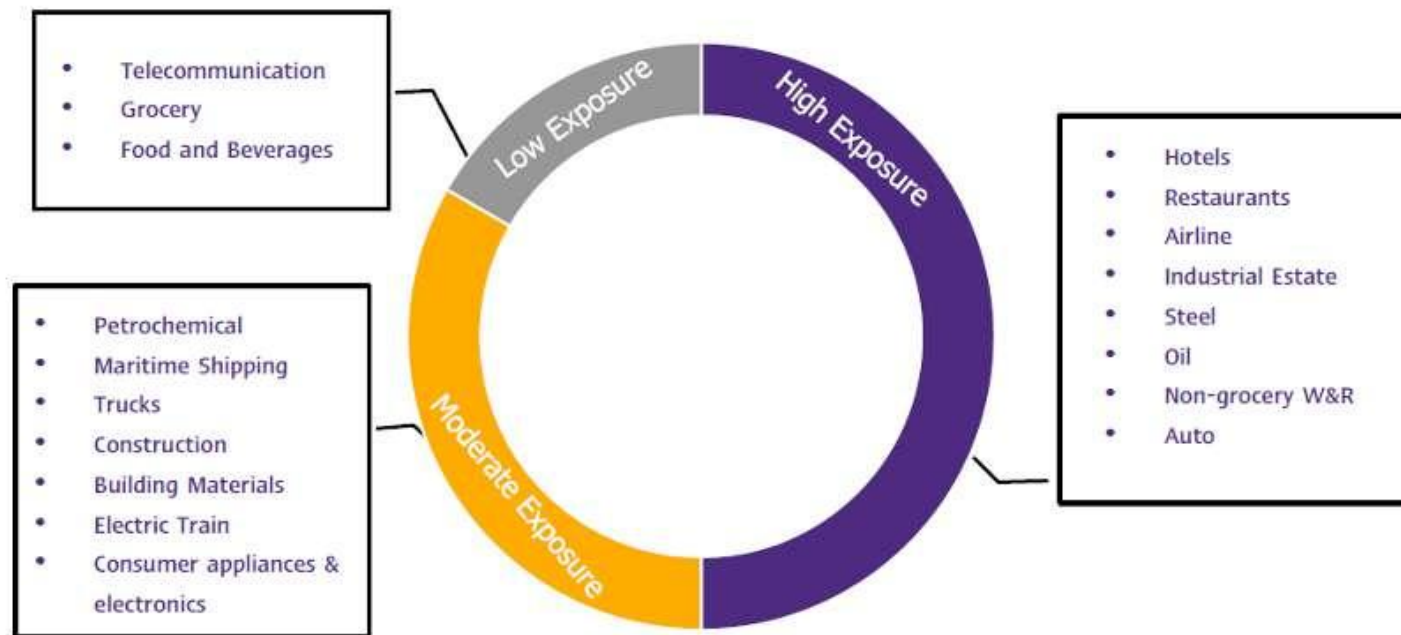
Global Issues

- Many of the world's top restaurants have similar concerns and overall goals
- Creating a unique menu/supports overall theme
- Using more focused forms of promotion/social media
- Technology has shrunk the playing field
- Optimizing investments in remodeling and capital expenditures is the goal
- New business models during Covid-19

Local Issues

- Which businesses survive - fall during the COVID period?

Thailand Covid-19 Impact by Industry



Local Issues

- Resulting in stockpiling of goods due to concerns about shortages.

จากการสำรวจพบว่าผู้บริโภคในเอเชียมีความต้องการสินค้า FMCG บางประเภทเพิ่มสูงขึ้นมากเพื่อใช้ในการชีวิตประจำวัน ทำให้มีการซื้อเกินความต้องการเพราะกังวลว่าสินค้าจะขาดแคลนหากภาคธุรกิจต้องหยุดผลิต

Survey of COVID-19 impacts on the Asian consumers' perception & behaviors

Unit: % of total respondents

Consumers said they buy more of



30% Panic about running out of essentials



Consumers said they buy less of



COVID-19 and the containment polices aimed at controlling it have changed how we work and what we consume.

* Survey of 3,000 consumers between aged 18-60 years across countries in Singapore, Indonesia, Philippines, Korea, Japan, and Thailand during 25-27 February 2020 (after COVID-19 pandemic)

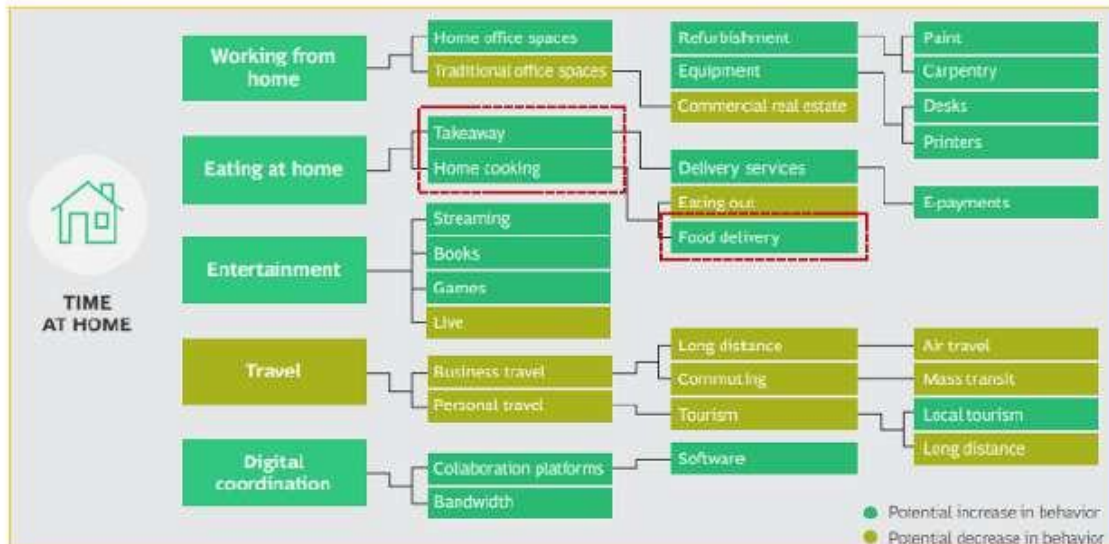
ที่มา : ข้อมูลจาก Kantar World Panel

Local Issues

- **New Normal familiarity**

Consumer behavior

ยิ่งไปกว่านั้น ยังทำให้เกิดการใช้จ่ายหลายอย่างเพิ่มขึ้นจากการที่ต้องกักตัวอยู่กับบ้าน เช่น streaming, gaming, E-payments, food delivery, home cooking รวมทั้งการใช้จ่ายเพื่อซ่อมแซมตกแต่งบ้าน
แนวโน้มการใช้จ่ายของผู้บริโภคในช่วงเวลาที่ต้องอยู่บ้าน



ที่มา : ข้อมูลจาก BCG Henderson Institute

Unit 1 Introduction Economics of Site Selection

Unit Content

1.1 Choosing a Concept

1.2 Themes and Concepts

- Nontraditional Concepts
- Second Tier Concepts
- Changing Concepts

1.3 Study your market

- Market Feasibility Study
- Financial Feasibility Study

1.4 Selection a Site

- Site selection Research
- Guidelines for Site Selection

1.5 Owning or Leasing Space

- Buying Land and Building on it
- Leasing an Existing Space
- Specifics of Most
- Restaurant leases
- Lease-Purchase Options
- Summary
- Study questions

A Concept is Related to Restaurant's Image

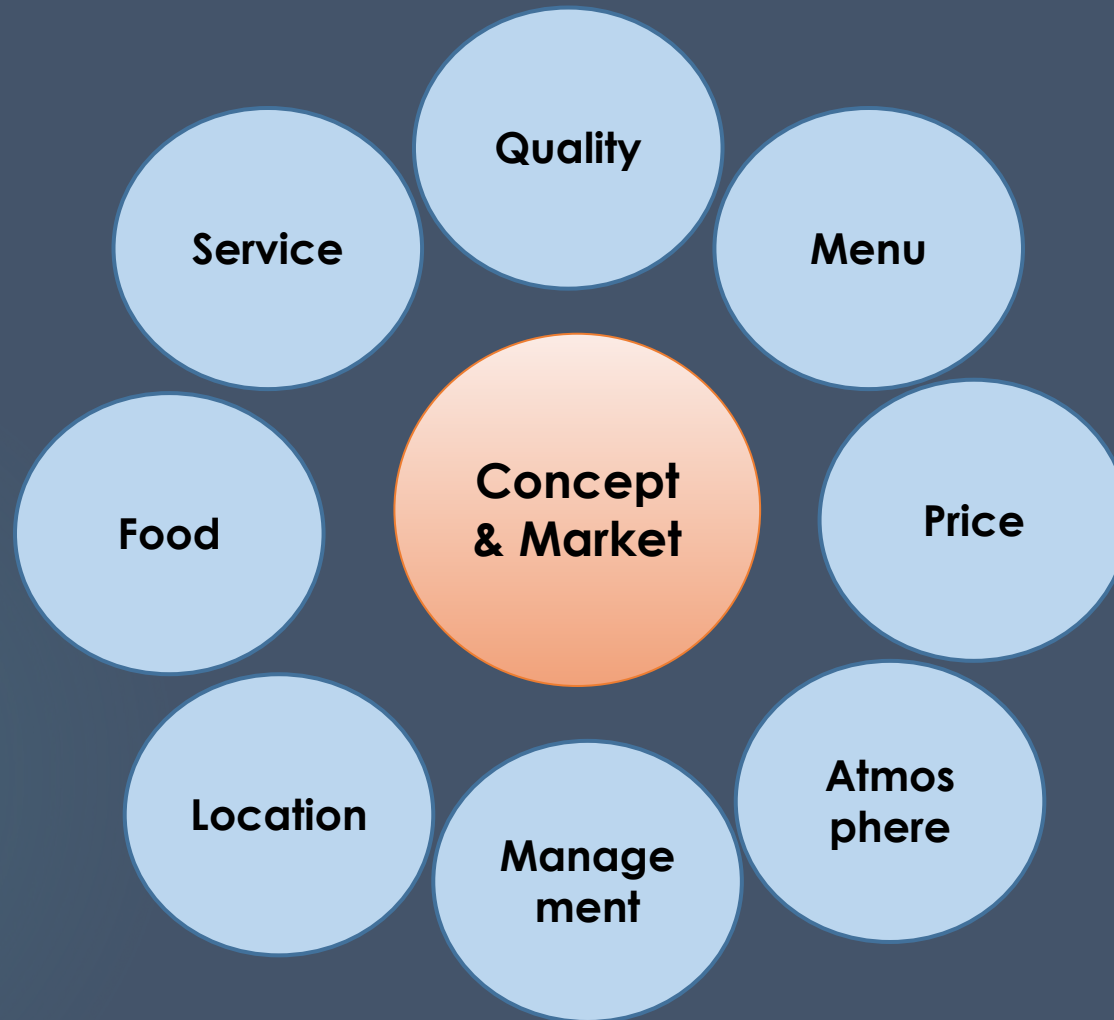
- ▶ This process challenges the owner and planner to create a restaurant in which every component is designed to reinforced the guest's favorable perception and to make that guest a repeated customer.
- ▶ Making all the decisions that go into the early planning of a restaurant is a process called **"concept development"**.
- ▶ Today's sophisticated guests want to know the kind of food to expect, the mood of the place, and the menu's price range.



