Restaurant Management: An Examination of Planning and Managing a Restaurant Meal

An Honors Thesis (FCFN 400)

by

Haley Kavanaugh

Thesis Advisor
Matthew Chappell

Ball State University
Muncie, Indiana

January 2014

Expected Date of Graduation

May 2014
Abstract

Food preparation and presentation is important in both restaurant management and the field of dietetics. The success of a restaurant is dictated by the planning phases and the management of employees and resources. Likewise, proper food preparation is a necessary part of cooking and eating healthy. Ball State University provides students with the opportunity to learn the meal planning and preparation process. Each student plans and manages a meal as their final project. I completed this project in the fall of 2013. I researched the British culture, developed a menu reflecting my research, planned activities for each employee, and managed meal day operations. Building from experience of running the restaurant, I will analyze and reflect upon the components used to complete the tasks of planning and managing a meal.

Acknowledgements

I would like to thank the Honors College for all the opportunities presented during my college career. I have learned a lot from the Honors courses I have taken and utilize skills developed in everyday life.

I would also like to thank Chef Matthew Chappell for working with me on this thesis project. The experience and knowledge I gained in class and in this thesis will prove useful in future endeavors as a professional in the dietetics and foodservice fields.
# Table of Contents

Abstract ................................................................................................................................. 2

Acknowledgements ............................................................................................................... 2

Author’s Statement .............................................................................................................. 5

Exploring Britain to discover cuisine .................................................................................... 7
  Physical characteristics of region ...................................................................................... 7
  Cuisine of the region today, including popular and traditional products still in use .......... 8
  Original inhabitants and those who live there today ......................................................... 9
  Cultural influences affecting cuisine/diet .......................................................................... 9

Reflection ............................................................................................................................... 10

Works Cited .......................................................................................................................... 12

Manager’s Report .................................................................................................................. 13
  Planning phase .................................................................................................................. 13
  Marketing plan ................................................................................................................... 14
  Menu item selection .......................................................................................................... 14
  Nutritional analysis .......................................................................................................... 15
  Profit and loss statement .................................................................................................. 15
  Master schedule and task list ......................................................................................... 16
  Purchase order .................................................................................................................. 17
  Diagrams ............................................................................................................................ 17
  Evaluations: student employee and customer feedback .................................................... 18
  Meal day’s operation ......................................................................................................... 19

Appendix A: Menu ................................................................................................................. 21
Author's Statement

The experience of running a restaurant and then reflecting on the planning and management is an important part of my career development. I plan on becoming a registered dietitian and may find myself in charge of a foodservice establishment. This experience will help shape future decisions I will make as a manager of either a kitchen or any other department related to my field. Knowledge of the preparation and presentation of food is an important aspect of the dietetics field. As a student in the dietetics department, I have had the opportunity to practice and learn food preparation and presentation in FCFN 400, Restaurant Management. FCFN 400 is a class offered at Ball State University. The class operates Allegre, a student run restaurant which is open to the public for lunch on Wednesdays and dinner on Thursdays. The students have a preparation period either on Monday or Tuesday, depending on their class section. Each week, a new student is responsible for developing the menu, planning the preparation and meal day activities, and making sure the necessary supplies and food are available. The meals are each based on a different cuisine from the world. My particular meal was based off British cuisine. Utilizing research about the region, I developed a menu and theme for the evening meal.

The purpose of this project is to examine, from start to finish, the process of developing and implementing a plan to run a restaurant. The process includes menu development and why the particular region would consume this menu, implementing a marketing plan, purchasing supplies, examining the nutritional analysis, using profit and loss statements, developing a master schedule, and managing employees during preparation and meal day. There are many ways to complete each of these tasks as well as many ways to manage the final meal day operations. This project will closely look at my particular methods and how the final outcome was affected. Developing the menu was the first task to planning the meal which is why I chose to include research of the British culture as the first artifact in
this report. I used a variety of templates and diagrams in order to use prior and during the meal. These are included as appendices in the order I utilized them during the meal planning process.
Exploring Britain to Discover Cuisine

Great Britain is known to the world as conquerors and influencers. The country has developed a world empire, lending its culture and language to every corner of the world. Great Britain started on a small island in Northwestern Europe as a part of the Roman Empire. This great nation is rich in tradition, and its history has shaped the British culture into what it is today. The British culture is one which is continuously changing but is also, somehow, always the same: traditional and timeless.

Physical characteristics of region

England is an island located in Northwestern Europe, directly above France, near Ireland and Scotland. The island boasts a variety of physical characteristics which impact the variety of foods traditionally used by the British. England is surrounded by water and there is no place on the island more than 75 miles away from coastline (Blashfield, 1997, p. 13). This geographical location allows England to utilize a variety of seafood and is why prawns (shrimp) are a popular food item in the region. The ocean also plays a role in the climate of Britain. Caribbean currents flow from the equator to Britain to create a warm, temperate climate. England is not, however, only defined by the ocean which surrounds them. The region is made up of mountains, valleys, marshlands, moors, big lakes, plains, and cliffs (Blashfield, 1997, p. 15). This land is divided into four main categories: arable, pasture, meadowland, and woodland (Aston, 1997, p. 103). Arable is used for growing crops like cereals and legumes. Pasture and meadow areas are utilized for farm animals such as cattle, sheep, goats, and horses. The woodland is used to provide wood and timber. The wide range of uses for land enables the cuisine to be local and fresh.

