

JOHN R. WALKER

*The*  
**RESTAURANT**

FROM CONCEPT TO OPERATION

Sixth Edition



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# The Restaurant

**From Concept to Operation**

**Sixth Edition**

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**To Donald Lundberg, Ph.D.,**

my mentor, colleague, and friend.

Don was admired and respected

in the halls of academia

as a scholar and pioneer

of hospitality and tourism education.

And to you, the professors, students,  
and future restaurant owners, wishing  
you success and happiness.

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# Preface

A one-stop guide to the restaurant business, the *Sixth Edition* of *The Restaurant* continues the success of previous editions, providing all of the skills and information needed to master every challenge and succeed in this highly competitive and rewarding industry.

However, there are numerous hurdles to overcome before opening day. The good news is that, with careful planning, including the writing of a solid business plan, coupled with perseverance and a pinch of luck, the chances of success are improved. The opportunity to be the boss and call the shots is appealing. To be responsible for the buzz created and orchestrated is a rush. Maybe the concept will have legs. If successful, a restaurant operator might become a small-town, or even large-town, dignitary.

Restaurants are struggling with continuing economic uncertainties and rising labor and other costs—particularly health care. The conditions for restaurant success change quickly, leaving financial scars on some operators. There are several new styles of restaurants, and delivery of their products and services has changed as well. Foods formerly considered exotic are now routinely accepted and expected. Taste titillation comes by offering interesting foods and flavor combinations that challenge chefs and owners, and entice guests.

## For the Student

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Opening a restaurant is a distinct challenge. It is also a thrill that gives one the opportunity for tremendous creative expression. Developing the menu, creating a new dish, designing the decor, attending to the level of service, or establishing an ambience—these factors all contribute to exceeding the expectations of guests.

*The Restaurant* will help those who are interested in learning more about the restaurant industry. It will help students gain the knowledge they need to be successful in an easy-to-read style with several features like sidebars and profiles of successful restaurateurs that impart the knowledge of experts for your benefit.

## For the Instructor

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*The Restaurant* is a comprehensive primer for restaurant management courses at the college and university level. It is used for a variety of restaurant courses and covers everything from the concept; types of ownership; types of restaurants; menus, planning, and equipping the kitchen; purchasing; bar and beverages; operations, budgeting, and control; food production and sanitation; restaurant leadership and management; organization and staffing; training and development; service and

guest relations; technology; business and marketing plans; financing and leasing; and legal and tax matters.

*The Restaurant* assumes no specific knowledge other than a general familiarity with restaurants. It can be used at any course level in a restaurant, hospitality, or culinary arts program. It is also suitable for seminars and continuing education courses.

Helping to meet the continuing restaurant challenges is the oncoming wave of students who have studied the culinary arts and restaurant management and who view the restaurant business as a career of choice. A restaurant can be fun to operate, and the profit margins can be substantial. It is interesting to learn that at least one billionaire, Tom Monaghan, made his fortune in the pizza business, and that dozens of millionaires have acquired fortunes in restaurants. Some of their stories are told in this book.

## New to this Edition

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For *The Restaurant, Sixth Edition*, revisions include:

- **New reorganization of the chapters.** Characteristics of restaurants, the menu and kitchens, and restaurant operations now comprise the first three parts of the text. Management, planning, and finance topics are now organized in the last two parts of the book.
- **NEW! Chapter 10: Restaurant Leadership and Management.** This new chapter defines the characteristics of being an effective leader as well as what it takes to successfully lead restaurant employees.
- It's easy being "green." The **themes of sustainability and sustainable restaurant management** have been added throughout this new edition.
- **New sections on the early history of eating out and restaurants in America** are included in Chapter 1.
- **An increased focus toward the independent restaurateur.**
- **A new section on purchasing meat** has been added to Chapter 6: Food Purchasing.
- **New sections on cocktails, spirits, and nonalcoholic beverages** have been added to Chapter 7: Bar and Beverages.
- **New sections on the influences of Native American and African American food** have been added to Chapter 9: Food Production and Sanitation.
- **Greater emphasis on restaurant business plans, restaurant management, and restaurant operations.**

Additionally, each chapter has been revised, updated, and enhanced with numerous industry examples, sidebars offering advice, charts, tables, photographs, and menus.

