

The FM Top 50 Contractors

Food Management

A PENTON PUBLICATION

Ideas for Onsite Entrepreneurs

April 1999



IMAGE IS EVERYTHING

Manage it or else

Barbecue is Smokin'

Feeding Financial Whiz Kids

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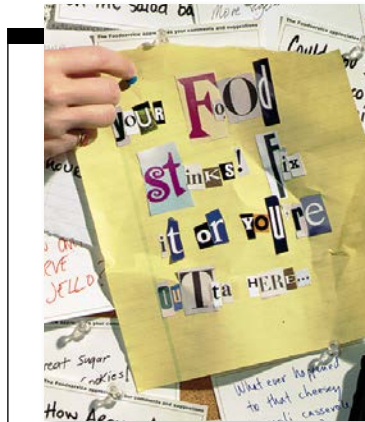
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An enlightened building management company makes foodservice a must-have tenant—as well as an employee—benefit, and reaps rewards far beyond the bottom line.

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Birds, Bones and Brisket

Barbecue's smokin'! Treat your customers to the nuances of these regional favorites. From sauces to rubs, from brisket to birds, there's no dish that can't be improved through the cost-effective and popular addition of barbecue spice and sizzle.

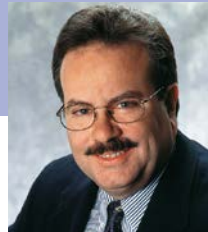
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SPECIAL FEATURE

The FM Top 50

Our annual look at the movers and shakers in contract foodservice shows that while the majors continued to gain in market share, a number of up-and-comers created some real buzz by offering innovative solutions that broaden their niche appeal.

Cover photo by Daniel Peck



Ideas for Onsite Entrepreneurs

It won't take most readers long to notice there's something dramatically different about this issue of **FOOD MANAGEMENT**.

The cover sports a new logo, tagline and look. The magazine's content has been reviewed and restructured from front to back, offering a redesigned feature well and more than a dozen completely new departments.

The editorial folio has been significantly expanded, and now includes both front and back-of-the-house "grazing sections" to keep readers entertained as well as informed about news and trends in

"Our readers must manage what are essentially separate businesses within larger organizations, running virtual companies within companies."

the onsite marketplace. At the same time, FM's traditionally strong food section and feature coverage have been enhanced, to ensure that we remain the premier food book for onsite readers.

On the design front, our major sections are color-keyed to help you more effectively navigate each issue, whether you're a quick-read browser or an in-depth reader. Even our new products section has been given a complete facelift—it now includes themed sections and short industry news "bites" as well as a much-improved layout.

I could go on and on, but the truth, as they say, "is in the tasting." To get a sense of FM's new look and feel, you have to do no more than flip through this issue.

For those who are curious to know a bit more about what goes on behind the scenes at FM, it's worth noting that this effort has been in the works for more than a year. It goes far beyond a simple "redesign" of our pages and involved a complete editorial review

of the magazine: where it's been, who it serves and where it's going.

That included research among both readers and advertisers, industry veterans and "newbies"—in short, virtually every part of the cross-segment and industry audience that makes up **FOOD MANAGEMENT**'s broad circulation.

Many readers helped us out directly by completing a series of reader profile and editorial preference survey questionnaires. Large numbers of these were fielded across the readership to give us a statistical profile of how the magazine was widely perceived.

Other surveys were sent to smaller samples, seeking answers to specific questions such as cover design preferences. We conducted professionally-moderated focus groups and one-on-one interviews.

Together, these activities helped establish qualitative evidence of what our readers want in a trade magazine: how they read and navigate through it; the kinds of tearsheets they are likely to save; what they look for in the products department and so on. Nancy Reese, our market research and strategic planning director, oversaw much of this research and labored long and hard behind the scenes to help us raise the bar in terms of the quality of our editorial product.

The support of FM Publisher John Zimmerman and Group Publisher Mike DeLuca were also critical. Their high standards and first hand feedback from the manufacturer and agency communities were essential to obtaining the resources needed for the overall effort.

For a fresh look at the design and flow of the magazine itself, FM employed the services of AURAS Inc., a magazine consulting firm based in Silver Spring, Md., to help us in a complete review of our editorial format and mission. We knew that AURAS President Rob

Sugar and his design team would bring exactly the right combination of design theory, graphic smarts and gut instinct to ensure that the magazine's new look would mesh with its content aims.

FM's new cover tagline, "Ideas for Onsite Entrepreneurs," was developed in the course of that review and is based on two key factors. First, that **FOOD MANAGEMENT** remains primarily a business magazine, helping its readers become stronger, more effective and more successful foodservice operators.

The second factor: that while foodservice remains a critical part of every reader's job, it is almost never the core business of the organization for which he or she works.

Most of our readers must manage and direct what are essentially separate businesses within larger organizations, running virtual companies within companies. They need to be multi-functional and cross-functional experts, providing not only top quality foodservice but also managing people, projects, policies and politics as if they were the owners of the foodservice businesses they run.

Our new logo suggests this dual role, and our new package is designed to help us more effectively present the creative ideas, solutions and strategies our readers need to survive and prosper within these host organizations.

And we're not done yet. We have other new departments that are still on the drawing board for later this year. It's an exciting time for us at **FOOD MANAGEMENT**, and we hope for you as well.

Now, *bon appetit!*

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Ideas for Onsite Entrepreneurs

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Coming Attractions

What to watch for in FM...

May

Plate Like the Pros

Presentation is everything. In May, FM will review some tried and true techniques for creating greater plate appeal.

Silver Plate Secrets

FM explores the critical success factors that distinguish 1999's onsite Silver Plate winners.

A Visit to a European Food Show

Food on display goes global.

Chicken & Seafood: Dressed for Success

A look at the wide variety of coatings, breadings and batters that the most fashionable poultry and seafood will be wearing this year.

June

The Dark Side of Nutrition

The flip (and sometimes not so happy) side of the public's growing interest in nutritional issues.

Real Roasted Vegetables

Roasted vegetables are easy to make and can add a special touch to sandwiches, salads and entrees.

Using Guest Chefs to Boost Business

Inviting guest chefs into your operation can add excitement for customers and staff, and help boost the bottom line.

Onsite Innovations

FM visits a CCRC that's taking foodservices to the next level.



More on the Age Wave

MASS EXODUS... a looming crisis... successor shortages... all stood as very cogent bullet points in FM's timely and informative article, "The Age Wave" (Feb. 99). But wait, what about us folks in B&I? We aren't getting any younger either, and there aren't a whole lot of spring chickens out there in the top key management positions.

Those of us who stay the course, loyal to one company for more than 20 years while providing great wisdom to our employees, have the added obligation to mentor or groom our replacements and at least address the issue of management succession.

The real problem, and sadly so for some, I think, is ego... getting in the way of common sense. It's tough coming to terms with the realization that there is more behind you than ahead of you, and that you can finally see that light at the end of the tunnel called retirement. Simply put, it's hard to imagine stepping down.

The issue of management succession is not just about filling an empty position or new ideas. It's not even a matter of age. For the company, the institution, the organization... it's about change for the sake of change.

Neil Reyer

Vice President, Corporate Dining
Chase Manhattan Bank, New York

I RECENTLY READ YOUR editorial in FOOD MANAGEMENT (Feb. 99) and I was intrigued with the possibility of a career direction which I had not considered. I am a Registered Dietitian and in the U.S. Air Force. I have 12 years experience in clinical dietetics, community nutrition education, health promotion and foodservice. I have managed a variety of staffs and budgets. I have experience in all foodservice areas, but plan to leave the military this summer. A career in school foodservice could be a real possibility. Where do I go for more information: i.e. salary ranges, job openings, etc. Please help get me started!

Name and rank withheld on request

The best place to start for information about school foodservice is the American School Food Service Association. You can reach them at 703-739-3900. —Ed.

Spreading the Word

I ENJOYED READING your editorial: "Reaching out to a new generation of FSDs" (FM Feb. 99). I'm a Registered Dietitian who shares the same view point that you have re: clinical RDs.

My career strengths are geared more to a management arena (maybe that's why I connected with your letter). I started out in clinical and quickly moved into management in an acute care setting, realizing that management provided more opportunities. From there I transitioned into health-care specialist/sales for SYSCO. Now I am FSD of a 300-bed LTC Veterans Center. (I also decided to get a Masters in Management instead of Nutrition in order to provide a more diverse background).

As a graduate of Vanderbilt University Medical Center Dietetic Internship, I returned every year toward the end of the VUMC program and spoke to the interns getting ready to graduate. I received the same response: most wanted to be clinical RDs. I tried to broaden their horizons, speaking to careers in areas like management and sales in addition to nutrition.

Any chance I get, I try to let others know that there are many nontraditional areas in which an R.D. can become involved.

Michelle Coker

Thomson-Hood Veterans Center
Wilmore, KY

I ENJOYED YOUR editorial concerning job opportunities for new graduating dietitians. They need to know to look at anything that is of interest to them and not think that healthcare is the only way to start.

The title of your editorial spoke to me especially. Here in San Antonio over the last three years, every R.D. Foodservice Director in town has been replaced by a contract company director. Where once there were 12, now there are none. Since I was one of those "downsized," I guess your message struck home. Please continue to encourage your readers and the students that you have contact with to be innovative and daring in their careers. There is no other profession that can offer what dietitians can offer to an employer that deals with food.

Tom Malone, M.S., R.D., L.D

Chief Foodservice Section
San Antonio, TX

Giving Onsite Its Due

I READ WITH INTEREST your editorial about asking the right questions early in a foodservice career (FM Oct. 98). I'm pleased to see that there are others who feel the same way as

I do.

As the FS Education Coordinator at Ohio University, my job is to develop and implement training programs for 165 FTEs, 33 management staff and 700 student employees. In my classes, I am one of the few instructors who promotes careers in the onsite foodservice industry. In my introductory course, I cover all the various segments in this industry and the pros and cons of careers in commercial vs. onsite foodservice, especially quality of life issues.

The reasons I feel more instructors don't promote onsite foodservice are:

- ▶ most of them have little or no experience in onsite;
- ▶ many times, professors or instructors do not establish ties with their own campus foodservice operation;
- ▶ restaurant and hotel chains are quick to establish ties (including financial ones) to hospitality schools. Onsite operations do not have the marketing force nor the money to recruit graduates in the same way; and
- ▶ onsite foodservice has the image of being dull and boring. The only way to dispel this myth is to educate teachers and students.

Rich Neumann

Foodservice Education Coordinator
Ohio University
Athens, OH

Corrections: In the Feb. 1999 issue, the photo of the French fries that appears on the contents page of "Tip-sheet" and on the top of page 50 should be credited to the Washington State Potato Commission.

The March 1999 issue of FM listed an incorrect fax number on pg. 12 for the International Food Information Council. The correct fax number is 202-296-6547.

Irradiation...The Real Battle Begins

The USDA is finally on board, but will consumers follow?

Last year, FM posed the question, "If Not Now...When?" in a cover story about food irradiation. Well, the U.S. Department of Agriculture knocked down the last major legal barrier recently when it finally gave the go-ahead for irradiating uncooked and some processed red meat products by proposing the necessary regulations. The long-delayed move comes years after the other major food safety government regulatory body, the Food & Drug Administration, approved irradiation for the products over which it has full authority—poultry, pork, produce and other food categories.

So, will irradiated burger patties now be rolling off the production line at processing plants in mass quantities? Hardly, al-



though at least two companies have announced plans to produce and sell irradiated red meat to consumers.

As maddeningly slow as the USDA has been in getting off the dime, the real battle wasn't with the Feds, who were eventually going to get around to approving a process most of the reputable scientific community deems safe and effective.

The real battle is to get public acceptance, and manufacturer

buy-in of public acceptance. While industry trade associations generally hailed the USDA move as long-overdue and an important step in ensuring a safe food supply (the Grocery Manufacturers of America (GMA) termed it "a powerful weapon [in] America's food safety arsenal) the rush to be the first in line with irradiated product was more a solitary walk than a stampede. Food Technology Services, a Florida-based company already operating an irradiation facility to treat poultry and seafood, announced it would add beef to its offerings in early March. These would in turn be marketed and sold by Colorado Boxed Beef, a major Southeastern beef processor/distributor.

However, most manufacturers are much more cautious, eyeing not only the large up-front investment an irradiation facility would represent at their

processing facilities, but notoriously mixed consumer attitudes as well. Consumers may have been spooked by pronouncements from fringe consumer interest groups about radioactive food (a scientifically nonsensical claim), but their reluctance is hardly set in stone. Given a choice between irradiation and the prospect of eating meat tainted with potentially deadly pathogens, consumers will have to perform a quick cost-benefit analysis.

In fact, they may already be doing that in light of some recent high-profile food contamination incidents. USDA estimates that more than a quarter of Americans would be willing to purchase irradiated ground beef products, while the GMA's more optimistic numbers claim 80% would be likely to purchase irradiated product.

But then, research also showed that New Coke would be a hit with consumers, and look how that turned out.

What ultimately may turn the tide—unfortunately—are more incidents like the recent outbreak of listeria poisoning from tainted hot dogs that resulted in at least 20 fatalities. While irradiation cannot prevent food contamination from improper handling once a product leaves the facility, it can help ensure that the product is safe until then. Once consumers internalize that realization, irradiation may become as common as pasteurization.

Nanny vs. the Killer Tomatoes

If your menu hasn't been victimized yet, just wait.

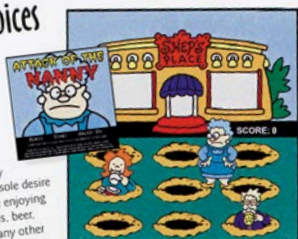
An increasing number of specialized food-related "consumer interest groups" that many in the foodservice industry see as food "bullies" have attacked milk, peanut butter, high-calorie foods, bio-engineered tomatoes, soda pop, chocolate, beef, fast food restaurants, coffee, Chinese food and a long list of other targets. It seems that anything is fair game these days.

Excuse us, but would a diet of bread and water be OK?

For those who feel a need to vent their frustrations in times like these, a new organization, The Guest Choice Network, is fighting to preserve the right to offer guests a full menu of dining and entertainment choices. To make their point, it's offering consumers a free video game, "Attack of the Nanny," which takes a colorfully animated and lighthearted look at the ongoing battle between the food police and the foodservice industry.

Want a copy? Visit the Guest Choice Network web site at www.guestchoice.com.

lture Attacks Dining and
t Choices



more in front

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COLLEGES

I S'Cream U.

Ice cream is the coolest scoop on campus

For the latest scoop on creamy desserts on college campuses, we checked out the dairy operations at some universities that produce their own branded ice cream.



The Creamery at Penn State University, University Park

OPENED: 1892, one of the largest creameries in the U.S.

ANNUAL REVENUES: \$2.7 million (includes ice cream products and fluid milk).

SOLD IN: bulk at PSU's dining outlets, half gallons and 4-oz. novelty cups in PSU c-stores.

SCOOPS: More than 750,000 single-dip cones sold in 1998 (\$1.55 for a 6-8oz. dip)

FLAVORS: 95. *Most popular:* vanilla, followed by chocolate and butter pecan.

SENTIMENTAL FAVORITE: Peachy Paterno, named after legendary PSU football coach Joe Paterno. "We used to call it Peaches and Cream, and when we named it after Coach Paterno, sales of it rose dramatically," reports Tom Plachak, manager. So much so that The Creamery now produces the favorite year around. Not surprisingly, Peachy Paterno is especially popular on fall football Saturdays.

NICE-TRY FLAVOR: carrot cake. "It bombed," says Plachak. "I liked it, but the combination just didn't work."

AWARDS: Best Ice Cream as voted by local magazine and one of the best 10 places to "get the scoop" by *USA Today*.

The Dairy, University of Maryland, College Park

OPENED: 1920s

ANNUAL REVENUES: more than \$1 million in 1998

SOLD IN: bulk (in campus dining and retail outlets); half gallons and a limited number of three gallon containers.

SCOOPS: more than 400,000 scoops sold last year (\$1.59 per scoop). Adell's restaurant in the student union sells "The Trough," one giant sundae with 12 scoops of ice cream and multiple toppings.

FLAVORS: more than 90. *Most popular:* cookies & cream, vanilla, chocolate, cookie dough.

The coach calls the flavor on boxes of LaVell's Vanilla ice cream, a product of BYU Creamery.

NEW KID ON THE CONE: UMD will introduce later this year a new line of premium specialty flavored ice cream packed in pints and named after Wendell Arbuckle. He was a UMD professor in the early 1920s and is considered the father of modern flavored ice cream, according to Joe Mullineaux, associate director, human resources. *Also coming up:* Terrapin Crunch. What's in it? "It's a secret," Mullineaux says coyly.

HOW POPULAR IS THIS STUFF? "We closed The Dairy for seven months in November 1997," Mullineaux explains. "When we re-opened, the local paper ran a front page story, above the fold, with a headline that read, 'The Ice Cream We Scream For Is Back.'"

AWARDS: Voted best vanilla ice cream by *Washingtonian* magazine.

Dairy Products Lab, Brigham Young University, Provo, UT

OPENED: 1950s. Originally operated by the university's animal science department, now part of BYU's foodservice department.

ANNUAL REVENUES: \$2.8 million

SOLD IN: bulk and gallons. The ice cream, along with sherbet and frozen yogurt is sold in campus dining and retail outlets, including campus c-stores. Some of the ice cream is also provided to local welfare recipients.

FLAVORS: more than 100, 30 flavors available at one time. *Most popular:* vanilla (recently renamed LaVell's Vanilla Bean

bookreview

The Transformation of Healthcare

Market-Driven Healthcare: *Who Wins, Who Loses in the Transformation of America's Largest Service Industry*

by Regina E. Herzlinger
\$25.00 416 PAGES
ADDISON-WESLEY PUBLISHING CO.

The modern customer's demand for convenience has transformed virtually every sector of the American economy, from foodservice to shopping for automobiles. Yet



healthcare has remained notably immune from the consumer forces that have changed other markets. Until now.

This premise is the basis of Regina Herzlinger's remarkable analysis of how managed care is transforming the healthcare industry, and about the direction in which it will have to go in the future to satisfy the demands of cost conscious mega-insurers and an increasingly convenience oriented public.

For those working in healthcare, it's a constant challenge to "get inside the administrator's mind." In this book Herzlinger, a chaired professor at Harvard Business School, takes you there. At the same time, it provides a workable vision of a future in which healthcare services and organizations will be more integrated, cost effective and convenient. Must reading for foodservice and managers seeking to stay in tune with their institutions and administrators.

in honor of BYU's football coach LaVell Edwards); other popular choices include praline & caramel, cookies & cream and anything with chocolate," according to Ralph Johnson, manager.

NEW KID ON THE CONE: Brigham's BeeHive Crunch. "It's a vanilla-based ice cream with honey and sesame seeds," Johnson says. "It sounds unusual, but it's really very good."

CONTRACT SERVICES

Guckenheimer Acquires Merit

CA contractor expands Northeast presence

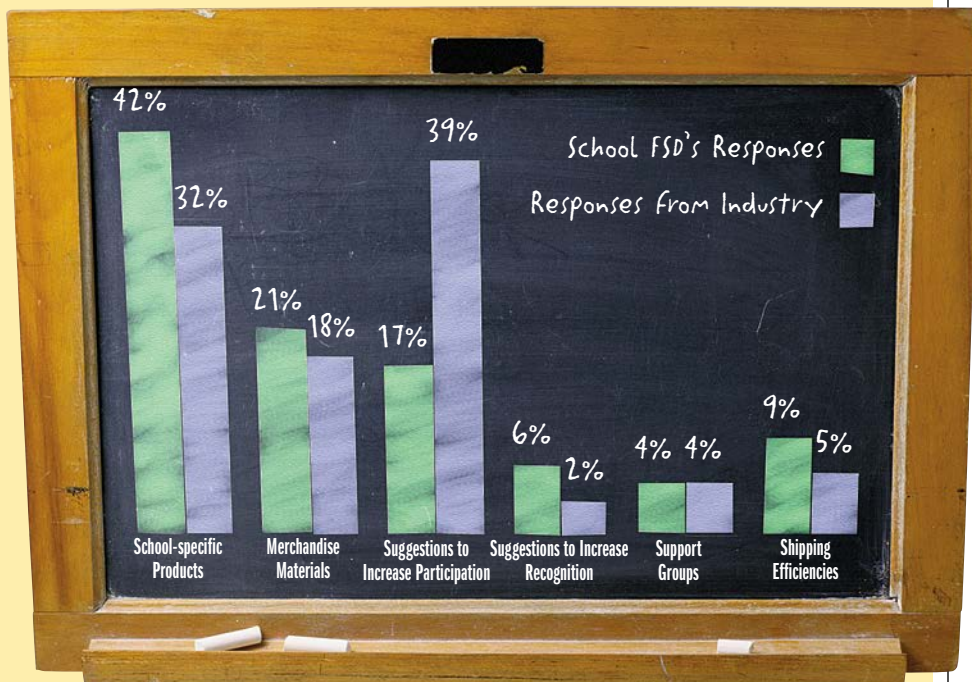


Maciag (l.) and Golden seal a deal.

George Maciag, president of Guckenheimer Enterprises, and Bill Golden, founder of Merit Food Service, have plenty to smile about these days. The California-based Guckenheimer recently completed the acquisition of Boston-based Merit, a move that "should eliminate any doubts about Guckenheimer's intention of building in the New England market," says Maciag. Merit realizes sales in excess of \$2 million annually.

viewpoint

What assistance can industry provide that would be most important to school foodservice?



At ASFSA's Industry Conference, real-time electronic polling of the audience identified perception differences among conference registrants.

SCHOOLS

The New Deal

Kids speak out on school foodservice and what it takes to get their lunch money.

They are your youngest and most demanding customers and it's going to take a lot more than a few slices of pepperoni pizza and a side of luke-warm tater tots to keep them coming

back for more.

According to a candid panel of elementary, middle and high school students from the Hillsborough County School District in Tampa, FL, this new wave of customers has high foodservice expectations, particularly when it comes to quality, variety and customer service. And to keep their business, school foodservice operators are going to have to meet a few

conditions.

The kids, who clearly enjoyed their "day on stage" before more than 400 ASFSA conference attendees, fielded questions from the audience on a panel moderated by Donna Wittrock, executive director, department of food and nutrition services, Denver Public Schools.

Their points?

APPEARANCE COUNTS. To sell, food has to look good—period. These students say "branded" products don't fare any better than homemade items as long as they are served fresh and taste good. As one high schooler put it, "Just make sure there aren't any brown edges on the lettuce; that the pizza grease doesn't swamp the plate; and that milk and juice are served in cartons,



IDAHO POTATO

not pouches.”

When asked if more elaborate beverage merchandising makes a difference, the panelists agreed that as long as they're cold, they don't care how beverages are served. Requests were made for larger-size and carbonated beverages, and the kids say this is one case where they prefer name brands.

OFFER HEALTHFUL ALTERNATIVES. The panelists questioned why there weren't more salad bars in schools and said they would purchase lunch regularly from them if one was offered at their school. They also asked for more vegetarian entrees and more a-la-carte menu items, such as raw veggies served with sides of ranch dressing.

MAKE CAFETERIAS ACCESSIBLE. Keep lines as short as possible. The students agreed the longer they have to wait, the less time they have to eat, which makes them more likely to bring meals from home.

The students also requested more space between tables and that more trash receptacles be scattered throughout the dining room.

OFFER LOTS OF PRIZES. “If I have



The Schott on the OSU campus.

a chance to win something, I make it a point to eat at school,” one middle schooler said. While any prize is better than no prize, radios, hats and t-shirts are preferred, as are coupons for free food.

“Odd prizes are the best,” a high school senior said. “Our student government sponsored an event where two blow-up corn dogs were given away. Nobody even cared about the bigger prizes. The only thing people wanted was an inflatable corn dog, which has since become the student government mascot.”