Before you settle a concept

- ▶ A Must
 - ▶ Determine your potential customers: WHO?
 - ▶ What market segment you'll be serve?
- ▶ Write a mission statement: what your restaurant will be to future dinner
- ▶ Name a place & register: name should indicate type of place
- ▶ Menu development: other factors-kitchen size and equipment, price range, skills of your potential workforce-all vary depending on the foods you will be serving.

Illustration1-1 shows another way to check all the components of your concepts



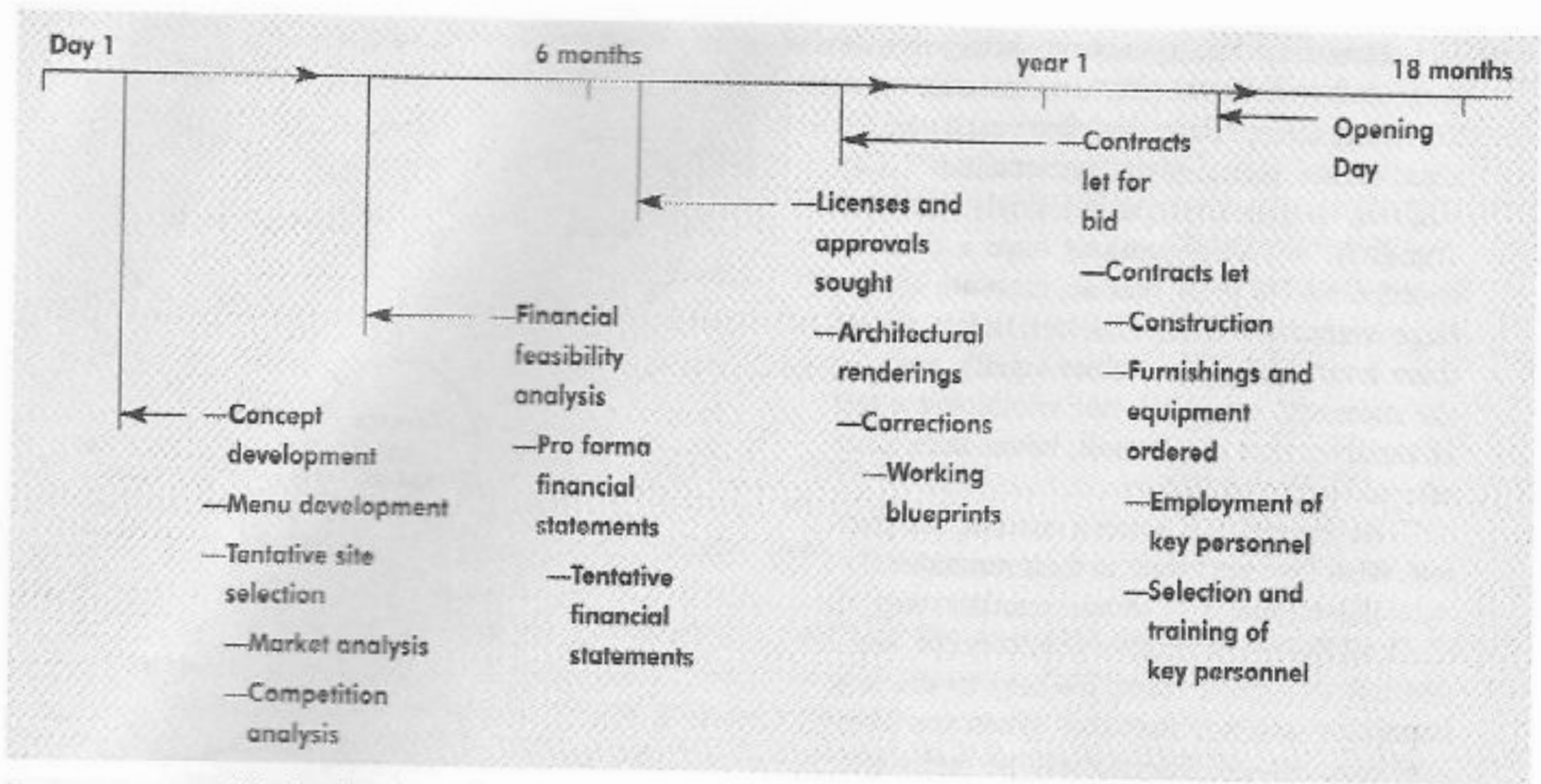


ILLUSTRATION 1-2 This timeline shows the major points in the restaurant planning process. It may be two years or more before its doors open to the public!

1.1 Choosing a Concept

To understand concept ideas, the dining market may be divided into 3 basic subgroups:



Quick service (or fast food): QSR offers limited menu that can prepared shortly, usually have drive-thru and take out



Midscale (casual service) offers full menu at medium price and considers “good value”. They can be full service, buffet and limited service by ordering food at the counter or taking at their table and having food brought to them.



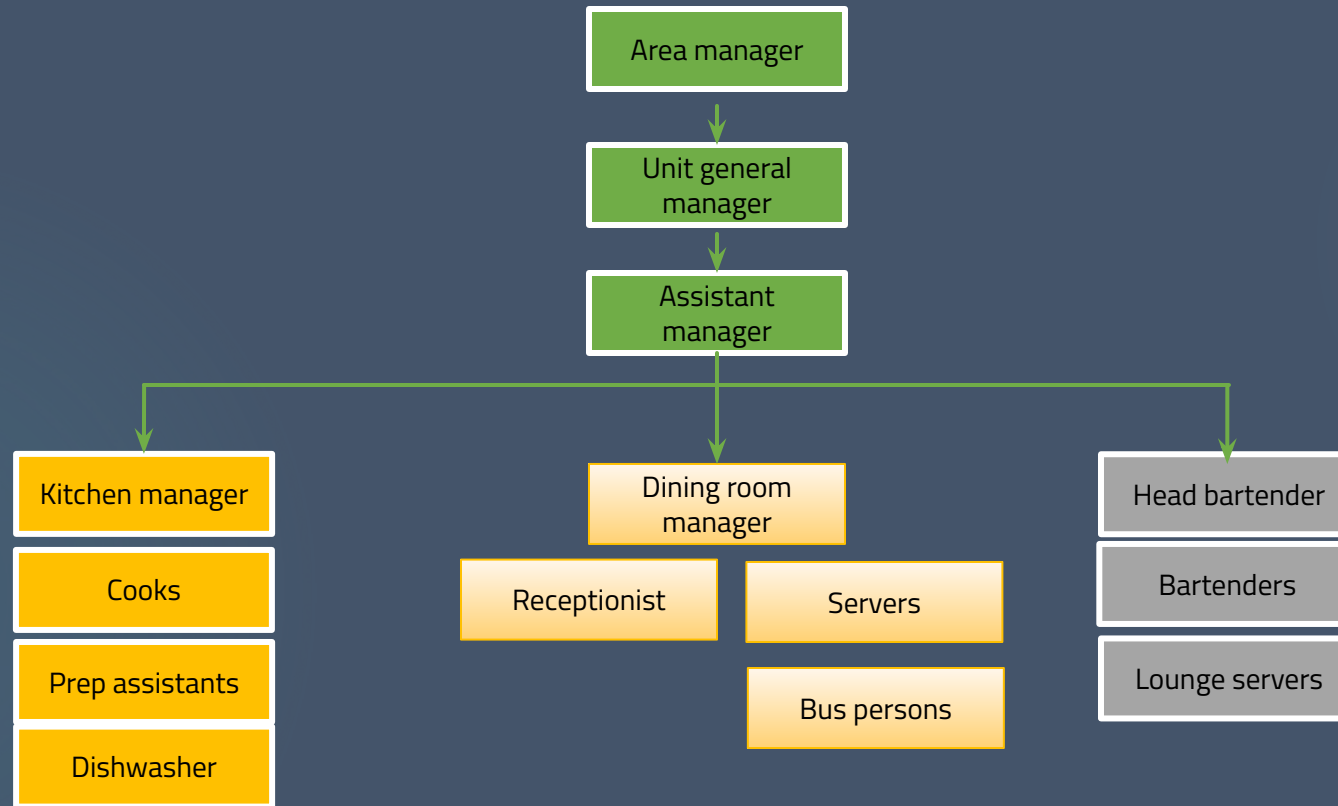
Upscale offers high quality cuisine, ambience and high-end price

QSR Chains



Midscale (casual service)

ex. family restaurants/ buffet/ cafeterias/ pizza's (sit down)



1.1 Choosing a Concept

Concept groups in today's market are not clear-cut. That's why it's crucial to determine HOW/WHO your potential customers will be and WHAT segment are they, before settle down a concept.

To begin with finding what successful business do, for example

Writing a mission statement; a few sentences that explain what your restaurant will be to future dinner. Make the mission statement as simple and straightforward as possible.



Mission Statement

- ▶ It originally comes from non-profit organizations, but profit-businesses adopted the practice **to create THE STRONGER SENSE OF BUSINESS FOCUS and BRAND ALIGNMENT.**
- ▶ A restaurant's mission, vision and value make up part of your brand identity, the 3 words can be used interchangeably. They serve as a compass to guide your business to the goal you wish to archive.