In addition to the traditional uses of land, this region is also characterized by the estates and status within the landscape. There are a variety of focal places within the region including administrative, judicial, exchange, and ecclesiastical (Aston, 1997, p. 44-48). Administrative focal
places were the residences of kings, lords, and other prominent individuals. Judicial areas were used for meeting places or as a central place for court. Exchange focal points were areas specifically used for the exchange of goods; ecclesiastical areas were known for the cathedrals and monasteries which covered the land. This division of land among estates and various focal points affects how food was distributed (ex: better food for administrative persons) and exchanged among the people of England.

**Cuisine of the region today, including popular and traditional products still in use**

The physical characteristics of England allow the British to enjoy a multitude of different foods. The location to the ocean brings in seafood including shrimp and the popular “fish and chips” meal. Grassy meadows and pastures give British cuisine a variety of meats along with fresh fruits and vegetables. According to *Good Food Channel*, British food means “unfussy dishes made with quality local ingredients, matched with simple sauces to accentuate flavor…” which is made possible by the variety of food available in England due to the efficient use of land (British Cuisine).

Traditional British cuisine consists of timeless, tasty, and comfortable food (British Recipes, 2013). This includes foods like the shepherds’ pie, which is a lamb pie cooked in a casserole with a layer of mashed potato acting as a lid, fish and chips, steak and oyster pie, and toad in the hole & yorkshire pudding. Toad in the hole & yorkshire pudding is a batter of egg, flour, and milk cooked in beef dripping. These foods are all great examples of timeless, comfort foods which utilize the regions different landscapes (Traditional English Food).

The traditional British cuisine is made up of foods brought from the influences of the original inhabitants. Although many of the traditional foods are still used today, there are many foods which have changed due to the influence of new inhabitants. British cuisine is now made up of foods like chicken tikka masala and lasagna from their Indian and Italian influencers. The change in British cuisine
represents the ability and willingness of the region to accept new cultural influences. It also represents the general change in the world today as cultures merge and share their culture’s foods.

**Original inhabitants and those who live there today**

England is commonly referred to as Britain or Great Britain. The word “Britain” is derived from the term “Briton” which literally means inhabitant of the island (Blashfield, 1997, p. 11). The first inhabitants of the island were those of the Roman Empire. The Romans stayed there for many generations until they called the island home and became British. Between 500-1100 AD, invaders began coming onto the island beginning with the Anglo-Saxons (Blashfield, 1997, p. 128). Other invaders included the Scandinavians, Celtics, and Vikings. The contributions made by these invaders include settling land, like the Scandinavians settled Yorkshire, and influencing the culture.

Today, England, Northern Ireland, Scotland, and Wales make up what is known as the United Kingdom. Today, the United Kingdom still recognizes the monarchy but is regulated more by parliament. The correlation between the Irish, Scots, and Welsh has played a role in the culture even though the nations each have their own identities in the present day. For instance, the Irish have long resisted the United Kingdom’s dominance over their country which brought civil war to the region. In addition to the traditional British people who occupy the U.K., the region is now also occupied by those of other countries including Italy, Greece, India, and France. This shift in diversity has changed what British food is today.

**Cultural influences affecting cuisine/diet**

As previously mentioned, the British culture has been influenced by immigrants moving into Britain. The cultural influences on British cuisine are similar to that of the American cuisine. Britain is surrounded by many different countries and cultures which makes it an ideal place for cultural influence. The country also has found ways to implement the cultural influences into their own cuisine. For
example, the aforementioned dish chicken tikka masala is known as a national dish of Britain despite the Indian influence into the dish (Cook, 2001). The dish utilizes classic meats such as chicken in the usual dish and lamb or fish in the variations.

Each invader into Britain has made contributions to the country. The Celts brought agriculture and animal breeding which has impacted British cuisine and enabled the region to experience fresh, classic meals (Spencer, 2003). Countries in the U.K. also influenced British cuisine; however, it can be difficult to figure out who influenced who. Ireland, for example, shares the same traditional values in cooking and meals where the food is classic and filling. It is likely that the Irish could have impacted the British because of the potato famine which drove many Irish into neighboring countries or across the ocean. Finally, British cuisine and diet has been affected by capitalism and the increased desire around the world for fast foods. This phenomenon is one which is affecting both western and eastern cultures all around the world.

Reflection

The British culture is one which is refined, classic, and full of tradition and the countries cuisine reflects this. British cuisine is defined by meat pies made with varieties of meats found locally on the island, desserts made for tea time, and fresh fruits and vegetables which are also found on the island. The island is an ideal place for agriculture as there are laws in place to protect land from being built upon and this allows Britain to utilize and maintain its identity as a culture which utilizes the land.

It is amazing that the British are able to utilize new cultural dishes, adapt them, and make them so popular that they are nationally renowned as British cuisine. The implementation of new cultures in the British culture can make it difficult to decipher what really is “British”; however, it shows that the British people are open to new cultures. It can also be speculated that the acceptance of new culture
coincides with the fact that Britain has had influence in every part of the world which, in turn, makes it an ideal place for cultural fusion.

Although Britain has its own identity through the monarchy, cuisine, and culture, it is widely influenced and accepting of new cultures. The country’s beginnings show us that the region has been largely influenced from invaders in the early years and is now influenced by immigrants. British cuisine utilizes the land and resources, as well as ideas from all of its many influencers while maintains a classic, sophisticated style which is what the British are all about.
Works Cited


http://uktv.co.uk/food/item/aid/532951


http://www.bbcgoodfood.com/recipes/collection/british


http://www.theguardian.com/world/2001/apr/19/race.britishidentity


Manager’s Report

Planning phase

The planning phase is an important part of any process because it can reveal flaws and strengths in the project. I learned the planning phase is about developing a general idea of the final result, coming up with specific parts, and being flexible enough with those specifics to create a successful outcome. An example of this would be that the general result was to create a menu, plan the process of execution, develop a marketing plan, and a theme to tie it all together. I was able to come up with ideas for each of these; however, I found it difficult to come up with ideas which flowed together. It was important to be flexible enough with each category in order to develop a plan which worked together. This flexibility was also important during preparation and service day because when something was not going as planned, being flexible helped make sure menu items still turned out.