CONTRACT SERVICES

College Basketball's Winning Schott

Forget quaint, cramped, smoky basketball “pits” chocked to the rafters with frenzied students cheering on old State U. against despised Other State U. The future of college basketball arenas opened its doors last fall on the campus of The Ohio State University in Columbus. You can tell that by the number of wide-eyed,

green-with-envy athletic directors from other universities who have been visiting the place since then on official inspection tours, dreaming of erecting similar venues on their own campuses.

While the traditional college arena was filled with modestly-priced seats and basic hot dog stands, OSU's new Jerome Schottenstein Center (already dubbed “the Schott”) is state of the art in what is now the most popular game in big-time college athletics—revenue generation. It features 52 luxury boxes (renting for \$45,000-\$65,000 apiece annually), 4,500 premium seats requiring pro-style Personal Seat Licenses (PSLs) and a widely expanded food service operation run by Sodexo Marriott Services that is designed to max out revenue potential from each level of attendee, from the suits in the suites to the kids in the student section. Foodservice is expected to top \$3 million in revenues in the Schott's first full year of operation.

For the general concessions, Sodexo Marriott has installed eight basic concepts in 41 separate outlets. They feature upscale arena fare like pizza, grilled items and deli favorites.

Meanwhile, the Huntington Club level, accessible only to suite and club seat patrons, features an expanded menu (and alcohol service for all events, unlike the rest of the arena), with in-seat service for the club seats and in-suite catering for the luxury boxes. It also boasts an expansive lounge area with two outdoor terraces available for private functions and two private dining rooms.

The Schott is home to OSU's men's and women's basketball teams and the hockey team but also serves as a general concert arena for Central Ohio, already

inbrief

The increasing number of obese older people constitutes a “national public health crisis,” according to researchers at Vanderbilt University and Penn State Geisinger Medical Center. As reported in the *Journal of The American Dietetic Association*, experts say that the proportion of elderly obese people in the U.S. has grown from 14% in the 1960s to nearly 23% today. The main reason for the obesity: the same subjects were obese in middle age.

The University of Kentucky has opened a new food court at the Atrium Cafe at the Lexington Community College. The new servery offers a much wider variety of foods, including hot items, for LCC students. The previous facility was located in a large stairwell, where cooking was prohibited. The remodel included a new kitchen. UK also opened a new coffee shop, Grounds for Thought, in the campus's Academic and Technical Building.

“Feeding the Hungry,” a free guide for foodservice professionals interested in donating food to the working poor, homeless and disabled, is available from Johnson & Wales University. For more info, call 401-598-1400.

The New York-based The Food Group has extended the deadline for the nominations for its annual Mind to Menu Visionary Award in the independent onsite operator category to May 17, 1999. For more info, call Jhorghan Bunn at 212-725-5766, ext. 131.

SFM has formed a new speakers bureau, which is designed to be an educational resource for students in HRI foodservice programs and to disseminate information about career opportunities in the onsite foodservice industry. For more info, contact SFM at 502-583-3783.

Delaware North Parks Services recently signed a letter of intent to acquire the Grand Canyon retail operations of Babbitt Brothers Trading Company. If approved, DNPS will take over three supermarket and retail stores in Grand Canyon National Park.



DANNON YOGURT

cheers&jeers



Cheers to the 1999 IFMA Silver Plate Award winners. Onsite seg-

ment winners: Frank Gladu, director of dining services, Vanderbilt University; Barry Schlossberg, corporate food-service director, Continuum Health Care Systems; Jerry Collins, national administrator of food and farm services, Federal Bureau of Prisons; Penny McConnell, M.S., R.D., director of food and nutrition services, Fairfax County Public Schools; and Sally Luck, R.D., manager of corporate services, Hallmark, Inc. Watch for profiles of these winners next month. On the commercial side, congrats to: John Sharpe, president/COO, Four Seasons Hotels & Resorts; Roger Berkowitz, president/CEO, Legal Sea Foods, Inc.; Lawrence Levy, chairman/CEO, Levy Restaurants; and Robert Nuget, president/CEO, Foodmaker, Inc.



Cheers to Helen Doherty, R.D., director of dietetics at Massachusetts

General Hospital. She was named Restaurateur of the Year by the Massachusetts Restaurant Association. It's about time that hospital food-services like Mass General's get the respect they deserve! For more on that operation, see the January 1997 FM .



Jeers to Delta Airlines for deleting sandwiches from its SkyDeli bags on

more than 100 flights. Instead, fliers (in coach) will receive crackers and cheese, or carrots and dip. First-class passengers will receive snacks instead of full meals on more than 80 flights. Still, Delta says the move will be good for its P&L, saving as much as \$14 million annually. Will this mean cheaper airline tickets?



hosting appearances by Neil Diamond and Billy Joel, with the Rolling Stones and Luciano Pavarotti (not at the same time) due in the spring.

COLLEGES

Eat 'n' Run

Cleveland State University adds transportation to student smart card

In what is believed to be the first partnership of its kind, Cleveland State University (Cleveland, OH) recently announced a major partnership with the city's Rapid Transit Authority (RTA) which allows CSU students to pay bus and train fare using a new campus smart card.

The card, called "VIKINGCARD," is designed to provide students, faculty, staff and visitors with a high quality, single card debit system that allows efficient access to all card-related services both on- and off-campus.

The alliance is a good one for both parties. Twenty-five percent of the students who attend CSU, which is located in downtown Cleveland, use public transportation to get to class. RTA provides 60,000 daily trips past the campus and plans to expand service to the area over the next several years.

The VIKINGCARD can be used in the library, dining locations (both cash and board-plan operations), vending machines, university bookstore, the healthcenter and for CSU-related athletic events. It also doubles as a banking card and long-distance calling card.

COLLEGES

They're soon-to-be Harvard grads...

But Can They Cook?

Harvard seniors are generally regarded as the cream of the crop. The prestigious institution prepares them for often stellar careers in a wide variety of disciplines. Now the University also teaches these students a basic life skill—how to cook.

Harvard Dining Services (HDS) recently introduced a five-session, two-and-a-half week intensive course entitled "Cooking for the Culinarily Challenged." The class, which is taught by Harvard Campus Executive Chef Michael Miller and only opened to graduating seniors for now, focuses on basic food preparation skills. The two hour sessions offered four times this spring are held on week-nights and one Saturday. Topics covered include how to read a recipe, how to make a shopping list, the basics of grocery shopping, the basics of food and fire safety, an overview of cooking principles and hands-on cooking sessions.

Response to the course has been overwhelming. All of the courses are sold out and there is a growing waiting list. Male registrants outnumber their female counterparts.

"Many of the students in the class were intimidated by the need to cook and they were surprised at how simple food preparation can be," says Miller. Students' biggest concern: whether or not they needed to follow a recipe to the letter.

"I told them they should feel free to experiment with dishes like stir-fry, but to follow recipes exactly when baking," Miller adds.

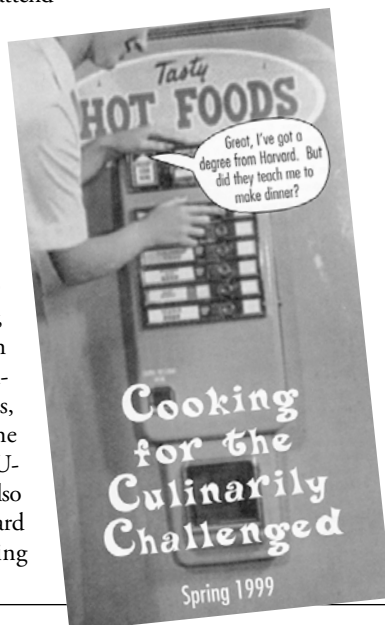
Local experts including representatives from a local foodservice distribution company and meat distributor are on hand one night to answer students' questions. A local celebrity chef visits the last night of the course to cook and chat with students. Class size is limited to 15.

As a textbook for the course, Miller uses Lora Brody's *Kitchen Survival Guide*. Students pay \$25, which includes the textbook, course supplies (groceries, linens) and a kitchen starter pack. The pack includes baking pans, thermometers, aprons and hot mitts. The items were donated by vendors and supporters.

Students prepare a wide variety of food during the course including coq au vin, several potato dish variations, salads, soups, omelets, rice and fish. "The goal was for them to feel confident in preparing at least one nice meal for guests if they had to," explains Miller. "I think we covered the bases."

To document their confidence, course "graduates" receive a dining services "diploma," certifying that they have "won over the domain known as the kitchen."

To generate interest in the course, HDS posted table tents



NESTLE STOUFFERS

in food serveries and sent a clever brochure to all seniors scheduled to graduate in June. The cover features a black and white picture of a student selecting food from a vending machine. The copy reads, "Great, I've got a degree from Harvard. But did they teach me to make dinner?" After attending Miller's course, the answer will be a probable yes.

HEALTH CARE

Making Up for Lost Time

Hospital FSDs say they prioritize employee retention when making non-patient foodservice decisions.

Hospitals with an average daily census of 200 or more beds say employee satisfaction is the driving force behind non-patient foodservice strategies, according to a recent Cini-Little International, Inc. survey.

More than 54 percent of operators questioned say they keep the retention and satisfaction of their employee base in mind when planning non-patient foodservice in terms of location, pricing and selection.

Because in-house hospital foodservice evolved as and continues to be a staff convenience due to the difficulties associated with off-premise dining during a 30 minute meal break, 77% of operators believe incorporating quick-service branded outlets in healthcare settings is acceptable. Likewise, most agreed that operating "fast food" alternatives, including kiosks, coffee shops and juice bars, can often increase both non-patient and employee satisfaction.

By comparison, just 12% of those surveyed identified visitor satisfaction as a motivating factor behind non-patient foodservice and 32% mentioned reve-

Food Code Revised

The U.S. Food & Drug Administration (FDA) has released a revised, 1999 version of the Food Code, developed to ensure the safe, unadulterated preparation and accurate presentation of food sold or offered for human consumption. Among the updates: provisions to help operators advise consumers about the danger of eating raw or undercooked meat; expanded recommended time and internal temperature controls for cooking meats; explained procedures for refilling condiment and other containers.

The new revisions incorporate many changes cooperatively developed by state regulatory authorities, and industry, academic and consumer representatives. Copies of the 1999 Food Code are available at <http://vm.cfsan.fda.gov/~dms/foodcode.html> or at www.fmi.org.

nue generation.

HEALTH CARE

Breakfast In Bed

Customer service and food safety are the focus of this select menu roomservice concept.

Want to heighten food safety standards and improve customer service at the same time? Just look to the meal delivery concept instituted by the staff at the Watrous Nursing Center, a 45-bed

private skilled Apple Health Care, Inc. facility in Avon, CT.

In an effort to provide a more home-like environment, the nursing center has found a way to offer each resident a piping hot breakfast every morning while also affording them the opportunity to make more of their own meal decisions.

"Providing choice is the best way to make mealtime feel more like it does at home," says Charlotte Borrero, the dietary manager at the Watrous Nursing Center. "Breakfast is the best eaten meal of the day, but it's always been very difficult to



primetips

Money-Saving Linens

Want to cut costs and be kind to Mother Nature? Consider following the lead of the dining services team at Ashland University (Ashland, OH). In 1993, the department began offering linen napkins in addition to recycled paper napkins at each point of service in the campus's main servery. The department stocks 800 linen napkins (at \$1.05 each) and 30% of the students choose to use them every day. The soiled napkins are laundered on site.

"Our customers appreciate the more environmentally-friendly linen," says Fred Geib, AU's General Manager of Student Dining Services, "and we're saving nearly \$4500 per year in paper costs." No extra staff was hired for the additional laundry work and the only costs are associated with detergent and water. Theft of the napkins is not a major problem.

Have a money-saving, sales-generating or time-saving tip to share? Send tips to cwatkins@penton.com or to Tips, Food Management magazine, 1100 Superior Ave., Cleveland, OH 44114.

FM will pay \$25 for each tip it prints.



NESTLE LC

serve it hot and fresh.”

Until now, that is. Using an insulated cart filled with portions of several different breakfast items that range from toast, muffins, bacon and sausage to buttermilk pancakes, western omelets and Belgian waffles, the staff leaves the decision of what to eat for breakfast up to the resident.

The cart is wheeled into residents’ rooms, where they select the exact amount of food they prefer. The menu changes daily, but those with good appetites can always order “the works” (to include milk, juice, cereal, egg, toast or muffin, and breakfast meat). Less hungry residents have the option of choosing a “continental” breakfast.

Borrero says the insulated cart has enabled the staff to keep food at the proper serving temperature and also helps them deliver food in a more timely manner. Thanks to a significant reduction in food waste, the system has also helped the facility lower its food costs.

fmagenda

MAY

5-8 IFSA Annual Conference, Convention Center, San Antonio, TX

21-25 National Restaurant Association Show, McCormick Place, Chicago

JUNE

13-16 ASHFSA Educational Conference and Exhibition, Pointe Hilton on South Mountain, Phoenix

JULY

6-7 DMA Annual Meeting & Expo, Hyatt Regency, San Francisco

9-13 ACF National Convention, Hyatt Regency, Chicago

6-10 NACUFS National Conference, Omni Inner Harbor Hotel, Baltimore

11-13 PMA Foodservice Conference & Tour, Monterey, CA

23-28 ASFSA National Conference, Adams Mark Hotel, Denver

CONTRACT SERVICES

New Terminals Speed Sandwich Ordering

How do you say, “turkey breast on rye, extra mayo but hold the tomatoes” without

uttering a word to the deli clerk—who probably couldn’t hear you anyway since you’re in the servery while he’s in the kitchen?

Well, you could let your fingers do the walking, and we don’t mean on a phone keypad, either (you would still have to speak into the receiver). At the

newly renovated Morgan Stanley Dean Witter employee cafe in the Two World Trade Center in New York, customers can make such requests simply by using one of the customer-activated terminals (CATs) at an ordering kiosk on the premises, and then pick up their freshly prepared sandwiches or tortilla wraps four minutes later. Meanwhile, they can browse through the other stations.

“Using kiosks grew from the challenge to serve 1,300 guests more variety in less time without enlarging the facility’s footprint, which is just 2,800 square feet,” explains Greg George, who was team leader on the renovations. George is a district manager for Lackmann Food Service, the contractor that manages the site.

By moving sandwich prep to the back (where the electronic orders are received), Lackmann was able to free up space in the serving area for exhibition and home-style cooking stations

BEST CONCEPTS

and for doubling the size of the salad bar. It also allows for better merchandising and a more inviting ambiance, with wood and black tones and directional lighting.

"Hot food being freshly and individually prepared is the first thing you see when you enter the Cafe now," says Keith Worters, assistant vp of the Corporate Services Division at Morgan Stanley, who adds that the average check has gone up 14 percent since the kiosks were installed.

Purchasing Managers to Trade Ideas

Food safety. Commodity pricing trends. Negotiating strategies. Supply chain issues. The future. What these topics have in common is that they will all probably be used in ice-breaker comments during the cocktail receptions at the next meeting of the Foodservice

Purchasing Managers Group (FPM) in May in Chicago. That's because all are on the agenda as either presentation topics or roundtable discussion themes

FPM plans a full program for the three-day gathering, which convenes May 19th. They range from the serious ("Food Safety—Just One Incident Can Put You Out of Business") to the whimsical ("Creating Your Destiny for the 21st Century," by *The Futurist* magazine lifestyle editor David Pearce Snyder). Roundtable discussions will focus on topics like commodities and energy deregulation.

FPM was formed by the National Restaurant Association in 1977 to provide foodservice purchasing managers, agents and executives with a forum to meet, share ideas, gain continuing education credits and discuss supply chain trends. The organization has more than 500 individual members representing most ma-

Sure You're Good... But Are You "The Best"?

If you have reason to think so, why not validate it by entering FOOD MANAGEMENT's "Best Onsite Concept Awards" competition. The program, now in its second year, recognizes those readers whose operations demonstrate both leading-edge innovation and bottom-line results.

CATEGORIES INCLUDE:

- ▶ Best Servery Concept
- ▶ Best Servery Design
- ▶ Best Menu Concept
- ▶ Best Takeout Concept
- ▶ Best Renovation
- ▶ Best Customer Service Concept

Deadline for entries is July 31. For more information, call Melissa Lipowski at 216-931-9557.

For multi-unit foodservice companies in the hospitality, foodservice and entertainment industries. Those with purchasing responsi-

bility for onsite organizations are also welcome. For more info, call the NRA's Rosemary Curtis at 312-853-2534. FM

MUNDIAL KNIFE

Feeding the Masses at KSU

Chef Ron Perkins has one clear-cut mission: to instill quality and variety in the foodservices at Kent State University.

Ron Perkins' love of food formed at an early age. In fact, two of his favorite memories are of his grandmother frying donuts and his Mother's glorious cooking. Early experiences such as these fostered a love of food that eventually led to a career in foodservice following his graduation from the CIA in 1974.

Do not, however, let his humble demeanor mislead you. Perkins, assistant director of university food services and director of foodservice production at Kent State University (Kent, Ohio), has a crystal clear appreciation of his mission, and a long-term strategy to achieve it. His vision, his values, and commitment are the same: to provide the best campus foodservice anywhere.

At one time or another during the day, Perkins and his staff of 1,000 (full-and part-time) feed 27,000 students, 60% of them commuters. The program, with 3 restaurants, 4 cafeterias, two food courts—to say nothing of a wide range of vending and concession operations—is the 24th largest university foodservice program in the country.

Perkins is a chef, and a very good one. He rose to the top of his class of 400 at the CIA, was awarded the Escoffier Medal two years later, and in 1998 was awarded the American Culinary Federation's Professional Chef of the Year, Northeast Region.

He is a chef, he says, not a campus cook.

"KSU pursued me for two years, before I even consented to an interview," he says. "You become a chef to express yourself through food and I really questioned whether I'd

Ron Perkins

POSITION: Assistant director of university food services and director of foodservice production, Kent State University (Kent, OH)

AGE: 50

KUDOS: Top of his class at CIA; 1998 ACF Professional Chef of the Year; prepared food for athletes and coaches at the 1980 Winter Olympics

GOAL: To provide the best campus foodservice anywhere

PERSONAL: Married for 30 years, two children

FAVORITE BOOK: *La Technique* by George Auguste Escoffier

country club circuits, it was perhaps his work at the 1980 Winter Olympics at Lake Placid that cemented Perkins' own world view of foodservice.

There, Perkins and his peers cooked for all the athletes and coaches. He observes that U.S. perceptions of international guests are often wrong, that he's found them to be much more open and friendlier than Americans usually imagine. "They're all very educated and international, the coaches in particular. They are citizens of the world more than citizens of a country," he notes.

In addition to the day to day foodservices, Perkins is solely responsible for the special events and fundraising affairs at the university. A heady example: in April KSU's Fashion Museum will be showcasing the gowns of Princess Diana. A month and a half of tailor-made foodservice special events that support the show will be attended by discriminating fashion gurus and the general public alike. These high profile events will demand his and his staff's commitment to creativity and particular attention to detail.

In addition to mentoring his KSU staff, Perkins also travels to other colleges to help train their foodservice departments on the fundamentals—and fun—of banquets and catering.

"One of the problems many FSDs face is that their foodservice staff is not headed by a trained chef. So, in regard to catering, to start at a level that is beyond them doesn't make sense. We try to bring them up a step while not talking down to them.

"My goal is to help them realize they can do anything they want to do and positively impact their bottom line at the same time," he explains. "They just need to 'go for it.'" FM

S. MICHAELIDES



be able to do that at Kent."

Today, nineteen years later, Perkins feels just fine about his eventual decision to come to KSU, thank you very much. "This job is the best I've ever had. It allows me to be a human being and to exercise my credentials as a chef."

Perkins is still bothered however, by those critics who would distinguish—unfairly, he feels—between culinary achievements in the college foodservice environment and those in the traditional white tablecloth market. They just don't get it, he says.

"A restaurant chef creates a menu that reflects his or her stylistic interpretation of a particular cuisine—regional American, French, Italian, what have you."

"We, on the other hand, have 160 nationalities on campus—we cater special events for them. Students and faculty travel a lot: they know what's cutting edge. We satisfy everybody's palate and, in so doing, produce a range of foodservices that most commercial places never get a chance to attempt."

With a working foodservice background in the healthcare and

RICH NON-D DESSERTS

Self-op or Contract?

Which will your boss pick? The factors that influence the decision may surprise you.

Ever wonder how administrators in facilities that offer onsite foodservice decide that department should be self-operated or contracted out?

Obviously, many factors come into play. But one recent study may shed some light on most administrators' decision making, especially in terms of how administrators perceive the pros and cons of self-operated foodservice facilities versus those managed by contract foodservice management companies.

Because this issue is hotly debated among college foodservice directors, David McConnell, former director of foodservice at Grinnell College and current business manager at Washington & Lee University, conducted a survey of 861 members of the National Association of College Auxiliary Services (NACAS). (The response rate was 61%.)

In general, decisions involving campus dining service departments falls to auxiliary service administrators. All of the respondents surveyed had direct responsibility for overseeing the foodservice department in their facilities and all had administrative responsibility for foodservice departments in previous jobs.

The purpose of the survey, says McConnell, was to determine what role an administrator's previous experience with a given man-

agement style of foodservice played in his or her decision making process when given the responsibility of choosing between self-operated foodservices, co-sourced or contract managed ones.

McConnell identified a number of factors that appear to correlate with the self-op vs. contract decision at colleges. These include such seemingly irrelevant factors as title, length of tenure and even gender. (For example, in operations that reported to women supervisors, 68.8% are contracted, as compared to only 56.4% for those reporting to men.)

Perhaps more importantly, McConnell also found that an admin-

istrator's initial experience with overseeing a foodservice operation strongly influences his or her subsequent attitudes toward who runs the operations he or she administers currently.

According to the study, four in five administrators have stayed with the type of management system that they experienced as first-time overseers of foodservice operations.

In other words, when a foodservice department has a change in administration, it will most likely be restructured to the form of management that the administrator first encountered in his or her career.

Why? One reason, says McConnell: administrators who show a preference for one type of management style usually believe that management arrangement provides the greatest level of service.

The bottom line is this, says McConnell: administrators will tend to stick with the managerial form they knew first. In fact, McConnell adds, when a new administrator is put in charge of foodservice, it is most likely that the school or facility will

soon be asked to restructure itself to reflect the form of management in that department based almost exclusively on the direct experience of the person to whom foodservice reports.

"The message to foodservice directors, both independent and contracted, is clear," McConnell concludes. "If your boss isn't familiar with your form of management, you should be prepared to teach him or her about it. Be proactive and outline the benefits associated with your current form of management now." FM

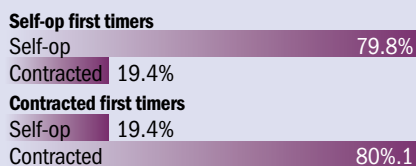
Then & Now

Supervisors in charge of foodservice departments tend to stick with what they know.

FOODSERVICE MANAGEMENT FORM IN FIRST JOB:



MANAGEMENT FORM USED NOW:



Response totals may exceed 100% due to multiple responses.

Management Preference By Boss's Job Title

	SELF-OP	CONTRACTED	COMBINATION
V.P./Business & Finance	30.8%	57%	8.7%
V.P./Financial Affairs	29.4%	58.8%	11.8%
V.P./Admin. Services	32.4%	64.7%	0%
Dir./Business Services	25%	62.5%	12.5%
Business Mgr.	31%	66.7%	2.3%
Ex. Dir./Auxiliary Services	53.9%	30.8%	12.8%
Dir./Auxiliary Services	37%	53%	10%
Other	26%	60.7%	10.4%

Response totals may not total 100% due to lack of respondent answer.

KRAFT CAFFE

When There's No Room to Grow

Q: You have a promising young employee who is ambitious to move up in your department. But your current senior people are still young and not due to retire soon. What do you do to motivate or reward that young employee to get him or her to stay with you?