1.2 Themes & Concepts

Restaurant Name

Menu Writing

Service Style

Décor & Ambience



Restaurant Name

MEMORABLE, PREFERABLY SIMPLE.
MIGHT INSPIRED BY FAMILY MEMBER,
LOCATION, SIGNATURE DISH

TAQUITOS DE GUACAMOLE

Three rolled beef tacos, flash-fried and served with guacamole - 6.50

CHEESE QUESADILLA

A large flour tortilla, grilled with olives, tomatoes, jalapeños and shredded cheese - 8.95
With guacamole and sour cream, add 2.50

BEEF OR CHICKEN QUESADILLA

A large flour tortilla, grilled with your choice of beef or chicken, served with olives, tomatoes, jalapeños, shredded cheese, guacamole and sour cream - 10.95

A delicious blend of pork sirloin, potatoes, tomatoes, onions and green chile. Served in a cup - 3.75

CHILE CON QUESO Y TOSTADAS

A corn tortilla shell filled with green chile con queso dip. Served with warm corn tostada chips - 6.95

PAPAS FRITAS CON CHILE

French fries smothered with red or green chile and topped with shredded cheese - 8.75

BEAN DIP BOWL

Large tostada bowl filled with refried beans, green chile sauce and shredded cheese blend - 4.95

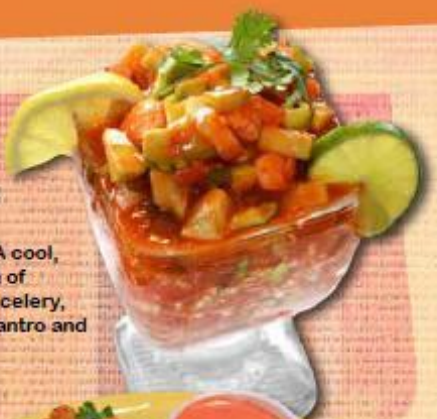


FIESTA PLATTER

A sampling of favorites: blue corn bean taquitos, beef taquitos, cheese quesadilla and nachos, served with pico de gallo, guacamole, salsa and sour cream - 11.95

*CÓCTEL DE CAMARÓN

Shrimp cocktail. A cool, tasty combination of shrimp, avocado, celery, tomato, onion, cilantro and lime - 9.95



ENSALADA DE GUACAMOLE

A corn tortilla shell filled with fresh guacamole on a bed of shredded lettuce. Served with warm corn tostada chips - 6.50



*SOUTHWEST CALAMARI

Lightly-battered strips of calamari deep fried with a hint of lime and chile powder. Served with lime wedges and our signature calamari dipping sauces - 9.95



THE TRIO

Menu Writing

- Description of your food can be as literal as listing off ingredients in the food and they way they were cooked

Service Style

- Type of service offer is directly related to restaurant concept.
- Ex: food truck, pop-up, bar, casual, bistro etc.,





Décor & Ambience

ALL DÉCOR PLAYS HUGE ROLE IN
OVERALL IMPACT. DO YOU WANT FUN,
CASUAL VIBE OR ROMANTIC?

1.2 Themes & Concepts

Non-traditional concept

Second tier concept

Changing concept

▪ Non-traditional concept

- instead of building a restaurant from the ground up and then trying to attract customer, you take food to places where the customers already are.
- The possibilities are almost endless, including airports, convenience stores, retail stores, highway travel plazas, college campuses, shopping malls, sport stadium, supermarkets, and hospitals.



Second tier concept

- Another popular **expansion strategy** is being used by many large national chains crowding the midscale restaurant segment.
- They open so-called second tier restaurant to keep their primary or flagships concept from saturating the marketplace.



Changing concept

When restaurant is in the RIGHT PLACE with WRONG CONCEPT: Repositioning and Reengineering (rebranding, redesign) are the classy terms for updating a concept (décor change or menu revision for instance)

1.3 Study your Market

To determine the potential success, ask yourself that

1. Does it work in the location you have chosen?
2. Does it generate sufficient sales to realize profit?
3. Does it have certain amount of STAYING POWER?

1.3 Study your Market

There are 2 basic types of FEASIBILITY STUDY

1. **Market feasibility study**

- ▶ Defines target customers
- ▶ Analyzes the competition
- ▶ Study trade area

2. **Financial feasibility study**

- ▶ Money related: income/outgo & costs of getting started

The background features a dark blue gradient with a large, semi-transparent white shape on the right side. On the left, there are faint, glowing white outlines of financial charts, including a candlestick chart and a bar chart. A dotted white line with a downward-pointing triangle is visible in the upper left, with the number '1.65' next to it. A solid blue square is located in the top right corner.

Market feasibility study

1. Defines target customers

- ▶ demographics, age, sex, income per household, level of education, number of kids, ethnic group, religious affiliation and so on



2. Analyzes the competition

In your 5-mile radius, you must find out, in great detail, what other types of restaurant exist. These will be your direct competitors.





3. Study trade area

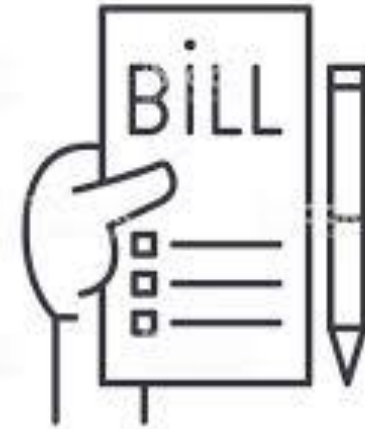
- ▶ Can the location support your concept?
- ▶ Here, we evaluate the strength (or weakness) of the local economy.
 - ▶ How much industrial, office, or retail development is going on?
- ▶ ****seating, menu offerings, prices, hours of operation, service style, uniforms, table sizes, décor-even the brand of dishes they use is valuable information**.**



Financial feasibility study

1. Projected income: food and labor costs

- How many seats will be serve/ day
- Average check per guest



2. Projected expenses: food costs and labor

- Consider PRIME COSTS: food, beverage & labor
- Labor costs will be higher in first few months: around 30% of income
- Other costs: rent to utility cost to legal fees, taxes, and equipment payments.

“When expenses are all gathered and estimated, you are ready to prepare your projected income statement and projected cash flow statement”.

1.4 Selecting a Site: 2 important designations

1. Convenience oriented

Ex: fast foods, depend primarily on near by base of customers (unplanned visit)

2. Destination oriented

Attract customers by unique concepts, customers may plan ahead of time.

Site Selection Research

There is now site selection information specific to the foodservice industry-sales in existing eating and drinking establishing, market share of QSRs, and data known as

- ▶ **Restaurant Activity Index (RAI) or performance index and**
- ▶ **Restaurant Growth Index (RGI).** The national average is 100. Higher scores indicate better prospects; scores below 100 indicate poorer opportunities than average.

Restaurant performance index



RPI Methodology

The National Restaurant Association's Restaurant Performance Index (RPI) is a monthly composite index that tracks the health of and the outlook for the U.S. restaurant industry. Launched in 2002, the RPI is released on the last business day of each month.

The RPI is measured in relation to a neutral level of 100. Index values above 100 indicate that key industry indicators are in a period of expansion, while index values below 100 represent a period of contraction for key industry indicators. The Index consists of two components — the Current Situation Index, which measures current trends in four industry indicators (same-store sales, traffic, labor and capital expenditures), and the Expectations Index, which measures restaurant operators' six-month outlook for four industry indicators (same-store sales, employees, capital expenditures and business conditions).

The RPI is based on the responses to the National Restaurant Association's Restaurant Industry Tracking Survey, which is fielded monthly among restaurant operators nationwide on a variety of indicators including sales, traffic, labor and capital expenditures.

Restaurant operators interested in participating in the tracking survey: [contact Bruce Grindy](#).

The location selected will have an impact on:

- Type of customer
- Construction or remodeling costs
- Investment requirements by lending institutions
- Local ordinances, state and federal laws
- Availability of workers
- The option to sell alcoholic beverages
- Parking availability and accessibility
- Occupancy costs-rent, taxes, insurance, and so on

Guideline for Site Selection

Be aware of

1. **Zoning restriction**

Zoning ordinances must allow your specific type of operation to do business at this location and must also permit adequate parking on or near the property.

2. **Small or Oddly Shaped Lot or Building**

Get professional design advice before you commit to an unusual space or site.

3. **Short-Term Lease**

Do not lease for less than five years, with one five-year option after that.

Be aware of

4 Low Elevation

This is seldom a consideration, but it should always be. Elevation affects gravity, and gravity affects drainage away from the building.

5 Utility Requirement

Heating, Ventilation and Air conditioning

6 Urban Challenges

There are some immediate concerns when locating in a downtown area as opposed to a roomier suburb.

7 Speed of Traffic

Ask yourself if anyone, coming from any direction, would be frustrated by the sheer hassle of getting your site.

Be aware of

8 Proximity to workforce

- Are your employees able to live close by? Do the routes and hours of public transportation systems mesh well with your business?

9 Previous Ownership

10 Visibility

- If possible, your building should be visible from both sides of the street, as far away as 400 feet.

11 Parking

- If parking is that tight, study the option of offering valet parking.

Be aware of

12 Accessibility

- Make it easy for guests to enter and leave your parking lot and building.

13 Design Flexibility

- Your own ability to adapt to an attractive space when you find it is important.

14 Restaurant Cluster

- There are streets in most cities that seem to be lined with eating places. Such areas are commonly known as restaurant clusters.

Be aware of

15 Guests, Both Regular and Infrequent

You want 50 percent of your guests to fall into the category of “regular” who visit your restaurant three to five times per month.

The market segments that can typically provide these diners are

- ▶ Singles
- ▶ Young families
- ▶ Retirees
- ▶ Affluent empty nesters
- ▶ Office or professional crowd

1.5 Owning or Leasing Space

When making a land purchase for a restaurant site, pay close attention to two long-term factors:

1 **The floating interest rate** is the rate of interest you will pay. It is one or two percentage points higher than the bank's prime rate.

2 **The payout period** is the number of years it will take to pay back the amount borrowed. In most situation, this will be ten to fifteen years.

Design fees

+ In addition to design fees, it must include:


 -Electrical

 -Mechanical

 -Plumbing

 -Painting

 -Heating/air conditioning

 -Interior finish-out (for specific areas: kitchen, dining room bar)

 -Special features (glass, doors, etc)

Specific of Most Restaurant Leases

- 1 Term of Lease
- 2 Financial Responsibility
- 3 Maintenance Agreement
- 4 Insurance
- 5 Real Estate taxes
- 6 Municipal Approval
- 7 Moving out

Principles of Kitchen Design

Chapter 5

Chapter 3: Principles of Kitchen Design

Owners and managers of restaurants are constantly bombarded with new ideas, concepts, and plans for using their kitchen space wisely by *reducing operating costs or increasing productivity.*

Appliances, gadgets, and space of all sort may be tempting, but if you don't have a kitchen that is well planned in the first place, you may throw money away by purchasing them.

Unit content

- 3.1 Trends in Modern Kitchen Design
- Commercial Kitchen
 - 5 types of layout
 - Kitchen Placement
 - Service System
 - Flow and Kitchen Design
 - Space Analysis
- 3.2 Making Numbers Work (Budget & Space)

Unit content

- Receiving Area
- Prep Area
- Production Area
- Ware-washing Area

3-1 Trends in Kitchen Design

Kitchen design is driven by consumer demands and economical factors.

Trend in modern kitchen design

It is smart to design the **maximum amount of flexibility** into any foodservice setting and there are different types of flexibility to **consider**:

- 1. multiple uses for equipment**
- 2. how that may impact the design of the work sections**
- 3. mobility of the equipment within the kitchen space**
- 4. operation flexibility and labor flexibility**

Trend in modern kitchen design

Design refers to overall space planning; it defines the size, shape, style, and decoration of space and equipment in the kitchen.

The layout is the detailed arrangement of the kitchen floor and counter space: where each piece of equipment will be located and where each work center will be.

Experts see this trend as the result of 3 things:

1. a shortage of qualified labor
2. an ever-increasing battle for space in general for business uses
3. budget constraints, including the demand for an increased return on investment (ROI).

A Work Center

An area in which workers perform a specific task, such as tossing salads or garnishing plates. When several work centers are grouped together by the nature of the work being done, **the whole area is referred to as a work section:** cooking section, baking section, and so forth.