One of the biggest obstacles I encountered during the planning phase was the technology. I utilized Cheftec at home which caused me to continuously be locked out of the program. While frustrating, this encouraged me to get things done ahead of time to avoid the hazards of failed technology. This obstacle actually helped me to get things done early and focus on the content and quality of what I was working on versus getting it done quickly to meet a looming deadline.

I felt the planning phase helped me to remain calm during preparation and service day. Each step in the preparation period was necessary to ensure successful preparation and service periods. The checklists provided for each conference were useful in ensuring the necessary tasks were completed. I also feel that the checklists showed an accurate and useful way to prepare for a meal and would be useful in planning a meal or restaurant in the future.
Marketing plan

I was able to sell 95% of my covers with 89% of those showing up. My strategy for the marketing plan was to announce the meal date, show the menu items to prospective guests, and have face time with individuals who could spread the word to others. In order to accomplish this task, I made flyers (Appendix B) containing the date, menu, and how to make a reservation and placed them in mailboxes of professors in the Business, Math, English, and Telecommunications departments. I also handed flyers to professors I passed along the way and explained my meal to them. In total, I passed out 200 invitations. In addition to the flyers, I encouraged my friends and family to either attend or let others know about the event. I feel I had a successful marketing plan which resulted in the utilization of 15 tables for 38 covers in which only one four-top no-showed.

Menu item selection

Developing the menu was one of the most difficult parts of this project for me. British cuisine is recognized to be heavy and sometimes bland. It is also a mixture of cuisines surrounding Great Britain or cuisines which developed in nations that the British inhabited. These qualities made it difficult to develop a menu which was tasty and also classically British. I feel that the menu items I selected reflect this quality.

I selected the shrimp cocktail to reflect the use of fish in many foods due to their proximity to the ocean. The winter salad utilizes fruits and vegetables which are seasonal, another important trait of British cuisine. Pot pies are hearty and filling; the chicken pie contains meat which would commonly be found in Britain and the pies also utilize vegetables as the winter salad does. The entrée is one which is commonly found in Britain. I chose to place the cherry & almond tarts on the menu because of the common practice of British tea time. On preparation day, Chef suggested adding ice cream to the dessert. This idea worked perfectly because we were then able to save time by crumbling the crusts on
top versus latticing as previously planned. The tarts are small and personal while boasting a sweet taste, and the ice cream added on top brought all the flavors together. I feel their simplicity made them appropriate choices for this meal.

**Nutritional analysis**

British cuisine is commonly renowned as “heavy” which typically means there is a strong utilization of creams and butters. The utilization of many vegetables helped the caloric value of the meal to be near or less than 1200 calories for all options. The fat content, however, was significantly higher than the USDA guidelines allow. As a dietetics major, this is not ideal considering a majority of the fat was coming from butter. I worked to reduce the serving sizes and increase the vegetable content to offset some of this; however, the fat content in the crusts and dessert remained high. Though I worked to adjust the fat content, I felt that the quality of the menu items was more important in this situation. If guests wished to consume these items in the future, they would probably consume them individually and thus lowering the percentage of fat.

**Profit and loss statement**

During the planning phase, I felt very confident in my food cost percentage as it was only 27%, 13% less than the acceptable value. Although the end result was different, I realized why it was important to get the anticipated food cost as low as possible to account for cancellations and high food costs. My actual food cost percentage was 42%. When one table no-showed, this caused the food cost percentage to drastically increase (Appendix I).

Another unexpected result was the actual cost of the food. My anticipated food cost was $162.96 versus the actual food cost of $204.65. This increase in food cost caused an increase of the food cost percentage. I believe there was an increase because of higher costs of foods and the fact that I needed to order slightly more than needed to account for inedible portions of food. The increased food cost was
surprising; however, I feel that this enhanced the learning experience by showing what a change in price and the number of reservations can do to the food cost percentage.

**Master schedule and task list**

In FCFN 220, we were required to create a schedule and task list for each employee. I felt that particular process was useful yet tedious. In this case, the creation of the master schedule (Appendix C) and task list was still useful, yet simple because of the prior delegation of each student. It was simple and easy to glance at during preparation and service day to find out who was working on what and who needed help. I used the example provided in the lab manual to assign each menu item to a specific person. I also took into consideration, the amount of time each menu item would take and how much work would need to go into it. This allowed me to assign more workers where needed. I utilized the master schedule to account for a missing employee on service day and was able to place her work with another employee. Another way I utilized the master schedule was to create individual schedules for each employee. I was able to give each employee more specific details on their tasks, give the front of house workers some guidance, and analyze what I personally needed to get done prior to class starting.