“The advantage to being in a large organization is you're not limited to positions within your own department.”

“When I identify a promising employee, I approach that person and ask him if he ever thought about moving up in the organization. I work with our human resources department to identify continuing education programs he might be interested in and other areas within the medical center where he could work once he got training, such as nursing or the pharmacy.

“On occasion, I have asked human resources to schedule a conference with the employee for ‘career counseling.’ Basically, it is just an opportunity for human resources to get to know the employee.

“One of the advantages of a larger organization is that continuing education tuition is often reimbursed, on-the-job training is available, and preference is given to current employees when openings occur in the system. It's natural not to want to lose a good employee from your own department.

“But the other side of that is that it's almost a moral obligation to motivate and develop those employees. Besides, if you don't make the effort, not only will your department lose that employee, but the entire organization will, as well.”

Anne Glavan
Director of Food and Nutrition Services
Carraway Methodist Medical Center
Birmingham, Ala.

“You always have to be prepared for the fact that employees will leave.”

“I think it is beneficial in the long-term to your own university and to the industry at large if promising employees advance up the ladder even if they go some place else to do it.

“I have management people

working for us now who I know are seeking employment at other schools. Most of us in college foodservice have come to our current jobs after working at other schools. I am thankful for my previous supervisors who saw my potential, and through their vision, pushed me toward greater challenges.

“The important thing to me is that we all keep communicating, I know it is not easy or comfortable for an individual to tell his boss that he's looking for another job. But personally, I want to have that conversation. You've already had the advantage of that person's skills and contributions in your own operation.

“Learning that they might be leaving gives me a ‘heads up’ signal, so I can start thinking about what other new skills I might need in the operation. It gets me looking for someone with those skills to fill that position.”

Dennis Pierce
Associate Director of Foodservice
University of Connecticut-Storrs

“You find out what that employee enjoys doing and expand the job to include the opportunity to do it.”

“I have a person I hired recently as manager of a satellite kitchen who is absolutely terrific—we were lucky to get her—and I know I am going to have to work very hard to keep her motivated and interested. She came to us from a fast food chain partly because working here made it easier for her to also manage her family responsibilities.

“When you get someone of that caliber in school foodservice, you want to hold on to them, so once she is oriented to school foodservice, we're going to create some special projects for her.

“I know she has done training in her previous job, so maybe

we'll get her involved in training our employees. It's the same approach you would use with any valuable employee. We'll seek to provide her with the recognition she deserves, and try to make her aware of the career path that is available to her with us.”

Mary Anderson
Child Nutrition Director
Omaha Public Schools, Omaha, Neb.

“You develop opportunities that play to the person's strengths and interests.”

“When the people at the top levels are stable and productive and you have low turnover, as we have here, you have to rewrite the job descriptions for your other promising employees.

“That might mean getting them involved in special projects or assignments or expanding their areas of responsibility, or signing them up for additional training. I would certainly not counsel a person out of here, but I also want the kind of relationship and rapport with my staff where they feel comfortable coming to me and telling me they are looking for a position at another institution.

“If they really felt they had outgrown this department, I would not feel threatened. You definitely want to keep your talent, but helping them to ‘go and grow’ someplace else can also have paybacks. We've had instances where employees left, got additional experience at another facility and then came back when we had a higher-level opening for them.

“You want a friendly open door where people feel free to do what they want and need to do to develop their talents, even if that means going someplace else.”

Linda Lafferty
Director of Food and Nutrition Services
Rush Presbyterian-St. Luke's Medical Center, Chicago **FM**

OTIS SPUNKMEYER



Leading To Make A Difference

If you thought you could make a difference, would you be willing to try?

I'm sure the answer to that question is yes! Over the next few months, in a series of articles, I'll share with you how you can make a difference—in your home, your job and your community. We'll do this by looking at the twelve common denominators—twelve qualities—that all effective leaders possess.

These qualities are characteristics that are present in all of us to some degree. Some are “how-to” skills and aptitudes. Others involve philosophies and attitudes. By consciously seeking to develop these qualities in oneself, each of us can be a better leader and a more effective person, both on the job and off.

In defining and explaining the twelve qualities, future articles will:

- ▶ equip you with skills, tools and techniques to maximize your natural leadership talents;
- ▶ expose you to disciplines, concepts, and theories that will build the confidence you need to make leadership decisions;
- ▶ sharpen your curiosity, fire your idealism, and reinforce your commitment to making a difference; and
- ▶ challenge you with questions about yourself that will help you discover the best way you can make a difference.

Manage Things—Lead People

But first, let's discuss briefly what leadership is and why it's important.

For the past few decades, most of us have been over-managed and under-led. We learned to manage objects and procedures, money and time, equipment and machinery. But somewhere along the way we lost the emphasis on leadership. We forgot that while management is important, leadership is what builds and maintains great nations, great peoples and great companies.

We all want to be inspired, motivated and encouraged to do our best. We feel this way when we are

The Twelve Qualities of Leadership

A LEADER:

1. Has a mission that matters
2. Has high ethics
3. Is a team builder
4. Is a big thinker
5. Masters change
6. Is sensitive
7. Communicates effectively
8. Is a risk taker
9. Is a decision maker
10. Uses power wisely
11. Is courageous
12. Is committed

being led, not just managed. That's what leadership is: influencing others to make a difference. We must set an example that others choose to follow. And the secret to eliciting that choice is the very essence of leadership.

In fact, the most basic principle of leadership is that *we lead first by example!* Everything we say or do sends a message, sets a tone or teaches people what to do or what not to do.

Servant Leadership

Another key aspect of leadership is that to make a difference, we must be willing to serve. True service has a high value. If we contribute our time, emotions, energy and effort, we can have real impact on people and problems.

Service in this context has two main ingredients. They are:

- ▶ the willingness and ability to serve others; and
- ▶ the type, kind and quality of service given.

Imagine your desk with two signs. One says, “The buck stops here.” The other says, “Service starts here.” Wouldn't that send a powerful message to others? The philosophy of history's leaders who

have had a positive effect on our world has been one of service. It is invariably the servant-leaders who have advanced mankind.

There is a direct correlation between how a leader serves his or her followers and how the followers serve others.

When serving, ask yourself two questions. First, “What would I want if I were dealing with me?” That brings the idea of service to a very personal level. And second, “Who am I really serving?”

If leadership serves only the leader, it will fail. Ego satisfaction, financial gain and status can all be valuable tools for a leader, but if they become their own motivations, they will eventually destroy a leader.

Where To Begin

When you have the courage to say, “I will try to make a difference. I'll take up the challenge of becoming a leader,” you become part of the grass roots leadership so badly needed today. If you lead by example and use the power of a service ethic, people will be motivated to follow. When you manage things but lead people, you will influence their behavior and productivity in addition to managing the work process.

There are more opportunities for making a difference than we would ever have room to mention in a column like this. Next month we'll begin with the first and most important quality that a leader has: having a mission that matters.

Deciding on that mission is the first step to take when you decide that *you're* ready to make a difference. FM

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NABISCO COW

23,000 Products and Counting...

Coming later this month to your computer: the complete and unabridged foodservice product database.

Back in the late 1980s, when personal computer-based order entry systems were first being introduced to larger foodservice accounts, onsite operators found that one of their most interesting features was the fledgling product database that usually came along with the ordering program.

For many, the idea of being able to look up any of the products carried by a distributor, and to check out everything from a product's pack size and nutritional content to serving suggestions and menuing

On April 24th, that limitation will be erased with the advent on the World Wide Web of a comprehensive foodservice product database administered by IFDA (the main association representing the distribution community) and Sales Partners Systems, the company that initially developed the database. Initially, it will encompass more than 22,000 individual food products in all foodservice categories, including fresh produce, but that is expected to grow with time.

The project is part of the foodservice industry's EFR (Efficient Foodservice Response) initiative, which is seeking to streamline the supply channel through the adoption of a variety of standard practices and technologies, including a common, universally available product database using standard product codes.

"I believe this database will do more for EFR than anything out there because it provides the operator community with information connected by a standard identifier, the Universal Product Code (UPC)," says John Gray, IFDA's president.

The UPC is important because it provides a standard industry code for each product, as opposed to the current Tower of Babel system in which each distributor and many manufacturers had their own coding systems, so that the same product is identified by a multitude of different codes depending on which distributor you are dealing with.

Once the universal product database is active, any operator with a link to the internet can dial it up at www.foodprofile.com and browse

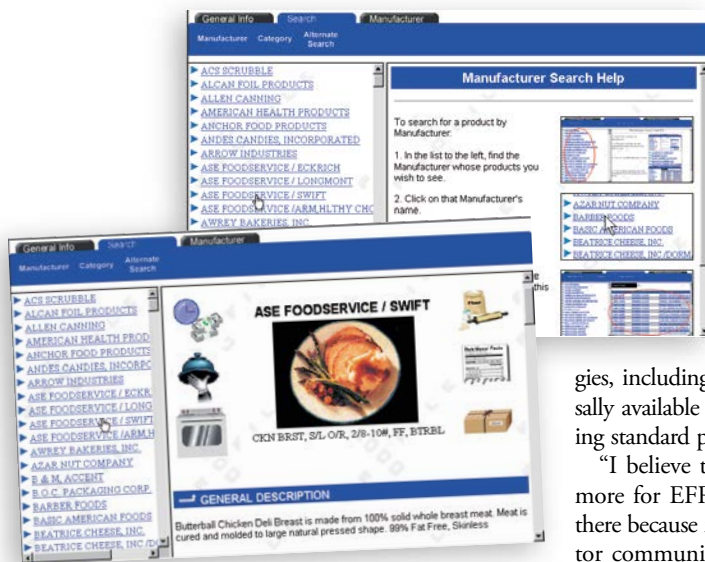
UPCs vs. bar codes

Universal Product Codes (UPCs) are sometimes confused with bar codes, but in reality they are entirely separate concepts. A UPC is merely a standardized numerical coding system that identifies each individual product with a unique code accepted by all parties in the industry (hence "universal"). A bar code is just that, a code based on bars of various thickness that are decoded by a scanner. The bars represent numbers that are part of a coding system that can be based on UPCs or some other code. Currently, many distributors who employ bar code inventory tracking systems use their own in-house coding systems but it is the goal of the industry to get them and everyone else to use UPCs as the standard.

through the files. For the time being, products will be limited primarily to branded offerings but eventually could include many of the items available under the various foodservice private labels marketed by individual distributors.

The information on the database will include some pictures and such data as serving suggestions, promotional ideas, ingredients, nutritional information and even pack sizes for each individual product. Users will also be able to search by such criteria as product category and manufacturer and will be able to review and compare products from different manufacturers in any specific product category.

The only thing that won't be listed is pricing information (for that you still have to call your distributor). However, many of those questions operators used to have to depend on distributor, broker and supplier reps to answer will now be available at the touch of a few computer keys. FM



ideas, represented an intriguing leap forward in the dissemination of product information. Before then, customers who wanted such information either had to obtain individual "sell sheets" from the manufacturer on products they were interested in, or were at the mercy of the often-sketchy information they could get on the product from a distributor sales rep.

From the operator's point of view, though, there was one major and seemingly unavoidable flaw in this system: the distributors who made the databases available always edited them to show only those products that they regularly carried.

MOTION TECH AUTOFRY

Training on a Shoestring

An innovative peer training program helps one hospital satisfy new training guidelines.

Surprise! The federal government is ordering you to provide your entire staff with several additional hours of training every year. The mandate takes effect immediately and, by the way, it's up to you to find the subject matter and instructors needed to enforce it.

Obviously you have no choice but to comply. But how do you go about creating a plan of action when you can't afford to hire outside instructors and you lack the personnel to conduct the sessions in-house?

These are the questions Walretta Jones, the acting chief of nutrition, and Donetta Jones, the head foodservice supervisor at the New York VA Medical Center in New York City, asked themselves last fall after the federal Office of Veteran Affairs heightened foodservice employee competency standards in VA medical facilities nationwide.

In accordance with the new guidelines, employees must receive 30 hours of continuing education training each year, as opposed to the 20 hours required until 1998.

In years past, the department conducted training internally. But this time, the department was short a training dietitian as well as an administrative dietitian, the result of a significant staff restructuring. And as Walretta Jones puts it, providing 60 staff members with 30 hours of training between two administrators seemed impossible.

"I didn't know what to do until I saw my staff conduct team presentations and I noticed how well they related to each other," she explains. "That's when it hit me. The talented teachers we were looking for were already a part of our staff."

Through the "Peer Training Program," the Joneses were able to mobilize their staff in such a way that it would ultimately be responsible for training itself. Eight volunteer trainers were taught how to



Staff trainers show their peers how to use kitchen equipment properly.

conduct training sessions and a needs assessment profile was distributed to the rest of the staff to determine areas where employees felt they needed the most training.

The sessions, which are restricted to a one hour time limit, are conducted several times a week and are repeated until each employee is certified in each topic area.

Recent topics include sanitation, food safety, specialized diets, communication; and using specialized

"The talented teachers we were looking for were already a part of our staff."

Walretta Jones,
acting chief of nutrition,
New York VA Medical Center

equipment.

In the few months the program has been in place, Walretta Jones says she's already noticed her staff is more receptive to new ideas when they come from their peers. Not only do fellow employees speak the same language, but workers don't feel intimidated like they do when an administrator is quizzing them on the material.

"Administrators know how

things are supposed to be done, but we aren't the ones out there using the equipment or coping with difficult situations," she explains. "And most importantly, we're not out there on the line for the staff to turn to if they have questions later."

In addition to generating more employee participation and stronger leadership abilities than ever before, Walretta Jones says the program has enabled her staff to grow more confident in their ability to perform tasks correctly.

For that reason, she believes her employees are growing more interested in the subject matter they are learning and are becoming more resourceful because of it. Now, she often sees employees bringing in supplemental training materials they find on the Internet that are related to food safety and other issues they have discussed, to be shared with the rest of the staff.

"This just goes to show you how easy it is to underestimate the potential and abilities of the people you may have working for you," Walretta Jones says.


"You see your employees come in every day, change their clothes, stand on the line and serve the food," she adds. "Beyond that, they may have other talents that can make a real contribution to your operation. If they do, it's a shame to let that talent go to waste." FM

MELISSA LIPOWSKI

KRAFT GFIC

Image Everything

*When the
food talks,
nobody walks*



I'm not sick
enough to eat
this food!

It's the food, stupid.

You can brag on and on about your meals per man hour, your production efficiencies, your computer-

ized back of the house, your balance sheet, your purchasing systems, your smart-looking server. But if the customers don't like your food, forget about it. You're dead, doomed, out of luck.

B Y K A R O L Y N S C H U S T E R

Sometimes the food really is crummy. You may have inherited the situation, or have been brought in to turn it around. Bad food can be a one-time, accidental occurrence. Or it can be reliably, consistently bad. Just as often, the food is fine, and only its reputation is crummy. In either case, you've got your work cut out for you.

If food really is the issue, the cause may be a personnel or a presentation problem, or both. Perhaps the standards simply haven't been high enough and more intensive training and stronger quality assurance may be necessary.

Perception issues are more problematic. Even if the food improves, perceptions—and participation—may not. And while food quality issues are often readily identified, it can be a lot harder to pinpoint the source of an image problem. However negative opinions are formed, the danger is that they can have immediate and irreversible results.

Just ask any management company that has seen a contract suddenly put out for bid, or been brought in to turn an operation around. Or any self-op that found out its administration wanted the food upgraded only after a contractor has been hired to make that happen. Or a liaison who's been taken to task because of complaints that the quality of cafeteria food is negatively affecting employee productivity.

Think it's a problem that "can't happen here?" It can.

Consultants say the best strategy for maintaining a top food quality reputation combines a proactive perception measurement and management program with quality improvement and quality assurance standards (see sidebar).

But theory is one thing, and reality is another. Here are four real-life strategies employed by onsite operators when they had to turn around a food quality perception problem.

The Case of the Nightmare Review

Barry Schlossberg remembers how that workday in the last week of June 1997 began: with the exhilarating announcement that he had been named corporate foodservice director for the new partnership of Beth Israel and St. Luke's-Roosevelt hospitals. He also remembers how it ended: with a cover story on New York's Best Hospitals in an issue of

New York magazine he picked up at a Pennsylvania Station newsstand to read on the train ride home.

Schlossberg, who had been running Beth Israel Health Care System's foodservice for 11 years, read a positive review of his own program in the article before his eyes found the sentence, "But the food at St. Luke's-Roosevelt is absolutely horrible."

"Well, it was pretty obvious right then that we had a serious public relations problem and that things were going to have to change," Schlossberg recalled recently. "*New York* magazine was well-read and this issue would be circulated to all the doctors and hospitals in the city."

When the St. Luke's-Roosevelt vice-president overseeing foodservice walked into Schlossberg's office the next day, "I asked him to give me six months to turn it around and, if he did, I promised he'd never see that kind of review again."

Having worked in the New York metropolitan area healthcare environment for so long, Schlossberg already was familiar with the background of St. Luke's-Roosevelt's foodservice department.

"The hospital had gone through some difficult economic times, there had been major layoffs in the medical center, and somewhere along the way, the push to reduce labor had led the administration to a decision to go to a nonselect menu heavily reliant on convenience foods," he says.

Under the gun to send an immediate, loud message that the foodservice would improve, Schlossberg moved quickly to introduce choices in the menu.

"We couldn't add any labor, of course, so we reworked the existing staff. Two hot entrées and a cold alternate appeared on the lunch and dinner patient menus within the first month. Within several months, to-order room service and menu choices were implemented for breakfast. Within the first six months, scores on Press-Ganey, a popular healthcare customer survey system that is relied on industry-wide to measure customer satisfaction, had improved by seven percentage points."

The turnaround in food and service quality from the devastating 1997 review is still underway, according to Schlossberg. The biggest decision aimed at improving quality and control was the move to centralize all patient food production for the entire Continuum Health Care System (which in-

cludes Beth Israel, St. Luke's-Roosevelt, and three other New York-area hospitals) in the huge cook-chill facility that had been standing unused at St. Luke's-Roosevelt. Directors from all affected units were brought together last summer to construct the new menu. Production equipment was moved from Beth Israel to St. Luke's-Roosevelt, cooks were transferred, tray lines redesigned, rethermalization systems improved and training sessions scheduled.

The new restaurant-style patient menu offering 10 choices at lunch and dinner was introduced in February.

In a total reversal from the former reliance on convenience foods, all items except pizza and lasagna are produced from scratch. "In the old system, even the meatloaf was a convenience food," says Schlossberg. "Now, when we have mashed potatoes on the menu, we start with raw, unpeeled potatoes."

"It was a slow night at the city desk..."

The decision to offer newly formulated burgers in the Denver Public Schools was totally justifiable and the switch had been extensively student-tested and student-approved, but the media fallout was potentially devastating.

In blind taste tests, students at all grade levels in all areas of the city had said they preferred the burgers which, unknown to them, contained small amounts of prune puree.

"We had been working with the California Prune Board on other product testings and we had been using prune puree very successfully in the baked goods we serve in the schools. The addition of the puree reduced the fat content and kept the product more moist," says Donna Wittrock, foodservice director for Denver Schools. "When the Prune Board wanted us to sample meat products containing puree, we saw no problem with it."

The burgers hadn't made it onto the school menus last September when the California Prune Board released news of the successful student taste tests on a national news wire service. The story was picked up by Denver's *Rocky Mountain News* and a reporter phoned Wittrock for more details about the new formulation of the burgers. That interview resulted in a local newspaper article with a very positive spin, according to Wittrock.

But then local talk radio hosts picked up

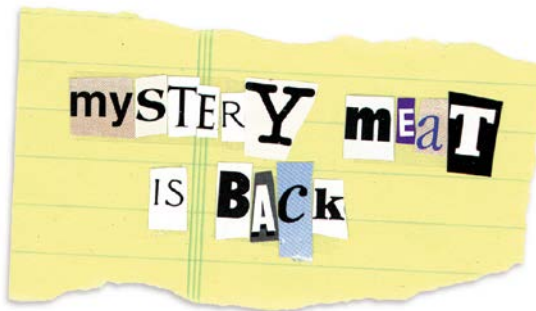
the story and all chances of maintaining positive coverage flew off the airwaves. Wittrock says, “there were jokes about kids needing more bathroom breaks because of all the prunes in the burgers and there was talk about the mystery meat being served in the schools. I got calls from my managers all across the district that kids weren’t buying the hamburgers. At certain schools the numbers dropped from 200 hamburgers a day to 20. The word was getting around and we saw the impact on sales.”

Wittrock had legitimate reasons to taste test the new burgers. “We get prune puree through the government commodity program, so there are cost advantages to using it,” she says.

“You’ve got to keep in mind that the puree constitutes only three to five percent of the burger ingredients. But that small amount lowers the fat content by 38.4% to 9.3 grams. And the taste is really superior. My staff tested them first against the burgers we were currently serving and the new burgers were juicier and tastier and held up better on the line.

As the publicity continued unabated and burger sales continued to plummet, Wittrock sent out a letter to all foodservice managers informing them that the burgers currently being sold in the schools contained no prune puree and that the burgers containing the puree had been served only in the taste tests.

Delivery of the reformulated burgers was



still months off. In the midst of the coverage, Wittrock served platters of “prune burgers” and current burgers to the seven school board members in a blind test. Six of the seven preferred the taste of the burgers containing puree.

The media deluge escalated. Television stations wanted to send crews into the cafeterias to follow up on the story. Print media wanted to interview students. And the radio hosts wanted on-air interviews. Wittrock called her school district public information office and asked for help.

“I was really concerned about the integrity of the program at this point,” says Wit-

trock. “My boss was concerned—naturally—about the damage that this publicity could cause the program. He suggested we call the California Prune Board for assistance handling the media. After all, they had issued the first release. That’s what we ended up doing. All calls that came into our offices were referred to them.

“As I look back I am not certain what I should have done differently. I know I’m serving a product that is lower in fat. I know kids like the taste. If kids wouldn’t have liked the burgers, we wouldn’t have chosen them. I suppose thinking about it now I should have thought through the subject and idea of prunes a little longer.

“I keep hoping it will go away, but as late as December there was a conversation on talk radio where one of the hosts was complaining about a visit he had made to a local restaurant where he said he had ‘the worst meal he had ever eaten.’ The other host said ‘it couldn’t be any worse than prune burgers in the schools.’ So it is still out there as a topic.”

The Revenge of the Vocal Vegetarians

New College of the University of South Florida, a small, prestigious state honors college in Sarasota, Florida, had some things to smile about when The Princeton Review published its *1997 Student Advantage Guide to the Best 310 Colleges*. New College made the lists for “most politically active” and “best dorms.” But the same guidebook also gave New College the top spot for “worst food.”

Even The Princeton Review’s own publishers have admitted that the guide’s rankings are based on an “unscientific survey” of current students at the colleges, but a bad review in the popular guidebook still has national exposure. Dave Glaser, coordinator of public affairs for New College, says the general consensus at the time of the ranking was that “the large number of very vocal vegetarians on campus” had a lot to do with the low food rating because they had been complaining that foodservice didn’t cater to their dietary requirements.

The bad publicity didn’t stop with the annual guide. The Sarasota *Herald-Tribune* ran a follow-up story on the “worst-grub honor” headlined “Dieting No Sweat at New College.” Glaser says a local television station crew filmed a blind taste test on campus in which a plate of food from the local hospital’s cafeteria and a plate of food from the New College dining room were subjected to stu-



dent taste tests. The hospital plate won.

“In all honesty, we had a lot of fun with it when it happened,” says Glaser. “There were posters and jokes and a lot of talk among the students in the dining room. The only one who definitely wasn’t laughing was the representative from Marriott.”

In response, the staff at the contracted foodservice, now Sodexo Marriott, went to work with an aggressive effort to open lines of communication with the students and to make a major menu commitment to vegetarian items. They were rewarded when the next year’s edition of the annual Princeton Review guide noted that “the foodservice is rapidly improving (at New College) but still has a way to go.”