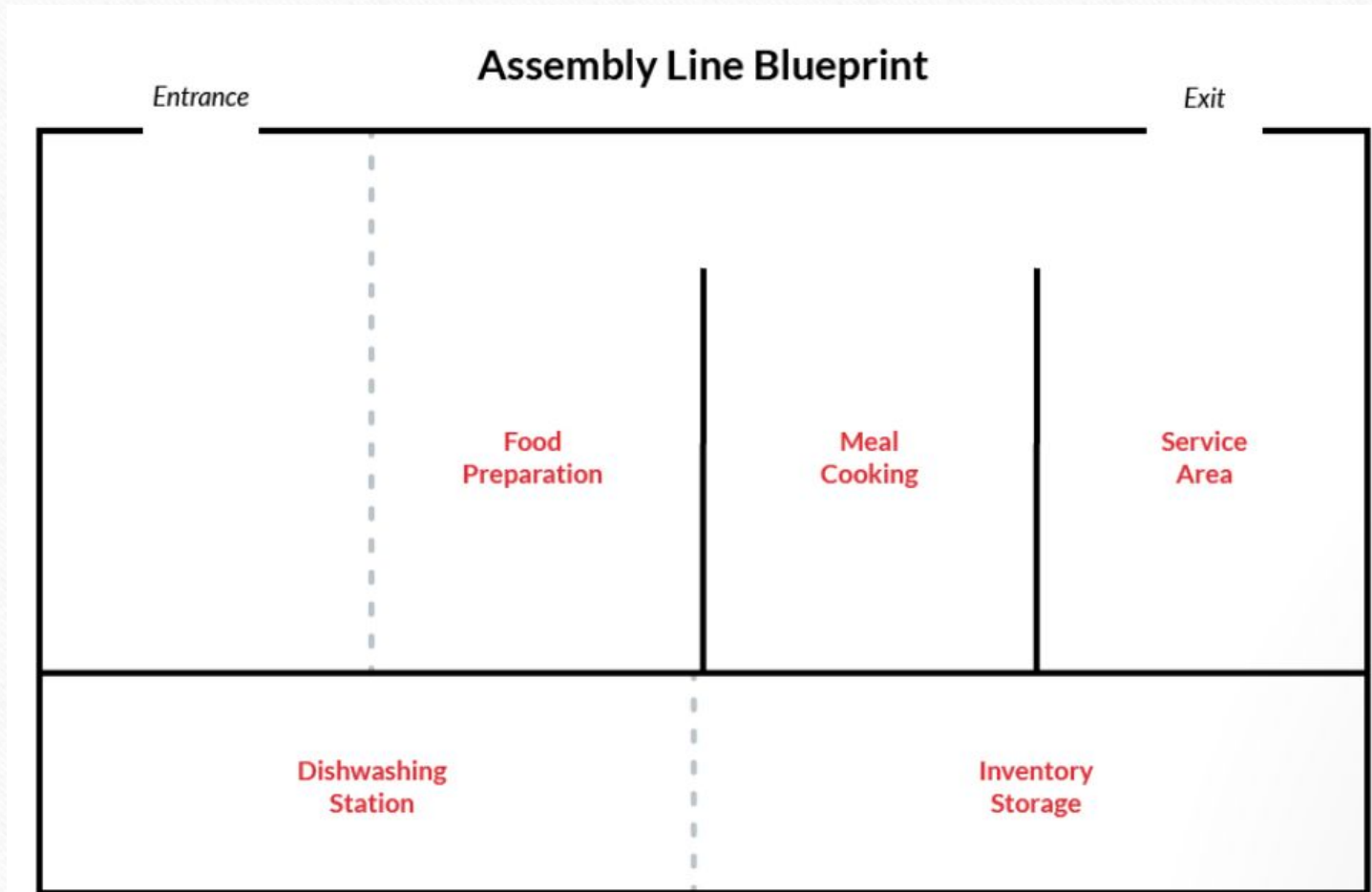
Commercial Kitchen

- A **commercial kitchen's layout** can determine how smoothly the restaurant functions.
- When the kitchen is designed strategically, it enables the back of house team to work efficiently and produce high-quality meals consistently
- A successful commercial kitchen layout is **easy to use, meets the restaurant's needs and enables your service staff to deliver an amazing restaurant experience**

5 types of Commercial Kitchen Layout

1. Assembly line layout
2. Island layout
3. Zone-style layout
4. Galley layout
5. Open kitchen layout

1. Assembly Line Layout



The assembly line configuration consists of

- A central row or island that starts with food prep and ends with a completed item that is ready to be taken to your guests.

1. Assembly Line Layout

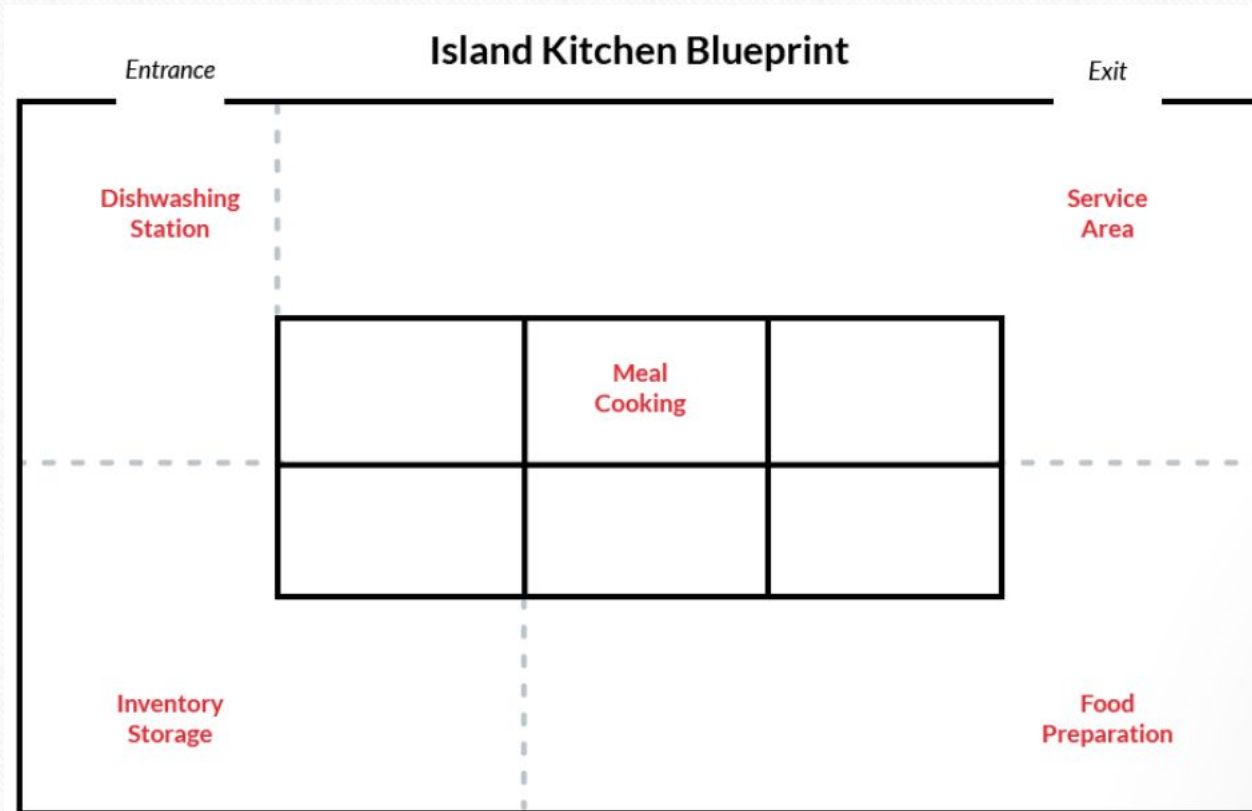
The benefits of the assembly line layout

This layout facilitates lots of the same type of dish repeatedly. The assembly line works best with multiple cooks who are each responsible for one part of the food production process

Which restaurant types is the assembly line layout best for?

Fast food restaurants or restaurants with limited menus that have similar preparation styles, like pizza parlors or build-your-own bowl restaurants

2. Island Layout



The island commercial kitchen layout starts with

- The ring layout and adds a central preparation or cooking station.
- For example, a kitchen may have storage units, washing stations and food prep counters along its perimeter and cooking equipment in its center

2. Island Layout

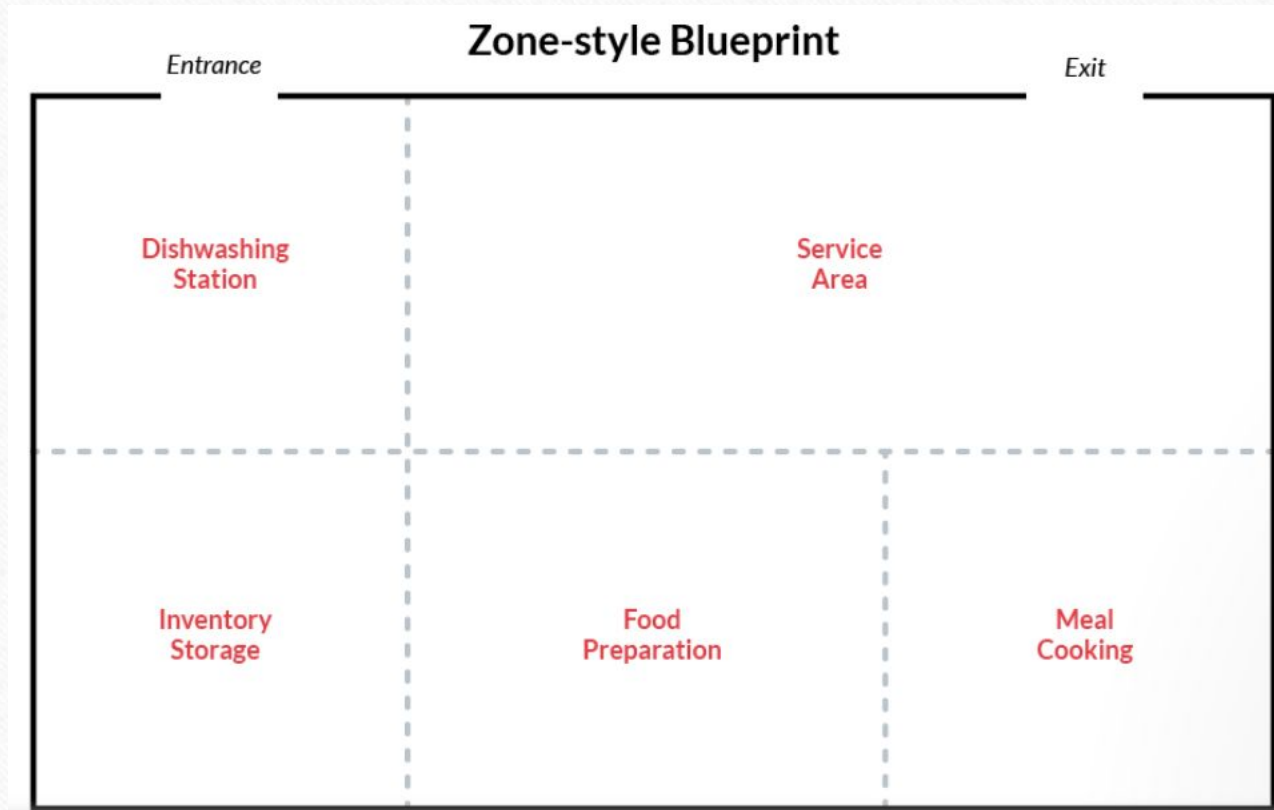
The benefits of the island kitchen layout

With a central “command center” or passthrough point for all meals, the island configuration **facilitates staff communication and executive chef supervision**

Which restaurant types is the island kitchen layout best for?