The task list (Appendix D) was also very useful and simple to use. The creation of the task list was simple in the fact that I was able to use the master schedule already made and add tasks such as “turn on steam table”. I was glad to have the task list during preparation and service day to help remind me of tasks I may have otherwise forgotten in the fast paced environment of the kitchen. Due to tasks accomplished in the front of house prior to class, the servers were able to help in the back. I used the task list to visualize what had been started and what items needed extra help. Having the ability to delegate tasks to other employees helped keep things moving smoothly and employees busy. The task list helped keep the other employees and myself on track while making sure everything that needed to be accomplished was.
Purchase order

I was apprehensive of the purchase order (Appendix G) at first because I was nervous that I was going to forget something. The purchase order was found on excel and I utilized the other pages to analyze how much of each item I needed and to make accurate calculations. After listing out each ingredient from all the menus, I added them to the actual purchase order. It was helpful that the purchase order was divided into several sections like fresh or frozen produce.

The rounding aspect was difficult because I did not want to over order but I also wanted to make the purchase order easy to order from. I think that I kept the ordering as accurate as possible. One thing which came up during preparation day was that some of the vegetables, when prepped, were less than what was ordered. In this case, it wasn’t a big deal because we had a lot of extra food; however, in the future I would be sure to consider the edible portion of food versus the actual weight or portion.

Diagrams

During the process of planning this menu, I used a few diagrams. I used the plating diagrams, actual and anticipated food cost diagrams, nutritional analysis diagrams, and the menu template. The plating diagrams (Appendix F) were helpful in two ways: creating attractive plating designs which employees could easily visualize and helping analyze portion sizes. The diagrams in the lab manual were useful to develop ideas and the online diagrams made making colored plating options simple and professional. The steam table diagram (Appendix E) allowed the employees to make decisions about food placement without first consulting me.

The actual and anticipated food cost diagrams were very easy to use and reveal important information pertaining to the meal. These diagrams helped with the planning portion of the meal in regards with how much money was being spent and where the money was being applied too. It was also a great teaching tool because it showed how even careful planning and a low anticipated cost can result
in higher costs in the end. These diagrams are important in the real world as well and should also be used to improve other areas such as marketing which could lower food cost percentages by increasing sales.

The nutritional analysis diagram was useful because it revealed individual analysis of each menu item. This made it easier to see where the calories and fat were located and make adjustments as needed. The menu template (Appendix A) was useful and made the “creative” process easier because the layout was already established. I think having a template like this is necessary because it gives customers a consistent layout which may be especially important to the customers who attend regularly. Overall, all the diagrams utilized were useful and provided efficiency and effectiveness in the planning process.

**Evaluations: student employee and customer feedback**

The student employee evaluations revealed that many of the employees felt the night went very smoothly and they liked the calm atmosphere. I feel that the meal was calm because of the preparation done on Tuesday. Everyone worked very hard which made service night easier. One employee marked that one of the recipes was either not complete, easy to follow, or didn’t work. We had issues with the bread staying together; however, it still baked and tasted appropriately. Other than that, the recipes seemed to turn out as planned. Completing the project alone, I was glad the employees were so cooperative. I also enjoyed being able to work with the front of house employees and helping to make sure the front was well prepared so they could work comfortably during service. Overall, I felt the evening went smoothly because of the smooth conversation and work between the employees and myself.

I was very pleased with the customer feedback received. There were at least three guests who either have lived in England or have visited England several times who booked the meal to experience England in America. I was able to talk with these guests and they informed me that the meal was very
similar to what they would have eaten overseas. I also received comments regarding the food and the music. The music reviews were mixed, with some saying that they thought the music fit the meal perfectly and others saying they thought the music was a bit dramatic. As for the food, it seemed that guests loved the shrimp cocktail, the pot pies, and the dessert.

I also received feedback on the service supplied to customers. Most of the feedback provided was positive which shows that the server was doing a good job of getting tickets and orders in while the kitchen staff was making entrées quickly. The negative feedback received stated that their service was too slow. I believe this is an error of both the server and the expediter. It is important that the server pay attention to his or her tables; however, it is also the expediter’s job to watch for tickets which have been up for a long time without being called for. I realized this near the end of service and encouraged the servers to check on their tables when delivering the entrées or desserts of their other tables. Overall, I felt the feedback received was positive and that the negative feedback received will be taken into consideration in the future preparation of a meal.

Meals day’s operation

I felt that the planning beforehand helped with the preparation of the menu items during both days. From my perspective, most of the menu items seemed to be created with ease and efficiency. The menu item with the most problems was the cherry and almond tarts. However, I anticipated this item being more difficult and placed more workers to help with the item. At the end of prep day, we were not quite done baking the tarts because the initial prep took longer than expected; however, the student employees worked together to carefully get the tarts out of the pan and into the retarder.

Service day went very smoothly with the exception of the bread. The instructions called for more time to be put into them which we did not have. They turned out great taste wise but did not look at all like I expected. Other than the bread, the student employees got things onto the steam line between 5:30-
5:45. Because I was working on this project alone, I was worried that the front of house may be more hectic without the graduate assistant in the back to help keep things under control. I came in early to set up the dining room to help alleviate some of the stress they may have experienced. I made sure to color coordinate the seating diagram (Appendix H) in order to help the servers know their sections. I think that this in combination with the speed of the back of house contributed to a calm, efficient atmosphere during service. Overall, I feel the meal was successful and I learned a lot from the experience.
**First Course**
Old School Shrimp Cocktail  
*or*  
Winter Salad (v)

**Entrée**
Chicken Pot Pie  
*with*  
Honey Roasted Carrots  
*or*  
Vegetarian Pot Pie (v)  
*with*  
Honey Roasted Carrots

**Dessert**
Cherry and Almond Tarts*

**Bread**
Cottage Loaf with Honey Butter

**Beverages**
Coffee  Iced Tea  Hot Tea

(v) lacto-ovo vegetarian

*These items contain the allergens peanuts or tree nuts. If you or a member of your party are allergic, you are strongly advised to take the necessary precautions for your safety.*
Allegre is a student-run restaurant that Hospitality and Food Management and Nutrition students operate as part of fulfilling their educational requirements. Students research and create menus based on a chosen European cuisine.