Jerry Dixon, Sodexo Marriott’s foodservice director at New College for the past 18 months, has immersed himself in the restrictions, recipes, and variations of the vegetarian movement. Key to his success in turning the program around is a student vegan consultant. The first to fill the position was “the student who asked me the most detailed questions,” he says. The student consultant is paid “slightly more than minimum wage” for several hours each week spent consulting with the cooks and Dixon on the vegetarian menu.

“We needed to communicate with the students,” says Dixon, “because the requirements on the different vegetarian diets can be very complicated. We make a real effort to let them know everything that is in our food.”

The student consultant has access to all the recipes, access to the cooks, and access to the production area and ingredient room. He/she is in charge of writing the ingredient cards that are placed at each serving line station. The cards list the major ingredients as well as the ingredients within the ingredients. Some of the cards are 40 items long.

“I know more about vegetarians than ever before but even I don’t know as much as the students,” admits Dixon. “They know more about the vegetarian food supply than any corporate procurement person. They can tell me when there is going to be a shortage of soy milk because of a strike someplace in the world. Statistically 50% or more of our students consider themselves vegetarians but

there are many varieties. We've got the ovo-lacto who eat eggs but no dairy, the traditional vegetarian who eats no meat but is fine with dairy, some who eat no sugar because it is refined and some who won't eat honey because of the enslavement of the honey bee."

Of the five entrées on the menu at lunch and dinner, two are regular meat items and three are vegetarian. Of the three, one contains cheese and one a protein source.

"The recipes are more labor intensive because it takes time to chop and dice fresh vegetables and they often require more ingredients to get the taste the kids want," says Dixon. "We solicited recipes from students—including a curried sweet potato and lentil stew—and some from Sodexo Marriott files, like a curried bulgur wheat entrée. The student consultant is there when we are developing recipes to let us know that if we include a particular ingredient, more people won't be able to eat it."

Shifting Emphasis from the Budget to Quality

A new administrative team at Burlington Medical Center, Burlington, Iowa, decided it was time for a shift in the center's operating philosophy and community reputation. From their predecessors, the administrators had inherited a center with a robust balance sheet and sufficient cash to pay for a significant amount of new construction that was on the drawing boards.

"Within our geographic area, we have market dominance but our image was not what it should be," admits Mark Richardson, the new chief executive officer. "We wanted to shift our reputation within the community from one of budget conservatives to one of service and quality."

The new emphasis was developed after extensive surveys and focus groups with community members, physicians, employees and patients. The research was designed to measure the current status, identify areas for improvement and serve as a benchmark for the coming changes.

When the medical center's foodservice scored a basement level rating of 3% on the Press-Ganey patient satisfaction index, Paul Deignan, the center's foodservice director, also new to the job, was not surprised.

"The entire philosophy of the organization had been budget driven," he recalls today. "The financial priorities of the organization took precedence. There was minimal training and everything was done as economically as possible. The attention to quality just wasn't there."

This budget-driven philosophy translated into minimum menu variety, minimum

The Art of Image Management

You can't manage what you don't measure.

Make sure you have a program in place to measure customer perceptions of your food and service. And make sure you have a way to evaluate perceptions among different kinds of customers: employees, students, guests, administration, staff. Tracking such perceptions over time, in conjunction with concurrent participation rates, will help you spot a perception problem before it gets out of hand.

Deal effectively with dissatisfied customers.

Establish a specific policy your staff knows and can follow when faced with a dissatisfied customer. Ensure that all complaints are addressed. Whether they're justified or not, complainers have a habit of spreading discontent.

Set image-management goals. Earning a reputation for having great food is never that simple. Establish a written list of the attributes you want associated with your foodservice (e.g. variety, value, authenticity, seasonality). Then plan menu specials, events and promotions that effectively emphasize these attributes to both regular customers and target customer groups.

Presentation quality matters. Customers eat with their eyes, and never forget it. Have staff make suggestions about the way food and plate presentation can be improved. Schedule brainstorming sessions on this

subject on a regular basis.

Learn how to deal with media, both internal and external. Don't underestimate the value of some well-placed PR, whether it appears in your institution's newsletter or the local TV station. When dealing with outside media, coordinate with your organization's PR department for help in making sure the story that gets reported is the one you're trying to communicate.

Have a contingency plan in place to help you deal with unexpected image "emergencies," whether they're the result of a campus food fight or a case of the flu that's blamed on food poisoning.

Make every employee a goodwill ambassador. Attitude is everything, and customers have higher opinions of the food they're served if it's served by happy people. Make your customers feel good about dining at your operation.

Manage perceptions by walking around. Nothing impresses customers more than when a department director makes it a point of doing first-hand research about what they like and what they don't. Make sure you're not a stranger to the lunch crowd—and when you take someone's suggestion, let others know it was a customer request. — J B L

choices and minimum equipment investment.

"Moving to an emphasis on quality has been difficult for employees," admits Deignan. "It is difficult for people who have lived in a constrained economic environment to subscribe to the philosophy that quality saves money. But that is the message the new administration wants to get out."

In foodservice, the quality changes included the addition of two FTEs and the introduction of restaurant-style patient menus. Refrigeration and beverage bars were installed on patient floors. A dietitian who had spent one day a month with foodservice now consults two days a week.

In the nursing home, big print menus

were introduced and family members are encouraged to help the patients make selections. An attendant was hired for the communal dining room, food is served on china and placemats.

Food tastings were introduced and holiday parties to which family members are invited. Labor costs in foodservice have risen by 13% and 11% in each of the last two years, primarily because of the extension of benefits to employees who were moved from part-time to full-time status, but overall foodservice costs have increased by only three-tenths of one percent per patient day.

In the most recent Press-Ganey survey, the nursing home foodservice satisfaction score was 84%, among the highest in the hospital complex. Both Richardson and Deignan expect the hospital foodservice's numbers to show comparable improvements with the changes introduced by a chef newly arrived on staff who is reworking the patient menu and will be training employees. FM



Feeding Financial Whiz Kids

How do you balance showcase design, gourmet food and mass appeal? This New Jersey B&I operation has to do it every day.

On the one hand, the place offers award-winning decor with a splendidly outfitted servery and kitchen. The customer base consists largely of educated, high-income young professionals, with a taste for what they consider the finer things in life, including upscale foods. And clearly, the building management has invested big money to satisfy those primary tenant expectations. The foodservice operation has been designed to offer continuing appeal to these customers, providing good food in a beautiful environment. That's a corporate imperative, not just 90s-style enlightened-management-speak about partnering with the Dilberts in the cubicles.

On the other hand, this IS an onsite foodservice operation, with a responsibility for providing practical meal alternatives for a full range of customers, from the white-collar execs to their secretaries and building support service staff. Furthermore, there is the matter of running within a budget: another corporate imperative is that it must operate on a P&L.

Meeting both imperatives is the challenge faced by Culin-Art, a contract management company based in Lake Success, New York, and its foodservice director, Tom Wigginton, who runs the operation in question. Wigginton's operation is the Market at Newport Towers, a dining facility that serves the tenants of the Newport Towers office complex in Jersey City, New Jersey, just across the river from Manhattan.

The Towers's tenants are mainly brokerages and trading houses taking advantage of the building's relative proximity to Wall Street and New York financial markets. The workforce consists primarily of energetic, ambitious workaholics with a penchant for lavish consumption in the manner of young people with too much money and not enough time to spend it.

The Towers competes with other buildings in the area for tenants with such employees. Office space being essentially a commodity, buildings need other value-added come-ons to one-up the competition. This is where the Market comes in. It gives Towers manager Trizec Hahn a prominent stop on the building tour he gives potential tenants. Not only is the Market located right on the premises—a key concern for businesses who don't like employees dawdling through long lunches when pork belly futures are waiting to be traded—but...Wow—what a great place to catch a quick lunch!

The servery is bounded on one side by a semicircular alcove surrounded entirely by windows. A railed opening in the middle of the semicircle looks down to the lobby level a floor below. The light from the windows helps illuminate the rest of the dining area, which features elaborate murals decorating the inner walls, as well as a slate floor and an eye-catching ceiling covered with rows of silver dishes each 9.5 feet in diameter. The whole thing looks vaguely like the Martian invasion

M I C H A E L B U Z A L K A



(l. to r.) Bobby Sudol, executive chef at The Market at Newport Towers; Tom Eich, vp-operations, CulinArt; Tom Wigginton, foodservice director at The Market



TOM SOBOLIK

fleet from War of the Worlds attacking the lunch crowd at the art museum cafe.

That's just the main dining area. Next door is an adjunct lounge currently under construction that will include a phalanx of vending machines and a Starbucks outlet with extended hours. Thirteen stories up is a private dining area for executive functions whose vast array of picture windows looks across the river toward South Manhattan. On a clear day from here you can see...another office tower blocking part of the scene.

A suggestion is made to have the offending structure dynamited late some night. Wigginton demurs. He'd rather talk about the food, which should definitely not be blown up. In

"TAKE US TO YOUR LEADERS, WE WANT THE RECIPE FILE." Giant silver light fixture "saucers" (above) loom over the Market's dining area, giving the area a futuristic feel while also improving the acoustics. Meanwhile the servery (opposite page) features more than a dozen stations purveying everything from custom-made deli sandwiches to pizza baked in an authentic brick wood burning oven. Catering sales are encouraged by having the catering reservation station located right at the entrance (top).

fact, it should be savored over the kinds of extended lunches most of its clientele don't have the time for.

CulinArt's motto is "Culinary Excellence, Financial Accountability," and both are in ample evidence at the Market. The previous manager, Ark Restaurants, was boffo on the first part but befuddled by how to achieve the latter while retaining the drop-dead theatrics and fine cuisine.

It was Ark who originally opened the Market in 1996 to rave reviews from, among others, *Interior Design* magazine, which cited the operation for establishing "fresh boundaries for food court and cafeteria design." But Ark, a commercial foodservice enterprise, never could figure out how to operate a high-end onsite restaurant while fulfilling the onsite mission AND delivering sound financials.

Enter CulinArt. And Wigginton, a CIA grad with a background that included stints with Restaurants Unlimited and Restaurant Associates, for whom he helped develop the Panevino wood-oven concept.

Wigginton's first step was a detailed site survey conducted while Ark was still running the Market. Among other things, this review noted a limited, mostly upscale clientele and some "special occasion" lunchers from among the rank and file. In other words, the Market was seen as the province of the suits. Staff and support people left the building for lunch, often to go to the food court at the Newport Centre Mall next door.

So one way to generate sales—even if it might mean reduc-

Coconut Lime Snapper Fillet

YIELD: 4, 5-oz. servings

- 1 egg, beaten
- 1/3 cup light coconut milk
- 3/4 cup fine breadcrumbs
- 1/3 cup flake unsweetened coconut
- 1 tsp. lime zest
- 4 5-oz. snapper fillets
- 1 tsp. lemon zest
- 1/8 tsp. salt
- 1/8 tsp. black pepper

1. Combine egg and milk in shallow dish; and breadcrumbs, coconut, lemon and lime zest, salt and pepper in another shallow dish. **2.** Dip fillets in egg-milk mixture, then coat with breadcrumb mixture and place on a lightly greased baking sheet. **3.** Bake at 450°F for 15 minutes or until fish flakes easily. **4.** Serve with pommery lime sauce.

Recipe provided to FM by CulinArt Culinary Team



PHOTOS THIS PAGE: CULINART

wiches, chips and packaged entrees but exotic fare like sushi made fresh by a New York specialty house and brought in daily.

Just walking in is a visual treat. Authentic metal woks sizzling with savory vegetarian stir-fries to the left, an eye-catching fruit cart brimming with colorful and healthful choices straight ahead and a fully stocked salad bar to the right. Further up the left side of the servery are the various hot food stations manned by attendants in full chef uniform.

Were the changes successful? Apparently. While there was a natural uptick in customer counts initially as curious tenants came in to sample the new offerings, the growth has continued steadily.

“Usually, when you reopen a facility under new management you get a big jump in the beginning but then it drops back down after the novelty wears off,” says CulinArt Vice President of Operations Tom Eich, who helped plan the Market’s renovation. “Here, the traffic has continued to increase, at least so far.”

Eich attributes the success to CulinArt’s basic operating philosophy, which focuses on boosting revenue rather than margins or check averages. Give people a reason to buy and they will buy, he says, and the profits will follow.

Well, they’re buying. In February, five months after the reopening, when the bloom should have been fading from the novelty, revenues jumped 36% over Ark’s February 1998 performance, to nearly \$27,000 a week. Annual revenues, including catering, are projected to hit \$2 million.

The Market now serves some 1,800 meals a day, most at lunch, although it also provides breakfast. The clientele is drawn primarily from the Towers building, but the Market recently struck a deal with a brokerage in a nearby office complex that doesn’t have an in-house cafeteria.

Traders from that firm now get \$7 lunch vouchers daily to use in The Market, a typical strategy designed to encourage them to limit the lunch break by providing an attractive subsidized alternative nearby.

Indeed, the brokerage culture that figuratively chains traders to their terminals (some don’t allow employees to leave their desks during the day for more than a few minutes at a time) works well for The Market, which services a number of such clients in The Towers. One result is a forward ordering system begun in January in which traders fax or call down lunch orders and then have a designated person from each floor come collect them all. That way they can trade and eat pork bellies at the same time. They’re happy, their employers are happy, the building management is happy and The Market is happy.

Call it Mission Accomplished. FM

fastfacts

LOCATION: at the Newport Towers building in Jersey City, New Jersey

ACCOUNT HISTORY: originally operated by Ark Restaurants, which opened it in 1996; CulinArt took over management in September 1998

SPACE: 22,546 sq.ft., including kitchen, main dining room and an adjunct lounge area currently under construction

SEATS: 402

CUSTOMERS: primarily employees of the building’s tenants, mainly financial brokerages and commodity trading houses; most customers are educated white-collar professionals

TYPICAL MEAL COUNTS: averages 1,800 a day, with around 1,300 of that during lunch; with the rest at breakfast

HOW CUSTOMERS PAY: cash or meal vouchers if applicable

ANNUAL REVENUE: \$2 million

DIRECTOR: Tom Wigginton

EXECUTIVE CHEF: Bobby Sudol

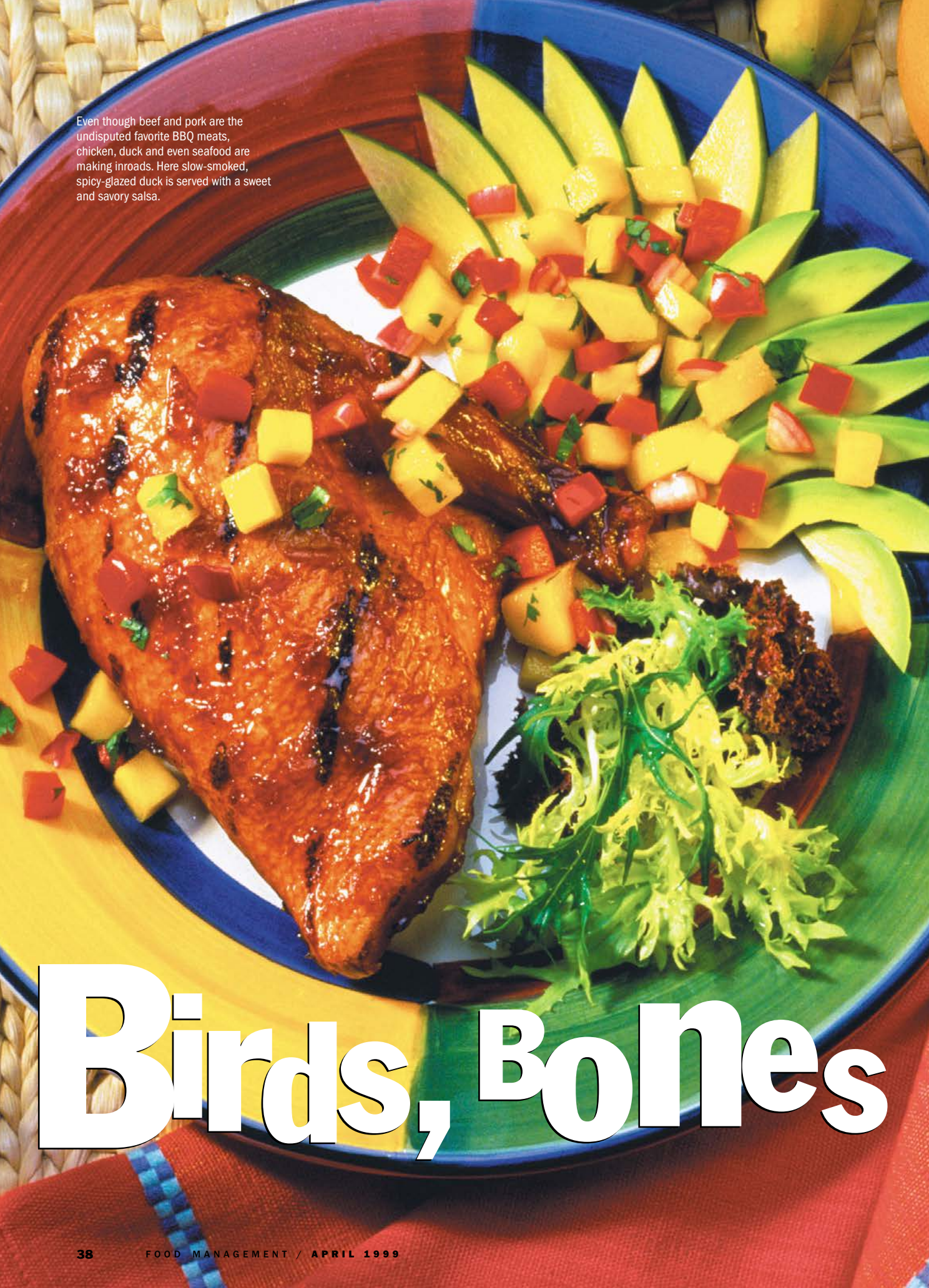
ing check averages—was to coax back the alienated and to do that without turning the place into Burger Barn with murals.

CulinArt started slowly. Custom beverage boxes and a large deli case were added, the hot beverage and grill areas were renovated to expedite service, the deli was double-staffed to allow to-order slicing and custom sandwich prep, the slate floor was sanded “to warm it up” and the pizza station’s brick wood burning oven was taken out of mothballs.

“The goal was to make the place more inviting to more people,” Wigginton says. “That meant both making changes in both the look and the food.”

So, while the high-end food remained, it was now complemented with more affordable choices. The newly named New York Deli was an example. So was the Pizza Villaggio pizza station, where a nice large slice of pie freshly baked in the brick oven could be had for under two bucks.

The more than a dozen stations/concepts also include the City Charbroiler & Grill, where burgers and chicken breasts are grilled to order; the Cutting Edge Carvery, with handcarved turkey, ham and roast beef; the wood-and-gas-burning Rotisserie; and a yogurt bar, soup/salad station, salad bar and dessert station. Beverage choices include coffee and soft drink stations as well as a refrigerated case near the entrance boasting a variety of new age and sports drinks favored by upscale young professionals. An extensive grab-and-go selection features not only sand-



Even though beef and pork are the undisputed favorite BBQ meats, chicken, duck and even seafood are making inroads. Here slow-smoked, spicy-glazed duck is served with a sweet and savory salsa.

Birds, Bones

Barbecue is smokin'! Regional styles offer a myriad of choices for finger lickin', check buildin', downright delicious meal-time fare.

Could it possibly be that any other food (or cooking method) elicits as much dedication, passion and opinion as the art of barbecue? It is, after all, the only "food group" that has one society, two trade organizations, eleven regional associations, three annual conventions/tradeshows, nine contest cooking circuits (together hosting more than 500 events), 10 newsletters and three newspapers!

Even the origin of barbecue is hotly debated. Suffice it to say, it's a cooking method as old as man and, as with any trade, has evolved over hundreds of years based on availability of materials (ingredients) and the ingenuity of the crafts person (cook). Whatever the origins, it's just plain good eating.

Barbecue easily lends itself to a number of interpretations for the onsite menu: from full and half-slab rib entrees to finger-food hors d'oeuvres to sandwiches stacked high with meat and coleslaw. It also lends itself to a myriad of theme nights, catered events and special promotions.

The Right Rules

Unlike grilling, barbecue can take hours to prepare and years to perfect. The barbecue experts FM spoke to stress that, for great results, the proper methods must be applied to make true barbecue.

The first rule is "low and slow." This refers to cooking the meat for long cooking times (anywhere from four to 24 hours depending upon the meat) at low temperatures (ranging from 200° to 275°F *measured at the meat level* in the smoker/cooker). This allows tough meat to get tender without drying out.

Second, for perfect barbecue you must "keep your smoke sweet." Most barbecue aficionados recommend cooking only with hardwoods, with a few allowing for a combination of wood and charcoal. Other chefs push the lim-



RICHT'S

and Brisket

D I A N E R I D G E



NATIONAL PORK PRODUCERS COUNCIL

Finger lickin' ribs are the favorite entree in many BBQ hotbed states.

"There are four hotbeds of barbecue," according to Carolyn Wells, executive director for the Kansas City BBQ Society, Kansas City, MO. "The Carolinas; Memphis, TN; Texas (the whole state); and Kansas City, MO.

For simplicity's sake, we've grouped these and other notable BBQ regions together.

The Southeast

The Carolinas are considered the cradle of American barbecue; and the emphasis there remains almost exclusively on pork. "Pig pickin's" are the most popular form (whereby a whole pig is roasted, and, fork in hand, you literally pick the meat off the bones). The wood of choice is hickory.

North Carolina. Though pork is the meat of choice, the sauce is typically a "clear" a mixture of vinegar, salt and pepper. Here barbecue refers only to chopped, pulled or shredded (never sliced) slow-smoked pork, doused with sauce. Folks in western NC believe tomato-based sauces are a must.

South Carolina: People in South Carolina are so particular about barbecue that they passed the nation's first "truth-in-BBQ" bill, encouraging vendors to indicate the part of the hog and the cooking method. The choice is usually an entire spit-roasted hog repeatedly anointed with a mustard/vinegar baste or spicy red sauce made from tomatoes, hot peppers, onions, vinegar and spices. Other specialties include pulled pork (smoked whole hogs or hams that have been chopped by hand) and Carolina hash (a mixture of barbecue pork chunks and spices served over rice).

Memphis, TN is known as the pork barbecue capital, with traditional whole hog, shoulder and ribs smoking. The preferred seasonings are vinegar-based marinades and bastes. Ribs are served either wet (sauced ribs, that may or may not be dry rubbed prior to cooking) or dry (coated with a rub or dry seasoning only and served without sauce).

Kentucky is said to be the BBQ mutton capital of the world. Another Kentucky barbecue tradition is Burgoo, a hearty, peppery stew which contains mutton and vegetables.

Virginia barbecue is distinguished by its thick sweet sauce and is used as a condiment. Typically whole hog or a boneless Boston butt of pork is used.

In **Georgia**, vinegar, ketchup and mustard are the dominant ingredients for a zesty sauce.

South Central

Texas. "The entire state considers itself to be a barbecue capital," says Wells. Beef and brisket and ribs are the preferred cuts. "Hot guts"—spicy link sausage—are also a favorite and in western Texas, cabrito or baby goat (kid) is popular. The state can be divided into sauce and non-sauce purists, with the sauce faction heavily into ketchup and brown sugar. Mesquite, used with charcoal, is the favored wood.

Kansas City, MO, is the melting pot of barbecue. "Here it moves we cook it," says Wells. "We use pork, beef, lamb, chicken, sausage, and game, and cook over a variety of woods from hard woods like hickory and pecan to fruit woods like apple or cherry which give a beautiful color to the meat."