All these additions and changes enhance the contents, look, and usefulness of the book.



## Features

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*The Restaurant, Sixth Edition* is carefully structured for teaching and learning. The chapters of *The Restaurant* are organized into five parts and take the reader step-by-step through the complicated process of creating, opening, operating, and managing a restaurant:

### **Part One: Restaurants, Owners, Locations, and Concepts**

- Chapter 1. Introduction
- Chapter 2. Restaurants and Their Owners
- Chapter 3. Concept, Location, and Design

### **Part Two: Menus, Kitchens, and Purchasing**

- Chapter 4. The Menu
- Chapter 5. Planning and Equipping the Kitchen
- Chapter 6. Food Purchasing

### **Part Three: Restaurant Operations**

- Chapter 7. Bar and Beverages
- Chapter 8. Operations, Budgeting, and Control
- Chapter 9. Food Production and Sanitation

### **Part Four: Restaurant Management**

- Chapter 10. Restaurant Leadership and Management
- Chapter 11. Organization, Recruiting, and Staffing
- Chapter 12. Employee Training and Development
- Chapter 13. Service and Guest Relations
- Chapter 14. Technology in the Restaurant Industry

### **Part Five: Business Plans, Financing, and Legal and Tax Matters**

- Chapter 15. Restaurant Business and Marketing Plans
- Chapter 16. Financing and Leasing
- Chapter 17. Legal and Tax Matters

## **AIDS TO FACILITATE LEARNING**

The writing in *The Restaurant, Sixth Edition*, is clear and engaging, in a conversational style using numerous industry examples for ease of understanding topics and concepts.

Following are pedagogical features found within each chapter:

- Clearly stated **Learning Objectives** so students and faculty can monitor learning progress.

- Numerous **Industry Examples** are interspersed throughout to help students understand the topics and concepts being discussed.
- Interesting **Sidebars** highlight facets of the restaurant industry.
- New **Illustrations** and **Photographs** enliven the text, and **diagrams, flow charts, and sample materials** provide examples and focal points for discussion.
- **Restaurant Profiles** are featured at the beginning of each of the five parts of the book. These profiles highlight a particular restaurant and detail all components of its organization.
- **Key Terms** and concepts are highlighted in the text and described in the glossary. A list of these Key Terms is also provided at the end of every chapter.
- **Review Questions** help hone the students' skills and offer critical-thinking opportunities.
- **Internet Exercises** provide opportunities to go beyond the book in search of information relating to the chapters.

## Additional Resources

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To aid students in retaining and mastering restaurant management concepts, there is a **Study Guide** (ISBN: 978-0-470-93045-8), which includes chapter objectives, chapter outlines, and practice quizzes that include key term and concept reviews.

An **Instructor's Manual** (ISBN: 978-0-470-62645-0) and set of **PowerPoint Slides** to accompany this textbook are available to qualified adopters from the publisher, and are also available for download at [www.wiley.com/college/walker](http://www.wiley.com/college/walker).

The **Test Bank** has been specifically formatted for **Respondus**, an easy-to-use software program for creating and managing exams that can be printed to paper or published directly to Blackboard, WebCT, Desire2Learn, eCollege, ANGEL, and other eLearning systems. Instructors who adopt *The Restaurant, Sixth Edition*, can download the Test Bank for free. Additional Wiley resources also can be uploaded into your LMS course at no charge.

A companion web site ([www.wiley.com/college/walker](http://www.wiley.com/college/walker)) provides readers with additional resources as well as enables instructors to download the electronic files for the **Instructor's Manual, PowerPoint Presentations, Test Bank, and Respondus Test Bank**.

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