Moreover, the students organize, staff, train and manage both the ‘front’ and ‘back’ of the house.

We welcome you to our restaurant and hope you come back and visit us often. Reservations: www.bsu.edu/allegre

**Nutrition Analysis**

<table>
<thead>
<tr>
<th>Complete Meal w/ Shrimp Cocktail</th>
<th>Complete Meal w/ Winter Salad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calories</td>
<td>Calories</td>
</tr>
<tr>
<td>1,224</td>
<td>1,251</td>
</tr>
<tr>
<td>Grams of Fat</td>
<td>Grams of Fat</td>
</tr>
<tr>
<td>80</td>
<td>79</td>
</tr>
<tr>
<td>Percent % Calories from Fat</td>
<td>Percent % Calories from Fat</td>
</tr>
<tr>
<td>59%</td>
<td>57%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vegetarian Meal w/ Shrimp Cocktail</th>
<th>Vegetarian Meal w/ Winter Salad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calories</td>
<td>Calories</td>
</tr>
<tr>
<td>1,025</td>
<td>1,052</td>
</tr>
<tr>
<td>Grams of Fat</td>
<td>Grams of Fat</td>
</tr>
<tr>
<td>48</td>
<td>47</td>
</tr>
<tr>
<td>Percent % Calories from Fat</td>
<td>Percent % Calories from Fat</td>
</tr>
<tr>
<td>42%</td>
<td>40%</td>
</tr>
</tbody>
</table>

*Great Expectations* is a classic British novel by Charles Dickens. The novel is a timeless story about growth and coming of age. Although the story is a bit graphic and full of imagery, it still remains one of the most popular literary works. This meal is meant to depict the classic nature of the British culture through food which is filling, delightful, and simple.

Pre Fixed........................... $15/$12 Student
Meal without first course or dessert.......... $10.00
À la Carte items (first course or dessert).... $3.00
Non Alcoholic Beverages..................... $1.50

Gratuities are used to enhance course work. Exploring new foods, or bringing in national culinary speakers are types of opportunities explored with your generous contributions.

*Nutritional information available on back of the menu
Appendix B: Marketing plan

Great Expectations
November 7, 2013 at 5:45pm
British Inspired Cuisine at Allegro Restaurant
Old School Shrimp Cocktail or Winter Salad
Honey Roasted Carrots
Chicken Pot Pie or Vegetarian Pot Pie
Cherry and Almond Tarts
Cottage Loaf
Contact Haley Kavanaugh
Ph 812.486.9609 hckavanaugh@bsu.edu

Great Expectations
November 7, 2013 at 5:45pm
British Inspired Cuisine at Allegro Restaurant
Old School Shrimp Cocktail or Winter Salad
Honey Roasted Carrots
Chicken Pot Pie or Vegetarian Pot Pie
Cherry and Almond Tarts
Cottage Loaf
Contact Haley Kavanaugh
Ph 812.486.9609 hckavanaugh@bsu.edu

Great Expectations
November 7, 2013 at 5:45pm
British Inspired Cuisine at Allegro Restaurant
Old School Shrimp Cocktail or Winter Salad
Honey Roasted Carrots
Chicken Pot Pie or Vegetarian Pot Pie
Cherry and Almond Tarts
Cottage Loaf
Contact Haley Kavanaugh
Ph 812.486.9609 hckavanaugh@bsu.edu