For restaurants with ample kitchen space to ensure that the island doesn't create an obstacle for the BOH team

3. Zone-Style Layout



- A zone-style layout creates separate stations for each type of activity that goes on in the kitchen or for each kind of dish that is prepared in it.
- For example, a restaurant could have a soup and salad station, meat station, frying station, and baking station

3. Zone-Style Layout

The benefits of the zone-style layout

This layout keeps the kitchen organized and allows different types of dishes to be prepared at the same time. Helping BOH staff divide and conquer. You can hire a specialized chef for each station rather than a line cook to create everything from start to finish.

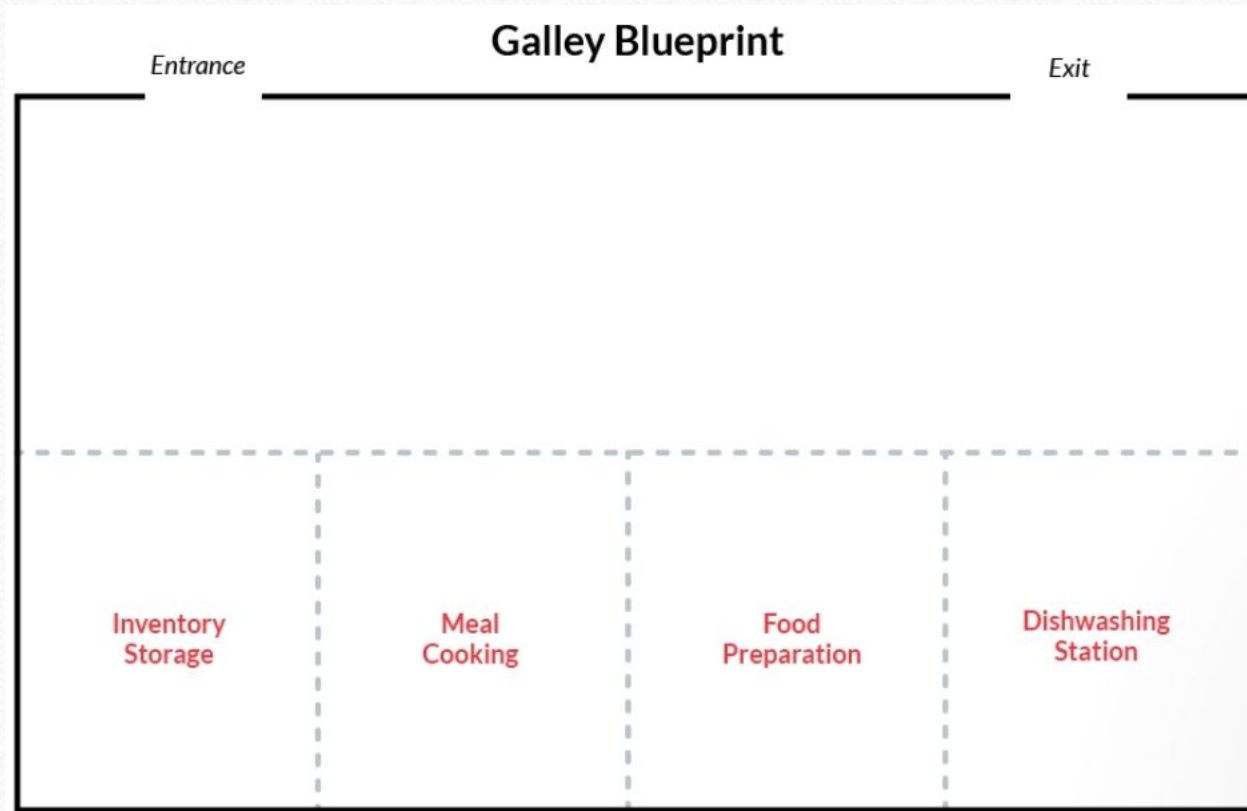
Which restaurant types is the zone-style kitchen layout best for?

For restaurants with diverse menus and lots of staff.

The station layout is suited for large operations like hotel restaurants, catering kitchens or event space kitchens.

Restaurants with small kitchens should avoid the station-based configuration as it doesn't allow for multitasking. You'll need ample space and staff to make this type of kitchen function smoothly.

4. Galley Layout



All stations and equipment are on the perimeter of the kitchen. In a very tight space, kitchen equipment is placed along only parallel two walls

4. Galley Layout

The benefits of the galley layout

If your kitchen is large enough to have a ring layout with empty space in the center, you can have multiple cooks in the kitchen, and they can easily rotate to work multiple stations at once. In a very small space, like a food truck, the galley kitchen is the only option the space allows

Which restaurant types is the galley kitchen layout best for?

For tight spaces with few staff, such as food trucks

5. Open (Display) Kitchen Layout



- The layout lets customers see the action that usually takes place behind the scenes.
- Any commercial kitchen layout can be turned into an open kitchen by taking down a wall.
- To ensure guest safety, keep hot cooking appliances as far away from customers as possible.
- A glass partition between the service area and guest seating is a smart choice to protect the food from unexpected sneezes or coughs.

5. Open Kitchen Layout

The benefits of the open kitchen layout

The open kitchen is great for entertaining guests, good opportunity to maximize a small space. You can create chef's table seating by placing bar stools by the kitchen.

Which restaurant types is the open kitchen layout best for?

Typically seen at high-end restaurants or restaurants with small commercial spaces. Watching the cooks becomes an integral part of the dining experience.



The display Kitchen



Semi Display Kitchen

One nice design detail is to install half-walls, in what is sometimes called a semi-open kitchen.



The display Kitchen

Display or semi-open kitchens should only be considered as an option when the menu and food preparation techniques actually lend themselves to display such as

- pizza dough being twirled overhead
- steaks being flame-broiled over an open grill
- the intricacy of sushi preparation.

The display Kitchen



Appliances “on Display”

Appliances should be **attractive, energy-efficient, and quite functional.**

A cooking suite (or cooking island) is a freestanding, custom-built unit into which just about any combination of kitchen equipment can be installed.

Island Cooking Suite



Island Cooking Suite



The Marche Kitchen

If you can walk up to a stand-alone counter, place and order, and get fresh food, cooked to order, as you wait, you are in a Marche kitchen (pronounced mar-SHAY).



3-2 Making The Numbers Work

Deciding how much money to spend on design, construction, and equipment is a crucial first step-not just a total figure, but an estimate of how funds are to be allocated and how much time each step will take.

First, does the design budget realistically match the concept in size and scope?

The budget should reflect the type of market the finished restaurant will operate. There's a tendency to overspend at the front end of a project, so much so that the finished facility can't be profitable for many months while construction and design costs are being paid off.

If your concept is fully developed and you are already obtained the site for your foodservice facility, it is reasonable to assume:

>>The design phase, no more than 16 to 18 weeks, including time to get necessary permits and the bidding process to hire contractors.

>> The construction and/or remodel process, no more than 16 to 24 weeks.

3-3 Kitchen Placement

Placement of the kitchen in the building is the first critical step. As kitchen is the “heart” of the house.

So, if a new restaurant has little cash to spend on professional designers, that cash is probably best spent planning the location and design of the kitchen-the one area where equipment, ventilation, plumbing, and general construction costs combine for a major investment.

3-4 The Service System: Large Operations

A major issue that must be addressed before deciding on a kitchen design is **the way in which food will be delivered to guest.** This is known as the **service system.**

A large operation, such as a hotel, can have more than one service system at work simultaneously:

1. elegant tableside service
2. room service
3. bar service

3-4 The Service System: QSRs

QSRs employ service systems that emphasize speed and convenience, including takeout service and the fast-food option of standing at the same counter to order, pay for and wait for a meal served within minutes

Each service system has subsystems; together, they encompass every aspect of the progression of food from kitchen, to table, and back to the dishwashing area. The progression is called flow.

3-4 The Service System: Service Flow

There are two type of flow to consider when planning your kitchen design:

product flow and traffic flow.

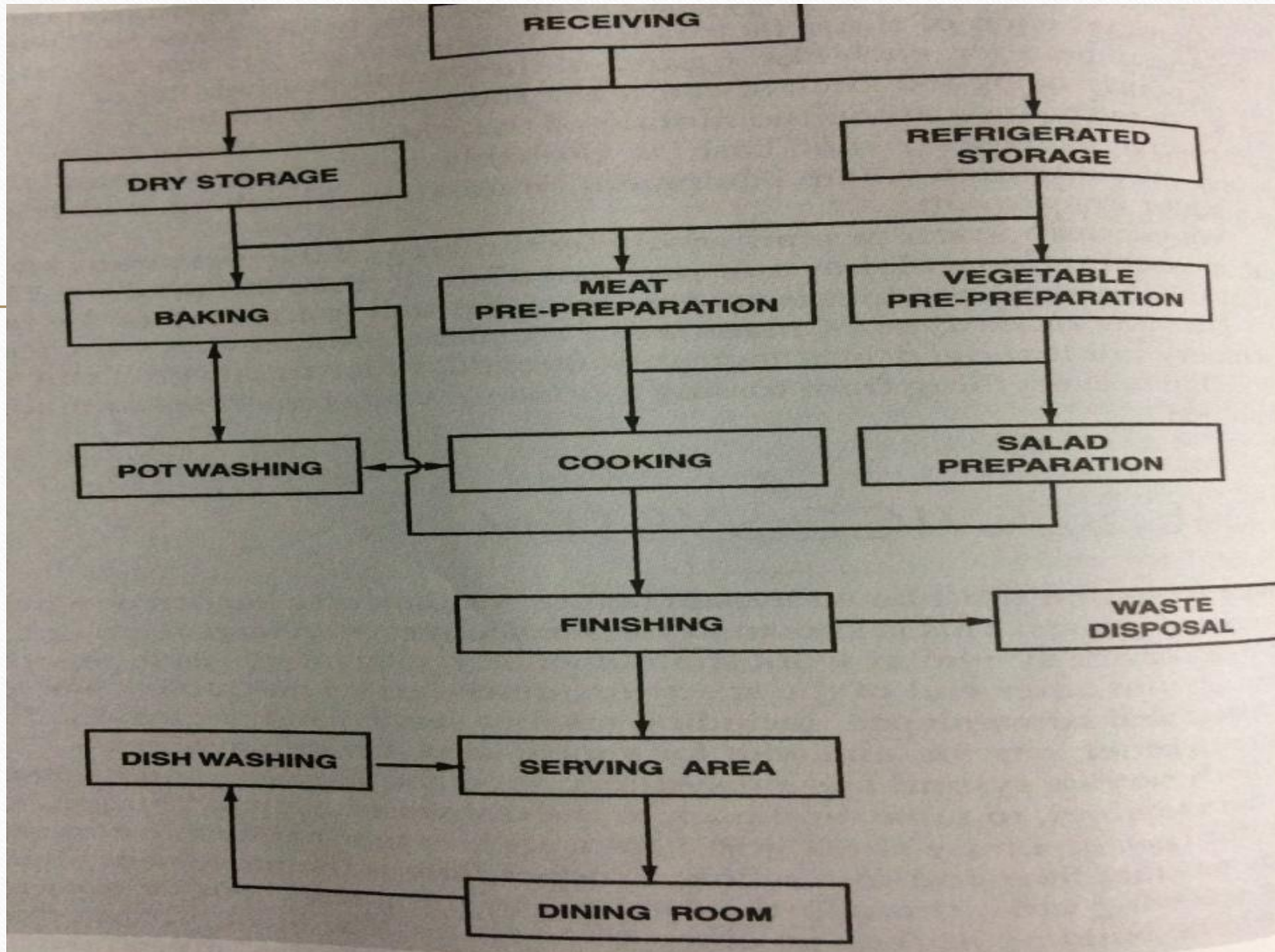
Product flow is the movement of all food items, from their arrival at the receiving area, through the kitchen, to the guest.