The sauces favored in Kansas City range from tomato-based to vinegar-based marinades, plus spicy dry rubs for flavoring. On the other hand, some experts insist that Kansas

its by adding aromatic branches and herb bundles.

Whatever the choice of fuel, be aware that stale or acrid smoke results in a strong, bitter and unpleasant flavor. Keep a small but active fire by maintaining airflow through the smoker. Keep the upper damper open and regulate the fire with the bottom damper. Don't let the fire smolder or starve for air.

Region Rules

Virtually every region of the country seems willing to claim it has the "best" barbecue. While the contenders debate, savvy operators are content to explore the distinctive regional differences.

The Web is Cooking

Check out these sites for the lowdown on BBQ.

www.smoking.net/

A service of netRelief, this website links all the BBQ sources on the internet

www.goldcom.com/~lucas/bbq.htm

In "Kurt's Backyard BBQ" you have access to more than 8,000 recipes. "The Frequently Asked Questions of the Internet" section is a virtual spiral notebook loaded with BBQ information from hardware (smokers, tools, wood chips, etc.) to meat cuts (all varieties) to side dishes, cookbooks and manufacturer sources. The hotlinks are great!

www.netrelief.com/bbq/

Check out "Garry's BBQ Pit" for barbecue cookbook reviews, tips and techniques. Die-hard barbecue fans may be interested in the mailing lists—one devoted to a variety of BBQ and grilling related topics and the other devoted to the "traditional way" of BBQ—over hardwood coals the North Carolina way.

www.ipass.net/~lineback/lex.htm

In "The Lexington Collection" click on "Rootin' Around" for specific lists of non-commercial (personal) sites and commercial (manufacturer) websites.

www.bbqsearch.com/

Information obtained here ranges from "How to run a KCBS-sanctioned cook-off" to How to build a brick BBQ to USDA food information.

SWEETHEART DISPOSABLES

Onsite Barbecue Interpretations

Onsite operators prove they have flair and a character all their own when it comes to the art of barbecue.

Jeff DeMoss, director of dining operations at West Virginia University, features barbecue and rotisserie in that school's Hatfield restaurant.

He uses the oldest culinary trick in the book to entice barbecue fans into the server. "The aromas wafting outside are incredible," he says. Customers can't resist DeMoss' \$6.00, all-you-can-eat specials, which may feature barbecued short ribs, BBQ ribs or even chicken breast. DeMoss favors authentic barbecue cooking for keeping his product moist while imparting subtle flavors.

And though some wizened pit masters may cringe, DeMoss experiments regularly to offer ethnic slants on traditional barbecue. For example, Asian and Indian spice mixes may be used for meat rubs and seasoning the sauces.

Kurt Lucas, executive chef at Oregon State University also prides himself on serving authentic barbecue. "I get a bit offended by 'crock pot' barbecue," he says, dismissing those who would employ shortcuts instead of the tried and true techniques of the masters. He believes, and is supported by a majority of barbecue pros, that real barbecue doesn't need a sauce to cover up the succulent taste of slow smoked meat, and sauce, if any, should be served on the side.

For a more in-depth look at Lucas' BBQ philosophy, check his website on the subject (see sidebar page 54).

Like a true Texan, "We keep our smoker going all day," says **Jeannie Stone**, general manager at J.C. Penney in Plano, TX.

Stone and her chefs favor mesquite wood for its rich smoky nuances. Each Thursday they feature a BBQ Bonanza. Barbecue fans customize their own combination plate choosing any two meats, two side dishes, fresh grilled Texas toast and a 20 oz. beverage for a mere \$4.99—truly a hearty Texas meal.

Customers are offered meats on a rotating basis, ranging from baby back ribs to smoked flank steak; slow-cooked brisket, to grilled sausage and carved chicken.

"Traditionally, a Texas barbecue would not include flank steak or chicken breast," says Stone, "but because we have so many people concerned about their weight or who simply don't eat beef, we need to offer them. Besides our customers want that smoky taste. And barbecue-style food is in their blood down here."

Stones' chefs prepare everything from scratch. While this may result in a higher labor cost, Stone believes it ensures a higher-quality product. After all, when it comes to Texas barbecue, "you don't take shortcuts, or they'll hang you up with a rope," she says.

Where else would you expect to find real barbecue but at a rodeo? This past February, at the 50th Annual San Antonio Stock Show and Rodeo at Freeman Coliseum, Sportservice Chef **Dennis Johnson** served up a world of fare from Mexican to spicy Cajun; from authentic German to traditional hamburgers and hot dogs. But it's his barbecue and secret sauce that have made him famous.

Smoked between 14 and 16 hours at about 226-228°F, his beef brisket is thinly sliced and bathed in a flavorful sauce. The hearty sandwich retails for \$4.25 (4 oz. of beef served on a large Kaiser bun, plus sauce, a dill pickle spear and onion ring).

"On Saturday and Sunday this year we sold more than 1,400 pounds of brisket. In the past, a good weekend was about 600 pounds," Johnson says. Imagine being the guy whose sole responsibility is to carve brisket for 10 hours a day!

Johnson favors a hickory and oak wood combination for his smoking. And his sauce? "Well, now I can tell you the secret, but then I'd have to shoot you," he chuckles.

"Chefs have a code of silence—if something is a signature item we have to guard it," he adds. "Friends from Boston and New York who eat my barbecue say it's like they died and went to heaven. But, to a real Texan, it's just a good brisket sandwich."

For BBQ recipes turn to page 76.

City barbecue means one thing only to the real aficionado—sandwiches of shredded, Ozark hickory smoked pork slathered with mayonnaise and served with pickles.

Louisiana's western portion is similar to Texas by favoring brisket and beef while the eastern part of the state prefers pork. Of course Cajun spices are prevalent in the basting sauces and pickled okra is a favorite side

In *Oklahoma* like Texas, brisket and sausage are the barbecue fare of choice. The sauces tend to be a thicker sweeter red version found in the midwest.

Colorado is lamb country and a Rocky mountain barbecue centers around a whole spit-roasted baby lamb.

North

Every year *Cleveland, OH* hosts the National Rib Cook-off which has been called the Super Bowl of Ribs with pork spareribs the top contender at about 350,000 pounds.

West Coast

It's not surprising that *California*-style barbecue has the broadest definition of BBQ in the country. It can mean anything from marinated squab grilled over charcoal and vine cuttings to tortillas stuffed with sliced barbecued duck. The common denominator is the absence of heavy sauces.

In the *Pacific Northwest*, the undisputed king of any barbecue is one of the many varieties of salmon, grilled over Alder wood according to Native Indian tradition.

Have Recipe, Will Travel

"If you go to the trouble to offer the best barbecue, you've got to have the best baked beans. And don't forget the cole slaw," points out Alan Almeter of CA One Services, a division of Delaware North Companies. In airports throughout the U.S., this contract company partners with local barbecue operators to offer travelers a taste of regional authentic 'cue. A recipe tip from Almeter? "Add a little of the spices from the meat to the slaw."

BBQ zealots do everything in a big way and with at least 500 BBQ competitions across the nation attracting some 5.5 million people annually, this cooking method is not a trend—it's a way of life.

This year marks the 22nd anniversary of the ultimate barbecue competition, "Memphis in May," the World Championship BBQ Cooking Contest (WCBCC) hosted in Tom Lee Park on the Mississippi River. In 1990, the Guinness Book of World records listed this as the largest pork barbecue cooking contest in the world, a claim that remains unchallenged today.

And in spite of the reputation of secrecy that typifies most barbecue chefs "This sport is rife with colorful characters," says Wells. "They're all hams and they'll eventually give away some secrets."

Sounds like an invitation for onsite chefs to do some investigative BBQ reporting of their own! FM

CONTINUES ► 76

KRAFT SNOWBLAST

THE 1999 FOOD MANAGEMENT CONTRACTOR TOP

50

*Consolidation
Slows, While
Services Expand*

Most of the contract management companies on *Food Management's* 1999 Top 50 list have experienced expansion of one sort or another. For many, it was the always-welcome expansion of contracts signed and volume managed. But underneath, there is another expansion going on: expansion of services, of culinary expertise and into new segments and business niches.

The year was bookended by two high-profile mergers as Marriott Management Services (#1 on the 1998 Top 50) and Sodexo USA (#6) consummated their previously announced union early in the year, and Aramark (#2) acquired Restaura (#9) in late December. In between, #17 Restaurant Associates and #24 Culinary Service Network also made the decision to become part of larger organizations.

The much-publicized moves tended

to obscure the fact that despite the presence of a couple of large national players, the foodservice contractor segment remains a fertile industry for innovative regional and local players who have strong presences in their markets. And it is the expansion of services and culinary expertise at these companies, as well as the major programs continuously coming from the large players, that made 1998 truly a year of growth in both business and creativity.

1

Aramark

PHILADELPHIA, PA
www.aramark.com

MANAGED VOLUME 1997: \$4,130
(in millions) 1998: \$4,340
NO. OF CONTRACTS 1997: 3,700
1998: 3,815

MAJOR SEGMENTS SERVED: Broad-segment contractor with strong presence in B&I, Education, Healthcare and Corrections; also Stadium & Convention venues

Preferring to term itself a "managed services provider" rather than a "contractor," Aramark supplies clients with a broad array of outsource support and facilities services, although food remains the primary business. To that end, the company in 1998 continued expansion of its PanGeos portfolio of brands and introduced a number of new menu concepts, like Cranberry Farms, Tortilla Fresca and Tortillas Express. The acquisition of Restaura at the end of the year is expected to provide a significant business boost in key segments, especially B&I.

2

Sodexo Marriott Services

GAITHERSBURG, MD
www.sodexhomarriott.com

MANAGED VOLUME 1997: \$4,089
(in millions) 1998: \$4,306
NO. OF CONTRACTS 1997: 4,800
1998: 4,800

MAJOR SEGMENTS SERVED: B&I (31%), Healthcare (30%), College/-University (27%)

The Marriott Management Services and Sodexo USA organizations were formally merged last March. Throughout 1998, Sodexo Marriott was busy consolidating the two organizations by combining duplicated functions like accounting and payroll and selling off redundant assets. Its growth strategy encompasses a continued expansion into providing one-stop-shop outsource solutions for customers in a variety of service areas like facility management, environmental services and facility design and development. However, the core competency remains food. To that end, Sodexo Marriott has rolled out a number of enhancements and additions to its Crossroads Cuisine program and launched a series of marketing programs emphasizing enhancements to products like french fries, fountain drinks and take-out desserts.

3

Compass Group USA

CHARLOTTE, NC
www.compass-usa.com

MANAGED VOLUME 1997: \$1,800
(in millions) 1998: \$2,300
NO. OF CONTRACTS 1997: 3,017
1998: n/a

MAJOR SEGMENTS SERVED: B&I (38%), Vending (31%), College/University (10%)

Two major moves Compass made in 1998 included acquiring Restaurant Associates, an upscale Manhattan-based contractor with a list of high-profile clients, and rolling out the Market Central vending program through its Canteen Corp. subsidiary. Market Central is designed to bring branded, restaurant-quality food to vending machines through partnerships with well-known commercial concepts like Arby's, Blimpie and The Cheesecake Factory, as well as Compass's own "Fresh to You" proprietary lines.

4

Delaware North Companies

BUFFALO, NY
www.delawarenorth.com

MANAGED VOLUME 1997: \$1,224
(in millions) 1998: \$1,285(e)
NO. OF CONTRACTS 1997: 195
1998: 210 (e)

MAJOR SEGMENTS SERVED: Stadiums, Arenas, Convention Centers, Airport Feeding, Public Parks and Recreation Areas

This international holding company encompasses seven independent operating units that specialize in a variety of niche markets, including SportService Corp. (stadiums and arenas), CA One Services (airport concessions/retailing) and Delaware North Parks Services, the newest and fastest-growing unit, which has benefitted from a recent law change to require open bidding on national park services contracts.

5

Morrison Health Care, Inc.

SMYRNA, GA

MANAGED VOLUME 1997: \$504
(in millions) 1998: \$610
NO. OF CONTRACTS 1997: 270
1998: 405

MAJOR SEGMENTS SERVED: Health-care, primarily hospitals (100%)

Morrison has focused almost exclusively on the hospital segment but has recently made strong moves into elder-care, with recent acquisitions of contractors like Drake Management Services and Culinary Service Network providing a solid foothold. Technologically, the company is leveraging the internet to gain efficiencies, including the recent installation of a web-based payroll data capture system.

6

The Wood Co.

KIMBERTON, PA
www.woodco.com

MANAGED VOLUME 1997: \$437
(in millions) 1998: \$460
NO. OF CONTRACTS 1997: 470
1998: 500

MAJOR SEGMENTS SERVED: Largest emphasis is on Eldercare (201 accounts), B&I (84 accounts), Hospitals (38 accounts), College/University (36 accounts) and K-12 (20 accounts)

The country's largest regional contractor unveiled a new grill concept called, simply, The Grill in 1998, at once an extension of the company's line of proprietary brands and also a prototype in its modular design for future concepts. In addition to foodservice, Wood offers clients a variety of managed services like facilities management, giftshop retail and personal services (laundry, etc.)

7

Volume Services America

SPARTANBURG, SC

MANAGED VOLUME 1997: n/a
(in millions) 1998: \$407
NO. OF CONTRACTS 1997: n/a
1998: 118

MAJOR SEGMENTS SERVED: Sports/Recreation/Convention (100%)

VSA was formed last summer through the merger of Volume Services and Service America, with combined revenues exceeding \$400 million. It provides food, beverage, merchandise and facility design and management services for sports, convention center and entertainment venues, including 18 NFL and Major League Baseball teams and 24 minor league baseball teams. A specialty division, Masterpiece Creations, provides culinary services for suites, club-level dining and convention, meeting and exhibition centers.

TOP 50 AT-A-GLANCE

- 1 Aramark
- 2 Sodexo Marriott Services
- 3 Compass Group USA
- 4 Delaware North Companies
- 5 Morrison Health Care, Inc.
- 6 The Wood Co.
- 7 Volume Services America
- 8 Ogden Entertainment Group
- 9 Fine Host Corp.
- 10 ServiceMaster
- 11 Restaura, Inc.
- 12 Bon Appetit Management Co.
- 13 HDS Services
- 14 Guckenheimer Enterprises, Inc.
- 15 Five Star Food Service, Inc.
- 16 Guest Services, Inc.
- 17 Valley Innovative Services
- 18 All Seasons Services
- 19 Correctional Foodservice Management
- 20 Lackmann Food Service
- 21 Culinaire International
- 22 Southern Foodservice Management, Inc.
- 23 Culinary Service Network
- 24 Metz & Associates
- 25 CulinArt
- 26 MMI Dining Services
- 27 MGR Food Services
- 28 Nutrition Management Services Co.
- 29 Aladdin Food Management Services, Inc.
- 30 Crystal Food Services
- 31 Food Management Group
- 32 Williams Food Service
- 33 Pickett Industries
- 34 Corporate Chefs
- 35 Culinary Ventures, Inc.
- 36 Whitson's Food Service Corp.
- 37 Epicurean Feast
- 38 PMG Services, Inc.
- 39 Design Food Management
- 40 Prince Food Systems, Inc.
- 41 Creative Dining Services, Inc.
- 42 FAME Associates
- 43 Gourmet Services, Inc.
- 44 Inter Pacific Management, Inc.
- 45 Sanese Services
- 46 Restaurant Marketing Associates
- 47 Century Management Systems
- 48 Florida Division of Blind Services
- 49 Brock & Co., Inc.
- 50 Newport Food Service

8

Ogden Entertainment Group

NEW YORK, NY

http://ogdencorp.net/entertainment

MANAGED VOLUME 1997: n/a
(in millions) 1998: \$400

NO. OF CONTRACTS 1997: 91
1998: 87

MAJOR SEGMENTS SERVED:

Recreation/Convention (95%)

Ogden Entertainment is a division of Ogden Corporation. It provides a full array of managed services—including facility management, ticketing and event booking as well as food-service—for entertainment venues like theme parks, sports facilities and theaters. The figure here is an estimate as the company doesn't break out F&B figures publicly. Total Entertainment Group revenues for 1998 were \$485 million. A separate division focuses on airline services, but those financial figures are not included here.

9

Fine Host Corp.

GREENWICH, CT

www.finehost.com

MANAGED VOLUME 1997: \$275
(in millions) 1998: \$327

NO. OF CONTRACTS 1997: 810
1998: 825

MAJOR SEGMENTS SERVED:

Recreation/Convention (38%), B&I (18%), K-12 (16%), Hospitals (10%), College/University (10%)

Following a period of rapid growth through acquisition that crested in 1997, Fine Host is busy implementing common procedures and systems across its national organization. On the menu front, the company has devised a series of ethnic programs to meet client expectations in different parts of the country.

10

ServiceMaster

DOWNERS GROVE, IL

www.svm.com

MANAGED VOLUME 1997: \$248
(in millions) 1998: \$250

NO. OF CONTRACTS 1997: 160
1998: 166

MAJOR SEGMENTS SERVED: Hospitals (80%), Eldercare (20%)

ServiceMaster, with total revenues approaching \$6 billion, provides a wide array of outsource services, including the healthcare foodservices for which the figures above apply. Currently, a major focus is on implementing the Diet Office Automated bedside ordering system. In the past year, the company

added a number of menu concepts like a gourmet coffee program, an Asian Stir-Fry program and a display cooking program.

11

Restaura, Inc.

KIMBERTON, PA

MANAGED VOLUME 1997: \$216
(in millions) 1998: \$225

NO. OF CONTRACTS 1997: 450
1998: 475

MAJOR SEGMENTS SERVED: B&I (72%), Recreation/Convention (15%), College/University (12%)

Although it was acquired at the end of the year by Aramark, Restaura is listed here as one of the top contract management companies operating in 1998, with a client base stretching coast to coast. About a third of the listed volume came from vending and the rest from manual foodservice.

12

Bon Appetit Management Co.

MENLO PARK, CA

www.bamco.com

MANAGED VOLUME 1997: \$154
(in millions) 1998: \$187

NO. OF CONTRACTS 1997: 93
1998: 112

MAJOR SEGMENTS SERVED: B&I (53%), College/University (47%)

Strictly a manual foodservice provider to B&I and college/university accounts, Bon Appetit continues to put the emphasis on food, unveiling in the past year a line of spicy offerings influenced by cuisines from countries around the equator "to appeal to a more venture-some, health-sensitive customer."

13

HDS Services

FARMINGTON HILLS, MI

www.hdsservices.com

MANAGED VOLUME 1997: \$173
(in millions) 1998: \$184.4

NO. OF CONTRACTS 1997: 202
1998: 213

MAJOR SEGMENTS SERVED: Eldercare (31%), Hospitals (26%), B&I (12%)

HDS has emphasized healthcare foodservice since its founding as a dietary services specialist in 1965. The 1970s brought diversification into B&I and other segments, but healthcare—with most business concentrated in the Midwest—remains the core market. Aside from foodservice, HDS also provides managed services like housekeeping, plant operations, laundry and transportation through an alliance with HHA Services.

14

Guckenheimer Enterprises, Inc.

REDWOOD CITY, CA

www.guckenheimer.com

MANAGED VOLUME 1997: \$121
(in millions) 1998: \$143

NO. OF CONTRACTS 1997: 232
1998: 265

MAJOR SEGMENTS SERVED: B&I (98%), Eldercare (2%)

Although more than 80% of the company's business remains concentrated in the West, Guckenheimer is shedding its image as a strictly regional company, with continued account penetration in the Midwest, South and East. Known for its high-end food, Guckenheimer has been experimenting with restaurant plating to enhance perceived value and speed service.

15

Five Star Food Service, Inc.

DALTON, GA

MANAGED VOLUME 1997: \$101
(in millions) 1998: \$141

NO. OF CONTRACTS 1997: 1322
1998: 1549

MAJOR SEGMENTS SERVED: B&I (94%)

A vending specialist operating exclusively in the South, Five Star derives about 85% of its sales from this side of the business and has been especially aggressive in growth through acquisition, acquiring 14 companies in the past year. Plans call for more acquisition activity along with internal growth in 1999.

16

Guest Services, Inc.

FAIRFAX, VA

www.guestservices.com

MANAGED VOLUME 1997: \$135
(in millions) 1998: \$139

NO. OF CONTRACTS 1997: 98
1998: 101

MAJOR SEGMENTS SERVED: B&I (48%), Recreation/convention (12%), College/University (4%), Military (4%), Wholesale Produce Distribution (29%)

Guest Services has a significant business in the lodging industry not only as a manager of food services but also in providing facility, hotel, marina and retail shop management services. One goal for 1999 is to increase sales from the company's wholesale produce division, Lancaster Foods, which sells to both managed accounts and outside customers in both retail and foodservice

17

Valley Innovative Services

JACKSON, MS

www.valleyinnovative.com

MANAGED VOLUME 1997: \$130
(in millions) 1998: \$140 (e)

NO. OF CONTRACTS 1997: 203
1998: 210 (e)

MAJOR SEGMENTS SERVED: B&I (48%), College/University (20%), B&I (15%), K-12 (15%), Correction (10%), Other (15%)

Valley operates primarily in the South, with some accounts in the Midwest. It offers a large number of proprietary brands like Deli Depot, Garden Club and Cayenne Cafe.

18

All Seasons Services, Inc.

BRAINTREE, MA

www.4allseasons.com

MANAGED VOLUME 1997: \$95
(in millions) 1998: \$120

NO. OF CONTRACTS 1997: 150
1998: 177

MAJOR SEGMENTS SERVED: B&I (80%), K-12 (13%), College/University (7%)

All Seasons continued to be aggressively on the acquisition trail in 1998, purchasing nine companies with \$10 million in sales. Formerly a vending specialist, the company is growing its manual foodservice business, which now accounts for about a quarter of total volume.

19

Correctional Foodservice Management

PHOENIX, AZ

www.correctionalfood.com

MANAGED VOLUME 1997: \$79.9
(in millions) 1998: \$77.1

NO. OF CONTRACTS 1997: 100
1998: 115

MAJOR SEGMENTS SERVED: Corrections (100%)

The correctional contracting arm of Wackenhut Corp., CFM operates exclusively in the corrections segment, providing commissary and laundry services as well as foodservice management to jails and prisons. A major 1998 initiative was upgrading all operating software to a Windows environment. The company looks for 10% growth in 1999.

20

Lackmann Food Service

WOODBURY, NY
www.lackmann.com

MANAGED VOLUME 1997: \$66.4
(in millions) 1998: \$70

NO. OF CONTRACTS 1997: n/a
1998: 76

MAJOR SEGMENTS SERVED: B&I (63%),
College/University (26%)

Operating in the East and South, Lackmann continues to concentrate on culinary training and the development of new standards and food concepts for its mostly college and business clientele. It has also installed a fully automated purchasing system and implemented an internet-based communications network. Plans call for migrating all applications—including a new one to manage catering this year.

21

Culinaire International

DALLAS, TX
www.culinaireintl.com

MANAGED VOLUME 1997: \$48
(in millions) 1998: \$70

NO. OF CONTRACTS 1997: 16
1998: 21

MAJOR SEGMENTS SERVED:
Recreation/Convention (40%),
B&I (20%), Hospitals (10%), College/University (10%)

Culinaire operates in a number of niches, although its primary business is providing the lodging and convention industries with manual foodservice. Culinaire last year introduced Mida's Ristorante, an upscale Northern Italian concept serving wood-burning oven-made pizza, paninis and pasta dishes cooked to order.

22

Southern Foodservice Management, Inc.

BIRMINGHAM, AL
www.southernfood.net

MANAGED VOLUME 1997: \$65.9
(in millions) 1998: \$67.5

NO. OF CONTRACTS 1997: 86
1998: 88

MAJOR SEGMENTS SERVED: B&I (80%),
Hospitals (10%), College/University (5%), Recreation/Convention (5%)

Primarily a contract foodservice provider with a fifth of sales coming from vending, Southern has expanded beyond its Southern base into the West and Midwest, areas that now account for close to a third of volume. New 1998 menu concepts included wraps, Oriental dishes and an expanded Mexican program.