Great Expectations
November 7, 2013 at 5:45pm
British Inspired Cuisine at Allegro Restaurant
Old School Shrimp Cocktail or Winter Salad
Honey Roasted Carrots
Chicken Pot Pie or Vegetarian Pot Pie
Cherry and Almond Tarts
Cottage Loaf
Contact Haley Kavanaugh
Ph 812.486.9609 hckavanaugh@bsu.edu
<table>
<thead>
<tr>
<th>NAME</th>
<th>Tuesday 5:00pm</th>
<th>Tuesday 5:30pm</th>
<th>Tuesday 6:00pm</th>
<th>Tuesday 6:30pm</th>
<th>Tuesday 6:45pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chef</td>
<td>Prep Chicken Pot Pie</td>
<td>Same</td>
<td>Same</td>
<td>Same</td>
<td>Make sure all surfaces in Back K. are clean</td>
</tr>
<tr>
<td>Sous Chef</td>
<td>Prep Vegetarian Pot Pie</td>
<td>Same</td>
<td>Same</td>
<td>Same</td>
<td>Make sure all surfaces in Front K. are clean</td>
</tr>
<tr>
<td>1st cook</td>
<td>Prep Carrots</td>
<td>Make Chocolate Sauce</td>
<td>Help as needed</td>
<td>Same</td>
<td>Sweep Front Kitchen</td>
</tr>
<tr>
<td>Pastry Chef</td>
<td>Prep Cherry Tarts</td>
<td>Same</td>
<td>Same</td>
<td>Same</td>
<td>Sweep Back Kitchen</td>
</tr>
<tr>
<td>Pantry</td>
<td>Prep Shrimp Cocktail</td>
<td>Same</td>
<td>Make Cocktail Sauce</td>
<td>Same</td>
<td>Mop Back Kitchen</td>
</tr>
<tr>
<td>Baker</td>
<td>Prep Cottage Loaves</td>
<td>Same</td>
<td>Prep Crust for Pot Pies</td>
<td>Same</td>
<td>Mop Front Kitchen</td>
</tr>
<tr>
<td>Swing #1</td>
<td>Help with Cherry Tarts</td>
<td>Same</td>
<td>Same</td>
<td>Same</td>
<td>Dishes (3 comp. sink)</td>
</tr>
<tr>
<td>Swing #2</td>
<td>Prep Winter Salad</td>
<td>Same</td>
<td>Make Salad Dressing</td>
<td>Same/Help as needed</td>
<td>Handle Clean Dishes</td>
</tr>
<tr>
<td>Busser</td>
<td>Make Iced Tea</td>
<td>Slice/Wedge Lemons</td>
<td>Help shell Shrimp</td>
<td>Dishes</td>
<td>Handle Clean Dishes</td>
</tr>
<tr>
<td>ish</td>
<td>Make sure both kitchens have sani buckets/Set up sinks</td>
<td>Dishes</td>
<td>Dishes</td>
<td>Dishes</td>
<td>Dishes- Dish Machine</td>
</tr>
<tr>
<td>NAME</td>
<td>Thursday 4:00am</td>
<td>Thursday 5:00am</td>
<td>Thursday 5:30am</td>
<td>Thursday 5:45am</td>
<td>Thursday 7:00pm</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Chef</td>
<td>Finish Chicken Pie &amp; Veg. Pie/Help Finish Pie Crust</td>
<td>Monitor Pies/Help as needed</td>
<td>Monitor Pie/Get plates in hot box</td>
<td>Place Entrée &amp; Veg Pie in hotel pan/report to line</td>
<td>Store leftovers in cambros/ Same as before + Front K.</td>
</tr>
<tr>
<td>Sous Chef</td>
<td>Gone</td>
<td>Gone</td>
<td>Gone</td>
<td>Gone</td>
<td>Gone</td>
</tr>
<tr>
<td>1st cook</td>
<td>Finish Pie Crust</td>
<td>Finish Carrots Get in oven by 5:15</td>
<td>Same</td>
<td>Plate Carrots/Place dishes on trays</td>
<td>Sweep Front Kitchen</td>
</tr>
<tr>
<td>Pastry Chef</td>
<td>Finish Tarts (Get in oven by 4:30)</td>
<td>Continue working on tarts/Put choc. Sauce in squirt bottle/Bread</td>
<td>Finish Tarts/Cool by 5:45</td>
<td>Plate Desserts</td>
<td>Sweep Back Kitchen</td>
</tr>
<tr>
<td>Pantry</td>
<td>Shred Lettuce for Shrimp Cocktail</td>
<td>Help as needed</td>
<td>Take Shrimp Components to FOH</td>
<td>Plate Shrimp Cocktail</td>
<td>Mop Back Kitchen</td>
</tr>
<tr>
<td>Baker</td>
<td>Finish Cottage Loaves Proof box by 4:30</td>
<td>Same Oven by 5:15</td>
<td>Clean up Front K. for Service</td>
<td>Put loaves are in bread box/Fill bread baskets</td>
<td>Mop Front Kitchen</td>
</tr>
<tr>
<td>Swing #1</td>
<td>Help with Bread</td>
<td>Make Honey Butter</td>
<td>Obtain Utensils, take to FOH</td>
<td>Help plate pies</td>
<td>Dishes (3 comp. sink)</td>
</tr>
<tr>
<td>Swing #2</td>
<td>Check Salad Dressing for consistency/ Remake if necessary</td>
<td>Help as needed/ Help with Bread</td>
<td>Same</td>
<td>Take Salad Components to FOH/Plate Salad</td>
<td>Handle Clean Dishes</td>
</tr>
<tr>
<td>Busser</td>
<td>Help with Bread/Set up Busser Station</td>
<td>Help with Bread</td>
<td>Help as needed</td>
<td>Help clean up back kitchen/Go to Busser Station</td>
<td>Clean up busser station/Dishes</td>
</tr>
<tr>
<td>Dish</td>
<td>Make sure both kitchens have sani buckets/Set up sinks</td>
<td>Dishes</td>
<td>Dishes</td>
<td>Dishes</td>
<td>Dishes (Dishwasher)</td>
</tr>
</tbody>
</table>
Appendix D: Task list

Tuesday:
- Chicken Pie Prepped
- Veg. Pie Prepped
- Carrots Cut
- Cherry Tarts in freezer
- Shrimp Cooked
- Cocktail sauce prepped
- Pie crust prepped
- Cottage Loaves prepped
- Winter Salad in separate cambros
- Salad Dressing made
- Iced Tea made
- Chocolate sauce made
- Equipment Check off done

Thursday:
- Turn on steam table
- Check Proof Box
- Veg Pie & Chix Pie heating
- Check Dressing
- Tarts in oven by 4:30
- Bread in proof box by 4:30
- Pie crust in oven by 5:00
- Shrimp Cocktail Made
- Bread in oven by 5:15
- Carrots in oven by 5:15
- Plates & Halfmoon Bowls in hotbox
- Make Honey Butter
- Coffee made @ 5:30
- Busser Station Set Up
- Server Station Set Up
- Equipment Check off done
Steam Table Diagram