Traffic flow is the movement of employees through the building as they go about their duties.

3-4 The Service System: 3 Basic Flow Patterns

There are *three basic flow patterns* in every foodservice operation: *The raw material* to create each dish have a “back to front to back” flow pattern.

- 1.They arrive at the “back” of restaurant, in the kitchen, where they are prepared.
2. Next, they travel to the “front” of the restaurant, to be served in the dining area.
3. Finally, they return to the “back” again, as waste.



3.5 Space Analysis

1 Service Areas/Wait Stations

Probably the most difficult areas to describe between kitchen and guests, since there are as many types of service areas as there are different restaurants.

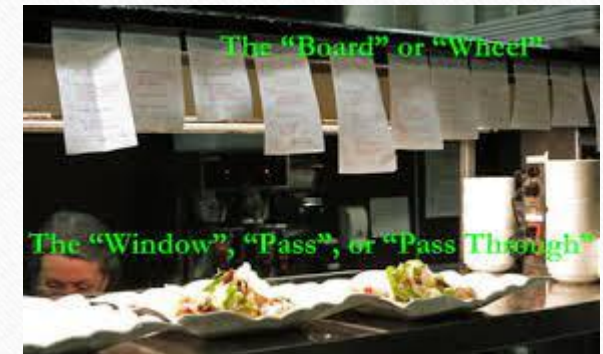
The teamwork on both sides of the pass window evolved into today's service area so many eateries hire people called **expeditors** to stand on either side of the window and facilitate ordering and order delivery. (aka food runner)



3.5 Space Analysis

An expediter may

- organize incoming and outgoing orders for speed,
- check each tray for completeness and accuracy of the order before it's delivered, and even
- do a bit of last-minute garnishing as plates are finished.
- When standing in the kitchen to do this, the person is sometimes known as a wheel person or ticket person.



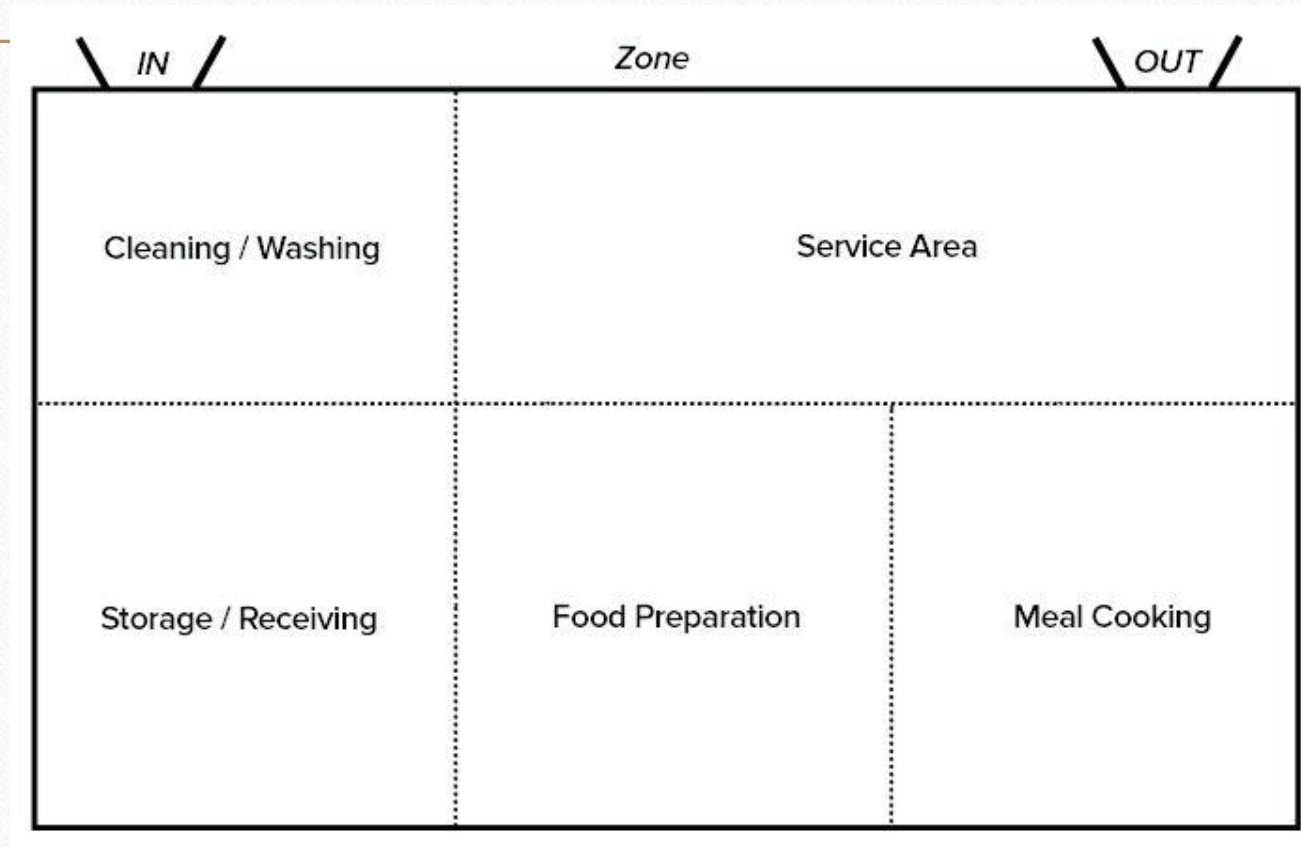
Other Kitchen Areas

1. Receiving Area

The distance from the kitchen to the dining area is one important consideration, and kitchen designers have devised numerous strategies to cope with it.

The receiving area is where the food is unloaded from delivery trucks and brought into the building. Most restaurant locate their receiving areas close to the back door.

Receiving Area



2 Preparation Areas

2.1 Fabrication

This is where raw (or processed) foods begin their journey to their final destination—the guest's plate.

Sometimes referred to *as pre-prep*, it is here that we

- break down prime cuts of beef,
- clean and fillet fish, cut up chickens,
- open crates of fresh produce, and
- decide what gets stored and what gets sent on to the other parts of the preparation area.

2 Preparation Areas

2.2 Preparation

Here, food are sorted further into individual or batch servings.

- The loin we trimmed in the fabrication area is cut into steaks,
- lettuce and tomatoes are diced for salad assembly,
- shrimp is battered or peeled.
- When designing the layout, *remember the need for worktables, compartment sinks, refrigerators, and mechanical equipment.*

2 Preparation Areas

2.3 Production

This is divided into *hot-food preparation*, usually known as the hot lines, and *cold-food preparation*, called the pantry. **Production is the heart of the kitchen**, and all the other areas are meant to support it.



2 Preparation Areas

2.4 Holding

this is the *area in which either hot or cold foods are held until they are needed.*

The holding area takes on different degree of importance in different types of foodservice operation. *Basically, the larger the quantity of meals produced, the more critical the need for holding space.*



2 Preparation Areas

2.5 Assembly

The final activity of the preparation are is *assembly of each item* in an order.

At a fast food place, the worktable is where hamburgers are dressed and wrapped and fries are bagged.

At an a la carte restaurant, the cook's side of the pass window is where steak and baked potato are put on the same plate and garnished.

3 Production Areas

On the hot line, *you will need to determine placement of equipment based on the cooking methods you will use.*

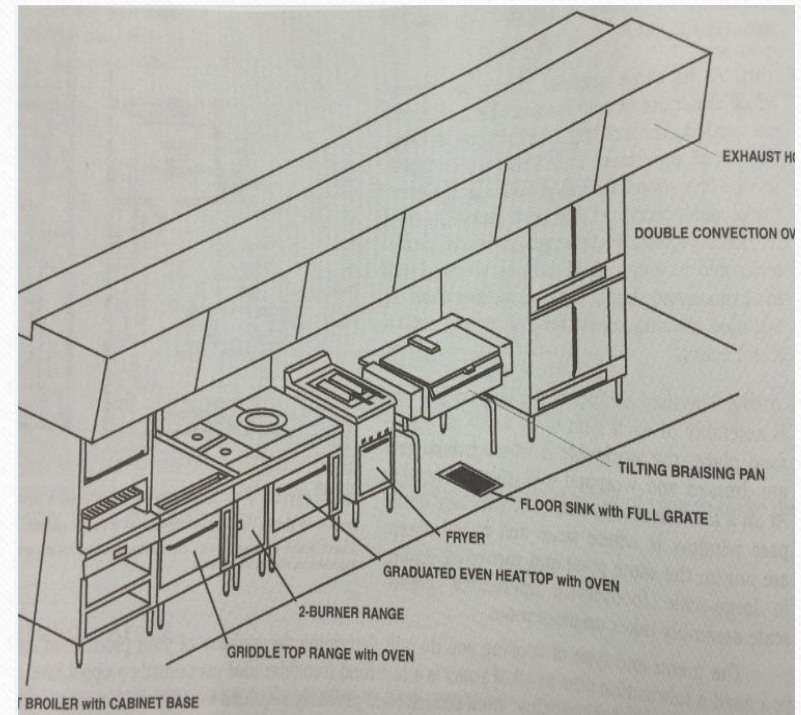
There are *two major ways to cook food*: : “*dry heat*” methods (sauté, broil, roast, fry, bake) *and* “*moist heat*” (braise, boil, steam). The difference is, of course, the use of liquid in the cooking process.

3 Production Areas: Hot Line Cooking Area

In most communities, it is a law that **all heat-and/or moisture-producing equipment must be located under ventilation hoods.**

Also, all **surface cooking equipment** (range tops, broilers) *must be located so that the automatic fire-extinguishing* (sprinkler) system can reach them.