23

Culinary Service Network

BLUE BELL, PA

MANAGED VOLUME 1997: \$44.5
(in millions) 1998: \$62.0

NO. OF CONTRACTS 1997: 57
1998: 58

MAJOR SEGMENTS SERVED: Eldercare (100%)

CSN was acquired in October by Morrison Health Care, but the numbers it put up as an independent company until that point give it a place on this list. The

company had focused exclusively on upscale senior living communities and will now form the core of Morrison's new Senior Dining Services Division, headquartered at the CSN offices in Blue Bell.

24

Metz & Associates

DALLAS, PA
www.metztd.com

MANAGED VOLUME 1997: \$30
(in millions) 1998: \$48

NO. OF CONTRACTS 1997: 38
1998: 66

FUTURE TOP 50 MATERIAL?

The FM Contractor Top 50 is an ever-evolving enterprise, with some companies dropping off and others coming on. Here are seven up-and-comers to keep an eye on.

The U.S. division of a \$1.2 billion international multi-service company, **Pedus Food Service** had managed sales volume of \$330 million worldwide last year, but only \$14 million in the U.S. However, 1998 growth in this country was boosted by the acquisition of Total Food Management, a \$6 million contractor operating primarily in B&I and the school/college markets.

Ceres Food Group (1998 Managed Volume: \$12.8 million) is a for-profit venture of the Chicago Catholic Archdiocese that operates foodservice not only in Chicago area Catholic schools, but aggressively competes for contracts in public schools and other onsite segments. The company has invested heavily in technology, including a computer network linking its sites and a debit card POS system.

With a goal of being the top education contractor in New York State, **Quality Food Management Corp.** (\$10.8 million) has worked hard to provide the services clients say they want, including implementation of food courts in the schools it services and being in full compliance with the Nutrient Standard Menu Planning program.

After raising some \$6 million through a public stock offering last June, **Host America Corp.** (\$7 million) has the capital to begin implementing an ambitious expansion plan that calls for 75% internal growth next year, as well as to complete another acquisition (it acquired Corporate Dining Services in Florida last year) and expand into two more markets. Other 1998 moves included opening a new Sports & Recreational Management Division and initiating the HOMEfood Market HMR program.

Food Services, Inc., (\$6.8 million) is a regional contractor whose business is split evenly not only between the B&I and college dining segments, but also between manual foodservice and vending. The company introduced wrapped sandwiches and more self-service options in its college accounts last year.

Consolidated Management Co. (\$6.5 million) acquired the manual food operations of St. Louis-based Food Service Management, Ltd., in 1998 and also redesigned and implemented new catering guides for all its accounts.

Finally, food is undoubtedly a major focus at **Food 1st Restaurant Corp.** (\$4 million), since the company president, Edward Leonard, is one of only a handful of Certified Master Chefs (CMCs) in the country. Food 1st provides foodservice as well as consulting and training services to its exclusively business dining clientele and is currently upgrading its menu offerings with a variety of fusion cuisine concepts.

MAJOR SEGMENTS SERVED: K-12 (35%), B&I (21%), Eldercare (19%), Hospitals (11%), College/University (7%)

A merger with Pittsburgh-based Norwood Food Services early last year helped boost volume by adding 14 accounts and a new commissary operation in Western Pennsylvania, but Metz also achieved significant internal growth during the year. Menu enhancements have included new grab-and-go options for B&I clients, more comfort food choices for hospital customers and a new restaurant-style menu concept for eldercare that Metz reports as highly successful in a to-date limited implementation.

25

CulinArt

LAKE SUCCESS, NY
www.culinart.com

MANAGED VOLUME 1997: \$33
(in millions) 1998: \$45

NO. OF CONTRACTS 1997: 58
1998: 55

MAJOR SEGMENTS SERVED: B&I (54%),
College/University (33%)

CulinArt showed impressive gains in 1998 by concentrating on internal growth among its East Coast clients. A contractor with an upscale food flair, the company introduced its first wood-burning brick-oven pizza concept in 1998, while Tuscan sandwiches, warm entree salads and wraps also remained staples.

26

MMI Dining Systems

JACKSON, MS

MANAGED VOLUME 1997: \$26
(in millions) 1998: \$38.7

NO. OF CONTRACTS 1997: 50
1998: 66

MAJOR SEGMENTS SERVED: Lodging,
Clubs/Resorts, Eldercare

MMI operates the dining services for a variety of national lodging chain franchisees representing well-known names like Holiday Inn, as well as a number of high-end private clubs and resorts and some retirement communities, primarily in Mississippi, Florida, Georgia and Louisiana.

27

MGR Food Services

ATLANTA, GA
www.gwcc.com/mgrinfo.htm

MANAGED VOLUME 1997: \$35.8
(in millions) 1998: \$37.4

NO. OF CONTRACTS 1997: 9
1998: 11

MAJOR SEGMENTS SERVED:
Recreation/Convention (100%)

With a business significantly affected by outside events, MGR has ridden a roller coaster, including a 17% sales spike in 1996 due to the Atlanta Olympics, and another one expected next January, when the Super Bowl comes to Atlanta. Asian economic woes have hurt the company by reducing convention attendees to managed facilities. Biggest culinary initiative in 1998 was a lighter lunch program for conventioners seeking an alternative to traditional meeting fare.

28

Nutrition Management Services Co.

KIMBERTON, PA
www.nmsc.com

MANAGED VOLUME 1997: \$35.3
(in millions) 1998: \$36.1

NO. OF CONTRACTS 1997: 140 (e)
1998: 150 (e)

MAJOR SEGMENTS SERVED: Healthcare (100%)

A publicly-held company traded on the NASDAQ exchange, NMS operates manual foodservice in 60 nursing homes, 60 retirement communities and 30 hospitals across the country. While most revenues come from these operations, the company is looking for increased business from its Collegeville Inn Conference/Training Center, opened in 1997, which provides a venue for showcasing the company's services to prospective clients as well as functioning as an in-house training center and R&D lab.

29

Aladdin Food Management Services, Inc.

WHEELING, WV
www.aladdinfood.com

MANAGED VOLUME 1997: \$31
(in millions) 1998: \$35.5

NO. OF CONTRACTS 1997: 71
1998: 80

MAJOR SEGMENTS SERVED: College/University (48%), Eldercare (30%), K-12 (15%)

Providing foodservice and environmental services to clients in the Midwest and South, Aladdin introduced its LAMP (Liberal Alternative Menu Program) last year to provide clients with variety, meal differences and value.

30

Crystal Food Services

INDIANAPOLIS, IN
www.cystalfs.com

MANAGED VOLUME 1997: \$27
(in millions) 1998: \$31

NO. OF CONTRACTS 1997: 14

TECHNOLOGY FRONT

Many of the contractors in the Top 50 have similar priorities when it comes to technology. Becoming Y2K compliant is certainly near the top of many to-do lists, as is the imperative to link operations—and perhaps vendors—electronically through e-mail and Electronic Data Interchange (EDI) links, respectively. Many are also in the process of fielding electronic POS systems.

For most, the internet remains primarily either a place to put a website or a vehicle to improve intra-company communications through some sort of intranet link (a passcode-protected internal communications system using the internet rather than a conventional computer network).

Some, however, are looking to push the boundaries. Wood Co., for example, is setting up an employee web site that its managers can use as a resource to help them deal with issues like food cost and labor. Creative Dining Services has put its daily menus for a couple of its college accounts on the web as a way of disseminating the information quickly. The site also includes an electronic comment card that gets a handful of responses daily.

1998: 19

MAJOR SEGMENTS SERVED: B&I (66%), Recreation/Convention (3%), K-12 (1%), Other (30%)

A division of Marsh Supermarkets, Crystal operates an extensive catering business under its Crystal Catering division, as well as managing foodservice operations and meeting and event planning for its corporate clients. Moves in the last year included the acquisition of a small vending company. Vending accounts for about a quarter of total volume.

31

Food Management Group

ALPHARETTA, GA
www.fmg.com

MANAGED VOLUME 1997: \$28
(in millions) 1998: \$30 (e)

NO. OF CONTRACTS 1997: 77
1998: 80 (e)

MAJOR SEGMENTS SERVED: Healthcare (100%)

FMG operates in about half the states of the U.S., from coast to coast, specializing in long-term-care, rehab and addiction treatment centers. Most of the businesses are fee-based. About half emphasize high-end foodservice; the rest focus on therapeutic and dietetic services.

32

Williams Food Service

LOUISVILLE, KY

MANAGED VOLUME 1997: \$27
(in millions) 1998: \$30 (e)

NO. OF CONTRACTS 1997: n/a
1998: n/a

MAJOR SEGMENTS SERVED: Vending

(75%), Mobile catering (20%)

Williams began as a mobile catering operation and later branched out into vending. The onsite foodservice portion of the business is small, consisting of some half-dozen managed cafeterias.

33

Pickett Industries

SHREVEPORT, LA
continentalgroupllc.com/pickett.htm

MANAGED VOLUME 1997: \$26.8
(in millions) 1998: \$30 (e)

NO. OF CONTRACTS 1997: 210
1998: 220 (e)

MAJOR SEGMENTS SERVED: B&I (40%), Vending (26%), Hospitals (20%)

Pickett provides contract services to the off-shore oil industry and to manufacturing plants in a five-state area around its Louisiana headquarters.

34

Corporate Chefs

HAVERHILL, MA
www.corporatechefs.com

MANAGED VOLUME 1997: \$25
(in millions) 1998: \$30

NO. OF CONTRACTS 1997: 46
1998: 54

MAJOR SEGMENTS SERVED: B&I (90%), College/University (10%)

Corporate Chefs provides a variety of major branded concepts to its primarily East Coast B&I clients, including Dunkin' Donuts, Legal Sea Foods, Pizzeria Uno and Starbucks. It also introduced a smoothie bar concept recently and plans to automate every unit with computer-based ordering and cash-control systems.

35

Culinary Ventures, Inc.

NEWARK, NJ
www.culinaryventures.com

MANAGED VOLUME 1997: \$25
(in millions) 1998: \$30

NO. OF CONTRACTS 1997: 60
1998: 89

MAJOR SEGMENTS SERVED: B&I (70%), College/University (20%), K-12 (10%)

Originally called Campus Institutional Vending, the company changed its name in 1994 to reflect its growing manual foodservice business, which now accounts for some 85% of sales, as well its fast-growing corporate dining emphasis, which now accounts for the majority of the business. On the menu front, Culinary Ventures rolled out Global Flavors, a multi-ethnic concept, in 1998.

36

Whitson's Food Service Corp.

HUNTINGTON STATION, NY

MANAGED VOLUME 1997: \$27
(in millions) 1998: \$29

NO. OF CONTRACTS 1997: 47
1998: 49

MAJOR SEGMENTS SERVED: K-12 (26%), College/University (24%), B&I (16%)

In 1998, Whitson's finished the rollout of a series of more than a dozen concepts under the Signature Series umbrella. These range from gourmet Italian (La Cuccina), Asian (Mongolian Grill) and upscale bakery (Enchanted Ovens) to specialty burgers (Miss Ruby's Grill) and comfort favorites (Elmer's Famous Foods). A vegetarian concept called Vegi-Table is due in 1999.

37

Epicurean Feast

MAYNARD, MA
www.epicureanfeast.com

MANAGED VOLUME 1997: \$27
(in millions) 1998: \$28.5

NO. OF CONTRACTS 1997: 70
1998: 75

MAJOR SEGMENTS SERVED: B&I (98%), Recreation/Convention (2%)

Primarily a provider of manual foodservice (only about 6% of sales are from vending), Epicurean introduced a branded coffee line (Picasso) and an HMR program in 1998. Sales average about \$380,000 annually in the B&I units the company manages.

38

PMG Services, Inc

LUMBERTON, NJ

MANAGED VOLUME 1997: \$22.6
(in millions) 1998: \$27.9

NO. OF CONTRACTS 1997: 55
1998: 70

MAJOR SEGMENTS SERVED: K-12 (100%)

PMG aggressively implemented facility outreach programs and special menus in 1998 to increase revenues from its school-based account base. Also in progress is an administrative decentralization that saw the installation of networked computers last year to cut costs and manage information more effectively.

39

Design Food Management

REDMOND, WA

MANAGED VOLUME 1997: \$25.7
(in millions) 1998: \$27.6

NO. OF CONTRACTS 1997: 20
1998: 22

MAJOR SEGMENTS SERVED: Hospitals (90%), B&I (10%)

Founded by former Saga Corp. regional operations manager Skip Buchanon in 1983, Design Food Management concentrates on managing foodservice in hospitals in its Western operating territory, racking up in excess of \$1 million in avg. annual unit sales in this segment.

40

Prince Food Systems, Inc.

HOUSTON, TX

www.princefoodsystems.com

MANAGED VOLUME 1997: \$21.3
(in millions) 1998: \$26.8

NO. OF CONTRACTS 1997: 21
1998: 27

MAJOR SEGMENTS SERVED: B&I (70%), Hospitals (30%)

Regional contractor Prince continues to expand its Chef's Corner demonstration cooking concept, which has been highly successful in building both participation and check averages. Bucking industry trends, the company also recently increased the number of regional managers it employs as a competitive differentiation, offering increased client coverage.

41

Creative Dining Services, Inc.

ZEELAND, MI

www.creativedining.com

MANAGED VOLUME 1997: \$22
(in millions) 1998: \$25

NO. OF CONTRACTS 1997: 18
1998: 23

MAJOR SEGMENTS SERVED: College/University (69%), Eldercare (8%)

CDS was launched in 1990 in partnership with two Michigan colleges and has since extended its reach to several other states, including a couple in the South, as well as to a couple of retirement communities. A major initiative in 1998 was the introduction of web-based menus at some accounts.

42

FAME Associates

WAKEFIELD, MA

MANAGED VOLUME 1997: \$16
(in millions) 1998: \$25

NO. OF CONTRACTS 1997: 21
1998: 30

MAJOR SEGMENTS SERVED: B&I (72%), Eldercare (16%), College/University (12%)

FAME manages both vending and manual foodservice in a client base concentrated in New England. Evolving from traditional cafeteria line concepts, the company now is focusing on retail formats with emphasis on homemade-style dishes.

43

Gourmet Services, Inc.

ATLANTA, GA

MANAGED VOLUME 1997: \$26
(in millions) 1998: \$25

NO. OF CONTRACTS 1997: 16
1998: 17

MAJOR SEGMENTS SERVED: College/University (94%), Corrections (6%)

This college feeding specialist (volume is all manual foodservice, with no vending sales) has concentrated recently on enhancing its offerings for satisfying customer demands for fresh prepared foods. In the branding area, it plans to add Taco Bell to a lineup already featuring Subway, McDonald's and Domino's.

44

Inter Pacific Management, Inc.

BOTHELL, WA

MANAGED VOLUME 1997: \$21
(in millions) 1998: \$25

NO. OF CONTRACTS 1997: 39
1998: 45

MAJOR SEGMENTS SERVED: K-12 (100%)

Strictly a school specialist, Inter Pacific has been concentrating on developing more menu items that are lower in fat and emphasize fresh vegetables, such as a new stir-fry concept. The company also recently developed a proprietary POS system for school foodservice, currently available only to its clients.

45

Sanese Services

COLUMBUS, OH

MANAGED VOLUME 1997: \$22
(in millions) 1998: \$25 (e)

NO. OF CONTRACTS 1997: 68
1998: 80 (e)

MAJOR SEGMENTS SERVED: B&I (65%), College/University (15%), Hospitals (10%), K-12 (10%)

Almost two-thirds of sales are from vending, which is supplied from a recently opened cold food commissary.

46

Restaurant Marketing Associates

MEDIA, PA

MANAGED VOLUME 1997: \$21.9
(in millions) 1998: \$25 (e)

NO. OF CONTRACTS 1997: 22
1998: 25 (e)

MAJOR SEGMENTS SERVED: B&I (100%)

RMA operates onsite restaurants at various locations, including several New York City law firms and a yacht club in Jersey City. In addition, the company provides restaurant design, consulting and market analysis services to clients.

47

Century Management Systems

FORTY FORT, PA

WWW.CENTURYMANAGEMENT.COM

MANAGED VOLUME 1997: \$24.1
(in millions) 1998: \$21.8

NO. OF CONTRACTS 1997: 47
1998: 40

MAJOR SEGMENTS SERVED: Eldercare (53%), Hospitals (26%), B&I (13%), K-12 (5%), College/University (3%)

Offering a comprehensive array of facilities operations management services in addition to foodservice management, Century concentrates on the healthcare field. Initiatives last year included a new meal service menu for hospital clients that mimics a room service program, and a computerized production system to reduce waste and track nutrition.

48

Florida Division of Blind Services

TALLAHASSEE, FL

WWW.STATE.FL.US/DBS

MANAGED VOLUME 1997: \$19.3
(in millions) 1998: \$19.5

NO. OF CONTRACTS 1997: 207
1998: 163

MAJOR SEGMENTS SERVED: Primarily government buildings, also some military bases and hospitals

Modeled after the 1930s-era Randolph-Sheppard Act that gives the blind a "right of first refusal" for certain government contracts, Florida's Division of Blind Services generates about half its volume from vending and the rest from manual foodservice. The Division introduced an array of menu concepts emphasizing fresh and made-to-order foods in the past year.

49

Brock & Co., Inc.

MALVE RN, PA

WWW.BROCKCO.COM

MANAGED VOLUME 1997: \$19.6
(in millions) 1998: \$19.1

NO. OF CONTRACTS 1997: 43
1998: 45

MAJOR SEGMENTS SERVED: B&I (100%)

Concentrating exclusively on corporate dining in the heavily-populated Mid-Atlantic region between New Jersey and Washington, DC, Brock in 1998 unveiled Command Performance, a display cooking concept featuring flexibility, customer appeal and freshly prepared foods.

50

Newport Food Service

NORTH WALES, PA

MANAGED VOLUME 1997: \$12.5
(in millions) 1998: \$14.4

NO. OF CONTRACTS 1997: 36
1998: 43

MAJOR SEGMENTS SERVED: B&I (96%), College/University (4%)

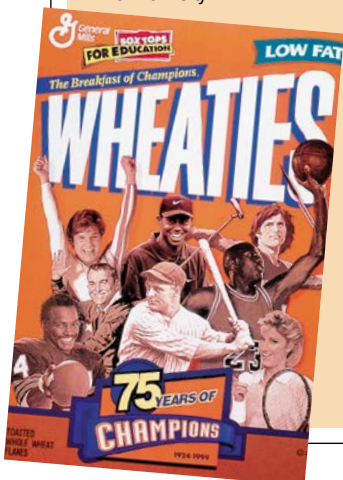
Looking to "raise the bar" in both quality assurance and people development, Newport recently unrolled a complete revision and expansion of its Cutting Board Deli and Newport Grille menus, including the addition of Newport Signature Sandwiches to reflect customer taste preferences and to meet the growing need for "healthy" menus. FM

back of the house

Wheaties Celebrates 75 Years

Talk about longevity! What began as a mess in the kitchen (when a researcher spilled a batch of gruel on a hot stove back in 1924) grew to become a crispy, flaked cereal that is still going strong today. Other Wheaties trivia:

- the cereal was originally coined "Washburn's Gold Medal Whole Wheat Flakes" bearing the names of the predecessor company of General Mills and its first product. The name was shortened to Wheaties in 1925.
- Wheaties is often credited with the first singing radio commercial, "Have you tried Wheaties," crooned by the Wheaties Quartet in the mid-1920s.
- the cereal's association with sports began in the mid-1930s with a sign on the left field wall at old Nicollet Park in south Minneapolis.
- Wheaties sponsored the first televised commercial sports broadcast on August 29, 1939 between the Cincinnati Reds and Brooklyn Dodgers. The game was transmitted to about 500 TV sets in New York City.



Food Grouping Fun

Playing with your food might not be such a bad idea after all. Just ask Kathleen Stefancin, a registered dietitian and budding entrepreneur who created *Food Pyramid Bingo*, a fun, educational tool that helps teach players of all ages the three basic components of a healthy diet: variety, moderation and proportion.

As the president of SmartPicks, Inc., a firm that designs educational games to promote healthy, nutritious lifestyles, Stefancin has found a way to combine the universal appeal of the traditional board game with essential nutritional information contained in the USDA's Food Guide Pyramid.

"When you stand up and lecture, you can't get people as excited to learn about nutrition as you can by letting them play a game that puts learning into practice," says Stefancin. "Food Pyramid Bingo serves as an interactive tool to help the public learn how to make more healthful nutritional choices."



web.watch

For a helping hand in the kitchen, surf to the National Turkey Federation's new website: eatturkey.com to experience virtual chef cooking demonstrations. A different chef will be featured each month through October 1999.



Predictably, Stefancin says the game has proven very useful to elementary school teachers facilitating lessons on food groups, meal planning, vitamins and minerals and portion sizes. To her surprise, though, the game has become just as popular in assisted living and other elder-care facilities nationwide.

"What can I say, the senior market loves to play Bingo," she says. "By allowing residents to do what they like, dietitians are teaching them nutrition at the same time."

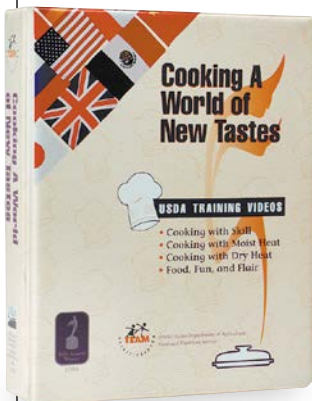
Since she first marketed *Food Pyramid Bingo* in 1995, Stefancin has sold more than 9,000 copies of the game. The largest order to date has been shipped to the Georgia Department of Education, which ordered enough games to distribute to each school in the state. The North Carolina and Montana State Departments of Education have expressed a similar intent.

The classroom version of *Food Pyramid Bingo* is priced at \$19.95, plus shipping and handling, and includes 30 laminated bingo cards, 95 food picture squares, one checking chart and 600 square markers.

It is carried in 14 school, family and consumer science catalogs, has already earned the nod from several industry associations and was named the 1997 winner of the Teachers Choice Award sponsored by *Learning* magazine.

A smaller, family-size version of the game is also available and a Spanish version will be available later this year. SmartPicks, Inc. is also in the process of creating five other nutrition-related games that are scheduled to be released within the year.

For more information, contact Stefancin at www.smartpicks.com or call toll free at 888-712-3144.



And the winner is...

USDA Video Wins a Telly Award

An organization that many may consider to be a stuffy bureaucracy is actually home to some star talent. *Cooking a World of New Tastes*, a culinary video series produced by USDA's Food and Nutrition Services (FNS), has won a Telly Award! This annual national competition recognizes creative achievement in the area of outstanding television, film and video productions.

The four self-instructional videos, designed by FNS Nutritionist Holly McPeak, promote healthy cooking techniques and offer professional chef's tips for preparing a selection of the USDA's new ethnically diverse recipes featured in the *Tool Kit for Healthy School Meals*. Included with the videos is a quick reference guide that features culinary techniques, recipes and resources such as websites and cooking schools.

To receive copies of the series, contact the National Food Service Management Institute at 800-943-5463.

Additionally, in partnership with the American Culinary Federation, USDA has available an updated and expanded list of chefs willing to volunteer in local schools to assist with training and promotional events. Visit *The Chef Connection* website at <http://schoolmeals.nal.usda.gov:8001>.

recipe of the month

Give your linguine Alfredo a nutritional lift by adding Broccolini, a hybrid vegetable cross between broccoli and Chinese kale. This vegetable, also known as baby broccoli, has a subtle peppery flavor that is milder and sweeter than broccoli. Add to pasta for a decidedly tangy crunch.