Date: 11/7  Menu: British

Serve Line- Expeditor

Tea Pots

Half Moon Bowls

Half Moon Bowls

Vegetarian Filling - 2" Half

Chicken Filling - 4" Half

Lattice Strips - 2" Half

Honey Carrots - 4" Half
Appendix F: Plating diagrams

Menu item: Winter Salad + Dressing

**Arugula & Celery Bed**
Topped with:
3 Apple Slices
Radicchio Slices
3 Beet Slices
2 Egg Wedges (1/2 Egg)
+ Dressing

---

Salad Plate
Menu item: Cherry & Almond tart w/ Chocolate Sauce

Triangle Plate
Menu Item: Chicken Pot Pie (or Veg Pie) w/ Honey Roasted Carrots & Parsley Garnish

Rounded Square Plate +
Kidney/Halfmoon Bowl
Menu Item: Shrimp Cocktail + Sauce

Lettuce Bed w/ 3 Shrimp

White Spoon w/ Cocktail Sauce

Rectangle Plate + White Spoon
### Appendix G: Purchase order

**Number of Guests:** 42

#### Special Instructions for GA:

<table>
<thead>
<tr>
<th>Food Item</th>
<th>Amount in Recipe</th>
<th>Amount Ordered (ex. Rounding 19.7 oz to 20oz)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dairy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half and Half</td>
<td>53.36 fl oz</td>
<td>53.8 fl oz</td>
</tr>
<tr>
<td><strong>Fats &amp; Oils</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olive oil</td>
<td>4.07 oz</td>
<td>4.5 oz</td>
</tr>
<tr>
<td>Eggs</td>
<td>19 ea</td>
<td>24 ea</td>
</tr>
<tr>
<td>Unsalted Butter</td>
<td>5.6 lb</td>
<td>6 lb</td>
</tr>
<tr>
<td><strong>Spices &amp; Seasonings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sugar</td>
<td>15.6 oz</td>
<td>16 oz</td>
</tr>
<tr>
<td>Cinnamon</td>
<td>.23 oz</td>
<td>.25 oz</td>
</tr>
<tr>
<td>Kosher Salt</td>
<td>3.59 oz</td>
<td>4 oz</td>
</tr>
<tr>
<td>Pepper, ground black</td>
<td>.7 oz</td>
<td>1 oz</td>
</tr>
<tr>
<td>Garlic</td>
<td>4.75 cloves</td>
<td>5 cloves</td>
</tr>
<tr>
<td>Parsley</td>
<td>.75 oz + 2 oz for garnish</td>
<td>3 oz</td>
</tr>
<tr>
<td><strong>Meats</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chicken Thighs</td>
<td>9 lb</td>
<td>9 lb</td>
</tr>
<tr>
<td>Shrimp, 26-30 ct</td>
<td>75 ea</td>
<td>75 ea</td>
</tr>
<tr>
<td><strong>Legumes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Baking</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flour, All purpose</td>
<td>4.8 lb</td>
<td>4.8 lb</td>
</tr>
<tr>
<td>Bread Flour</td>
<td>9 lb</td>
<td>9 lb</td>
</tr>
<tr>
<td>Yeast</td>
<td>1.25 oz</td>
<td>1.25 oz</td>
</tr>
<tr>
<td>Cornstarch</td>
<td>.5 oz</td>
<td>.5 oz</td>
</tr>
<tr>
<td><strong>Canned Goods</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cherry preserves, canned</td>
<td>1.5 lb</td>
<td>1.5 lb</td>
</tr>
<tr>
<td>Chicken Base</td>
<td>1.25 fl oz</td>
<td>1.25 fl oz</td>
</tr>
<tr>
<td>Vegetable Base</td>
<td>.4 fl oz</td>
<td>.4 fl oz</td>
</tr>
<tr>
<td>Sliced Almonds (probably bagged)</td>
<td>32.05 oz</td>
<td>33 oz</td>
</tr>
<tr>
<td><strong>Fresh Produce</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onions</td>
<td>2.47 lb</td>
<td>2.5 lb</td>
</tr>
<tr>
<td>Carrots</td>
<td>13.06 lb</td>
<td>13.1 lb</td>
</tr>
<tr>
<td>Russet Potatoes</td>
<td>.78 lb</td>
<td>1 lb</td>
</tr>
<tr>
<td>Celery</td>
<td>6.25 oz</td>
<td>6.25 oz</td>
</tr>
<tr>
<td>Cauliflower</td>
<td>3.25 lb</td>
<td>3.25 lb</td>
</tr>
<tr>
<td>Lemon</td>
<td>5 ea</td>
<td>5 ea</td>
</tr>
<tr>
<td>Romaine Lettuce</td>
<td>1.25 ea (heads)</td>
<td>1.25 ea (heads)</td>
</tr>
<tr>
<td>Apple</td>
<td>10 ea</td>
<td>10 ea</td>
</tr>
<tr>
<td>Beets</td>
<td>3 ea</td>
<td>3 ea</td>
</tr>
<tr>
<td>Radicchio</td>
<td>1.5 ea</td>
<td>2 ea</td>
</tr>
<tr>
<td>Item</td>
<td>Quantity 1</td>
<td>Quantity 2</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>Arugula</td>
<td>1.75 lb</td>
<td>1.75 lb</td>
</tr>
<tr>
<td>Button Mushrooms</td>
<td>6.25 oz</td>
<td>6.25 oz</td>
</tr>
<tr>
<td>Frozen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Beans</td>
<td>4.25 oz</td>
<td>4.25 oz</td>
</tr>
<tr>
<td>Peas</td>
<td>2.25 lb</td>
<td>2.25 lb</td>
</tr>
<tr>
<td>Grain, Bread Etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beverage Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main St. Coffee, Reg</td>
<td>4.15 ea</td>
<td>5 ea</td>
</tr>
<tr>
<td>Main St. Coffee, Decaf</td>
<td>4.15 ea</td>
<td>5 ea</td>
</tr>
<tr>
<td>Iced Tea Bags</td>
<td>2.1 ea</td>
<td>2 ea</td>
</tr>
<tr>
<td>Distilled Water</td>
<td>2.09 gal</td>
<td>3 gal</td>
</tr>
<tr>
<td>Misc. (including equipment)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chocolate, semi-sweet</td>
<td>10.15 oz</td>
<td>10.5 oz</td>
</tr>
<tr>
<td>Lemon Juice</td>
<td>2.75 fl oz</td>
<td>2.75 fl oz</td>
</tr>
<tr>
<td>Soy Sauce</td>
<td>.75 oz</td>
<td>.75 oz</td>
</tr>
<tr>
<td>Honey</td>
<td>8 fl oz</td>
<td>8 fl oz</td>
</tr>
<tr>
<td>Ketchup</td>
<td>12.75 oz</td>
<td>12.75 oz</td>
</tr>
<tr>
<td>Worcestershire Sauce</td>
<td>.9 oz</td>
<td>1 oz</td>
</tr>
<tr>
<td>Tabasco Sauce</td>
<td>.25 oz</td>
<td>.25 oz</td>
</tr>
<tr>
<td>White wine vinegar</td>
<td>1.75 fl oz</td>
<td>1.75 fl oz</td>
</tr>
<tr>
<td>Dijon Mustard</td>
<td>.5 fl oz</td>
<td>.5 fl oz</td>
</tr>
<tr>
<td>Mayonnaise</td>
<td>10.5 oz</td>
<td>10.5 oz</td>
</tr>
<tr>
<td>Flowers (Lunch Section)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candles (Dinner Section)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 tables, 1 large table</td>
<td></td>
<td>16 ea</td>
</tr>
</tbody>
</table>
Appendix H: Front of house seating diagram with corresponding tray jacks