Illustration3-15 The “hot line” or battery of cooking appliances, in a typical foodservice kitchen.



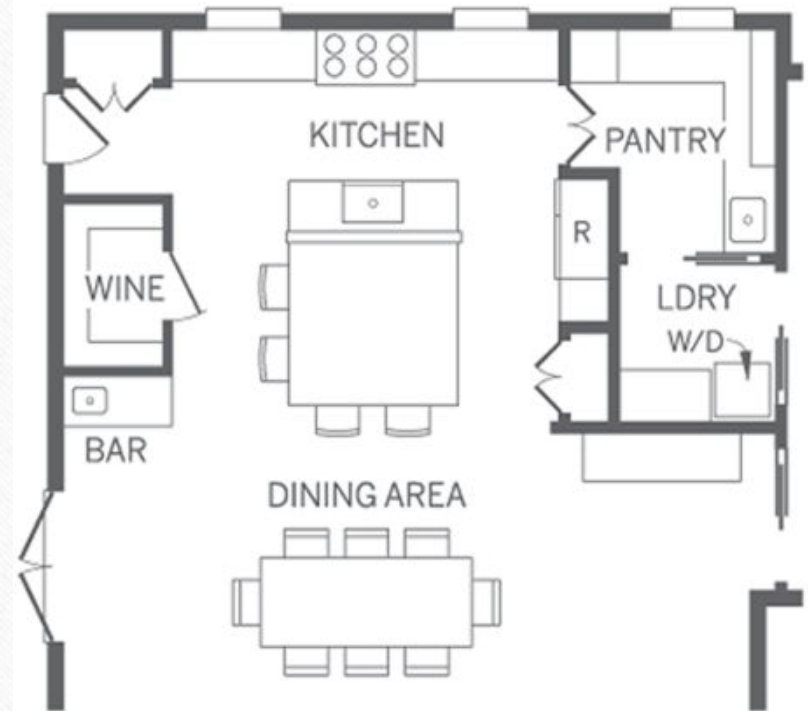
3 Production Areas: Pantry for Cold Food

Preparation responsibilities here may include salads, sandwiches, cold appetizer and entrees, and desserts. Sometimes it is referred to as the “cold kitchen”.

A two-compartment sink is a must for this area, since salad green must be washed and drained here. Worktables with cutting boards should be adjacent to the sink, and it is helpful if the sink itself has corrugated drain boards.

Refrigeration is required for many ingredients, as well as a holding area for cold prepared foods.

Illustration 3-17: A pantry area layout.

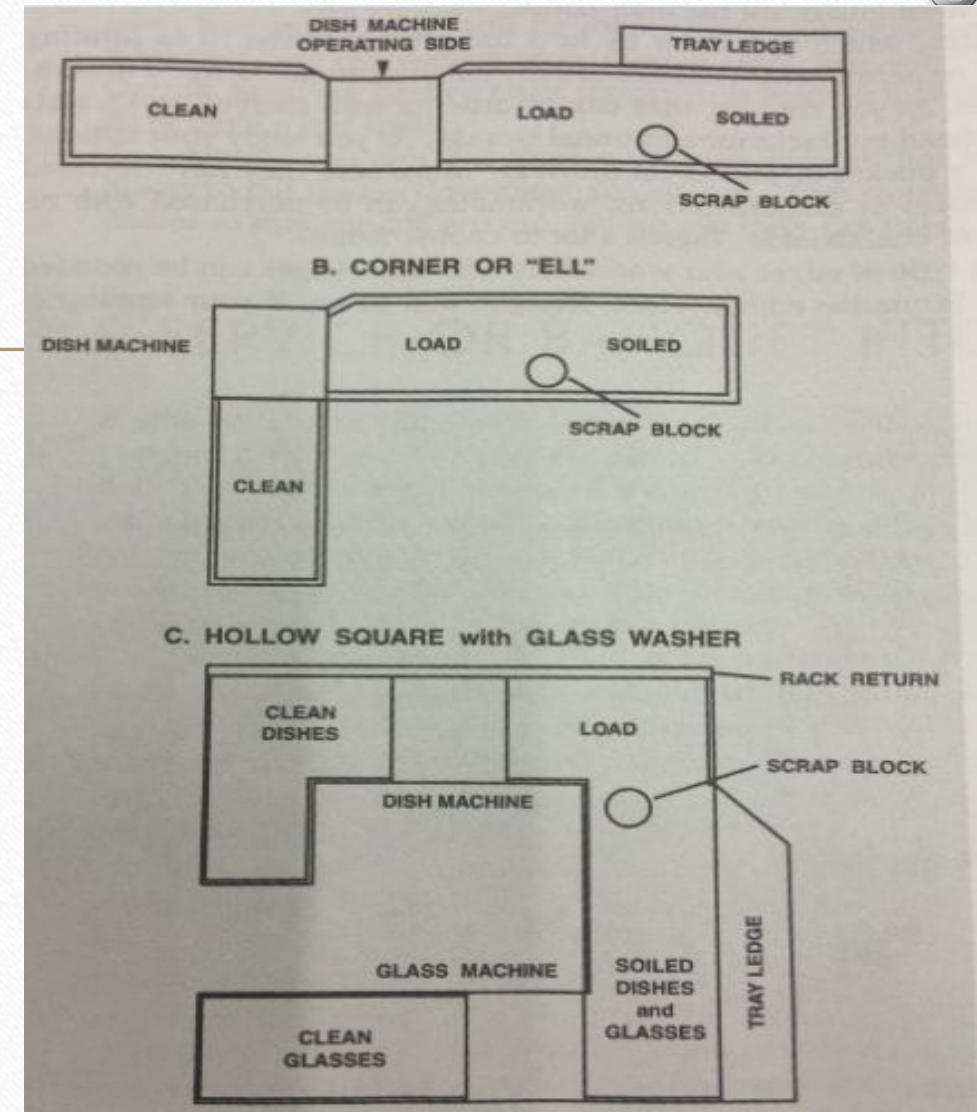


4 Ware-washing Area

Ware-washing is the term for collecting soiled dishes, glasses, flatware, pots, and pans and scraping, rinsing, sanitizing, and drying them.

It is a messy job with *high temperature, high humidity, and slippery floors that require constant causation.*

Also the most costly area, cost is not the only reason ware-washing is of major importance. Quite simply, *it has a direct impact on public health. Done poorly, you jeopardize your business on a daily basis.*



A collection of Thai dishes including curries, soups, and seafood on ornate metal plates. The dishes are arranged on a wooden table, with some covered by decorative metal lids. The text "Thai Food in 4 Parts of Thailand" is overlaid in the center.

Thai Food in 4 Parts of Thailand

RICE : Culture



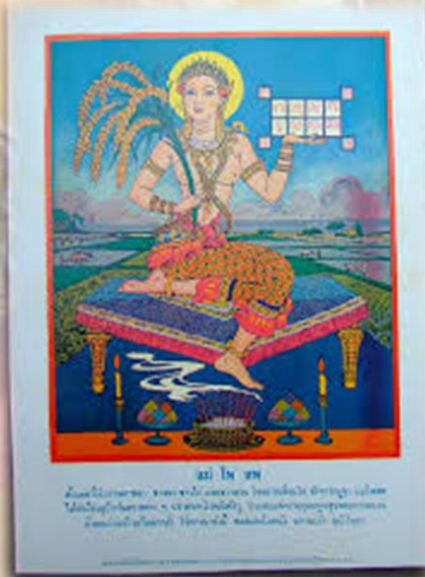


Thais usually says
“Lhang Soo Pha Nha
Soo Din’



ตามพระราชนิพนธ์ ตามพระราชนิพนธ์ พ.ศ. ๒๕๓๔

The Rice Goddess (Mae Phosop)





ก่อนปักดำ มีการเลี้ยงผีน้ำฝ้าย



หลังปักดำ มีการเลี้ยงเจ้าที่นา







Jasmin rice



Sticky rice



Characteristic of Food in Central Part

The terrain is plain and fertile. And it's as a center of culture in each era including food culture.

1. Influenced from India/China/Mon and Protugal



2. Food decoration is exquisite.



3. Normally Served with Sidedish



5. Various kinds of Desserts



5. Full-flavoured Taste



frequently used condiments

6. Many dishes in 1 tray of food



7. Shrimp paste and fish sauce are frequently used condiments



Characteristic of Food in Northern Part

Terrain is mountainous alternating with mountain ranges. cold weather. There are territories connected to Burma, Laos, Thai Yai and various hill tribes.



Meal :

Khao ngay (ข้าวงาย) – Khao Ton (ข้าวตอน) – Khao Lang (ข้าวแลง)



Cooking Style:

- แกง(Kang) และ อ่อม (Om) : Use animal and vegetable fats.
similar to Burmese curry and Khaek



แกงแค



-จ้อ (CHO) : Boiled vegetable and seasonal with salt shrimp paste, fermented fish and tamarind sauce.



-จ้าว (CHAO) : Cooked food and fried with oil and fried garlic

-แฉับ (AB) : cooked food and wrap with banana leaf and then grill



ลักษณะอาหารทางเหนือ :

-รสชาติกลางๆ ไม่จัด ไม่เค็มมากนัก

-ไม่นิยมใช้กะทิ น้ำตาลในการปรุงรส แต่ใช้พริก ถั่วเน่า และน้ำปู้แทน



ลักษณะอาหารทางเหนือ :

-สำหรับที่จัด เรียกว่า ช้นโตก จัดจนเป็นประเพณี



Characteristic of Food in Northern Part

-well known and inherit food; แกงโฮะ (Ho) แกงฮังเล (Hang Lae) ลีนลาบ (Chin) น้ำพริกหนุ่ม (Chilly paste) น้ำพริกอ่อน (Fried Tomatoes with pork) ไส้อั่ว (Northern sausage) ข้าวซอย (Khao Soi)



Characteristic of Food in North Eastern Part

Most of the terrain is a plateau, influenced by Laos, Khmer, and Yuan, raw materials are not perfect. But there is probably a good way to preserve food.

1. Spicy Taste ; spicy, salty and sour



2. Sticky rice is main dish



3. Grilled food is more popular than fried, but if boiled,



4. Ingredient; Galangal, Lemon grass, onion, garlic, Dill, parsley and basil leaves



Characteristic of Food in Southern Part

Topography is the land jutting into the sea. Great garden food made from fish

1. Strong flavor and emphasis on spices



2. Usually eaten with fresh vegetables to quench the spiciness



3. culturally diverse

3.1 Local food often uses local ingredients ; shrimp paste, tamarind suace, coconut sugar, etc.

น้ำพริกโจร



ลูกเห็ดทอด



3. culturally diverse

3.2 Muslim food

Popularly use coconut milk, spices, salty taste, oily and spicy.