Fresh Linguine Broccolini

YIELD: 12 SERVINGS

2½ cups butter or margarine

6 cups dry white wine

9 Tbsps. flour

4½ cups half and half

6 bunches Broccolini

5 packages fresh linguine (27 oz.) cut into thirds

Vegetable oil as needed

3 cups mini cherry tomatoes

7 cups fresh basil leaves, julienned

Salt and freshly ground black pepper, to taste

3 cups coarsely grated Romano cheese

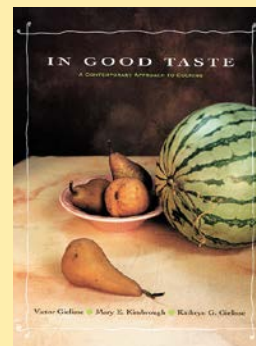


1. Make sauce: melt butter in a large, high-sided sauté pan; whisk in flour and cook roux until bubbly. Slowly whisk in wine and half-and-half and cook, stirring until thickened and any starchy taste has cooked out. Make ahead to this point. Reserve.

2. Prepare Broccolini and pasta: drop Broccolini in a large saucepan of boiling water. After 3 minutes, scoop out, drain, reserve. Return water to a boil, add fresh linguine and cook until al dente. Drain and toss with just enough vegetable oil so that linguine does not stick together. Reserve.

3. Just before service: heat sauce to a slow boil in a large kettle. Add tomatoes and basil and cook 1½ minutes. Add Broccolini and pasta and heat through. Add cheese, stirring to evenly distribute. Season with salt and pepper to taste. Serve at once with additional cheese or black pepper on top, if desired.

bookshelf



In Good Taste

A Contemporary Approach to Cooking

by Mary Kimbrough, RD, LD; Victor Gielisse CMC; and Kathryn Gielisse

PRENTICE HALL, INC.; \$65

This is truly an inspired cookbook, one that deals directly with the challenge of creating healthful dishes that also satisfy a gourmet chef's desire for full-flavored and creatively presented meals.

And why not? It was co-authored by Silver Plate winner Mary Kimbrough (director of nutrition services at Zale Lipshy University Hospital), Victor Gielisse (dean of the CIA); and Kathryn Gielisse, a foodservice consultant. Together, they offer the reader more than 200 authentic and mouthwatering recipes that employ contemporary cooking methods such as creating sauces using vegetable pulps and infusions and experimenting with grains.

A few enticing recipes include Gnocchi Tartlets with Grilled Vegetables; Chicken Shanks with Oriental Apple Rice; and Fruit Strudel with Red Wine Sauce. Included are multicultural food guide pyramids and benchmarks for healthy cooking.

Smoothies: Fruity, Frosty and Far from a Fad



ISLAND OASIS

Fruit juice-based drinks have become more than a simple beverage trend. They now represent a profitable meal option for operators.

It's 5:30 p.m. and we're drifting through a Midwest department store in a lethargic shop-till-you-drop daze. Bellies rumbling, but not yet ready for a full meal, we need something to give us the strength to wriggle in and out of clothes for a few more hours. But what?

"Aha," exclaims my companion brightening up, "how about a smoothie—cool, fruity and refreshing?" We take our place at the end of the longest line in the food court noting the interesting range of customers snaking in front of us: giggling teenage girls; a grandfather squinting to read the menu board; a tough-looking biker muttering to himself.

Now that the juice bar/smoothie business has proven to have such wide appeal, it's clear the concept has transcended the fad phase. Increasingly, such fortified beverages are seen as a viable meal option in their own right.

Smoothies: now and forever?

"Some consultants say the market is saturated, but I beg to differ," says Dan Titus, director of the Juice Gallery, a media and research company that concentrates on the specialty retail foodservice industry. "Think about it. In the fast food environment where you're selling convenience, it took 40 years for the burger industry to saturate that market.

"I believe the smoothie business will be around for the long term and still has significant growth potential, at least partly because smoothies are enjoyed by such a wide range of consumers."

"It's a trend that has legs," agrees Mike Walsh of Island Oasis, who believes the category will continue to grow with more experimentation with tropical fruits.

Says Larry Cooper of Frutazza, "Though reliable statistics are hard to get, we think the market at the end of 1998 was about a billion dollars, up from 650 million the year before." Those sales figures are spread between traditional juice bars, manufacturers and small independents. Other statistics are more conservative, but still project that sales will top 1 billion by the end of year 2000.

Healthful, convenient luxury

Cooper also cites a study done for investors by Montgomery Securities in San Francisco that tracks five trends that are driving the smoothie category.

HEALTHY LIVING—smoothies as a nutritional alternative.

AFFORDABLE LUXURY—small indulgences. For example, consumers will now pay \$2.75 for a small latte where a few years ago they would scoff at a \$1.50 cup of coffee.

CONVENIENCE/PORTABILITY. Everybody's rushing so meal time is at a premium. Smoothies are accepted as a meal component or meal replacement in a cup for some consumers.

FLIGHT TO QUALITY/TRADING UP. Consider microbrews and gourmet coffee units. People want an elevated quality experience when buying away from home.

"EATENTERTAINMENT" (ESPECIALLY FOR JUICE BARS). "When you walk into one of these juice bars, your senses are awakened with smell of fresh juice

and lively music. It's kind of an escape, if only so brief," Cooper says.

The future: super tonics?

On the West Coast, Dave Atkins of Whittier College, Whittier, CA (Bon Appetit) notes the newest trend in smoothies is a tea and juice concept which combines vitamin-infused tea mixed with 100% juice, fresh or frozen fruits and nutritional supplements.

Tropic of Exotica

YIELD: 1 serving

- ½ banana
- 8 oz. IQF mango-pineapple blend
- 6 oz. 100% guava, passion fruit, mango juice blend
- 4 oz. light vanilla yogurt
- 1 Tbsp. nutritional supplement
- 4 ice cubes

1. Combine ingredients in a blender and process until thick and creamy. Add ice cubes, one at a time, and blend until smooth.

Recipe submitted to **FM** by Scott Arbuckle, Whittier College (Bon Appetit)

The interest in juicebar/smoothie concepts parallels the growth of, and acceptance in, the over-the counter supplement (vitamins, minerals, botanicals) industry by consumers as a whole, points out Karen Duester, M.S., R.D., nutritionist and owner of The Food Consulting Company in San Diego, CA. And though this beverage category may be a good way to get extra fruits and vegetables—your recommended 5-a-day—Duester advises that a varied, moderate diet is still the best approach to nutrition.

Perhaps the future of smoothies is best summed up by Titus, "Whoever thought you could bottle water and sell it! The sky's the limit." fm

DIANE RIDGE

ISLAND OASIS SMOOTHIES

Ham It Up

With pork prices at an all time low, now's a great time to serve up a delicious ham sandwich. How do you jazz it up for ultimate customer appeal?

Dana Freehauf, Chef

The Forum at Lincoln Heights
Senior Living Services
San Antonio, TX
(Sodexo Marriott Services)

Chef Freehauf adds crisp vegetables and assorted cheeses to jazz up the sandwich menu at The Forum.

► Thin slices of smoked ham deli style on a fresh, light variant with two slices of smoky Swiss and cheddar cheese, garnished with two leaves of butter lettuce, three slices of ripe tomato, four "hamburger slices" of butter pickles, three rings of sweet red onion and four slices of ripe California avocado.

Lori Ondecko, Production Manager

Guy Humeniuk, Director Dining Services

Cleveland State University (CSU)
Cleveland, OH (Aramark)

CSU students and faculty enjoy ham sandwiches dressed up with specialty sauces.

► Lightly toasted Ciabatta bread with Black Forest ham, imported provolone, sliced cherry peppers and pesto mayonnaise.

► Thick-sliced, grilled French bread, topped with ham, homemade apple ginger chutney and pepper cheese.

► Ham and cheese panini: French rolls piled high with tomato onion chutney, leaf lettuce, shaved ham, provolone cheese, and mayonnaise.

Basics & Beyond encourages chefs to share their culinary tips to update a classic menu item. If you've added a creative touch to a basic menu staple we'd like to publish your idea!

Email your idea and/or recipe to: dridge@penton.com.

MAY: Macaroni & Cheese

JUNE: Roasted Vegetables

JULY: Personal Pizzas



FARMLAND

Tomato Onion Chutney

YIELD: 24 servings

¼ cup + 2 Tbsps. red wine vinegar
¼ cup + 1¼ tps. granulated sugar
¼ cup + 1¼ tps. dark brown sugar, packed
1 tsp. fresh garlic, minced
1 Tbsp. + 1½ tps. ginger root, peeled, minced
1 cup diced tomatoes in juice, undrained
2½ oz. spanish onions, sliced ½" thick
½ tsp. salt
¼ tsp. crushed red pepper
2 Tbsps. + ¾ tsp. golden raisins

1. Combine all ingredients except raisins in a large stockpot. Bring to a boil, lower heat then simmer 30 minutes.

2. Add raisins. Simmer an additional 20 minutes or until most of the liquid is evaporated and raisins are plump. Cool, cover and keep chilled for service.

Recipe submitted to **FM** by Lori Ondecko, Production Manager, and Guy Humeniuk, Director Dining Services, Cleveland State University

Apple Ginger Chutney

YIELD: 25 servings

1 lb. granulated sugar
1¾ cup cider vinegar
9¾ oz. fresh celery, ¼" dice
4 oz. dried apricots, ¼" dice
¼ cup + ¼ tsp. fresh ginger root, peeled, minced
1 cup apple juice
2 Tbsps. + 1¼ tsp. lemon juice
½ tsp. crushed red pepper
1 lb. 3 oz. baking apples, peeled, ½" pieces

1. Combine all ingredients except apples. Bring to a boil. Reduce heat and simmer 15-20 minutes. Add apples, simmer 15-20 minutes more or until most of the liquid is evaporated and sauce coats the back of a spoon. Cool. Keep chilled for service.

Recipe submitted to **FM** by Lori Ondecko, Production Manager, and Guy Humeniuk, Director Dining Services, Cleveland State University

EDUCATION FOUNDATION

Corporate Dining That's Down to a Science

Beckman Instruments, Brea, Calif.

Every month, Great Spaces brings you a recent renovation chosen by our editors for flair, innovation and design efficiency in meeting the needs of the operation.

Got a space you want featured in "Spaces"? Drop a note to jlawn@penton.com or call 216-931-9620.



Segment: B&I

Clientele: predominantly white-collar scientists and technicians working for a high-tech electronic products company, along with company executives.

Feeding requirements: approx. 300 lunches/day, plus specialty catered events both on the premises and at other sites around the campus.

Servery layout: Servery employs a scatter system utilizing wide aisles for circulation, with a salad bar display as the central focus. Beverage stations flank each side of the cash stand, allowing quick and easy access from both sides of the servery. Wide radius counters make it easy to cue up to a total of 11 separate specialty areas, with each counter adaptable to either self- or staff-assisted service. The entrance area serves as both ingress and egress points to the cafeteria.

Back-of-the-house: Central prep area is surrounded by dry and cold storage and easily accesses main servery. Production cooking on back wall is adjacent to scullery and in close proximity to three servery access points. In the kitchen, the narrow, linear aisles

were relieved by radius walls that increase aisle space and create large staging and circulation spaces while still maintaining efficient linear flow.

Distinctive features: Rounded foyer with niches adds visual interest and creates a "gallery effect" in lieu of the linear angular feel of the space before the renovation. A center-positioned daily entree display serves as the divider between incoming and existing traffic, giving the divider an important merchandising function.

Budget: \$500,000, but renovation came in under that.

Renovation consultant: Webb Design, Tustin, CA.

Impact: 50% rise in business since renovation was completed. **FM**



WEBB DESIGN



HEALTHCARE FOOD SERVICE MGMT

How to Buy Shrimp

Here's the basic information you need to buy the shrimp best suited to your operation and budget.

Types

Warmwater—Categorized by shell color including white, brown, pink red or striped (also known as tiger).

Coldwater—Also referred to as bay shrimp or salad shrimp. Harvested off the coasts of Alaska, the Pacific Northwest, Northern Europe and Maine. Mostly sold as cooked and peeled shrimp. Generally packed in a smaller count than warmwater shrimp.

Farm raised—mostly tropical variety shrimp produced in Mexico, Asia, Ecuador and the U.S.

Standard Forms

Sixty percent of all shrimp sold in the U.S. are so-called "green headless." The term "green" means raw. Green headless may also be referred to as shell-on or just headless.

Raw shrimp is available with the shell on or off, or "peeled." Shrimp is also available deveined, which means the vein (the shrimp's intestinal tract) has been removed. Shrimp sold without the tail or the vein are called P&D (peeled and deveined.) Peeled shrimp with the vein are called P.U.D. (peeled & undeveined).

New to market: pulled or needled vein shrimp. To achieve this, processors use a hooked needle device to reach under a shrimp's shell and remove the vein without splitting or removing the shell.

Frozen shrimp is available P&D and individually quick frozen or shell-on. It is generally sold in frozen five pound net weight blocks.

Cooked shrimp may be cold water or tropical varieties, are usually individually quick frozen and available with or without tails. P&D cooked shrimp with the tail on are commonly referred to as "cocktail shrimp." Headless cooked shrimp sold in the shell is often referred to as "peel and eat."

Pricing

According to Dixie Blake, marketing manager for Ocean Garden Products, Inc. (one of the largest shrimp suppliers in the U.S.), shrimp price can vary dramatically among different sizes.

To get the best price, she says, "don't lock yourself into a particular



Above, a sampling of varieties and sizes of shrimp on the market today.

size. Instead, ask your supplier for the price of the size shrimp just above and just below the size you want. It's often possible to realize cost savings by buying a slightly larger or smaller size."

Blake also warns operators to watch out for "too-good-to-be-true" pricing, and to know the country of origin for any purchases. While many shrimp have similar appearance, taste and texture can vary significantly. She advises operators not to accept shrimp in cello wrap without its printed outer carton, which indicates country of origin.

Blake says that operators should also be aware of the factors that go into the purchasing process. For example, operators should ask their suppliers how many inners (the poly bag in which the shrimp is packed) are in a master case, the weight of the inner and the total net weight of the master. "The number of inners and net weight of master cases can vary," explains Blake, "so buyers must be more specific than just ordering 'one case' of shrimp."

Breaded Shrimp

Breaded shrimp is available in different coating styles, but two constants are true regardless of the style: regular breaded shrimp must be at least 50% shrimp. "Lightly" breaded shrimp must be at least 65% shrimp.

Count Size

Shrimp are sold by size, or count. Count size refers to the number of shrimp per pound in headed, unpeeled form. The

smaller the shrimp, the higher the count. And generally, the larger the shrimp, the higher the price. Be sure that the shrimp you buy (and receive) falls within the count size you order. The range is stated on the label case.

Typical size counts: U/10 (under 10 shrimp per pound), 10/15 (avg. 13/lb.), 16/20 (avg. 18/lb.); 21/25 (avg. 23/lb.), 26/30 (avg. 28/lb.) The indicator *ov* is used to indicate "and over," as in 60 or more shrimp per pound.

Although shrimp is sometimes sold and referenced by approximate size, such as jumbo or small, there are no official guidelines for these terms. Always order shrimp by count size.

What to Look For

Shrimp should have a bright uniform color, be free of black spots/rings (not harmful, but a sign of mishandling at the time of harvest) and be of uniform size. (Mixed sized shrimp packed together may indicate mixed species, which will affect the count, appearance and price of the final product.) Raw shrimp that have a pink tinge may have begun decomposing.

Shrimp should smell faintly like saltwater. Be aware of shrimp that have a "chemical" odor. This could indicate inferior quality or chemical or bacterial decomposition.

Thawed shrimp should be firm to the touch. Flesh that is soft and mushy usually means that the shrimp has been mishandled.

RESOURCES:

For more shrimp facts, check out this website: www.oceangarden.com. FM

FM RECIPE CONTEST

BBQ Sopping Sauce

Submitted to **FM** by **William L. May, C.F.E.**, vp, marketing & development, International Food Service Executives Association (IFSEA); past president NACUFS 1984/85; Cowpens, SC

YIELD: 6 cups

2 cups strong black coffee
4 cups Worcestershire sauce
2 cups tomato catsup
½ lb. butter
4 Tbsps. freshly ground black pepper
2 Tbsp. sugar
2 Tbsp. salt (optional)

1. Combine ingredients and simmer over low heat for 30 minutes; stir often to combine ingredients.

★ This is a sopping sauce so don't brush it on the chicken or meat, just sop it on with a rag tied to a stick or a small BBQ mop.

CALORIES 130 (55% FROM FAT); FAT 8g (SAT. 5g); PROTEIN 1g; CARBOHYDRATES 15g; SODIUM 1350mg; CHOLESTEROL 20mg; FIBER 1g

Jalapeño Barbecue Sauce

Submitted to **FM** by **Kurt Lucas**, executive chef, McNary Central, Oregon State University, Corvallis, OR

YIELD: 24, ¼ cup servings

1 Tbsp. canola oil
1 large yellow onion, finely chopped
6 cloves garlic, minced
4 large jalapeños, finely chopped
1 Tbsp. peppercorns, ground
1 Tbsp. cumin, ground
1 Tbsp. crushed red pepper, ground
1½ Tbsps. paprika
1 tsp. oregano, crushed
4 Tbsps. ground New Mexican chile
3 Tbsps. ground mustard
1 cup cider vinegar
12 oz. beer
32 oz. catsup
½ cup brown sugar
½ cup blackstrap molasses
2 Tbsps. cayenne pepper sauce
1 lime, juice of
1½ Tbsps. Worcestershire sauce
1½ Tbsps. kosher salt

1. Sauté onions, garlic, and jalapeños until soft. Add all of the dry spices and sauté about 3 minutes, scraping pan bottom.

2. Deglaze pan with the cider vinegar. Add remaining ingredients (beer through salt) and simmer over low heat for about 2 hours.

★ "I never serve BBQ sauce cooked on the meat, I like to serve it on the side for dipping. The sauce should complement the great taste of real BBQ'd meat, not cover it up," says Lucas.

CALORIES 90 (2% FROM FAT); FAT 1.5g (SAT. 0g); PROTEIN 2g; CARBOHYDRATES 19g; SODIUM 890mg; CHOLESTEROL 0mg; FIBER 1g

Birds, Bones and Brisket

FROM ▶ 58

Low Country Pork

Submitted to **FM** by **Warren Schierenbeck**, chef, The Lighthouse, #795, New York, NY, Flik International Corp.

YIELD: 40 servings

1 16 lb. pork butt, boneless

MOP SAUCE

2 cups Bourbon
2 cups maple syrup
¼ cup black pepper
1 tsp. cinnamon
1 tsp. allspice

RUB

3 Tbsps. granulated garlic
3 Tbsps. granulated onion
3 Tbsps. black pepper
1 Tbsp. granulated fennel seed

BBQ SAUCE

2 small onions, finely diced
4 garlic cloves, minced
½ cup dark brown sugar
1 cup molasses
3 cups cider vinegar
1 #10 can catsup
1 cup black coffee
5 Granny Smith apples, shredded

Salt and pepper to taste

1. For mop sauce: combine bourbon through allspice and simmer for 5 minutes. Remove from heat and cool. Reserve refrigerated.

2. For the rub: combine rub ingredients (garlic through fennel seed) and mix well. Rub on pork, cover and refrigerate 24 hours.

3. For BBQ sauce: sweat onions and garlic. Add sugar and caramelize. Add molasses and vinegar and reduce by half. Add catsup, coffee and apples and simmer one hour until thick. Season with salt and pepper to taste. Reserve.

4. To prepare pork: preheat grill/smoker (or oven) to 225°F. Place pork on a rack and cook 8 hours brushing with the mop sauce every half hour.

5. After 8 hours, raise the temperature to 300°F and baste with BBQ sauce, cooking an additional 1½ hours. The pork is done when it is fork tender. Shred the meat and serve with creamed corn, mashed potatoes and collard greens.

CALORIES 470 (30% FROM FAT); FAT 16g (SAT. 6g); PROTEIN 32g; CARBOHYDRATES 46g; SODIUM 980mg; CHOLESTEROL 100mg; FIBER 2g

Southern BBQ Pork Ribs

Submitted to **FM** by **Joe Knauss**, executive chef, MBNA Bank, Boca Raton, FL, Flik International Corp.

YIELD: 18 servings

18 lbs. pork spareribs
6 qts. Dr. Joe's BBQ sauce

DR. JOE'S BBQ SAUCE

4 each smoked hog jowls
8 oz. vegetable oil
4 lbs. onions
½ lb. Scotch Bonnet Pepper
1 lb. fresh garlic
3 #10 cans tomatoes
16 oz. pineapple juice concentrate
16 oz. water
10 oz. yellow mustard
2 lbs. brown sugar
3 qts. dark beer
3 qts. white vinegar
3 qts. cider vinegar
32 oz. Worcestershire sauce
8 oz. cracked black pepper
64 oz. orange juice
32 oz. molasses
18 oz. tomato paste
6 oz. Kosher salt
16 oz. corn syrup

RUB

6 Tbsps. salt
6 Tbsps. sugar
6 Tbsps. brown sugar
6 Tbsps. ground cumin
6 Tbsps. cracked black pepper
3 Tbsps. chili peppers, crushed
12 Tbsps. paprika
6 Tbsps. coriander seed, crushed

1. For the sauce: strip meat from jowls and chop.

2. In a large stock pot, sweat onions, peppers, garlic and jowl meat. Add remaining ingredients and bring to a boil. Simmer slowly 3 to 4 hours, stirring constantly. Remove from heat, cool and purée. Reserve.

3. For the rub: combine all dry ingredients in a food processor and blend.

4. Rub ribs with dry ingredients at least two hours before cooking.

5. To cook: in any type of outdoor grill with a cover, build a small fire to one side using hardwood charcoal. Let the fire burn red, then top with small chunks of green wood or soaked wood chips.

6. Lay the ribs on the grill and cover in order to smother the fire. Cook ribs three to four hours, adding wood as needed.

7. To serve: heat BBQ sauce and serve with ribs for dipping.

CALORIES 1400 (54% FROM FAT); FAT 85g (SAT. 30g); PROTEIN 70g; CARBOHYDRATES 93g; SODIUM 4590mg; CHOLESTEROL 275mg; FIBER 9g

Peanut BBQ Sauce

Submitted to **FM** by **Jeff DeMoss**, director of dining operations, West Virginia University, Morgantown, WV

YIELD: 3 quarts

½ cup canola oil
2 large Spanish onions, medium dice
½ cup red hot peppers
½ cup cumin
1 qt. tomato paste
1 qt. peanut sauce
1 qt. water

1. Sauté onions, peppers and cumin for five minutes.

2. Add tomato paste, peanut sauce and water to mixture. Whisk to combine. Brush on beef or pork loins.

CALORIES 90 (60% FROM FAT); FAT 6g (SAT. 1g); PROTEIN 3g; CARBOHYDRATES 7g; SODIUM 220mg; CHOLESTEROL 0mg; FIBER 2g

Kentucky BBQ Turkey Sandwich

Submitted to **FM** by **Chef Craig Scheuerman**, C.C.C., ATI Career Institute of Culinary Arts, Falls Church, VA

YIELD: 16 servings

BOURBON BRINE

4 lbs. turkey breast
14 oz. salt
2 lbs. brown sugar
1½ cups bourbon
1 gallon ice water
¼ cup cloves
¼ cup black peppercorns

SAUCE

3 cups white vinegar
1¼ cups sugar
3 cups catsup
9 oz. bourbon
3 Tbsps. Worcestershire sauce
1½ Tbsps. Tabasco sauce
1 Tbsp. salt
3 Tbsps. black pepper
4½ oz. lemon juice

16 buns, toasted

1. For the brine: cut turkey into thin strips lengthwise (pieces should be about ¼" thick yet as wide as the whole breast).