- Server 1
- Server 2
- Server 3
- Server 4

Booth 1
Booth 2
Booth 3
Booth 4

Kitchen

Bench

Maitre Stand

Coat Rack
Appendix I: Profit and Loss Statements

*Anticipated*

**Profit and Loss Statement**

| Name             | Haley Kavanaugh
|------------------|-----------------|
| Theme            | British
| Date             | 10/15/13
| Reservations     | 42

**INCOME**

Food Sales (if **not** sold out anticipate 75% full price and 25% student based on 40 covers)

- Full price meal ($13.00) $472.50
- Student ($10.00) $126
- Total Food Sales $598.5

**EXPENSES**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Cost</strong> (retrieve information from anticipated nutritional)</td>
<td>$162.96</td>
</tr>
<tr>
<td>analysis and food cost/person form [p.27] and multiply by reservation covers)</td>
<td></td>
</tr>
<tr>
<td><strong>Operational Expenses</strong></td>
<td>$100.00</td>
</tr>
<tr>
<td>Fixed Expenses (Rent, utilities, etc)</td>
<td>$100.00</td>
</tr>
<tr>
<td>Linen</td>
<td></td>
</tr>
<tr>
<td>Napkins .17 ea (don't forget those used by servers and on bread plates)</td>
<td>61 @ $10.37</td>
</tr>
<tr>
<td>Table cloths .79 ea (if used)</td>
<td>15 @ $11.85</td>
</tr>
<tr>
<td>Flowers, or Candles (.10 each table, large tables require 2)</td>
<td>17 @ $1.70</td>
</tr>
<tr>
<td>Menus (.082 ea, double sided, if department prints, 70% of covers)</td>
<td>29.4 @ $2.41</td>
</tr>
<tr>
<td><strong>Marketing Costs</strong></td>
<td></td>
</tr>
<tr>
<td>Advertising (Website $20.00)</td>
<td>100 @ $25</td>
</tr>
<tr>
<td>Promotions</td>
<td>$0</td>
</tr>
<tr>
<td>Free Meals</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$314.29</td>
</tr>
<tr>
<td><strong>NET PROFIT (or Loss)</strong></td>
<td>$284.21</td>
</tr>
</tbody>
</table>

*1 Labor Costs are not included (remark on how this might effect your bottom line in your Manager’s Report)*
# Actual Profit and Loss Statement

**Name**  Haley Kavanaugh  
**Theme**  British  
**Date**  11/7/13  
**Reservations**  38 (34 showed)

## INCOME

**Food Sales (from Daily Receipt)**
- **Full Meal**: $375
- **Student Meal**: $96
- **Al la carte**: $10
- **Beverages and extras**: $3

**Total Food Sales**: $484

## EXPENSES

**Food Cost (All POs and other receipts stapled to back of this form)**: $204.65  
**% Sales**: 42%

### Operational Expenses

- **Fixed Expenses (Rent, utilities, etc)**: $100.00
- **Linen**
  - Napkins .17 ea (don't forget those used by servers and on bread plates): 58 @ $9.86
  - Table cloths .79 ea (if used): 16 @ $12.64
  - Flowers, or candles (.10 each): 16 @ $1.60
- **Menus** (.082 ea, double sided, if department prints): 26.6 @ $2.18

### Marketing Costs

- **Advertising (Website $20.00)**: $0
- **Free Meals**: $0

**Total Expenses**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$330.93</td>
</tr>
</tbody>
</table>

**NET PROFIT (or Loss)**: $153.07

---

1. Labor Costs are not included (remark on how this might affect your bottom line in your Manager’s Report)