3. culturally diverse

.3 Chinese food

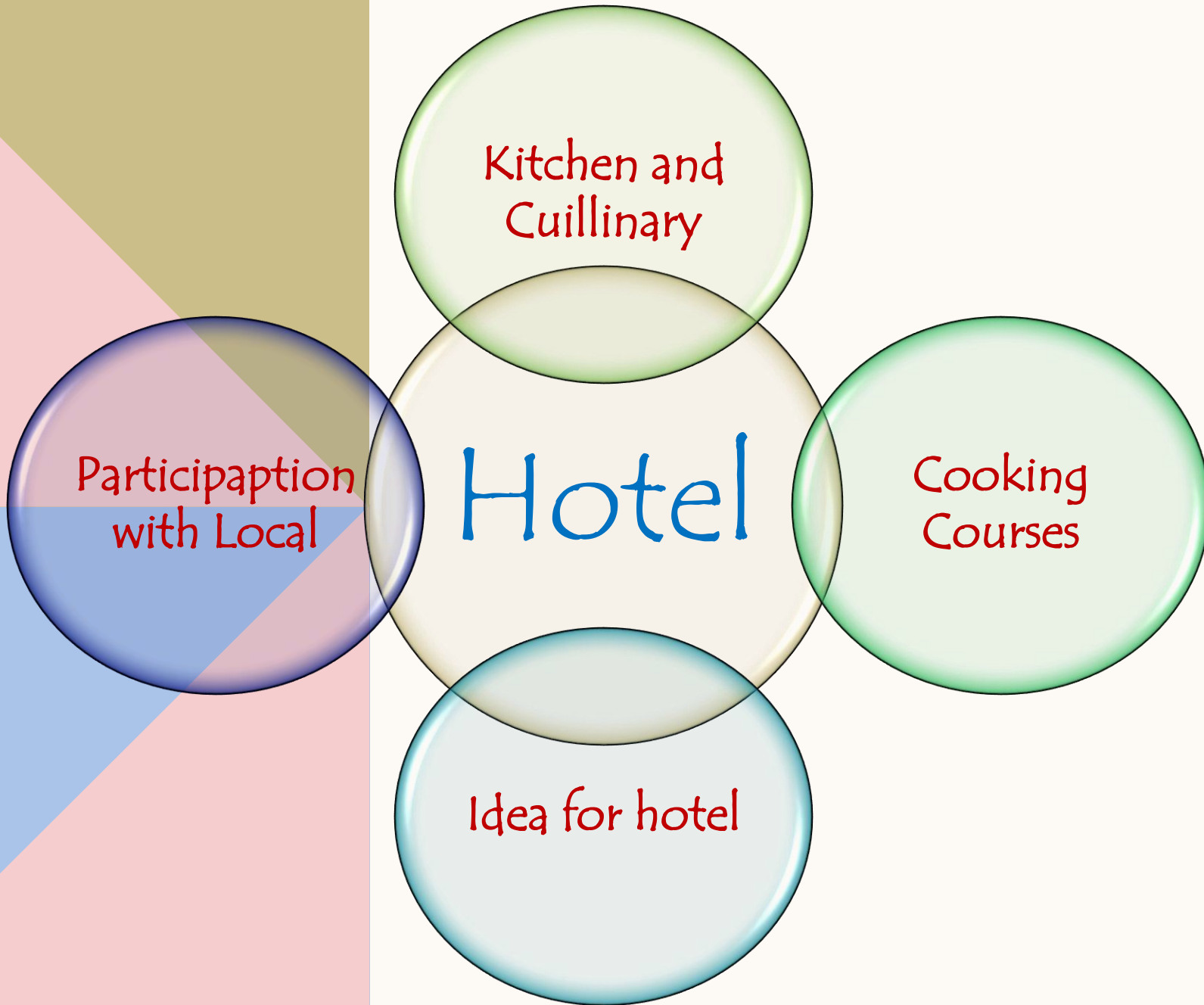
Related to history ; Hokkien Chinese food, mild and sweet flavor, commonly used soy sauce



ความสำคัญของอาหารไทยกับ
เศรษฐกิจ

Mirjam Nilsson

ความสำคัญของอาหารไทยกับธุรกิจโรงแรม



**HOTEL
WITH
THAI
FOOD**

THAI FOOD IN HOTEL

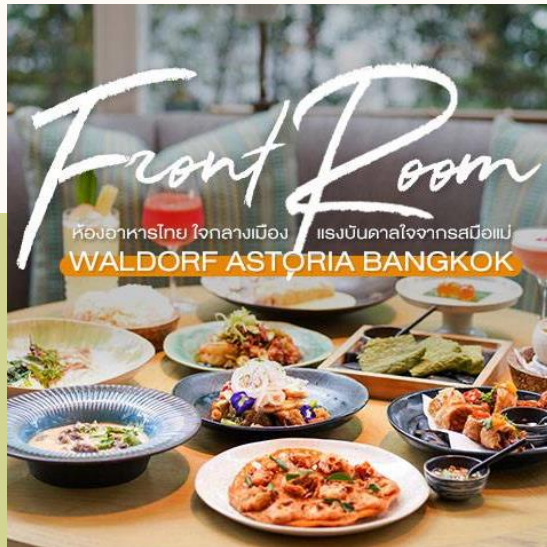


- Thai food is a part of Hotel, and promoted as highlight recipe to customers.
- Various classes of restaurants in hotels promote Thai food as recommended dish.
- One of department which earn money for hotel.
- Thai food is used as one of hotel's marketing strategies and many hotels are reputation for Thai food.
- During Covid 19, Food or Thai food has become main part of hotel which make a lot of money while other parts still close.



EXAMPLES OF THAI RESTAURANT IN HOTEL: 5

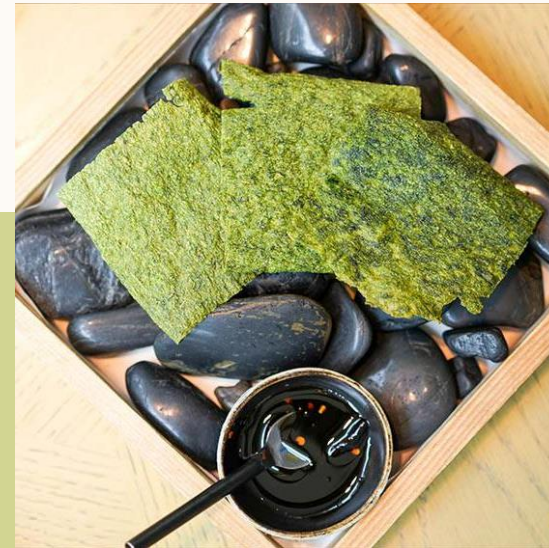
WALDORF ASTORIA BANGKOK (FRONT ROOM RESTAURANT)



**FRONT ROOM
RESTAURANT**



OPENED KITCHEN



**CHINESE CHIVES
CRISPY**



**DEEP – FRIED
BREADED SHRIMP**

EXAMPLES OF THAI RESTAURANT IN HOTEL: 6

INTERCONTINENTAL PHUKET RESORT

(JARAS RESTAURANT (THAI FINE DINING))



**JARAS
RESTAURANT**



**TASTE OF JARAS
(AMUSE BOUCHE)**



**POACHED LOBSTER IN
DRIED RED CURRY**



PHUKET PINEAPPLE

THAI FOOD TO CREATIVE IDEA IN HOTEL ⁷



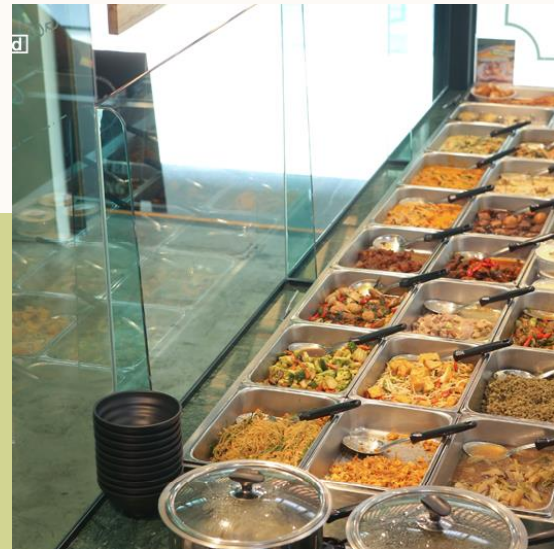
- Beyond modern style represented on Thai food. Food culture is integrated into the core element of hotel. It's not only product but may become part of hotel's décor.
- All kinds of Thai food are served for creating more experiences to customers. Esp. local food, street food ,Background, lifestyle etc. of owner
- After covid 19 pandemic, food department in hotel is emphasized as main part to make money for hotel and including the change of food service style



EXAMPLES OF HOTEL: **FOODOTEL**



BUSINESS OWNER
(NUTTAPONG PONGPALANCHAI)



**CONCEPT: STAY
LOCAL – EAT LOCAL**



**DECORATION WITH
THAI CUISINE
EQUIPMENTS**



**DECORATION WITH
THAI CUISINE
EQUIPMENTS**

EXAMPLES OF HOTEL: MESTYLE MUSEUM HOTEL



**THE MAP
RESTAURANT**



**EXECUTIVE CHEF
(K.JUMP)**



THAI FUSION RECIPE



THAI FUSION RECIPE

EXAMPLES OF HOTEL:

TAAN RESTAURANT AT SIAM@SIAM HOTEL



TAAN RESTAURANT: PANORAMIC VIEW



TAAN DERIVES FROM “ธาน” AND “ทาน”



CHEF THEP K.MONTHEP KAMOLSILP



HILIGHT COURSE MENU: PRODE

EXAMPLES OF HOTEL: PRODE MENU

11



WELCOM DRINK: NGOM-NGAY



AMUSE BOUCHE



**STARTER: LOBSTER
CHAE NAM PLA**

EXAMPLES OF HOTEL: PRODE MENU

12



PLA BU



GOLAE TALAY



PAK MO SAO NAM

EXAMPLES OF HOTEL: PRODE MENU



RUN JUAN



KUA HAM



JAEW HON

EXAMPLES OF HOTEL: PRODE MENU



**BLACK CHICKEN
CONGEE**



TAO THEUNG

EXAMPLES OF HOTEL: PRODE MENU

15



AMDAENG MOCKTAIL



**DARK CHOCOLATE
WITH INDIAN MINT**

THAI FOOD WITH LOCAL PARTICIPATION

16



- food which relates local food in the area, increases charming for hotel. Esp. using the local material of community around hotel's location.
- Involvement in community economic development.
- Sustainability trends



EXAMPLES OF HOTEL: THE MOTIFS ECO HOTEL



**SCENERY AND SURROUNDING OF
HOTEL**



HOTEL BUILDING



**SHARING ECONOMY
APPLIED WITH HOTEL
ADMINISTRATION**



MINI LOCAL STATION

EXAMPLES OF HOTEL: **MELIA HOTEL, CHIANG MAI**



MELIA HOTEL AT CHIANG MAI



**CHEF BILLY WITH 360
DEGREE CUISINE**



**MATERIALS FROM
HOTEL'S FARM AND
NEARBY**



KHAO LAB HOR KUNG