2. Mix together brine ingredients (salt through peppercorns) and marinate turkey overnight.

3. For the sauce: combine all the sauce ingredients in a medium saucepan and simmer 1½ hours.

4. To cook turkey: preheat the grill and grill turkey over medium heat until cooked through (165°F). After grilling, thinly slice or shred turkey strips. Reserve.

5. To serve: Add grilled turkey to the sauce and simmer 15 minutes, mixing to ensure even distribution of sauce. Serve about 3½ to 4 oz. of turkey on each toasted bun.

CALORIES 430 (7% FROM FAT); FAT 3g (SAT. 1g); PROTEIN 34g; CARBOHYDRATES 58g; SODIUM 1920mg; CHOLESTEROL 80mg; FIBER 2g **FM**

PILLSBURY CR

SHAT-R-SHIELD

marketbasket

BARBECUE Comes Inside



Highlight signature recipes...

Use the full line of Ranch Style brand bean products from **INTERNATIONAL HOME FOODS** to serve sides that complement main dishes. Available in Original, Seasoned Black, Pinto and Refried Bean varieties. **CIRCLE 100**



Offer more sandwich options...
BRAKEBUSH Barbecue is made from choice cuts of beef or pork that are cooked in the traditional

live-fire, hardwood-smoked and pit-cooked method of authentic barbecue. Chicken Barbecue and Barbecue Pork Loin Back Ribs are also available. **CIRCLE 101**

The secret's in the sauce...

HEINZ offers three distinct barbecue sauces so operators can pick the flavor profile that best suits their patrons' tastes. All three varieties, including Regular, Hickory Smoke and Campside, are available in 1-gallon plastic containers packed four to a case. Hickory Smoke is also available in 3-gallon Vol-Packs. **CIRCLE 102**

Boneless barbecue...

Boneless **PIERRE** Rib-B-Q offers delicious barbecue taste without the waste or mess of typical bone-in ribs. Flavored with an exclusive blend of 15 seasonings, the fully cooked or ready-to-cook meat is available in pork or beef. Merchandising kits, which feature colorful, attention-grabbing table tents, buttons and menu cards, are available free with the purchase of any Pierre Rib-B-Q product. **CIRCLE 103**



Operators don't need to dig pits in the corners of their kitchens these days to bring the authentic hardwood-smoked flavor of backyard barbecue indoors.

A number of wood-burning pits, smokers and grills made exclusively for small- to medium-size foodservice applications make it easy to impart a little of that slow-cooked tenderness in quick-serve environments.

When topped with an array of tangy marinades and zesty sauces available in sweet, smoky and spicy varieties, enhancing the flavor of signature or pre-prepared pork, beef, poultry and seafood items to satisfy customer preferences can be a breeze.

BARBECUE Comes Inside



Set sandwich sales

soaring...Bring the authentic Buffalo Wing zing to chicken sandwiches, grilled burgers, fajitas and quesadillas using Frank's Redhot Buffalo Sandwich Sauce from **RECKITT AND COLMAN**. Also use the sauce on rye bread, rolls and wraps.

CIRCLE 104

Provide outdoor taste

indoors...Medium- to large-capacity wood-burning barbecue pits and smokers are available from **SOUTHERN PRIDE**. The units come in three sizes and feature gear-driven, self-basting rotisseries and large double doors with automatic closures.

CIRCLE 105



Impart spicy

flavors...**NABISCO** recently revealed that Tabasco Brand pepper sauce is the secret ingredient that makes A.1. Bold & Spicy Steak Sauce hot, hot, hot! The sauce can be used as a condiment or as a back-of-the-house ingredient in marinades and sauces.

CIRCLE 106



Rub it in...Whether you shake it, rub it, toss it or marinate it, you can add a bold new accent to barbecue or any other menu item with **MCCORMICK** Pepper Supreme. This blend of seven peppers and more makes everything a little hot, sweet and spicy. Available in six 21-oz. PET bottles.

CIRCLE 108



Heat and eat barbecue...

JIMMY DEAN FOODS offers four new Flavor Cravers Sandwiches made from premium meats and cheeses and breads specially formulated for microwaving. Varieties include Flame-Broiled Cheeseburgers, Grilled Chicken Breasts topped with Swiss cheese, BBQ Pork Rib Sandwiches and BBQ Chicken Sandwiches glazed with barbecue sauce.

CIRCLE 109



No more overnight

soaking...Give customers the flavor of slowly marinated meat with **CARDINI'S** line of robust-tasting marinades that can be prepared in under 30 minutes. Each marinade contains a careful blend of herbs and spices that allows for easy and delicious barbecuing, broiling and baking. Flavors include Spicy Cajun, Fajita Mesquite, Zesty Lemon Pepper, Tangy Teriyaki, Vintage Red Wine, Honey Dijon, Roasted Garlic & Herb and Citrus Lime Dill. **CIRCLE 107**

manufacturenews



Dairy-based smoothies...A 16-oz. serving of Smoothers 'N Shakers Dairy Cool Smoothies from BLUE BUNNY provides 100% of the daily value for vitamin C and the same amount of calcium as an 8-oz. glass of milk. The new line of dairy-based smoothies are made with fat-free yogurt and all-natural flavor fruit purées. Five flavors are available, including Berry, Berry Extraordinary, Why-Not-A-Colada, Strawberry An'a Banana, Hot to Tropic and Mocha My Dreams Come True. **CIRCLE 110**



Serve more finger foods...Mega-Bites Popcorn Chicken from PIERCE can be served as an appetizer or as a snack on the go. The fully cooked, solid breast meat comes in bite-size pieces and in three distinct breading profiles: Homestyle, Mild Buffalo and Ranch. Also try MegaBites in salads, as pizza toppings or on children's menus. **CIRCLE 111**

BASIC AMERICAN FOODS and the **Culinary Institute of America** have announced their partnership in the development of a new, state-of-the-art kitchen and classroom at the CIA's Hyde Park, NY campus. The facility, which will be known as the Basic American Foods Kitchen, will enable the CIA to offer industry professionals courses in large-scale production cooking using Basic American Foods' convenient and labor-saving products.

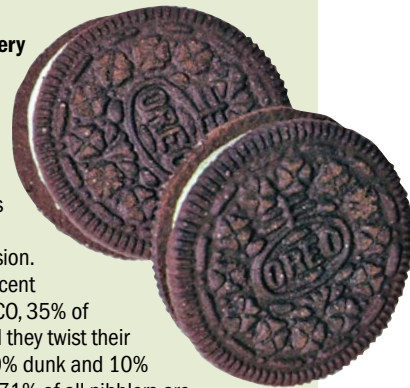
DOUWE EGBERTS COFFEE SYSTEMS has signed a three-year agreement to be the exclusive provider of liquid coffee systems to more than 700 Aramark healthcare and sports entertainment venues nationwide. Douwe Egberts will install the Cafitesse Coffee System, which uses frozen coffee concentrate and state-of-the-art technology to produce high-quality, high-volume coffee in seconds, in each location, including the New Orleans Superdome and the New Orleans Convention Center.

UNCLE BEN'S, INC. USA FOODSERVICE has changed its name to MasterFoodServices, in an attempt to become a more unified and diversified food company. According to Larry Hanson, Director of Foodservice, MasterFoodServices plans to expand its current portfolio, which includes Uncle Ben's, EthelM. and M&M/Mars brands, this year to include more global brands that deliver authentic, ethnic ingredients, new flavor profiles and improved delivery systems.

Boost breakfast business...Heat 'N Eat Fully Cooked Bacon and Sausage from FARMLAND makes serving breakfast more convenient and profitable. Bacon is vacuum-packed for a six-month shelf life and is stored on oven-proof parchment paper for easy clean-up. Sausage is available in Gold and Silver Medal Whole Hog varieties. **CIRCLE 112**



Quick serve appetizers...ANCHOR's Mini Poppers are diced jalapeños and a blend of cheeses that offer a high count per pound and low cost per piece for improved margins. Available in three varieties, including Cheddar Cheese, Broccoli & Cheese and Pepperoni Pizza, the Mini Poppers are ready to serve in only two minutes. **CIRCLE 113**



Rice usage in the U.S. continues to grow, fueled by an increased demand in both direct and processed food uses. According to a USA RICE FEDERATION survey, per capita rice consumption in 1997-98 rose to 26.29 pounds from 25.38 pounds the previous year. The study attributed this rise in popularity to the emergence of new Asian-style bowl dishes and other ethnic foods containing rice in foodservice locations nationwide.

Americans are very particular about how they eat Oreo cookies

and gender and geography seem to play large roles when it comes to making this decision. According to a recent survey by NABISCO, 35% of respondents said they twist their cookies, while 30% dunk and 10% nibble. Likewise, 71% of all nibblers are women, who also admit they prefer twisting to dunking. Dunking, however, ranks highest with men. Survey results also show that Chicago, Philadelphia, Buffalo and New Orleans are dunking cities, while New York, Las Vegas and Nashville are twisting towns.

Bring ethnic flavors to the table...Save time and money while delivering endless variety to your patrons with UNCLE BEN'S Brand Seasoned International Grains. Varieties include Risotto Florentine; Mushroom and Herb Risotto; Basmati blends with Lentils, Wheat Berries or Vegetables; and Couscous with Vegetables. **CIRCLE 114**



merchandising aids

Add flare to menus...

Roast-Works recipe ideas from **SIMPLOT** feature flame-roasted vegetables and potatoes to fit a wide range of cuisines. Specialties featured on these recipe cards include Nuevo Scalloped Potatoes and Double Pepper Pizza Marengo. **CIRCLE 115**



Nutty ideas... **THE ALMOND BOARD OF CALIFORNIA** features innovative almond recipes and menu ideas in its foodservice resource kit, *Almonds Are In: Hot Concepts for Foodservice*. **CIRCLE 116**

Develop theme cuisine... The *Poppers Nite* kit from **ANCHOR** features a collection of colorful merchandising materials that operators can use to hold an event. The kit is free with the purchase of four cases of Poppers purchased at any time within a 30-day period. It includes displays, decorations and a booklet on contest ideas. **CIRCLE 117**

Trendy cooking... Add a new dimension to global cuisine and fusion cooking trends with recipes from the **CALIFORNIA AVOCADO COMMISSION**. The *Too Hot Not to Be Cool* brochure features a recipe for Spicy Avocado-Shrimp Fried Rice, in which avocado morsels bring color, texture and subtle flavor to a spicy dish. **CIRCLE 118**

May is National Egg Month... The *Eggscetera* newsletter is available from the **AMERICAN EGG BOARD**. The newsletter is published three times a year and highlights promotional information, current trends, innovative ideas and recipes for including eggs on your menu. Complimentary subscriptions are available upon request. **CIRCLE 119**

Merchandise more desserts... A dessert planning guide from the **J.M. SMUCKER CO.** features recipes, speed-scratch time savers, simple presentation tips and kid-friendly dessert ideas. **CIRCLE 120**



Give kids the food they want... **UNCLE BEN'S** offers

Big Ideas for Little Customers, a colorful six-page brochure filled with 18 recipes that give kids the flavors and the foods they love most. Cost effective, versatile and simple to make, the recipes include nutrition information, cost per serving and preparation hints. Recipes include Crispy Beef Dumplings, Sock Hop Wrap & Roll and Italian-Style Rice & Cheese Roll-ups. **CIRCLE 121**

Upscale fry container alterna-

tives...**SWEETHEART CUP'S** new



Scoop Cup is ideal for grab-and-go snacks and sides. The sturdy design of the self-enclosed bottom fits a standard car cup holder and its grease-resistant paper keeps this container a clean, portable package. Available in two sizes. **CIRCLE 122**

Meatless meals... **GARDENBURGER**, the top-selling



meatless burger in America, is now available as a vending sandwich. Available in Gardenburger Original, Gardenburger Zesty Bean and Gardenburger Hamburger Style varieties. **CIRCLE 123**

Add a carving station... **FARMLAND Black Angus Oven-Roasted Top Round and Prime Rib** bring natural, old-fashioned roast beef flavor to the table. Pre-cooked to an internal temperature of 133 degrees for operator convenience, the Top Round and Prime Rib are available in natural juice and dry pack varieties. Prime Rib also comes in pre-portioned, individually vacuum-packed 8-oz. servings. **CIRCLE 124**



Stop cross-contamination... **EnDure** disposable nitrile gloves from **FOODHANDLER** fit like traditional latex gloves, yet resist snags, punctures, abrasions and animal fats. The long-wearing, 100% synthetic nitrile gloves are an excellent alternative for individuals with latex sensitivities. **CIRCLE 125**



Fast, high-quality coffee... With the **DOUWE EGBERTS Cafitesse** Specialty Coffee Beverage System, even high-volume operators can make specialty coffee drinks at the push of a button. The system uses Douwe Egberts' Excellence dark roast coffee and Cafite-Lait milk to make lattes, cappuccinos and espressos. **CIRCLE 126**



Create signature dishes...Satisfy customers' appetites for the bold and flavorful with ANCHOR's new, larger 6-oz. size SpinDippers. Packaged in convenient frozen portions that go from the microwave to the table in minutes, Spin Dippers can be also be used as sauces, ingredients and toppings. **CIRCLE 127**



Sandwich solutions...SARA LEE Croissants make a classic choice for breakfast, sandwiches or as an accompaniment to meals. Made from 120 honeycombed layers of light pastry and brushed with butter or vegetable shortening for a perfectly baked finish, the croissants are available in sliced and unsliced varieties and come packaged in trays of 12, 15 and 16. **CIRCLE 128**

Expand beverage selections...VERYFINE now offers operators in the Northeast, Mid-Atlantic and Midwest sections of the country its Premium Harvest line of not-from-concentrate, pasteurized varietal apple juices. The juice is available in the Northeast, Mid-Atlantic and Midwest sections of the country in five flavors, including Golden Delicious, Red Delicious, Granny Smith, Macintosh and Natural Style Apple Juice. **CIRCLE 129**



Add vegetarian features...CASA DI BERTACCHI has introduced a line of products suitable for vegan, vegetarian, allergy-sensitive and health-conscious diets. The vegan line features Stuffed Shells and Ravioli with either a tofu and potato filling or a tofu, bean and grain filling. The products meet all dietary and nutrition guidelines for vegetarian diets and do not contain animal, dairy-derived ingredients, eggs, cholesterol or artificial colors and flavors. **CIRCLE 130**



Cost efficient soups...Please soup-loving patrons every time using any of the 47 varieties of CAMPBELL'S Frozen Condensed Soups. The soups are packaged in convenient split tray packs, which enable operators to make as little as a half gallon at a time. The soups contain no added MSG and nearly all varieties are reconstituted with water, which means there's no additional food cost. **CIRCLE 131**

Breakfast on-the-go...KELLOGG'S has introduced Wild Magicburst Pop-Tarts to its line of wild Pop-Tarts toaster pastry franchise. The new toaster pastries are topped with "magic" sprinkles that change colors when toasted. The inside of the pastries features a blue- and white-striped, raspberry-flavored filling. **CIRCLE 132**



Safe storage...The Hefty® Slide-Rite Advanced Closure System from TENNECO PACKAGING uses a patented track and zipper-slider device to enable the fast opening and reclosing of bags. The system eliminates human error and can be adapted to fit almost any package style. **CIRCLE 133**

Sausages for all dayparts...HILLSHIRE FARM Smoked Sausages are made from 100% USDA-inspected pork and beef and contain no fillers. These naturally seasoned and hardwood smoked sausages have a rich distinctive flavor and are fully cooked for heat and serve convenience. Available in Polish, Italian, Jalapeño, Southwestern or smoked varieties. **CIRCLE 134**



Hassle-free operation...MARKET FORGE's new Eco-Tech steamer unit holds foods at proper serving temperatures after steaming and features a constant steam mode and an idle mode for quick recovery. The unit eliminates flavor transfer because of its unique design and early warning lights signal when to add water. **CIRCLE 135**



Low-fat Mexican...Diced tomatoes, tender lasagna pasta, sour cream, savory beef, refried beans, festive chiles and layers of cheese make up WEIGHT WATCHERS' heat and serve Mexican Style Lasagna. Each serving contains only 8 grams of fat and 260 calories. **CIRCLE 136**

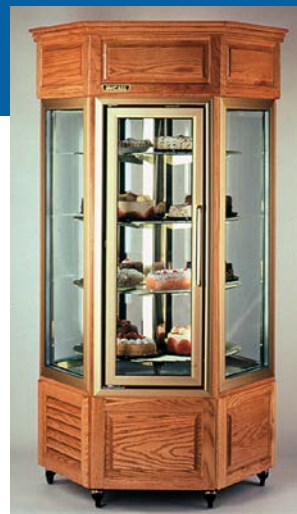


Draw in more dessert dollars...HAAGEN-DAZS has added Cinnamon to its super-premium ice cream line. The smooth, creamy and subtly spicy ice cream can be served alone or as an a la mode. **CIRCLE 137**

Hearty entrees...Take advantage of homestyle cooking trends by featuring hearty entrees from NUGGET DISTRIBUTORS on your menu. Popular items include roasted chicken and T-bone steaks along with favorite side dishes, including scalloped potatoes and creamy risotto. **CIRCLE 138**



Instant cappuccino...Nescafé Cappuccino is an authentic-tasting cappuccino sweetened with sugar for a mild coffee complemented by a frothy topping. To prepare, simply add hot water. From NESTLE. Call 800-288-8682.



Showcase your creations...Feature desserts, entrees and cheeses in the MGM Revolving Merchandiser from MCCALL REFRIGERATION. The unit features rotating shelves that stop when the doors open and full-length fluorescent lights. It is decorated with a solid wood crown, trim molding and a louvered base that is finished with a hand-rubbed, light honey oak finish. **CIRCLE 139**

Creative menu planning...Original Veggie Burgers from MORNINGSTAR FARMS come in a variety of shapes and flavors for burger-bun alternatives, hoagie options, stuffed pitas and innovative wrap offerings. The burger patties are available in three flavors, including Garden Grille, Spicy Black Bean and Garden Veggie. **CIRCLE 140**



adindex

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FOOD MANAGEMENT (ISSN 0091-018X) is published monthly at 1100 Superior Avenue, Cleveland, Ohio 44114-2543. 216-696-7000. FAX: 216-696-0836. Printed in USA. Copyright © 1999 by Penton Media, Inc. Subscription rates: \$60 per year, \$95/2 years in the United States; \$80 per year, \$135/2 years in Canada; \$100 per year, \$175/2 years in Mexico. All other countries: \$130 per year, \$205/2 years. Current issue single copies (pre-paid only): \$5.95 in the U.S.; \$7.95 in Canada; \$10.95 in Mexico; elsewhere \$12.95; add \$3.50 per order for shipping and handling. Send paid subscriptions to Penton Publishing, Subscription Lockbox, P.O. Box 96732, Chicago, IL 60693. Back issues if available, \$10 (U.S. and Canada only); add \$3.50 per order for shipping and handling (pre-paid orders only). For reprint information, contact Kim Pippin at 216-931-9626. Office of publication: Penton Media, Inc., 1100 Superior Avenue, Cleveland,

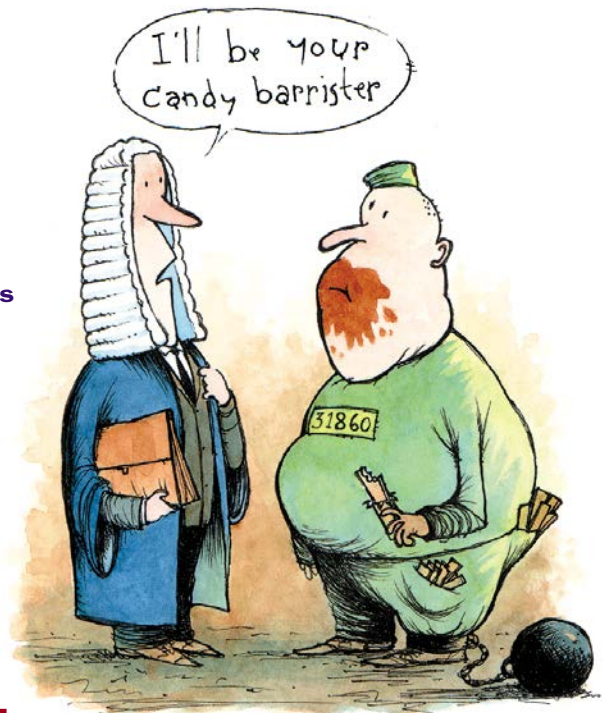
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Mars Bars Caper Wrapped Up

An English man is on trial in London for the theft of some candy bars...like, 1.5 million. Martin Keys is accused of plotting to heist eight truckloads of Mars Bars worth half a million pounds (\$829,000). It seems the finger of suspicion fell on Keys after he was able to pay 21,000 pounds for a new car—in cash—and put down a 52,000-pound deposit on his home, also in cash.

“This story concerns chocolate. The theft of chocolate. A lot of chocolate—a mountain of chocolate,” exclaims outraged prosecutor Simon Brand, neatly summarizing his case.

Keys denies the charges.

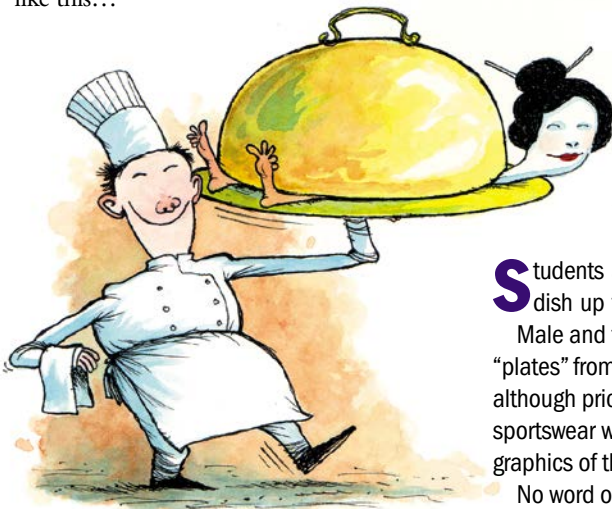


School Foodservice in a Perfect World

No one lives in a perfect world, but we all dream of one. Some of us want fame, others power, celebrity or unrelieved luxury. Those with a more idealistic set of mind even fantasize about world peace, Congressional bipartisanship or a Cubs pennant.

For Rick DeBurgh, FSD for the Glendale (CA) Public Schools, a perfect world would start in the school lunchroom and go something like this...

- ▶ Kids would eat their veggies and veggies would taste like chocolate.
- ▶ Any child who cleaned their plate would get at least one A on his or her report card.
- ▶ When parents ask children where they want to go for dinner, the answer would be “the school cafeteria.”
- ▶ Dessert would have fewer calories than broccoli.
- ▶ Teachers who were nice to cafeteria workers could eat for free.
- ▶ Directors would know everybody’s names.
- ▶ Kids who smile would get to go to the front of the line.
- ▶ Noon aides would treat students like grandchildren.
- ▶ Cafeteria workers would get a bonus for knowing students’ names.
- ▶ Workers who smile at kids would be promoted first.
- ▶ Cooks who sample their own food would be excused from the calories.
- ▶ Cafeteria managers would have time to watch students enjoy their food.
- ▶ USDA would have to do all their own paperwork.
- ▶ Kids would line up after lunch to say “thank you.”
- ▶ Custodians would gripe about not having enough to do.
- ▶ State regulations would be limited to one page.



DAVID CLARK

What Would Miss Manners Say?

Students at Doshisha University in Japan last year decided that the best way to dish up the grub at a local campus festival was...to be the dishes.

Male and female students offered their bodies (tastefully saran-wrapped) as “plates” from which customers could eat potato chips and cold custard pudding, although prices varied. A female plate in a swimsuit cost 3,000 yen, while one wearing sportswear was 2,000 yen. Male plates could be had for a mere 1,500 yen (the demographics of the customer base can thus logically be deduced).

No word on what they planned to use for takeout containers, but university officials were not amused and halted the whole thing before a single order could be taken.

COVER 3

KELLOGG'S

COVER 4

UNCLE BEN'S RICE